



Informal Board - WMCA Chief Executive's Consultation/Guidance

Date: Friday 14 January 2022

Time: 11.00 am **Public meeting** Yes

Venue: This meeting will be held online via Microsoft Teams and streamed publicly on YouTube.

Note: This meeting is not a formal meeting of the WMCA Board but is being held as a 'consultation call' by the Chief Executive, under her delegated powers under paragraph 5.3 of the Scheme of Delegations, to take urgent action in consultation with the Mayor and portfolio leads.

Following the consultation call, the Chief Executive will take delegated decisions having regard to the consultation. The agenda and reports are being made available to the public and the call is being livestreamed to ensure openness and transparency. Members of the board will attend the call virtually. This will replace the WMCA Board meeting scheduled for 14 January 2022, but which has been cancelled due to concerns about the current increased risk of COVID-19 infection.

Membership

Constituent Members

Andy Street (Chair)
Councillor Bob Sleigh OBE (Vice-Chair)

Councillor Adrian Andrew
Councillor Mike Bird
Councillor Ian Brookfield
Councillor Kerrie Carmichael
Councillor Ian Courts
Councillor Maria Crompton
Councillor George Duggins
Councillor Patrick Harley
Councillor Brigid Jones
Councillor Abdul Khan
Councillor Stephen Simkins
Councillor David Vickers
Councillor Ian Ward

Appointing Authority

Mayor of the West Midlands Combined Authority
Solihull Metropolitan Borough Council

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

Non-Constituent Members

Anita Bhalla

Councillor Shaun Davies
Councillor Matthew Dormer
Councillor Tony Jefferson
Councillor Sebastian Lowe
Councillor Olivia Lyons
Councillor Jeremy Oates
Councillor Lezley Picton
Councillor Izzi Seccombe
Tom Westley
Councillor Kristofer Wilson
Sarah Windrum

Councillor David A Wright

Greater Birmingham & Solihull Local Enterprise
Partnership
Telford & Wrekin Council
Redditch Borough Council
Stratford-on-Avon District Council
Rugby Borough Council
Cannock Chase District Council
Tamworth Borough Council
Shropshire Council
Warwickshire County Council
Black Country Local Enterprise Partnership
Nuneaton and Bedworth Borough Council
Coventry & Warwickshire Local Enterprise
Partnership
North Warwickshire Borough Council

Co-Opted Member

Lee Barron

Midlands Trades Union Congress

Observer Members

Councillor Greg Brackenridge
Simon Foster

West Midlands Fire Authority
West Midlands Police & Crime Commissioner

Quorum for this meeting shall be at least one member from five separate Constituent councils

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

Contact	Dan Essex, Governance Services Manager
Telephone	0121 214 7505
Email	dan.essex@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 prejudicial 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 (if any)	Chair	None
4.	Minutes - 19 November 2021	Chair	1 - 10
5.	Forward Plan	Chair	11 - 14
Finance			
6.	Draft WMCA Budget 2022/23	Councillor Bob Sleigh	15 - 56
7.	Financial Monitoring 2021/22	Councillor Bob Sleigh	57 - 76
Inclusive Communities			
8.	Equality Scheme 2022-24	Councillor Brigid Jones	77 - 134
Transport			
9.	City Region Sustainable Transport Settlement Programme	Councillor Ian Ward	135 - 234
10.	West Midlands Future Bus Delivery Options	Councillor Ian Ward	235 - 242
11.	West Midlands Local Transport Plan 5: Draft Core Strategy	Councillor Ian Ward	243 - 322
12.	Commonwealth Games Transport Plan	Councillor Ian Ward	323 - 430
Minutes			
13.	Transport Delivery Committee - 15 November 2021	Councillor Kath Hartley	431 - 436

14.	Environment & Energy Board - 1 December 2021	Councillor Ian Courts	437 - 440
15.	Investment Board - 13 December 2021	Councillor Bob Sleigh	441 - 450
16.	Overview & Scrutiny Committee - 15 December 2021	Councillor Cathy Bayton	451 - 454
17.	Employment Committee - 17 December 2021	Chair	455 - 456
18.	Young Combined Authority Update and Charter	YCA Representatives	457 - 464
19.	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(s) of business as they are likely to involve the disclosure of exempt information as specified in the paragraphs of the Act.]	Chair	None
Items of Private Business			
Finance			
20.	West Midlands Co-Investment Fund	Councillor Bob Sleigh	465 - 472
Transport			
21.	City Region Sustainable Transport Settlement Submission - Scheme Schedule	Councillor Ian Ward	473 - 480
22.	Wednesbury - Brierley Hill Metro Extension Update	Councillor Ian Ward	To Follow
Date of Next Meeting			
23.	Friday 11 February 2022 at 11.00am	Chair	None



**West Midlands
Combined Authority**

WMCA Board

Friday 19 November at 11.00 am

Minutes

Constituent Members

Andy Street (Chair)	Mayor of the West Midlands
Councillor Mike Bird	Walsall Metropolitan Borough Council
Councillor Ahmad Bostan	Sandwell Metropolitan Borough Council
Councillor Ian Brookfield	City of Wolverhampton Council
Councillor George Duggins	Coventry City Council
Councillor Karen Grinsell	Solihull Metropolitan Borough Council
Councillor Patrick Harley	Dudley Metropolitan Borough Council
Councillor Brigid Jones	Birmingham City Council
Councillor Ian Kettle	Dudley Metropolitan Borough Council
Councillor Stephen Simkins	City of Wolverhampton Council
Councillor Bob Sleigh	Solihull Metropolitan Borough Council
Councillor Ian Ward	Birmingham City Council

Non-Constituent Members

Councillor Matthew Dormer	Redditch Borough Council
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Observer Members

Councillor Greg Brackenridge	West Midlands Fire Authority
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In Attendance

Councillor Cathy Bayton	Overview & Scrutiny Committee
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The following participated in the meeting remotely via Microsoft Teams

Lee Barron	Midlands Trades Union Congress
Councillor Andrew Day	Warwick District Council
Councillor Shaun Davies	Telford & Wrekin Council
Councillor Kath Hartley	Transport Delivery Committee
Councillor Matt Jennings	Stratford-on-Avon District Council
Councillor Sebastian Lowe	Rugby Borough Council
Councillor Olivia Lyons	Cannock Chase District Council
Councillor Jeremy Oates	Tamworth Borough Council
Councillor Heather Timms	Warwickshire County Council
Councillor Lisa Trickett	Overview & Scrutiny Committee
Councillor Kristofer Wilson	Nuneaton & Bedworth Borough Council

57. Apologies for Absence

Apologies for absence were received from Ilia Bowles (Marches LEP), Councillor Ian Courts (Solihull), Councillor Abdul Khan (Coventry), Councillor Tony Jefferson (Stratford-on-Avon), Tim Pile (Greater Birmingham & Solihull LEP), Councillor Izzi Seccombe (Warwickshire) and Tom Westley (Black Country LEP).

58. Minutes

The minutes of the meeting held on 17 September 2021 were agreed as a correct record.

59. Forward Plan

The forward plan of items to be reported to future meetings of the board was noted.

60. Confirmation of Statutory Officer Appointment

The board considered a report of the Director of Finance seeking confirmation of the appointment of the Chief Executive and to formally confirm their statutory role for the WMCA.

Following the resignation of the former Chief Executive, a recruitment process had been undertaken in order to appoint to the role on a permanent basis. The role performed statutory functions for the WMCA in line with the Local Government & Housing Act 1989, having the statutory responsibility as Head of Paid Service. An extensive search was carried out, a shortlist of four candidates produced and a process of technical assessment and stakeholder review carried out. A further recruitment process had taken place under the direction of the Employment Committee to formally appoint a permanent Chief Executive.

Councillor Ian Brookfield commended the quality of the internal candidates who had been shortlisted for the post.

Resolved:

The appointment of Laura Shoaf as Chief Executive and the WMCA's Statutory Head of Paid Service be endorsed.

61. WMCA Aims & Objectives

The board considered a report of the Chief Executive on the latest draft of the WMCA's Aims & Objectives.

The purpose of the Aims & Objectives document was to set out how the WMCA would deliver on the region's priorities, guide its use of powers and money secured from Government, and enable the WMCA to measure its progress against its priorities. They would be regularly reviewed, including a formal review every six months to monitor progress. The Aims & Objectives document had been developed through bilateral and multilateral engagement with the Mayor and leaders of constituent authorities, with other key stakeholders such as the Young Combined Authority, and with colleagues from across the WMCA.

Resolved:

The WMCA's Aims & Objectives document be agreed.

62. Financial Monitoring 2021/22

The board considered a report of the Director of Finance providing an update on the WMCA's finances as at the end of September 2021 (including the financial implications of COVID-19).

The overall year to date position at the end of September showed a £1.717m favourable variance from budget. This consisted of a favourable variance within the transport budget of £1.911m largely due to concessions savings during the pandemic as a result of reduced service provision by operators, lower patronage and no fare increases. The second forecast for the financial year was completed throughout October 2021. This showed a small improvement from the first forecast, with a surplus of £0.636m expected. Of this saving, £0.988m was within transport which was driven by year to date concessions savings as patronage and fares continued to be below the amounts budgeted. The forecast position reflected the ongoing uncertainty of the bus market, which might lead to the WMCA subsidising additional socially and economically necessary bus services during 2021/22.

Councillor Ian Ward noted that the WMCA had been unsuccessful in its Levelling Up Fund submission of £50m to fund the required Metro depot enhancements. He considered therefore that the cost of these depot works should come from the City Region Sustainable Transport Settlement. Councillor Ian Brookfield was disappointed at the amount of funding allocated to the region through the Community Renewal Fund. The Chair expressed his frustration at the bidding requirement linked to securing Government funding, which he considered to be unhelpful. He was also disappointed that the Metro depot enhancements were not to be funded by the Levelling Up Fund.

Resolved:

- (1) The financial position as at 30 September 2021, including the Mid-Year Treasury Strategy update, be noted.
- (2) The recharge of 2021/22 Business Rates Growth monies be approved.
- (3) The update on WMCA's Medium Term Financial Plan and Annual Budget process be noted.
- (4) The acceptance of £5.4m of Community Renewal Fund award, and the requirement for all appropriate assurance and governance arrangements being delegated to the Director of Finance and the Monitoring Officer, in accordance with grant conditions, be approved.
- (5) The update on the continued operation of West Midlands 5G Ltd be noted.
- (6) The update on the Buy Before You Board scheme be noted, and authority be delegated to the Director of Finance to approve the successful tender.
- (7) It be noted that the annual review of the WMCA's Single Assurance Framework had been completed, with no updates identified in its application for the next 12 months.

- (8) The update of the WMCA's performance against the approved 2021/22 Annual Business Plan, be noted.
- (9) In relation to University Station, the revised budget of £65m, including enhancement works related to the additional scope and the associated funding package, be approved.
- (10) The acceptance of £2.62m of funds from Department of Work & Pensions in relation to the European Social Fund's Find Your Futures grant be noted.
- (11) The use of existing transport reserves of £4.6m to mitigate and manage emerging pressures with the WMCA's transport capital programme be noted.

63. Simplifying Economic Governance and Establishing the West Midlands Economic Growth Board

The board considered a report of the Director of Productivity & Skills on the establishment of a new Economic Growth Board with decision-making powers, led by the Portfolio Lead for Economy & Innovation, which would put regional economic development at the heart of the WMCA's decision making.

Leaders of the seven constituent authorities and the Mayor had agreed to a comprehensive review of the region's governance. This included a focus on streamlining economic governance and policy-making, and establishing clearer, more accountable decision making. It was proposed to establish a new Economic Growth Board to provide strong, democratically accountable economic leadership with decision-making powers. The board would be accountable to the WMCA Board and would provide strategic oversight of the region's approach to driving green and inclusive economic growth.

Councillor Ian Brookfield welcomed these proposals and considered that it would be beneficial if the Vice-Chair of the new board was drawn from the business sector.

Resolved:

- (1) The establishment of an Economic Growth Board as a decision-making board for the WMCA, to be chaired by the Portfolio Lead for Economy & Innovation, be approved.
- (2) It be noted that the Economic Growth Board would formally replace the advisory Strategic Economic Development Board and the COVID-19 Recovery Jobs Taskforce, which would now cease to meet.
- (3) The Economic Growth Board's terms of reference, membership (including voting rights) and draft work programme be approved.
- (4) It be agreed that the Economic Growth Board could make recommendations to vary its membership as required.
- (5) It be noted that further work was required to simplify and/or rationalise the range of groups and boards that previously reported into the Strategic Economic Development Board.

- (6) The parallel work being undertaken to clarify the role of advisory groups comprised of business representatives be noted.
- (7) The need for a new officer group to inform the work of the Economic Growth Board be endorsed.
- (8) The work of the Strategic Economic Development Board and the contribution its members had made be acknowledged.

64. Environment & Energy Board - 9 September 2021

The board received the minutes of the Environment & Energy Board meeting held on 9 September 2021.

Resolved:

The minutes of the meeting held on 9 September 2021 be noted.

65. Strategic Economic Development Board - 10 September 2021

The board received the minutes of the Strategic Economic Development Board meeting held on 10 September 2021.

In respect of minute no. 35 ('WM2041 Update: Home of the Green Industrial Revolution'), Councillor Stephen Simkins stressed the importance and difficulty in retro-fitting 292,000 homes in the region to improve domestic heat and energy efficiency. The Director of Inclusive Growth & Public Service Reform indicated that retro-fitting was largely the responsibility of local authorities, although the WMCA would be seeking to support authorities undertaking this work, especially in regard to bidding for funding and maximising the benefits of scale. A new 'smart hub' was being established to specifically help with this.

Resolved:

The minutes of the meeting held on 10 September 2021 be noted.

66. Transport Delivery Committee - 13 September 2021

The board received the minutes of the Transport Delivery Committee meeting held on 13 September 2021.

Resolved:

The minutes of the meeting held on 13 September 2021 be noted.

67. Housing & Land Delivery Board - 15 September 2021

The board received the minutes of the Housing & Land Delivery Board meeting held on 15 September 2021.

Resolved:

The minutes of the inquorate meeting held on 15 September 2021 be approved.

68. Investment Board - 20 September 2021

The board received the minutes of the Investment Board meeting held on 20 September 2021.

Resolved:

The minutes of the meeting held on 20 September 2021 be noted.

69. Audit, Risk & Assurance Committee - 29 September 2021

The board received the minutes of the Audit, Risk & Assurance Committee meeting held on 29 September 2021.

Resolved:

The minutes of the inquorate meeting held on 21 September 2021 be approved.

70. Public Service Reform Board - 30 September 2021

The board received the minutes of the Public Service Reform Board meeting held on 30 September 2021.

Resolved:

The minutes of the meeting held on 30 September 2021 be noted.

71. Overview & Scrutiny Committee - 14 October 2021

The board received the minutes of the Overview & Scrutiny Committee meeting held on 14 October 2021.

Resolved:

The minutes of the meeting held on 14 October 2021 be noted.

72. Investment Board - 18 October 2021

The board received the minutes of the Investment Board meeting held on 18 October 2021.

Resolved:

The minutes of the meeting held on 18 October 2021 be noted.

73. Wellbeing Board - 19 October 2021

The board received the minutes of the Wellbeing Board meeting held on 19 October 2021.

Resolved:

The minutes of the meeting held on 19 October 2021 online via Microsoft Teams be approved.

74. HS2 Regional Enterprise Board - 21 October 2021

The board received the minutes of the HS2 Regional Enterprise Board meeting held on 21 October 2021.

Councillor Karen Grinsell indicated that this was the inaugural meeting of the new board and thanked all those who had been nominated to sit on it. She reiterated that the overarching aim of the board was to ensure the region was able to maximise the benefits of HS2.

Resolved:

The minutes of the meeting held on 21 October 2021 be noted.

75. Strategic Economic Development Board - 28 October 2021

The board received the minutes of the Strategic Economic Development Board meeting held on 28 October 2021.

The Chair noted that this was the last meeting of the board and thanked Tim Pile who chaired its meetings, and all other members of the board for the time and effort they had given to it.

Resolved:

The minutes of the meeting held on 28 October 2021 be noted.

76. Skills Advisory Board - 1 November 2021

The board received the minutes of the Skills Advisory Board meeting held on 1 November 2021.

Resolved:

The minutes of the meeting held on 1 November 2021 be noted.

77. Audit, Risk & Assurance Committee - 2 November 2021

The board received the minutes of the Audit, Risk & Assurance Committee meeting held on 2 November 2021.

Resolved:

The minutes of the meeting held on 2 November 2021 be noted.

78. Housing & Land Delivery Board - 4 November 2021

The board received the minutes of the Housing & Land Delivery Board meeting held on 4 November 2021.

Resolved:

The minutes of the inquorate meeting held on 4 November 2021 be approved.

79. Overview & Scrutiny Committee - 8 November 2021

The board received the minutes of the Overview & Scrutiny Committee meeting held on 8 November 2021.

In respect of minute no. 28 ('WMCA Aims & Objectives'), Councillor Cathy Bayton indicated that the committee had supported these, but had wished to see more engagement with the region's residents in their development. She also thanked Councillor Bob Sleigh for attending the meeting to give an update on the latest progress with the WMCA's current governance review. She said that the committee would be looking to engage more closely with other portfolio leads during the coming year.

Resolved:

The minutes of the meeting held on 8 November 2021 be noted.

80. Employment Committee - 9 November 2021

The board received the minutes of the Employment Committee meeting held on 9 November 2021.

Resolved:

The minutes of the meeting held on 9 November 2021 be noted.

81. Young Combined Authority Update - November 2021

The board received a report from the Young Combined Authority setting out its programme of activity during November.

Resolved:

The report be noted.

82. Exclusion of the Public and Press

Resolved:

The public and press be excluded from the meeting in accordance with s100(A) of the Local Government Act 1972, for the following items of business as they were likely to the disclosure of exempt information as specified in the paragraphs of the Act.

83. Compulsory Purchase Order for Rail Package 1

The board considered a report of the Interim Managing Director, Transport for West Midlands, seeking approval to acquire the land necessary for the delivery of Rail Package 1, new stations at Willenhall and Darlaston and for the Mayor to approve in principle the making of a compulsory purchase order.

At its meeting on 15 January 2021, the board approved the full business case for Rail Package 1, which comprised two new stations in the Walsall Metropolitan Borough Council area at Willenhall and Darlaston. The proposed stations would enable the delivery of a train service that would result in significant improvements to connectivity between these communities and Walsall, Wolverhampton and Birmingham. In order to de-risk the land assembly phase of the delivery, it was proposed to make a compulsory purchase order in order to acquire the interest in land required to deliver the stations at Willenhall and Darlaston. The use of compulsory powers would avoid the risk that delivery of the stations could be frustrated if acquisitions could not be finalised through private treaty.

Resolved:

- (1) The acquisition of the land identified in the report under WMCA's powers contained within the Housing & Regeneration Act 2008 to enable the infrastructure development contained in Rail Package 1 (Willenhall and Darlaston stations) for the benefit of people living in the WMCA's area be approved by the WMCA Board.
- (2) The making of a compulsory purchase order to secure the land in support of Rail Package 1 (Willenhall and Darlaston stations) be approved by the board member representing Walsall Metropolitan Borough Council and the Mayor.
- (3) The Mayor exercise his reserved power to make a compulsory purchase order under section 9(2) of the Housing & Regeneration Act 2008 in respect of the parcels of land outlined in the report.

84. Suspension of Metro Services - Update

The Chair asked the Interim Managing Director, Transport for West Midlands, to provide an update to the board on the suspension of Metro services that had been implemented on 13 November and the likely timetable for their reintroduction. The Interim Managing Director explained the circumstances leading up the decision to suspend services, along with when she expected to have sufficient further information to be in a position to say when they would resume.

Board members sought clarification as to why a reduced service could not be operated, along with the financial considerations and implications of the suspension of services. The Chair requested that a further detailed briefing be provided to those constituent authority leaders most impacted by this suspension as matters developed. The board recognised that passenger safety was the most important consideration, but urged that Metro services be resumed as soon as it was safely possible.

Resolved:

The update be noted.

[NB. The Chair agreed to take this matter as an additional item of urgent business so as to ensure that board members were fully briefed as to the very latest position regarding the current suspension of Metro services.]

- 85. Date of Next Meeting**
Friday 14 January 2022 at 11.00am.

The meeting ended at 12.20pm.

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



Title of Report	Summary of purpose and recommendations	Lead Portfolio Holder	Lead Officer	Confidential	Category
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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Informal WMCA Board - WMCA Chief Executive's Consultation/Guidance

Date	14 January 2022
Report title	WMCA Draft Budget 2022/23
Portfolio Lead	Finance - Councillor Bob Sleigh
Accountable Chief Executive	Laura Shoaf, West Midlands Combined Authority email: laura.shoaf@wmca.org.uk
Accountable Employee	Linda Horne, Director of Finance email: linda.horne@wmca.org.uk
Report has been considered by	West Midlands Finance Directors - 6 January 2022

Recommendations for action or decision:

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

1. Approves for consultation the Draft 2022/23 West Midlands Combined Authority consolidated Revenue budget summarised in Section 4. This includes:
 - a) The budget requirement for Transport delivery in 2022/23 comprising four elements:
 - i. £117.0m to be funded from the existing Transport Levy mechanism;
 - ii. £18.7m to be funded from grant awarded by the Commonwealth Games Organising Committee;
 - iii. Use of £4.5m Business Rates retention income;
 - iv. Transfer from earmarked reserves of £3.6m.

- b) The budget requirement for Non-Transport delivery in 2022/23 of £161.9 million comprising of five elements:
- i. £142.7m Adult Education spending to be funded from Adult Education Budget funding devolved by the Department for Education¹;
 - ii. £6.7m to be funded from Devolution deal grants;
 - iii. £1.2m to be funded from other income, notably Investments;
 - iv. £4.6m to be funded from Constituent Authority fees (fees to remain at the same level as 2021/22);
 - v. £0.5m to be funded from Non-Constituent Authority and observer fees (which represents an increase of £5,000 a year per Non-Constituent Authority from 1 April 2022);
 - vi. Use of £6.0m Business Rates retention income.
2. Approves for consultation and scrutiny the Mayoral Office budget for 2022/23 of £0.8m to be funded from additional Mayoral Capacity Funding.
 3. Approves for consultation the Draft 2022/23 Capital Programme of £536m.
 4. Notes the planned spend on the Investment Programme over the period.
 5. Notes that there will be no Mayoral Precept during 2022/23.
 6. Notes West Midlands Combined Authority's commitment to work with the Mayor and Leaders to develop a long-term, sustainable budget and plan throughout 2022, building on the 2022/23 agreed Aims and Objectives and a sustainable financial plan.
 7. Notes the matters identified by Overview and Scrutiny Committee that arose out of the Mayoral Q&A on 15 December 2021.

¹ The 2022/23 Adult Education Budget to be devolved from Department for Education will be confirmed in early 2022 and an update provided to Board.

1.0 Purpose

- 1.1. This report presents the Draft 2022/23 Budget for consideration by the West Midlands Combined Authority Board, to allow for feedback to inform the Final 2022/23 Budget to be approved in February 2022.
- 1.2. The WMCA Overview and Scrutiny Committee has undertaken the scrutiny work and feedback following the Mayoral Q&A session on the budget which took place on 15 December 2021 is attached to this report at Appendix 6.

2.0 Background

- 2.1. This report represents the first part of the formal process to determine the WMCA Budget, Levy and Precept levels for 2022/23. If approved, this report will form the basis for budget proposals to WMCA Board on 11 February 2022.
- 2.2. The vision of WMCA is to deliver a more prosperous and better-connected West Midlands which is fairer, greener and healthier. The Aims and Objectives for WMCA in 2022/23 were approved by WMCA Board in November 2021, and the Draft 2022/23 Budget has been developed in conjunction with this agreed remit. This report includes the proposed WMCA activity for 2022/23 alongside the funding requirement in order to deliver this and represents the first occasion on which WMCA's Budget and Annual Business Plan have been developed as part of the same singular process. This improved approach will underpin the future Budget and Business Planning process.
- 2.3. The national economic picture has improved in the last 12 months as the country recovers from the sharp shock of lockdown. However, the impact of Covid-19 continues to be felt across the country and, with new variants emerging, there remains the potential that further restrictions may be re-introduced within the UK. The 2022/23 Draft Budget has been prepared using the best information available at the time of writing and, therefore, does not include an assessment of the financial impact of future restrictions within the West Midlands.
- 2.4. As part of the 2021 Comprehensive Spending Review, the Chancellor of the Exchequer announced a £1.05bn award to WMCA as part of the City Regional Sustainable Transport Settlement (CRSTS) Fund. CRSTS is a capital grant, so allows WMCA to continue with its wide-ranging Capital Programme but does not provide any additional revenue support for the ongoing operational costs of the Transport network. At the 2021 Spending Review, a £4bn "Levelling Up" fund was announced, which will be jointly held by Department for Transport (DfT), Department for Levelling Up, Housing and Communities (DLUHC, previously Ministry for Housing, Communities and Local Government, MHCLG) and Department for Business, Energy & Industrial Skills (BEIS). At the time of writing, the Levelling Up White Paper is expected to be published in early 2022. Officers continue to work with Her Majesty's Government (HMG) to identify all additional funding opportunities open to WMCA.
- 2.5. The key headlines for the 2022/23 Draft Budget are as follows:
 - Increased additional funding into the region to assist in the delivery of WMCA priorities.
 - No Mayoral Precept to be introduced for 2022/23.

- Total Revenue expenditure of £341.7m, alongside a Capital Programme totalling £536m for 2022/23.
- Transport Levy to be increased by 2.0% compared with 2021/22, recognising the continued risks and ongoing pressures within the Transport network and in line with expected rise in Council tax.
- A modest uplift in Non-Constituent fees from April 2022 rising from £25,000 to £30,000 per Non-Constituent Authority and rising to £35,000 per Non-Constituent Authority in 2023/24.

3.0 2021/22 Medium Term Financial Plan Update

- 3.1. The 2021/22 Medium Term Financial Plan (MTFP) was initially presented to WMCA Board in June 2021, and subsequently revised throughout Summer 2021, alongside the development of WMCA's Aims and Objectives.
- 3.2. The latest position was presented to WMCA Board in November 2021, showing a funding gap solution had been identified for 2022/23, but that a gap of £45.0m was expected by 2026/27.

Table 1 - MTFP as presented to WMCA Board November 2021

£m	Budget	MTFP				
	21/22	22/23	23/24	24/25	25/26	26/27
Transport Levy	114.7	117.0	117.0	117.0	117.0	117.0
Commonwealth Games	5.4	20.7	-	-	-	-
Revenue Grants & Other Income	9.3	4.7	3.0	1.6	0.6	0.6
Adult Education Funding	142.7	142.7	142.8	142.8	142.9	143.0
Share of Business Rates	9.0	10.5	12.0	13.5	15.0	16.5
Constituent Membership	4.6	4.6	4.6	4.6	4.6	4.6
Non Constituent Members	0.4	0.4	0.4	0.4	0.4	0.4
Investment Programme	36.5	36.5	36.5	36.5	36.5	36.5
Investment Income	0.9	0.9	0.9	0.9	0.9	0.9
Use of Reserves	9.5	3.6	-	-	-	-
Mayoral Precept	-	-	-	-	7.9	7.9
Total Funding	333.2	341.8	317.3	317.4	325.9	327.5
Transport for West Midlands	119.4	124.6	131.1	135.8	145.0	147.6
Commonwealth Games	5.4	20.7	-	-	-	-
Economy & Innovation	3.4	3.3	4.7	4.8	4.9	4.9
Environment, Energy & HS2	0.6	2.3	1.4	0.7	0.7	0.7
Housing and Land	1.4	1.4	1.5	1.5	1.6	1.6
Wellbeing	1.5	1.7	1.6	1.7	1.7	1.8
PSR & Social Economy	1.6	2.5	2.9	2.9	3.0	3.0
Culture and Digital	0.2	0.4	0.2	0.2	0.2	0.2
Productivity & Skills	147.6	145.5	148.0	148.0	148.2	148.3
Inclusive Communities	0.1	0.1	0.1	0.1	0.1	0.1
Business Support	2.1	2.7	(1.0)	(0.9)	(1.0)	(1.0)
Investment Programme	45.6	36.6	48.6	50.1	58.6	60.1
Mayoral Office	0.8	-	-	0.1	0.9	0.9
Mayoral Election	3.6	-	-	4.5	1.5	1.5
Enabling Services	-	-	1.3	1.6	5.3	2.7
Total Expenditure	333.2	341.8	340.4	351.1	370.6	372.5
Net Expenditure	-	-	(23.1)	(33.7)	(44.7)	(45.0)
Net Expenditure Analysed as:						
Transport	-	-	(14.1)	(18.7)	(27.9)	(30.5)
Delivery	-	-	(7.7)	(8.8)	(9.9)	(10.3)
Investment Programme	-	-	-	-	-	-
Mayoral Office	-	-	-	(4.6)	(1.5)	(1.5)
Enabling Services	-	-	(1.3)	(1.6)	(5.3)	(2.7)
Total Surplus / (Deficit)	-	-	(23.1)	(33.7)	(44.6)	(45.0)

- 3.3. The MTFP assumes a 2.0% increased funding requirement from Constituent Authorities in respect of the Transport Levy compared to 21/22, which will generate an extra £2.3m to support Transport operations annually.
- 3.4. These assumptions create increasing financial pressure on WMCA's Budget, notably in Transport which accounts for £30.5m of the £45.0m gap in 2026/27.

3.5. To arrive at a balanced position for 2022/23, WMCA has consulted extensively with Constituent Authorities throughout 2021 to identify and consider options, recognising that Constituent Authorities are also facing significant budget pressures and funding challenges which do not allow them to significantly increase their contributions. The agreed funding solution is therefore a blended approach of;

- A 2.0% increased funding requirement from Constituent Authorities in respect of Transport Levy compared to 21/22, which will generate an extra £2.3m to support Transport operations annually.
- The re-purposing of WMCA's share of 2022/23 Business Rate Retention income, totalling £10.5m, of which £4.5m will be used to support Transport operations, and £6.0m will be used to support WMCA's Non-Transport functions.
- A one-off use of £3.6m of existing reserves to close the remaining gap on Transport operations.

4.0 Draft 2021/22 Consolidated Revenue Budget

4.1. The Draft 2022/23 Consolidated Revenue Budget is presented below;

Table 2 - Consolidated Draft Revenue Budget 2022/23

	Total	Transport	Non-Transport Portfolios	Investment Programme	Mayors Office
	£m	£m	£m	£m	£m
Transport Levy	117.0	117.0	-	-	-
Devolution Deal Grant (IP)	36.5	-	-	36.5	-
Devolution Deal Grants - Other	7.6	-	6.7	-	0.8
Adult Education Funding	142.7	-	142.7	-	-
Share of Business Rates	10.5	4.5	6.0	-	-
Grants from Constituent Members	4.6	-	4.6	-	-
Grants from Non Constituent Members	0.5	-	0.5	-	-
Investment Income	0.9	-	0.8	0.1	-
Third Party Income	0.5	-	0.5	-	-
Commonwealth Games	18.7	18.7	-	-	-
Use of Reserves	3.6	3.6	-	-	-
Total Income	343.1	143.7	161.9	36.6	0.8
Transport Delivery	125.0	125.0	-	-	-
Commonwealth Games	18.7	18.7	-	-	-
Delivery Programmes	161.9	-	161.9	-	-
Investment Programme	36.6	-	-	36.6	-
Mayoral Office	0.8	-	-	-	0.8
Total Expenditure	343.1	143.7	161.9	36.6	0.8
Net Expenditure	-	-	-	-	-
Net Expenditure	0.0	0.0	0.0	-	-

- 4.2. In addition to this funding solution, a series of mitigating actions have been agreed between WMCA and Constituent Authorities – these are detailed in Sections 5 and 6. It is acknowledged that the agreed funding solution closes the gap for 2022/23 but leaves significant pressures from 2023/24 onwards. WMCA have already committed to working with Constituent Authorities throughout 2022 to develop a longer-term, sustainable budget and plan, building on the work to develop the 2022/23 Aims and Objectives. Initial recommendations will be reported to Leaders in May 2022, and this will include an updated view of WMCA’s MTFP and the options open to the Authority to reduce the gap.
- 4.3. As previously referenced, the proposed Transport Levy is £117.0m, an increase of 2.0% from 2021/22, allocated to Constituent Members based on statutory populations. Constituent Member contributions are proposed to be held at £4.6m, £2.9m of which is split equally between members, the remaining £1.7m is split based on statutory populations.

Table 3 - West Midlands Combined Authority Levy & Constituent Members Contributions

Allocations	2021/22 £m	2022/23 £m	Net Change
Birmingham	45.8	46.5	(0.7)
Coventry	15.2	15.7	(0.6)
Dudley	13.2	13.4	(0.2)
Sandwell	13.5	13.7	(0.2)
Solihull	9.0	9.2	(0.2)
Walsall	11.8	12.0	(0.3)
Wolverhampton	10.9	11.1	(0.2)
Total	119.4	121.7	(2.3)

- 4.4. Non-constituent Member and Observer Fees are proposed to increase from £25,000 to £30,000 per Authority from 1 April 2022 with a further £5,000 increase to £35,000 assumed for planning purposes in 2023/24. These fees have been flat since they were first introduced in 2016/17 and remain subject to review over the medium term.

Table 4 - Non-Constituent Member and Observer Fees

Non-Constituent Member Allocations	2022/23 £
Non-Constituent	
Cannock Chase District Council	30,000
North Warwickshire Borough Council	30,000
Nuneaton and Bedworth Borough Council	30,000
Redditch Borough Council	30,000
Rugby Borough Council	30,000
Shropshire Council	30,000
Stratford-on-Avon District Council	30,000
Tamworth Borough Council	30,000
Telford and Wrekin Council	30,000
Warwickshire County Council	30,000
Black Country LEP	30,000
Greater Birmingham and Solihull	30,000

Coventry & Warwickshire LEP	30,000
Observers	
The Marches LEP	30,000
Fire partner contribution	30,000
Police partner contribution	30,000
Warwick District Council	30,000
Total	510,000

4.5. The contributions from the Non-Constituent authorities reflect their ability to access regeneration funds as well as wider benefits delivered by WMCA:

- Delivering Productivity and Skills initiatives including specialised higher technical training and directing Adult Education Budget in line with regional priorities
- Enabling cross-organisation and cross partner working to build economic resilience in the West Midlands
- Lead on Digital platforms such as deployment of c.£100m to support 5G mobile network within the region
- Coordinated Housing and Land investments such as brownfield land development and town centre regeneration programmes
- Ongoing work on Environmental strategy, notably WM2041

4.6. Non-Constituent authorities are currently able to able to access the WMCA loan funds (CIF and RIF totalling £210m), Brownfield Land and Property Development Fund (BLPDF) (grants up to £50m) and devolved Housing grants (totalling £208m) from government. This allows for significant opportunity for increased housing, regenerated brownfield land, economic growth and jobs, alongside increased business rates and investment into awarded areas.

With respect to the £10.5m Business Rates retention income assumption within the Budget (and presented within Table 2), this value is consistent with the principles agreed to date. This will be allocated to the Revenue Budget, underpinning both Transport and Non-Transport expenditure. As such, the WMCA Investment Programme affordable limit will remain capped at £871m. WMCA recognise the impact Covid-19 has had on Business Rates in each of its Constituent Authorities, and so as in previous years this income would not be allocated within the Investment Programme modelling until the WM Finance Director group confirmed the collectability of this income over the future 25 years. WMCA continues to work with HMG officials to secure a solution to the future retention of business rates in the region.

5.0 Draft 2022/23 Transport for West Midlands Revenue Budget

5.1. A detailed analysis of the 2022/23 TfWM Budget and Activity is included within Appendix 1, a summary position for the period 2021/22 to 2026/27 is included below:

Table 5 - Summary Transport Revenue Budget 2021/22 to 2026/27

Transport 5 Year Position	2021/2022		2022/2023		2023/2024		2024/2025		2025/2026		2026/2027	
	£m	%										
English National Concessions Travel Scheme	50.5	40.4%	47.8	33.3%	50.4	38.5%	52.6	38.7%	55.2	38.1%	57.5	38.9%
Capital Financing	8.9	7.1%	9.6	6.7%	9.9	7.5%	9.9	7.3%	12.7	8.8%	12.0	8.1%
TfWM Policies	52.2	41.8%	60.7	42.2%	59.8	45.6%	61.6	45.4%	64.0	44.2%	65.4	44.3%
Strategic Development	3.9	3.1%	4.2	2.9%	4.5	3.5%	4.7	3.4%	5.0	3.5%	5.1	3.4%
Business Support & Elected Members	3.9	3.2%	2.7	1.9%	6.5	5.0%	7.0	5.2%	8.0	5.5%	7.6	5.2%
Commonwealth Games	5.4	4.3%	18.7	13.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%
Total Expenditure	124.8	100.0%	143.8	100.0%	131.1	100.0%	135.8	100.0%	145.0	100.0%	147.6	100.0%
Use of Reserves	4.7		3.6		0.0		0.0		0.0		0.0	
Business Rates Growth	0.0		4.5		0.0		0.0		0.0		0.0	
Commonwealth Games	5.4		18.7		0.0		0.0		0.0		0.0	
Proposed Levy	114.7		117.0		117.0		117.0		117.0		117.0	
Total Funding	124.8		143.8		117.0		117.0		117.0		117.0	

- 5.2. No changes to WMCA Transport policies are proposed for 2022/23, and any such proposal would be subject to full public consultation. As previously noted, WMCA has committed to developing a longer-term, sustainable budget and plan with Constituent Members during 2022. This work must include a full review of all WMCA Transport policies as part of developing a sustainable funding route for operation of the Transport network.
- 5.3. The Bus network continues to come under sustained pressure. Rising fuel costs and labour shortages coupled with uncertainty around patronage recovery are making network operation increasingly challenging. It is imperative that the network remains stable for the day-to-day needs of the region's residents as well as the increased visitor levels expected for the 2022 Commonwealth Games.
- 5.4. The network is currently operating at 96% of pre-Covid-19 levels but it has been sustained since March 2020 by substantial HMG financial support directly to operators. The national Bus Services Improvement Plan (BSIP) funding of £3bn has been reduced to £1.2bn for 2022/23 (with capital costs now required to be integrated into the CRSTS funding), causing unease in the commercial market. The WMCA BSIP request was for £1.1bn alone, as detailed in the report presented to WMCA Board in September 2021. The funding announcement is expected in early 2022 and an update will be provided to WMCA Board.
- 5.5. The 2022/23 budget includes an uplift on the 2021/22 subsidised bus service budget reflecting market pressures, some of which will also impact 2021/22. It does not, however, include assumptions (nor is there sufficient financial capacity within identifiable WMCA resources) to support significant commercial de-registrations.
- 5.6. In March 2021, WMCA Board did set aside £10m of Investment Programme funding to protect against such risk. This remains in place to provide some resilience. However, it is a finite amount so the need for long term transformational change, as set out in the National Bus Strategy, is required to ensure that the future state is financially sustainable.
- 5.7. WMCA continues to proactively manage these risks through discussions with both HMG and operators. The bus delivery options paper that is also presented at this meeting sets out the mitigating actions and the proposed pathway to developing them. These will be factored into development of WMCA's longer term, sustainable budget and plan throughout 2022.

- 5.8. The 2022/23 Transport Budget will be supported by £4.5m of Business Rates Retention income.
- 5.9. The Transport Budget will also be supported by the key assumption that all Metro Lifecycle costs for 2022/23 will be met within existing resources or will be allocated funding from WMCA's CRSTS settlement. This action supports the Budget to the value of £5.3m.
- 5.10. In addition to the underlying TfWM Budget detailed above, £18.7m of funding will be utilised in the year as part of delivering the 2022 Commonwealth Games. All WMCA-delivered schemes for the 2022 Commonwealth Games, including Perry Barr and University station improvements, are scheduled to be completed ahead of the Games starting in July 2022.

6.0 Draft 2021/22 Delivery Revenue Budget (Non-Transport)

- 6.1. Detailed analysis of the WMCA Delivery Budget is included within Appendix 2 and 3, a summary position for the period 2021/22 to 2026/27 is included below:

Table 6 - Summary WMCA Non-Transport Budget 2020/21 to 2025/26

	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	£m	£m	£m	£m	£m	£m
Constituent Members	4.6	4.6	4.6	4.6	4.6	4.6
Non-Constituent Members	0.4	0.5	0.6	0.6	0.6	0.6
Investment Income	0.8	0.8	0.8	0.8	0.8	0.8
Adult Education Budget	142.7	142.7	142.8	142.8	142.9	143.0
Devolution Funding	8.6	6.7	2.4	1.3	1.4	1.4
Other Income	0.0	0.5	0.5	0.5	0.5	0.5
Business Rates Growth	0.0	6.0	0.0	0.0	0.0	0.0
Use of Reserves	1.2	0.0	0.0	0.0	0.0	0.0
Total Funding	158.3	161.9	151.7	150.7	150.9	150.9
Productivity and Skills	147.6	148.1	145.2	145.3	145.5	145.6
Housing & Land	1.4	1.5	1.4	1.8	2.9	2.9
Economy & Innovation	3.4	3.2	4.5	4.6	4.6	4.7
Culture & Digital	0.2	0.4	0.4	0.4	0.4	0.4
Wellbeing	1.5	1.2	1.9	1.9	2.0	2.0
PSR & Social Economy	1.6	2.7	0.7	0.8	0.8	0.8
Environment, Energy & HS2	0.6	1.8	2.7	2.0	2.0	2.0
Inclusive Communities	0.1	0.2	0.1	0.1	0.1	0.1
Leadership & Business Support	2.1	2.7	2.4	2.5	2.4	2.4
Total Expenditure	158.3	161.9	159.2	159.4	160.6	161.0
Net Expenditure	0.0	0.0	-7.6	-8.7	-9.8	-10.1

- 6.2. The WMCA Delivery Budget is primarily funded through Adult Education Grants, Constituent and Non-Constituent Member Fees and Observer Fees. It is further supported by other Devolution Deal grants and returns on cash investments.

- 6.3. From 2019/20, WMCA has had responsibility for the region's Adult Education Budget and its delivery. The total funding for 2022/23 Adult Education will not be announced until early 2022, however it is expected to be in line with 2021/22. An update will be provided in due course to WMCA Board.
- 6.4. As previously referenced, the 2022/23 WMCA Delivery Budget will also be supported by £6.0m of Business Rates retention income
- 6.5. Work will continue throughout 2022/23 as part of WMCA's Business Transformation Programme in order to identify and realise efficiencies. Any efficiencies identified will be reserved by WMCA's Finance Director in order to guard against any pressures which emerge during 2022/23. The overall budget targets a total of £3.3m in business efficiencies to March 2023.

7.0 Mayor's Budget and Precept

- 7.1. The MTFP currently includes no Mayoral Precept commitment until 2025/26 following the 2024 Mayoral Election. The decision not to raise a Precept in 2022/23 has been discussed and agreed with Constituent Members. It is proposed that the 2022/23 Mayor's Office £0.8m Budget is funded from a one-year extension to the Mayoral Capacity Funding which has now been confirmed by DLUHC.
- 7.2. The Mayor's Budget for 2022/23 is £0.8m and includes the staffing costs of the Mayor, the senior team, support staff, policy advisors as well as resources to deliver communications, customer response and events.
- 7.3. The Mayor must notify the WMCA of his Draft 2022/23 Budget before 1 February 2022 and this report represents that notification. The WMCA must review the Mayor's Budget and may make a report on it to the Mayor setting out whether they would approve it in its current form and may include recommendations. This must take place before 8 February 2022 otherwise the Mayor's Budget will be deemed approved.
- 7.4. If the WMCA makes a report, then the Mayor must have at least 5 working days to respond and can either make the requested changes or not. The WMCA must then decide whether to accept the original (or revised) Budget or veto it and approve the Budget with their requested amendments. Decisions of the WMCA are by a 2/3rds majority for setting of the Mayoral Budget.
- 7.5. The 2011 Localism Act gives local communities the power to approve or veto excessive rises in Council Tax. Central government guidance on excessive increases in Council Tax will not apply to WMCA in 2022/23, given that no precept is proposed.

8.0 West Midlands Combined Authority Medium Term Capital Programme

8.1. The West Midlands Combined Authority Capital Programme is summarised in the table overleaf and is set out in further detail within Appendices 4 to 6. The table overleaf summarises the current planned capital investment between 2021/22 and 2025/26. This position represents the latest 2021/22 reforecast, the final 2022/23 Capital Budget will be presented to WMCA Board at the earliest opportunity in 2022/23 following confirmation of the 2021/22 outturn position. It should also be noted that this view does not include any allocation of the recently awarded CRSTS funding – the proposed allocation of this funding is subject to a separate paper to WMCA Board at this meeting. An updated view will be presented as part of the 2022/23 Final Budget report, presented to WMCA Board in February 2022.

Table 7: Summary West Midlands Combined Authority Capital Programme

WMCA CAPITAL PROGRAMME (£M)		Appendix	2021 / 2022	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	TOTAL
Expenditure	TfWM Expenditure	4	344.5	379.6	291.9	119.2	117.3	1,252.5
	Housing and Regeneration Expenditure	5	36.8	89.6	100.9	55.0	34.9	317.2
	Other Programmes		3.1	1.2	-	-	-	4.3
	Investment Programme Grants to Local Authorities	6	104.7	65.7	194.4	139.3	360.1	864.2
TOTAL EXPENDITURE			489.1	536.1	587.2	313.5	512.3	2,438.2
Funding	Investment Programme Debt		158.0	197.1	134.5	3.3	17.6	510.5
	TfWM Debt		12.9	5.7	142.1	49.5	2.4	212.6
	Grants		318.2	333.3	92.9	38.2	12.2	794.8
	Other		-	-	217.7	222.5	480.1	920.3
TOTAL FUNDING			489.1	536.1	587.2	313.5	512.3	2,438.2

8.2. Approximately 50% of the Combined Authority's planned capital investment to 2025/26 consists of expenditure incurred by Transport for West Midlands in pursuance of the Investment Programme, Transforming Cities Programme and the Minor Works Programme. Of the remainder, broadly 70% is concerned with the reimbursement of Local Authorities as part of the West Midlands Investment Programme and 25% will be spent in delivering the Housing and Regeneration objectives using funds secured by WMCA from Central Government.

8.3. Those larger Transport for West Midlands Programmes contain significant investment in expanding the Metro networks in addition to investment in developing and delivering new local Rail stations in Birmingham and the Black Country. The Transport programme reflects the second phase of the Transforming Cities Programme, and in 2022/23 includes the completion of all WMCA delivered assets for the 2022 Commonwealth Games, namely University and Perry Barr rail station improvements and A34 / A45 Sprint highways.

8.4. The Housing Capital Programme includes the land remediation programmes launched by the WMCA in 2016 and delivery against the Land Fund arrangements which now total £208m.

8.5. The Investment Programme Grants to Local Authorities Programme includes grants payable under the original Investment Programme in 2016. This includes significant investment in Coventry (Station Masterplan, City Centre Regeneration), Solihull for the UK Central Programme and Birmingham (Commonwealth Games).

- 8.6. In addition to the traditional capital investment detailed above, WMCA will continue to operate the commercial and residential investment funds where loans to developers are made with the objective of unlocking stalled development sites which traditional lenders are unwilling to finance. The loans are held on the WMCA balance sheet under standard accounting regulations and as at 1 December 2021, the cumulative value of loan commitments approved by WMCA totals £156.1m (including £48.0m of loans which have since been repaid). The value of loans drawn and earning interest as at 1 December 2021 is £28.3m.
- 8.7. The funding for the capital programme is supported mostly by project specific grants or borrowing, where the revenues to support the costs of the debt and interest are underpinned by Investment Programme income or expected passenger revenues obtained from the Metro network.
- 8.8. The full extent of the Investment Programme and 2016 Devolution Deal schemes remain as provisional commitments within the overall programme, even though the funding to underpin elements of the investment currently remains unsecure. Work with the Mayor, Constituent Member Leaders and the WMCA Finance Directors will continue into 2022 to enable the gaps to be closed and no expenditure will be committed without first having a clearly available funding source.

9.0 Investment Programme

- 9.1. The WMCA Investment Programme was a product of the first devolution deal in 2016 and was designed to devolve more accountability, funding and powers out to the regions. From an expenditure perspective, the Investment Programme is an £8bn (gross) package of measures for the region containing projects centred around key economic prosperity drivers such as HS2, city centre regeneration and the remediation of brownfield sites.
- 9.2. From a programme perspective, £2bn of the overall £8bn was to be funded by WMCA generating locally sourced income to support borrowing which in turn could be used to accelerate the development.
- 9.3. Government agreed to provide a gainshare grant of £36.5m per year for 30 years, subject to a five yearly gateway review. The first gateway review occurred during 2020/21 and WMCA worked closely with consultants appointed by MHCLG (subsequently renamed as DLUHC) to undertake the review. WMCA received positive feedback and confirmation that the gateway review had been successful was received in May 2021. As such, £36.5m of income to support the Investment Programme is now expected for the next four financial years.
- 9.4. The current affordable Investment programme approved by the WMCA Board is investment of £871m across the region.

10.0 Budget Calculation

- 10.1. Section 25 of the Local Government Act 2003 requires the Chief Financial Officer, in this case, the Finance Director, as Section 151 Officer, to report to the West Midlands Combined Authority when it is setting the budget and the precept. The report must deal with the robustness of the estimates included in the budget and the adequacy of reserves.
- 10.2. The budget currently provides for the financial implications of the West Midlands Combined Authority's policies to the extent that these are known or can reasonably be assessed. However, there are risks which are beyond the West Midlands Combined Authority's control and for which it is not possible to be precise:
- The West Midlands Combined Authority's demand-led services
 - Economic and community recovery from ongoing Covid-19 pandemic
 - Economic impact of Brexit
 - Inflation and interest rate volatility
 - West Midlands Pension Fund Investment Performance
 - Unforeseen emergencies
- 10.3. The existing General Reserve Balance is £2.3 million. This balance represents only 1.9% of the aggregate proposed 2022/23 Constituent Authority contributions.
- 10.4. Whilst the appropriate level of general fund reserves is a matter for judgement by the Finance Director (Section 151 Officer) it is generally accepted for general fund reserves to be between 3% and 5% of expenditure. The proposed balance is below this recommended level, however WMCA does carry earmarked reserves in order to ensure that existing commitments can be delivered. It is also noted that it would not be appropriate for WMCA to sit on extensive general reserves whilst Constituent Members face funding challenges of their own.
- 10.5. WMCA is obliged to ensure that all resources are applied in a way which secure the best value for the region, and to continually review its performance and financial position.
- 10.6. These obligations are addressed through an annual review of the MTFP, culminating in the Draft and Final Budget reports presented to WMCA Board in January and February respectively. WMCA Board also receive the latest available financial position at each Board meeting throughout the year, with additional papers presented to seek approval for significant investments or revisions to Budget.
- 10.7. Whilst no Budget is risk-free, WMCA does still have opportunities to improve its financial position:
- Reducing all Capital Financing costs through accessing best value financing available, including the Public Works Loans Board and UK Infrastructure Bank; and
 - Optimising returns on all cash investments, continually reviewing the market for additional funds to invest in which meet WMCA's Treasury Management Strategy guidelines.
- 10.8. The Finance Director states that to the best of her knowledge and belief the 2022/23 Draft Budget calculations are robust and have full regard to:

- The expected financial position as at the end of 2021/22
- The Transport Revenue Budget as set out in Appendix 1
- The Non-Transport Revenue Budget as set out in Appendix 2
- The Transport Capital Programme as set out in Appendix 4
- The Housing Capital Programme as set out in Appendix 5
- The Investment Programme as set out in Appendix 6
- The strength of WMCA's financial control procedures including audit considerations
- The extent of WMCA's General and Earmarked reserves.
- The policies of Her Majesty's Government as they impact upon WMCA

11.0 Scrutiny of the budget proposals

A Mayoral Budget Q&A session was held in public on 15 December 2021. Members of WMCA's Overview and Scrutiny committee questioned the Mayor and the Portfolio Lead for Finance, Councillor Bob Sleight, on the development of the 2022/23 Budget and the ongoing sustainability of WMCA. Further questions were asked on Transport policy, Social Housing, Skills training and WM2041.

- 11.1. The matters identified that arose out of the Mayoral Q&A on 15 December 2021 are set out in Appendix 7 along with the recommendation that these matters be considered further by the WMCA Board.

12.0 Legal Implications

- 12.1. Under powers granted by the Combined Authorities (Finance) Order 2017, Elected Mayors may raise a precept on Constituent Authorities Council Tax bills under section 107G of the Local Democracy Economic Development and Construction Act 2009. A Mayoral Precept may only be issued in relation to the costs of the Mayor or of discharging Mayoral Functions. The Mayoral functions are set out in Article 22 of the West Midlands Combined Authority (functions and amendments) Order 2017. There are powers for the Mayor to engage in highway management activity, works permit schemes, road safety measures and road traffic reduction activity amongst others. The Order also gives the Mayor a functional power of competence to do anything that is associated, incidental or connected with those powers in order to undertake those activities.
- 12.2. As the Mayor did not include setting a precept as part of his 2021 Election Manifesto, the funding of budget proposals in respect of Mayoral functions is expected to be met from alternative funding sources until 2025/26 at the earliest.
- 12.3. As a public authority which has the power to levy for transport functions and to raise a precept, WMCA must set a budget every year which is agreed through its formal decision-making processes. This report outlines the legal and governance processes that need to be completed including consideration by Overview and Scrutiny Committee and the WMCA Board.

13.0 Equalities Implications

- 13.1. There is no direct equality impact in relation to the 2022/23 Budget proposals as funding has been maintained and service provision is not affected. However, there are increased risks and financial uncertainties due to Brexit and Covid-19, which may result in an increase in revenue requirements, with transport services more likely to be affected.
- 13.2. A number of mitigating measures have been considered as part of Budget planning which should help mitigate any negative impact, but the scale of change may result in the need for additional considerations in relation to assisted travel policies. The protected characteristics most likely to be affected are those on lower incomes with fewer economic resources who are more reliant on public transport. This would include young people, women, single parents, people from lower socio-economic groups, ethnic minorities and disabled people.
- 13.3. Future policy options would need to undergo in-depth equality impact assessments and engagement/consultation with affected groups to ensure negative impact is mitigated as far as practically possible.

14.0 Inclusive Growth Implications

- 14.1. West Midlands Combined Authority will continue to have due regard to proactively delivering inclusive growth in the West Midlands region. The budget proposals contained in this report reflect that commitment.

15.0 Geographical Area of Report's Implications

- 15.1. The Budget proposals encompass the West Midlands region.

16.0 Appendices

Appendix 1 – Transport Delivery Revenue Budget

Appendix 2 – WMCA Delivery Budget (Non-Transport)

Appendix 3 – Activity for 2022/23

Appendix 4 – Transport Capital Programme

Appendix 5 – Housing & Other Capital Programme

Appendix 6 – Investment Programme Capital Grants to Local Authorities

Appendix 7 – Mayoral Q&A - Budget 2022/23

Proposed Transport Revenue Budget

TRANSPORT FOR WEST MIDLANDS	2021/22 BUDGET £000	2022/23 BUDGET £000	2023/24 BUDGET £000	2024/25 BUDGET £000	2025/26 BUDGET £000	2026/27 BUDGET £000
INCOME						
Transport Levy	114,720	117,015	117,015	117,015	117,015	117,015
Commonwealth Games Grant	5,423	18,691				
Business Rates Growth		4,468				
Use of Reserves	4,695	3,564				
TOTAL INCOME	124,838	143,738	117,015	117,015	117,015	117,015
EXPENDITURE						
Concessions						
National Bus Concession	50,472	47,878	50,429	52,605	55,161	57,471
Metro / Rail	4,572	4,576	4,583	4,675	4,796	4,923
Child Concession	7,029	6,710	6,885	7,093	7,340	7,631
	62,073	59,164	61,897	64,373	67,298	70,025
Bus Services						
Bus Stations / Infrastructure	5,152	5,680	5,572	5,856	6,582	6,769
Subsidised Network	11,478	13,420	14,255	15,143	15,301	15,656
Accessible Transport	6,637	6,685	6,639	6,639	6,640	6,641
	23,267	25,786	26,466	27,638	28,523	29,066
Rail and Metro Services						
Metro Services	2,579	6,077	7,113	7,048	6,942	6,969
Rail Services	2,904	4,125	3,118	3,210	3,413	3,482
	5,483	10,202	10,231	10,258	10,355	10,451
Integration						
Safety and Security	1,274	1,288	1,384	1,444	1,559	1,608
Passenger Information	6,007	6,817	6,272	6,447	7,070	7,140
Sustainable Travel	1,401	756	719	737	809	813
	8,682	8,861	8,375	8,627	9,438	9,561
Network Resilience	3,181	3,772	3,222	3,311	3,565	3,616
Commonwealth Games	5,423	18,691				
Business Support and Democratic Services	3,809	3,061	6,357	6,870	7,872	7,618
Strategic Development	3,915	4,447	4,535	4,662	5,010	5,087
Transport Governance	131	135	140	144	148	153
Capital Finance Charges	8,874	9,619	9,857	9,876	12,744	11,990
TOTAL EXPENDITURE	124,838	143,738	131,079	135,760	144,954	147,567
NET	0	0	(14,065)	(18,745)	(27,939)	(30,553)

ENCTS (National Bus Concession) £47.9m

- Free Travel for all entitled to national pass from 9.30am to 11pm
- Reimbursement regulated by Secretary of State with guidance provided by DfT
- Current discretionary scheme extension 11pm to last bus

Child Concessions £6.7m

- Half fare travel
- Children 5-15 Years
- Young adults in education 16-18 Years
- Apprentices and Trainees 16-18 Years Weekdays before 9.30 am & between 15.00 & 18.00 Hrs

Rail and Metro Concessions £4.6m

- Extensions of national bus scheme to rail and metro
- After 9.30pm to midnight weekdays, all day weekends and bank holidays
- Rail estimated 4.6m trips per annum (pre-Covid-19)
- Metro approx. 1.0m trips per annum (pre-Covid-19)

Subsidised services £13.4m

- Policy criteria -Minimum 8 passengers per journey
- The current VFM Thresholds are £2.16 for tendered contract and £1.80 for de minimis contracts
- Access criteria 400m (7am -7pm) 700m (all other times)

Accessible Transport £6.7m

- Ring & Ride service operated by National Express Accessible Transport.

Passenger information £6.8m

- Real time information across the network
- Customer information is a focus in all formats: at bus stops, shelters, bus stations & online
- Travel Information Centres
- We continue to provide and invest in customer service teams and telephone support

Bus Stations/Infrastructure £5.7m

- Management and Maintenance of 12 Bus stations, circa 12,000 stops and shelters
- Infrastructure Costs –cleaning, repairs, rates, CCTV, Electricity, routine maintenance
- Bus policy development options (taking forward the 'Vision for Bus')

Rail Services £4.1m

- Provision, management, on-going maintenance and operation of 41 Park and Ride sites, circa 9,000 spaces
- Delivery of TfWM Rail responsibilities including Rail Partnerships and industry engagement
- WMCA contribution to WMR Limited (a consortium of 16 local authorities) which has co-responsibilities with the DfT for managing the West Midlands Rail franchise

Metro Services £6.1m

- Subsidy and franchise assumptions continue to be reviewed in light of COVID-19

Safety and security £1.3m

- Safer Travel police team, CCTV at Bus & Rail Stations including interchanges, CCTV control Centre

Business & Democratic Support £3.1m

- This covers the transport related element of support and overhead costs attributable to 16 Summer Lane, ICT, Legal, Procurement, Health & Safety, Equalities, Programme Management, Finance, Human Resources, & general business infrastructure & support

Strategic Development £4.4m

- Transport Team delivering plans for devolution, strategic economic plan proposals, developing business cases and related policy and strategy development.

Capital Finance Charges £9.6m

- Loan interest on existing loan book and anticipated future borrowing
- Past Pension costs and deficit funding arrangements

Network Resilience £3.8m

- Resource to work on managing congestion and mitigating impact of the wider transport investment programme
- Resource to assist in embedding the Key Route Network as part of an integrated transport system to support economic performance and keep people safe and well informed
- Costs associated with operating the RTCC (Regional Transport Coordination Centre)
- To deliver both agreed and emerging policies (e.g. Congestion Management Plan, Highways Investment Plan, Regional Road Safety Strategy)

Sustainable Travel £0.8m

- This represents the costs of Sustainable travel work within TfWM including the West Midlands Cycle charter, oversight of cycling strategy and investment across the West Midlands and delivery of the West Midlands Bike Hire project.

Transport Governance £0.1m

- This represents the cost of elected members related to the responsibilities of the Transport Delivery Committee

Commonwealth Games £18.7m

- All costs are funded from grant income
- This does not include the cost of infrastructure legacy projects which are included in the capital programme

Proposed West Midlands Combined Authority Delivery Budget (Non-Transport)

Annex A – Productivity and Skills Portfolio

Annex B – Housing and Land Portfolio

Annex C – Economy & Innovation Portfolio

Annex D – Culture and Digital Portfolio

Annex E – Wellbeing Portfolio

Annex F – Public Service Reform and Social Economy Portfolio

Annex G – Environment, Energy and HS2 Portfolio

Annex H – Inclusive Communities Portfolio

Annex I – Leadership & Corporate Support

Productivity and Skills Portfolio

Productivity and Skills	2021/22 Budget £	2022/23 Budget £	Movement
Use of Reserves	-	90,000	90,000
Grants	145,954,700	145,267,360	(687,340)
Governance Income	308,419	298,411	(10,008)
Total Income	146,263,118	145,655,771	(607,348)
Staff Costs	2,526,103	3,395,868	(869,764)
Training & Development	143,885,342	143,262,052	623,290
Promotions, Information and Initiatives	129,250	122,947	6,303
External Advice	775,115	1,088,629	(313,514)
Travel & Subsistence	21,000	17,012	3,989
Direct Recharges	62,008	65,698	(3,690)
Indirect Recharges	200,000	200,000	(0)
Total Expenditure	147,598,819	148,152,205	(553,387)
Net Expenditure	1,335,700	2,496,435	(1,160,735)

Housing and Land Portfolio

Housing and Land	2021/22 Budget £	2022/23 Budget £	Movement
Grants	1,400,352	1,454,688	54,336
Total Income	1,400,352	1,454,688	54,336
Staff Costs	1,451,495	1,630,515	(179,021)
External Advice	758,921	758,921	(0)
Travel & Subsistence	3,500	3,608	(108)
Direct Recharges	(813,563)	(938,357)	124,794
Total Expenditure	1,400,352	1,454,688	(54,335)
Net Expenditure	0	0	0

Economy & Innovation Portfolio

Economy and Innovation	2021/22 Budget £	2022/23 Budget £	Movement
Grants	900,160	281,297	(618,864)
Governance Income	692,358	675,492	(16,865)
Use of Reserves	-	12,260	12,260
Total Income	1,592,518	969,049	(623,469)
Staff Costs	1,120,181	1,167,484	(47,302)
Promotions, Information and Initiatives	75,000	77,325	(2,325)
External Advice	1,181,043	967,151	213,892
Governance Expenditure	1,024,500	1,001,500	23,000
Direct Recharges	(29,752)	-	(29,752)
Indirect Recharges	10,000	-	10,000
Total Expenditure	3,380,972	3,213,459	167,512
Net Expenditure	1,788,454	2,244,410	790,981

Culture and Digital Portfolio

Culture and Digital	2021/22 Budget £	2022/23 Budget £	Movement
Staff Costs	59,505	77,606	(18,101)
External Advice	114,000	359,534	(245,534)
Total Expenditure	173,505	437,140	(263,635)
Net Expenditure	173,505	437,140	(263,635)

Wellbeing Portfolio

Wellbeing	2021/22 Budget £	2022/23 Budget £	Movement
Grants	665,452	256,840	(408,613)
Other Income	309,350	-	(309,350)
Total Income	974,803	256,840	(717,963)
Staff Costs	1,017,595	985,571	32,023
Promotions, Information and Initiatives	75,444	5,500	69,944
External Advice	243,000	236,099	6,901
Travel & Subsistence	5,328	600	4,728
Other	6,617	0	6,617
Direct Recharges	150,009	-	150,009
Indirect Recharges	4,000	-	4,000
Total Expenditure	1,501,993	1,227,770	274,223
Net Expenditure	527,191	970,931	(443,740)

Public Service Reform & Social Economy Portfolio

Public Service Reform & Social Economy	2021/22 Budget £	2022/23 Budget £	Movement
Grants	581,400	74,906	(506,494)
Total Income	581,400	74,906	(506,494)
Staff Costs	730,777	874,847	(144,069)
External Advice	324,000	334,044	(10,044)
Governance Expenditure	497,322	1,500,000	(1,002,678)
Indirect Recharges	11,400	-	11,400
Total Expenditure	1,563,500	2,708,891	(1,145,391)
Net Expenditure	982,100	2,633,985	(638,897)

Environment, Energy and HS2 Portfolio

Environment and Energy, HS2	2021/22 Budget £	2022/23 Budget £	Movement
Grants	146,814	-	146,814
Governance Income	93,000	950,529	(857,529)
Total Income	239,814	950,529	(710,715)
Staff Costs	406,116	1,121,191	(715,075)
External Advice	182,500	717,995	(535,495)
Travel & Subsistence	9,000	9,000	-
Total Expenditure	597,616	1,848,186	(1,250,570)
Net Expenditure	357,802	897,657	(539,856)

Inclusive Communities Portfolio

Inclusive Communities	2021/22 Budget £	2022/23 Budget £	Movement
Use of Reserves	-	13,000	(13,000)
Total Income	-	13,000	(13,000)
Staff Costs	-	116,267	(116,267)
External Advice	67,500	119,461	(51,961)
Total Expenditure	67,500	235,727	(168,227)
Net Expenditure	67,500	222,727	(155,227)

Leadership & Corporate Support

Leadership and Business Support	2021/22 Budget £	2022/23 Budget £	Movement
Indirect Recharges	2,729,292	2,729,292	(0)
Total Expenditure	2,729,292	2,729,292	(0)
Net Expenditure	2,729,292	2,729,292	(0)

APPENDIX 3 – PROPOSED ACTIVITY FOR 2022/23

The following High Levels Deliverables for 2022/23 are currently proposed in order to support the WMCA Aims and Objectives as agreed at WMCA Board in November 2021. Work is still ongoing to finalise these ahead of inclusion in the Annual Business Plan to be presented to WMCA Board in March 2022.

Aim 1 - To promote inclusive economic growth in every corner of the region and stimulate the creation of good jobs

1.1	We will develop economic strategy for the region to drive inclusive growth, and deliver interventions with partners to boost innovation, secure investment, and support industrial clusters	Develop a broader regional economic policy to drive inclusive growth, co-ordination of policy & support the business taxation commission.
		Adoption, mobilisation and delivery of P4G and P4G implementation plans (cross cutting interventions) - to include influencing funding allocations
		Develop a strategic partnership with a tech firm to deliver a set of core deliverables on the digital economy.
		Deliver the Create Central business growth plan.
		Develop the standards, tools and practices for embedding and delivering inclusive growth including an online IG portal and IG business partners programme
1.2	We will work with partners to create the optimum conditions for businesses to grow, by ensuring they have the support needed to start up, scale up and succeed	Implement each of the 4 strands of the Social Enterprise Growth Strategy with a view to doubling the size of the sector in WM by 2030
		Deliver the WM Innovation Programme and Made Smarter West Midlands programme.
		Convene discussions with BEIS and partners to accelerate innovation programmes (or bodies) for the West Midlands.
1.3	We will invest in training and skills programmes that help our businesses grow and our citizens secure good jobs	Use available evidence to understand and respond to the labour market needs of the region
		Procure new AEB training to meet current and/or emerging skills needs - from August 2022 monitoring, managing and flexing provision as required
		Launch and communicate regional Level 3 training offer to WM residents and employers
1.4	We will work with local authorities to support the role of culture and sport in making the region a good place to live, work, visit and invest	Align cultural activity across the region through support for the Cultural Leadership Board (sector) and Cultural Officers Group (LA, LEP, WMGC).
		Develop proposals and support business cases to increase public investment in culture, particularly in areas where cultural activity is lower.
1.5	We will ensure public and private investment such as HS2 and the Commonwealth Games, create good work opportunities for local people and more contracts for local businesses	Deliver bespoke training for Commonwealth Games and City of Culture, in line with committed and new (European Social Fund and National Lottery) funding

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

2.1	We will work with local authorities, Jobcentres, colleges and training providers to ensure our communities are given training and employment support to access and succeed in new opportunities	<p>Continue to promote youth platform as the 'place to go' for young people and collaborate with partners to generate engaging up-to-date content</p> <p>Identify potential new provision to address skills gaps for those in-work, in partnership with DfE and DWP.</p> <p>Introduce Outcomes Framework for Community Learning in collaboration with Community Learning providers.</p>
2.2	We will work with partners to identify and address the different barriers faced by our diverse communities	<p>Support and develop the Coalition for Digital Inclusion</p> <p>Establish Life Chances Commission</p> <p>Convene partners to take action to address race inequalities through the Race Equalities Taskforce</p> <p>Support and develop the Young Combined Authority to deliver a programme of activity that puts young people's concerns at the heart of regional policy-making</p> <p>Conclude the Mental Health Commission and take forward the recommendations with internal and external partners.</p> <p>Support and develop the Leadership Commission through a clear work programme which interfaces with other taskforces and commissions.</p> <p>Co-ordinate and support partners in addressing the needs of refugees and asylum seekers arriving in the region through the Strategic Migration Partnership</p>
2.3	We will support social innovation to tackle complex and longstanding challenges facing our communities, where mutually agreed with partners	<p>Continue to deliver and extend the Thrive into Work programme and move to embed it as business as usual in primary and community care.</p> <p>Develop and deliver a work programme to promote and enhance an evidence-based approach to preventing and tackling health inequalities in the WMCA and amongst other regional partners.</p> <p>Develop new approaches to social innovation in the region including exemplar initiatives, training opportunities and a cross-agency virtual team.</p> <p>Ongoing facilitation of the Homelessness Taskforce and associated task and finish groups, members advisory group and pilot activity, including looking at alternative funding models for preventative activity.</p> <p>Ongoing oversight of Housing First pilot, Rough Sleepers Accommodation programme and Rough Sleepers Initiative.</p> <p>Deliver a Coalition on Trauma-Informed approaches, including implementing a regional vision, training framework and commissioning processes.</p> <p>Support a pilot programme of public sector leadership development with CIVIC and explore opportunities for wider roll-out</p> <p>Continue delivery of Thrive-at-Work programme as it transitions to becoming a more self-sustaining and autonomous project</p> <p>Develop collaborative projects with the Police and Crime Commissioner to help reduce crime and improve the criminal justice system</p>

Aim 3 - To connect our communities by delivering transport, and unlocking housing and regeneration

3.1	We will deliver and operate a safe, accessible, affordable, reliable, and sustainable transport system together with our partners that will enable all communities to better access opportunity across the region	Increasing the efficiency and performance of transport delivery in the West Midlands
		Deliver the Commonwealth Games Active Travel Legacy programme
		Delivering our bus vision and BSIP to support inclusive growth.
		Develop and enhance frontline services and infrastructure that deliver high quality experiences that meet changing customer demands at TfWM facility, bus stations and interchanges.
		Ensure strategic and operational Health and Safety aims and key deliverables are communicated and embedded throughout the WMCA
		Creating and maintaining accurate and reliable public transport travel information including the requirements set out in the National Bus Strategy and Vision for Bus.
		Lead engagement with DfT and the rail industry to deliver better outcomes from today's railway
		Make the case for rail devolution
		Co-manage West Midlands rail franchise, through West Midlands Rail Executive
		Managing the West Midlands Transport Network through improved coordination with the Regional Transport Co-ordination Centre
		Keep the transport system safe and secure
		Develop and enhancing the performance of the Key Route Network (KRN)
		Deliver the operational plan for the Commonwealth Games for visitors to the region and ensuring reduced impacts on everyday journeys
		Improving the financial and operational performance of WM Metro to support growth of the network
		Maintain & publish a West Midlands Local Transport Plan and embed transport policy and strategy in the plans and programmes of the wider WMCA & partners.
		Develop and maintain a deep understanding of the needs, attitudes and perceptions of people who use the West Midlands transport system
		Continue to develop and maintain a robust common data environment for the West Midlands transport system
		Analyse the transport system to provide deep insight, recommend actions and produce robust and funded evidenced based business cases for schemes and programmes
Creating a system for easy to use and affordable payments to access the transport system		

3.2	We will build new and develop current transport infrastructure, so that travel in the region is sustainable, active, and low-congestion and integrated with nationally-important projects such as HS2	Deliver the West Midlands Walking and Cycling Programme and continue to invest in making streets more walkable
		Ensure the delivery of the CRSTS Capital Programme, including the TfWM Infrastructure programme
		Building and planning tomorrow's railways by delivering the Rail Investment Programme
		Extending the WM Metro Network to better serve more people and businesses delivering Westside (Edge), Wolverhampton City Centre, WBHE and Birmingham East Side extensions.
		Keeping travellers informed and finding new ways of keeping the West Midlands Moving through travel demand management / Mitigating the impacts of transport investment programmes on the West Midlands Networks
3.3	We will invest in and support housing and regeneration schemes across the region, working closely with the private sector and local authorities to unlock and accelerate sustainable delivery	Delivery of key requirements and output targets of Housing Deal & subsequent deals with HMG
		Supporting Local Planning Authorities with evidence for Local Plans and policy requirements
		Develop and collaborate on Board approved policy development work and master planning
		Deliver our nationally leading brownfield regeneration and delivery programmes
		Implement the approved Housing & Land Board Covid19 Recovery Strategy
		Run a series of industry led taskforces to provide critical insight and support
		Lead WMCA Strategic Asset Acquisitions, Disposals and Management programme
		Establish a series of new partnerships, ventures and joint ventures with public and private sector partners.
		Support and enable Affordable Housing Delivery including new joint venture and Registered Provider / Homes England partnerships
		Deliver and submit compelling business cases for additional funding from HMG
3.4	We will support and deliver coordinated investment packages with our partners across key corridors and local, town, and city centres	Oversee delivery of the regional One Public Estate Programme (OPE)
		Produce and launch 2022 WM Investment Prospectus and deliver programme of investor engagement and developer relationships
		Support and enable Town Centre regeneration and repurposing through investment and enabling work
		Support delivery of milestones in charter and route map for AMC (Advanced Manufacturing in Construction)
		Lobby/engagement programme with HMG on behalf of the region on housing, land and regeneration matters
		Programme of acquisitions and disposals of land in line with the Public Land Charter
		Developing Park & Ride assets to support better access to the transport system including making our transport assets more affordable by increasing commercial revenues
Support up to three local authority partners with 'Inclusive Growth in Action' schemes: Birmingham, Solihull and Sandwell		

Aim 4 - To reduce carbon emissions to net zero, enhance the environment and boost climate resilience

4.1	We will work with partners to facilitate investment in, and delivery of, programmes to support net zero development such as to retrofit homes and develop smart local energy systems	<p>Promote green investment in the region working with partners to leverage commercial finance and co-investment in key investable propositions, building on research and development opportunities in the region</p> <p>Develop a system to measure and monitor progress on decarbonisation and other sustainability goals in the region with clear reporting to regional partners</p> <p>Develop policies and projects to ensure the energy infrastructure of the region supports competitive, clean and inclusive growth particularly through Local Area Energy Plans and energy devolution</p> <p>Deliver Smart Local Energy Systems projects to accelerate innovation in local area energy planning</p>
4.2	We will be national pioneers in advanced methods of construction, zero carbon housing and brownfield regeneration and delivery, informed by research at the National Brownfield Institute	<p>Deliver AMC (Advanced Manufacturing in Construction) investment attraction campaign and investment business case to HMG to accelerate growth in regional AMC industry</p> <p>Support delivery of milestones in charter and route map for Zero Carbon Homes in line with #WM2041 and support partner-led Net Zero neighbourhood pilots</p> <p>Develop and deliver the Net Zero Neighbourhood Demonstrator programme to pilot place-based approaches to retrofit and wider decarbonisation through a cohort of 3-5 local neighbourhoods</p> <p>Work with partners to develop and deliver projects to tackle fuel poverty in the region</p> <p>Establish the SMART Hub to support local authorities to access funding, intelligence and expertise to retrofit homes to reduce carbon emissions</p>
4.3	We will develop programmes to drive industrial decarbonisation, and grow the low carbon and circular economy	<p>Develop and implement the Circular Economy Route map priorities including an Industrial Symbiosis programme, Zero Carbon Construction Waste Hubs and wider enabling activities</p> <p>Develop and implement a programme of activities to rapidly reduce the Scope 1 and 2 carbon emissions of the WMCA including a scheme to decarbonise 16 Summer Lane and staff carbon literacy programme</p> <p>Lead and implement initiatives designed to build a sustainability legacy from the B2022 Commonwealth Games including Commonwealth Forest and Carbon Literacy programmes</p> <p>Work with partners on industrial decarbonisation and other initiatives to support regional businesses to decarbonise their operations including through the Net Zero Business Pledge</p> <p>Develop and deliver a programme of commercial energy efficiency and near/onsite energy generation projects with public and private sector partners</p>

4.4	We will pioneer and embed transport innovations and drive behaviour change to reduce emissions, improve air quality, and enable the creation of green jobs	Delivering a step change in our Mass Transit Network (including Sprint and Metro delivery programmes) to unlock inclusive growth and tackle climate change
		Develop and agree a strategy and target date to deliver a zero-emission bus fleet and supporting infrastructure across the West Midlands
		Create a strategic transport innovation eco-system to deliver inclusive growth
		Develop and commence delivery of Green Bootcamps for professional services.
		Deliver a wide-ranging Net Zero Behaviour Change programme to citizens across the region including the development of a WM Net Zero Citizens' Panel
		Implement the key actions in the Infrastructure for Zero Emission Vehicles strategy including delivery of EV Transit Stations spine programme
		Develop and deliver the agreed regional approach to tackling air pollution through the development of a Regional Air Quality Framework
4.5	We will increase investment in nature and our surroundings through a regional natural environment plan	Implement activities to deliver the Natural Environment Plan including LNRA, Virtual Forest, project pipeline and WM Insetting Fund
		Support community partners to enhance access to quality green space through a Community Green Grants programme
		Develop and support the regional Climate Adaptation Strategy and identify and deliver key activities for the WMCA and our partners

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

5.1	We will develop our role as a collaborative regional partner, understanding the priorities of local organisations and acting as a convener and bridge to add value	Develop research, intelligence and analytical functions across the organisation to ensure our work is founded upon a strong evidence base and we are measuring, monitoring and evaluating progress against our corporate aims and regional impact
		Develop and maintain a deep understanding of the principles and challenges of our local authority members through sustained engagement at multiple levels across organisations
		Co-ordinate and contribute to pan-regional and national partnerships such as the Midlands Engine, M10 and other associations where there are opportunities for shared advocacy and impact
		Work with the private sector to understand their perspectives and build shared projects and investment propositions both directly and through representative groups such as Chambers of Commerce
		Convene community groups and the third sector to understand their experiences, amplify their voices and support shared endeavours on regional challenges
		Support partners to develop and deliver the 5 missions of the WM Digital Roadmap
5.2	We will work collectively with central government to gain new powers, resources, and investment channels for the WMCA and local authorities, including double devolution	Negotiate the further devolution of powers and flexibilities from central government
		Secure the resources needed for sustainable local and regional institutions and investment in priority projects through government budgets and funding streams
		Co-ordinating WMCA and regional responses to relevant fiscal events and government announcements
		Develop and deliver a co-ordinated regional approach to lobbying through the monthly Public Affairs Network

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

6.1	We will deliver collectively as one organisation with a collaborative and inclusive culture, underpinned by best in class enabling services	<p>Implement new ways of working identified, during Business Transformation, that ensure our Enabling Services effectively support delivery.</p> <p>Support internal stakeholders in the efficient and effective delivery of key WMCA projects across the Region.</p> <p>Develop WMCAs inclusive culture of best-in-class enabling services when managing land and property assets including asset information, compliance, vacant land management, rates, rents and tenant management, income generation, leases and licenses (relating to acquisitions and disposals)</p> <p>Convene Policy Working Group fortnightly to coordinate policy submissions, identify opportunities to work collaboratively and align emerging work to the corporate strategy</p> <p>Carry out policy and public affairs horizon scanning and intelligence gathering to cascade relevant insights across the organisation</p> <p>Coordinate MP engagement with WMCA senior stakeholders to ensure they understand our role and advocate our priorities</p>
6.2	We will drive cultural change to embed new hybrid and agile ways of working	<p>Ensure Strategic Asset Boards programmes support the transition to, and evolution of, hybrid working and agile practices for Acquisitions; Disposals; Income generation; Public Land Charter & OPE; Strategic Facilities Management, Space & Services; Safety, Security & Compliance</p> <p>We will continue to develop hybrid working across the organisation giving staff the support they need to be able to continue to fulfil their roles in both an office and non-office environment.</p>
6.3	Ensure our workforce have the skills and competencies to deliver our strategy	We will continue to develop our coaching, mentoring, recruitment, training and leadership programmes in order to ensure our people can effectively deliver our Corporate strategy.
6.4	We will empower our organisation through digital-first and data enabled ways of working across all our activity	<p>Enhance the organisations digital culture and dexterity through improving and embedding our digital leadership, alignment and skills.</p> <p>Improve our digital end to end operational processes by becoming more streamlined, efficient and effective in our ways of working</p> <p>Modernise and improve our technology to become more digitally enabled</p> <p>Protect and manage our information to enable insight and evidence based decision making</p> <p>Enhance the organisations digital experience and interaction with internal and external stakeholders</p>

6.5	We will provide leading support for a diverse workforce and demonstrate excellent equality and diversity practice	We will continue to develop our role in attracting a wider pool of candidates that reflect regional diversity and offer development opportunities to employees from protected characteristic groups. .
		We will build staff competencies to ensure they are confident to actively engage in the equality and inclusion agenda, including developing inclusive leadership initiatives.
		We will support positive physical / mental health and wellbeing to ensure it is championed throughout the organisation.
		Improve our workforce data, including transparency, to help us make informed decisions on future initiatives and more consistently monitor and evaluate the impact of these initiatives.
6.6	We will involve citizens with our work to put their views at the heart of our planning, decision-making and delivery	Develop and support a varied portfolio of citizen engagement activity across the WMCA to ensure decisions are shaped by citizens and that our policies, practices and investments deliver real value for everyone living and working in the region
6.7	We will deliver through clear and effective governance and performance management that supports good, timely, and transparent decision making and the best use of public funds	Align business planning with corporate strategy and report on outcome measures every six months
		Support the delivery of key Business projects across the organisation through the Procurement process to ensure best value for money
		A full review of external legal case management systems is being undertaken in line with the corporate objectives to ensure effective working practice with enhanced review analysis and management information.

APPENDIX 4 - Transport Capital Programme

TRANSPORT CAPITAL PROGRAMME (£M)		2021 / 2022	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	TOTAL
Investment Programme - Metro	Metro Wednesbury to Brierley Hill Extension	76.2	127.8	140.4	29.7	0.0	374.1
	Metro Birmingham Eastside Extension	61.6	63.9	44.4	19.6	2.2	191.7
	Metro Network Enhancements	7.1	4.1	0.4	0.2	0.2	12.0
	Metro Edgbaston Extension	4.6	0.4	-	-	-	4.9
	Wolverhampton Metro Extension	6.3	1.9	-	-	-	8.3
	Metro Enabling and Other Works	6.6	2.8	0.4	-	0.3	10.1
Investment Programme - Rail	Rail - Camp Hill Line Local Enhancements (Package 2)	8.3	26.0	21.0	0.0	-	55.4
	Rail - Walsall to Wolverhampton Local Enhancements (Package 1)	10.7	36.4	1.9	0.0	-	49.0
	Rail - Sutton Coldfield Gateway	0.0	3.5	17.8	-	-	21.3
	Rail - Snow Hill Lines	-	-	-	-	-	-
Investment Programme - Sprint	Sprint - Hagley Road Phase 1	2.3	1.9	-	-	-	4.2
	Sprint - Longbridge to Birmingham	0.2	-	17.2	11.0	14.1	42.5
	Sprint - Hall Green to Interchange via Solihull	-	0.2	-	7.3	14.6	22.1
	Sprint - Hagley Road Phase 2	-	-	13.1	10.7	56.0	79.8
	Sprint - Sutton Coldfield to Birmingham	0.0	-	25.9	-	-	25.9
INVESTMENT PROGRAMME TOTAL		183.9	268.9	282.4	78.6	87.5	901.3
CWG Programme	Sprint - A45 Birmingham to Airport and Solihull	32.4	6.8	-	-	-	39.3
	Sprint - A34 Walsall to Birmingham	22.0	2.4	-	-	-	24.4
	University Station Improvement Project	39.2	2.8	-	-	-	41.9
	Perry Barr Rail Station	16.0	5.2	-	-	-	21.1
	Regional Traffic Control Centre	7.9	5.1	-	-	-	13.0
	Sprint - A45 Phase 2	-	-	-	11.8	11.7	23.5
	Sprint - A34 Phase 2	-	-	-	15.2	11.6	26.8
CWG PROGRAMME TOTAL		117.5	22.3	-	27.0	23.3	190.0
Other Major Programmes	Dudley Interchange	2.5	17.2	-	-	-	19.7
	Cross City Bus - City Centre & Druids Heath	2.9	19.5	-	-	-	22.4
	Coventry City Electric Bus	4.9	20.6	9.3	13.6	6.5	55.0
	Future Mobility Zone	5.2	6.0	-	-	-	11.1
	A435 Alcester Rd Bus Priority Revitalisation	1.1	0.2	-	-	-	1.2
	West Midlands Cycle Hire Scheme	3.5	-	-	-	-	3.5
	Key Route Network Safety	1.1	-	-	-	-	1.1
	Connected and Autonomous Vehicles Testbed and Test Facilities	0.6	-	-	-	-	0.6
	Other Works	2.3	-	-	-	-	2.3
OTHER MAJOR SCHEMES PROGRAMME TOTAL		24.1	63.5	9.3	13.6	6.5	117.0
Minor Work Programme	Asset Management Programme	1.7	0.1	-	-	-	1.8
	Real Time Information Upgrades	0.3	0.4	-	-	-	0.6
	Better Streets Community Fund	1.4	0.1	-	-	-	1.5
	DfT Tackling Nitrogen Dioxide and Air Quality	0.5	0.1	0.0	0.0	-	0.7
	Strategic Transport Officer Group Top Slice	0.1	0.1	0.2	-	-	0.3
	ADEPT Live Lab / Autoplex	1.1	-	-	-	-	1.1
	Other Cycling Programmes	0.5	-	-	-	-	0.5
	Other Works	0.7	-	-	-	-	0.7
MINOR WORKS PROGRAMME TOTAL		6.3	0.7	0.2	0.0	-	7.2
Grants to Local Authorities	Cycling Programme	2.4	11.3	-	-	-	13.7
	Major Road Network- Programme	2.0	9.0	-	-	-	11.0
	Birchley Island (Sandwell MBC)	-	1.0	-	-	-	1.0
	B4106 Spon End (Coventry CC)	3.9	1.6	-	-	-	5.5
	New St/High St/Victoria Sq Public Realm	3.7	1.3	-	-	-	5.0
Other Works	0.9	-	-	-	-	0.9	
GRANTS TO LOCAL AUTHORITIES PROGRAMME TOTAL		12.8	24.2	-	-	-	37.0
TRANSPORT TOTAL		344.5	379.6	291.9	119.2	117.3	1,252.6

APPENDIX 5 – Housing and Land/Other Capital Programme

HOUSING AND LAND CAPITAL PROGRAMME (£M)		2021 / 2022	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	TOTAL
IP Land	Brownfield Land & Property Development Fund (BLPDF)	9.1	9.2	0.1	0.1	-	18.5
Remediation	LPIF (Black Country Consortium)	3.6	18.4	36.3	30.5	30.1	118.8
Land Fund	Land Fund - Friar Park Sewage Disposal Works	1.2	0.4	0.6	4.0	0.0	6.2
	Land Fund - Caparo	0.9	0.9	0.4	0.4	-	2.6
	Land Fund - Icknield Port Loop Phase 2a & 2b	1.5	1.2	-	-	-	2.7
	Land Fund - Former Cookley Works, Brierley Hill	0.2	0.5	0.3	-	-	1.0
	Land Fund - Lioncourt Homes (Dev1) Ltd	0.2	0.4	0.1	-	-	0.6
	Land Fund - Dobbs Street, Wolverhampton	0.2	0.4	-	-	-	0.6
	Land Fund Acquisition - Abberley Street	0.2	0.3	0.0	-	-	0.5
	Land Fund - Aga Site	0.1	0.3	0.3	0.3	0.5	1.4
	Land Fund - Steelhouse Lane, Wolverhampton	0.3	0.0	-	-	-	0.4
	Land Fund - Portersfield	1.2	3.8	0.9	0.4	0.0	6.2
	Land Fund - Fountain Lane	1.7	0.8	1.0	0.5	-	3.9
	Land Fund - The Marches	4.6	0.0	0.0	0.0	0.0	4.7
	Land Fund - Harvestime	0.1	-	-	-	-	0.1
	Land Fund Acquisition - Cranford Way	-	-	-	0.1	0.1	0.2
	Land Fund Viability Programmes	4.9	3.5	2.2	0.3	0.2	11.1
	NCF - West Longbridge	4.2	2.3	0.0	0.0	0.0	6.4
	Land Fund - Pipeline	1.6	9.1	8.7	6.5	4.0	30.0
	National Competitive Fund - Pipeline	0.1	4.6	8.6	4.2	-	17.5
	Brownfield Land - Pipeline	1.0	33.7	41.5	7.8	-	83.9
	HOUSING AND REGENERATION PROGRAMME TOTAL		36.8	89.6	100.9	55.0	34.9
OTHER CAPITAL PROGRAMME (£M)		2021 / 2022	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	TOTAL
5G		3.1	1.2	-	-	-	4.3
OTHER TOTAL		3.1	1.2	-	-	-	4.3

APPENDIX 6 – Investment Programme Grants to Local Authorities

INVESTMENT PROGRAMME GRANTS TO LOCAL AUTHORITIES		2021 /	2022 /	2023 /	2024 /	2025 /	TOTAL
CAPITAL PROGRAMME (£M)		2022	2023	2024	2025	2026	
	Coventry City Centre South Regeneration - City Centre	1.1	22.8	44.4	-	17.4	85.7
	Coventry City Centre South Regeneration - Friargate	21.6	13.9	5.0	1.9	-	42.4
	Coventry South Package - Tile Hill Station Improvements	0.1	-	3.2	3.8	-	7.0
	Coventry UKC Plus - Coventry Station Masterplan (CSMP)	18.2	1.2	-	-	-	19.4
	Coventry UKC Plus - UK City of Culture 2021 Regeneration	9.6	-	-	-	-	9.6
Investment	Coventry UKC Plus - Coventry South Package	2.4	4.6	0.8	5.4	68.6	81.8
Programme	Coventry UKC Plus - Coventry North Package	-	-	4.0	11.3	6.2	21.4
	Coventry UKC Plus - Very Light Rail: Transforming Connectivity	2.5	-	2.8	15.0	25.0	45.3
	UK Central Infrastructure Package - Programme Total	9.2	5.5	34.3	49.1	115.0	213.1
	Commonwealth Games	25.0	-	-	-	-	25.0
	UK Central HS2 Interchange - Programme Total	13.9	12.6	98.3	52.8	128.0	305.7
	CoW Technical Centre	1.0	5.1	1.6	0.1	-	7.8
IP GRANTS TO LOCAL AUTHORITIES		104.7	65.7	194.4	139.2	360.1	864.1



West Midlands
Combined Authority

Overview & Scrutiny Committee

Wednesday 15 December at 10.00am

Minutes

Present:

Councillor Cathy Bayton (Chair)	- Association of Black Country Authorities
Councillor Lisa Trickett (Vice-Chair)	- Birmingham City Council
Councillor Naeem Akhtar	- Coventry City Council
Councillor Maya Ali	- Coventry City Council
Councillor Mike Chalk	- Worcestershire Non-Constituent Local Authorities
Councillor Liz Clements	- Transport Scrutiny Sub-Committee
Councillor Tony Diccio	- Solihull Metropolitan Borough Council
Councillor Peter Fowler	- Birmingham City Council
Councillor Ian Kettle	- Dudley Metropolitan Borough Council
Councillor Nigel Lumby	- Shropshire Non-Constituent Local Authorities
Councillor Charn Padda	- Sandwell Metropolitan Borough Council
Councillor Paul Sweet	- City of Wolverhampton Council
Councillor Vera Waters	- Walsall Metropolitan Borough Council

In Attendance:

Dan Essex	- Governance Services Manager
Kashmire Hawker	- Young Combined Authority
Councillor Barbara McGarrity	- City of Wolverhampton Council
Councillor Gurdev Hayre	- Coventry City Council
Councillor Adam Hicken	- Walsall Metropolitan Borough Council
Linda Horne	- Director of Finance
Councillor Thabiso Mabena	- Sandwell Metropolitan Borough Council
Councillor Martin McCarthy	- Solihull Metropolitan Borough Council
Lyndsey Roberts	- Scrutiny Officer
Laura Shoaf	- Chief Executive
Councillor Bob Sleigh	- Portfolio Lead for Finance
Mark Smith	- Chair of Audit, Risk & Assurance Committee
Andy Street	- Mayor of the West Midlands

Welcome and Introductions

The Chair welcomed the Mayor and members of the committee to the second mayoral question time for 2021/22 that would be focussing on the proposed draft 2022/23 budget.

Apologies for Absence

Apologies for absence were received from Councillor Kate Booth (Birmingham).

Mayor's Opening Statement

The Mayor provided an opening statement focussing on the achievement of a four year balanced budget to date, the uncertainty in respect of the transport revenue due to the withdrawal of the COVID-19 recovery funding post-April 2022, and the ability of the budget being able to leverage in further capital investment.

Councillor Bob Sleight added that a balanced budget would be submitted to the WMCA Board on 14 January 2022, and although the WMCA was producing a one-year budget for 2022/23, due to strong financial management within the organisation it would again be a balanced budget.

Questions to the Mayor and Portfolio Lead for Finance

The committee pursued a number of general lines of enquiry with the Mayor and the Portfolio Lead for Finance, including the sustainability of the budget, Mayoral precept, transport revenue, housing, environment and the Adult Education Budget.

In terms of the sustainability of the budget for 2022/23, the WMCA would be able to fund the key areas of activity from its non-transport budget and with regard to transport, the budget sustained all of the current transport services and concessions. However, if patronage declined next year and the Government ceased to provide financial support, the WMCA would have to fulfil the shortfall on the tram network and indirectly on the bus network, as the WMCA would have to decide whether it would fund those services that National Express West Midlands were no longer willing to operate on a commercial basis.

The Mayor answered questions in relation to addressing the housing needs within the region and the committee's concerns that the pace of delivery of affordable housing. The WMCA was making progress on the delivery of affordable housing but had yet to make progress on the provision of social housing. The Government had now agreed £8.1bn in funding, which had been allocated to housing associations across the country and, of that, £1.1bn had been allocated to housing associations within the region. The WMCA would be working closely with housing associations to help accelerate this expenditure. In terms of the housing delivery vehicle, the committee sought confirmation as to whether it captured all of the housing associations with a significant allocation of the £8.1bn and questioned how they had been chosen. The Mayor agreed to provide a briefing note on this matter that provided the transparency sought by the committee. The nature of the £8.1bn and how it fitted with the delivery vehicle and housing need would be referred to the Overview & Scrutiny Housing Review for further investigation.

With regard to the possibility of a Mayoral precept, a collective decision involving constituent authority leaders had been made not to set a precept for 2022/23 due to the impact that this would have on households during these difficult times. However, the WMCA may have to consider the introduction of a precept in subsequent years if the risks emerged in relation to transport.

The Mayor and members of the committee agreed that the current bidding process for funding from Government could be improved by adopting a 'single pot' funding model. The WMCA continued to lobby Government on the need to change the funding model.

Questions were raised in relation to the reliability and provision of public transport during the Commonwealth Games, concerns around the transport funding gap beyond 2022/23 and the delivery of the Local Transport Plan, the City Region Sustainable Transport Settlement, bus franchising, future of non-statutory travel concessions and the impact of the farebox revenue reductions in terms of the longer term plans for extending the Metro network, particularly the Wednesbury to Brierley Hill Metro extension, the current suspension of the Midland Metro

services, the importance of connecting people to jobs and WMCA payments to National Express West Midlands for concessionary travel.

The committee noted the transport revenue challenges and the challenges in maintaining subsidised bus services if commercial operators chose to withdraw a route if it was unviable, along with the impact that this would have on the budget and those communities of most need of bus services. There needed to be greater clarity on how bus, train or metro connectivity was to be improved for those areas with the greatest need. In terms of bus franchising, there would be a report going to WMCA Board in January 2022. The committee welcomed and hoped that the lobby of government for the continuation of the COVID-19 Recovery funding was successful.

In terms of the current closure of the Midland Metro services and the implications that this would have on future extensions, in particular the Wednesbury to Brierly Hill Metro extension, members were assured that the WMCA would seek to mitigate the losses incurred over the last four weeks and dialogue continued to be had with regard to the investment funding model used for Midland Metro.

The Mayor assured members that within the 2022/23 budget, non-statutory travel concessions were maintained. However due to the deficit, in subsequent years the WMCA might need to make some difficult decisions. Members stressed the importance of maintaining the bus network that provided a vital service for the poorest communities. Further to the concerns raised by Councillor Vera Waters regarding National Express West Midlands, the Mayor agreed to ensure that she was provided with the opportunity to join National Express West Midlands Customer Panel.

In respect of the recently published Environment Act, there was a requirement for the WMCA to work with local authorities on air quality plans, although there was concern that the Act appeared to give additional responsibilities without the additional resources required to exercise these responsibilities. The Mayor added that a report would be submitted to the WMCA Board in February 2022 on this matter.

The Mayor explained the changes made following the devolution of the Adult Education Budget to the WMCA, including the reduction in contracts and the improvements made in the quality of the level of the workforce across the region. The Mayor welcomed dialogue with the Young Combined Authority on the issues around the Kickstart Programme and the take up of apprenticeships.

Resolved:

The following observations be shared with the Mayor for considerations and response:

- (i) What steps are to be taken to ensure that the WMCA and Transport for West Midlands review how Metro services came to be suspended, and that lessons would be learnt to ensure that a similar situation did not occur again?
- (ii) Can further assurance be provided that the key transport infrastructure being developed for the Commonwealth Games will be operational in time so as to ensure that connectivity and sustainability of the region's transport network was able to meet the challenges of hosting an international sporting event of the scale of the Commonwealth Games?

- (iii) What specific measures are Transport for West Midlands currently looking at that will seek to mitigate the potential removal of the Government's pandemic support funding for public transport from April 2022?
- (iv) Can further information be provided as to the considerations currently being undertaken regarding the financial viability of the Wednesbury - Brierley Hill Metro extension and any impact that these considerations may have on the construction timetable?
- (v) What specific decision-making role does the WMCA have within the proposed Affordable Housing Vehicle, and how might this vehicle help deliver more social housing supply within the region?

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

Date	14 January 2022
Report title	Financial Monitoring Report 2021/22
Portfolio Lead	Finance - Councillor Bob Sleigh
Accountable Chief Executive	Laura Shoaf, West Midlands Combined Authority email: laura.shoaf@wmca.org.uk
Accountable Employee	Linda Horne, Director of Finance email: linda.horne@wmca.org.uk
This report has been considered by	West Midlands Finance Directors - 6 January 2022

Recommendations for action or decision:

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

- (1) Notes the financial position as at 30 November 2021, as detailed in Sections 2-4.
- (2) Notes the latest 2021/22 forecast, as detailed in Section 5.
- (3) Notes the update on Local Authority Delivery Phase 3 (LAD3) funding, as detailed in Section 6.
- (4) Approves the supplementary appointment of Louise Cowen and Kate Taylor as Deputy Section 151 Officers with effect from 14 January 2022 as detailed in Section 10.

1.0 Purpose

1.1 To provide an update on the Combined Authority's finances as at the end of November 2021.

2.0 Background – Financial Monitoring

2.1 Appendix 1 shows the overall consolidated revenue position for the West Midlands Combined Authority.

2.2 The overall year to date position at the end of November shows a £2.524m favourable variance from budget. This consists of a favourable variance within the Transport budget of £2.877m and an adverse variance within the Delivery budget of £0.353m.

2.3 The favourable variance within the Transport budget is largely due to Concession savings during the pandemic as a result of reduced service provision by operators, lower patronage and no fare increases. Further savings have been achieved due to the revision of the Accessible Transport contract, including bringing the Customer Service team in-house, and a reflection of the latest guidance regarding Sales Fees and Charges grant eligibility. Current savings on cleaning and maintenance, along with ongoing staffing variations have also contributed to the favourable variance.

2.4 Within the Delivery budget the adverse variance of £0.353m is simply due to the timing of planned use of reserves not being drawn yet, partly offset by savings relating to staffing variations alongside a re-profiling of activity particularly within the Environment & Energy, PSR & Social Economy and Productivity & Skills Portfolios.

2.5 Appendices 2 and 3 present the detailed summaries for Transport and Non-Transport functions respectively.

3.0 Mayoral Budget

3.1 Appendix 4 presents the Mayoral Office position as at the end of November 2021, which remains in line with budget at this stage of the year.

4.0 Capital Programme

4.1 Appendix 5 sets out the position on the Capital Programme as at the end of November 2021. Actual costs totalled £169m, resulting in a favourable variance of £66.8m against a budget of £236.1m.

4.2 The year to date expenditure to budget variance is primarily contained within Transport (£72.7m), Grants to Local Authorities within the Investment Programme (£15.5m) and Housing (£16.6m).

4.3 The Transport Programme has been categorised into five sub programmes. The largest of these is the Investment Programme with a budget of £218.3m, including all the Rail/Sprint & Metro extension schemes.

4.4 At the end of November, actual costs totalled £182.2m, which was £72.7m below the budget of £254.9m. The main variances at the end of November were contained within the Metro Programme totalling £34.4m, further detail is available in Appendix 5.

4.5 Whilst the programme does outline elements of slippage due to external factors being encountered within a difficult delivery environment, it is important to note that all capital schemes are continuing to be delivered in line or broadly in line with the original schedule.

5.0 2021/22 Expected Outturn Update

5.1 The latest full year forecast reflects the ongoing risks and expected cost pressures within the Transport network. Currently, an overall surplus of £0.699m is forecast for 2021/22, mainly due to residual savings against Concessions budgets and opportunities to fund posts from Capital grants in year.

5.2 The final Financial Monitoring Report of the year will be presented to WMCA Board in March 2022. It is expected that there will be further savings within the Concessions and Accessible Transport budgets however these will be prudently held at year end to protect and provide resilience against continuing transport network operational risks, particularly in relation to the bus market and costs of subsidised bus services.

6.0 Local Authority Delivery Phase 3 (LAD3) Funding Update

6.1 WMCA is part of the Midlands Energy Hub (MEH) consortium that put a successful £83 million Expression of Interest bid into Department of Business, Energy, and Industrial Strategy's Sustainable Warmth Competition. WMCA's bid sees nearly £3 million being made available to retrofit privately owned homes occupied by low income households. The consortium has also included other WMCA constituent members, which WMCA has assisted through the application process; their bids are worth £16.2m.

6.2 This EOI is subject to submission of a detailed development plan to MEH and alignment with the Single Assurance Framework. These will determine whether WMCA takes up its allocation and signs the Memo of Understanding with MEH by end February 2022. If it does, the Board will be updated in the March 2022 meeting.

7.0 Investment Programme

7.1 The financial results for the West Midlands Regional Investment Programme run one month behind the regular management accounts, due to the requirement to consolidate outputs across the metropolitan area.

7.2 The October expenditure is shown at Appendix 7, which reports the gross delivery totals for programmes delivered by both WMCA and other entities (being primarily constituent member local authorities).

7.3 Appendix 8 summarises grant funding commitments approved by WMCA for projects within the Investment Programme, which total £858.5m as at 30th November 2021 (£858.5m as at 31st October 2021).

7.4 WMCA Investment Programme funding drawn / incurred by projects against these funding commitments as at 30th November 2021 totals £373.6m.

7.5 Since the previous board meeting on the 19th November 2021:

- Aspirations for All (Change Request) – A time extension of 15 months was granted to change the SOC stage project completion date from June 2021 to September 2022. There is no change to the quantum of WMCA Investment Programme grant funding awarded for the project.
- Accelerated Housing Delivery – Utilising Solihull Assets (Change Request) – The submission advised WMCA of elements within the project which were no longer expected to proceed as originally expected, and new, replacement schemes were identified.
- Solihull Town Centre - Development & Investment (Change Request) – The submission advised WMCA of the current status of schemes within the project, as well as of specific schemes descoped or re-allocated to other projects.
- HS2 Jobs & Skills (Change Request) – A time extension of 5 months was granted to change the SOC stage project completion date from October 2022 to March 2023. There is no change to the quantum of WMCA Investment Programme grant funding awarded for the project; and
- Smart Resilient Assets (Outline Business Case) – Progression to Full Business Case approved. There is no financial ask requested of the WMCA, funding for the next stage will come from the August 2018 approved Local Strategic Network SOC.

7.6 The 'affordable limit' for funding provided by WMCA for the regional Investment Programme remains at £871m.

7.7 The commitment values above exclude the provisional 'ear-marked' allocations agreed by WMCA Board in March 2021, but which remain subject to formal approval by future submission of individual proposals to be considered in accordance with WMCA assurance arrangements.

8.0 Balance Sheet

8.1 Appendix 9 presents the West Midlands Combined Authority Balance Sheet which shows a healthy financial position as at 30 November 2021.

8.2 The increase in property, plant and equipment is mainly due to spend on the Metro BEE (£12m) and the WBHE (£6.3m) extension. The increase in short-term deposits is largely due to a PWLB loan receipt offset by payments in respect of Adult Education Budget, Investment Programme and Metro extension schemes.

8.3 The decrease in grants receipts in advance was largely due to capital spend, namely the Metro schemes mentioned above which is partly funded from DfT grants. Payments for the Adult Education Budget led to the decrease in earmarked reserves.

9.0 Administered Funds

10.1 Administered Funds as at 30 November 2021 totalled £76.6m. A breakdown of this amount is included within Appendix 6. These funds do not form part of the Authority's own revenue and capital budgets but are effectively funds where WMCA is the Accountable body and passports out to partner Authority's to deliver.

10.0 Appointment of Deputy s151 Officers

- 10.1 WMCA is required to have a deputy s151 officer to carry out the responsibilities of the s151 Officer role in their absence. This role is currently fulfilled by Carl Pearson, Head of Financial Planning. Following a review of role and responsibilities within the Finance team and to provide additional resilience, it is proposed to appoint the other two Heads of Service to this role also; Louise Cowen (WMCA Financial Controller), and Kate Taylor, (WMCA Head of Finance Business Partnering). This is consistent with many other Local Authorities where pace, breadth and range of funding is diverse. Clear accountability remains and controls are in place to ensure clarity of responsibility.
- 10.2 There are no financial implications as the posts are not remunerated, in themselves, over and above the existing salary paid for the individual's substantive post within the WMCA.

11.0 Financial Implications

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

12.0 Other Implications

- 12.1 There are no Legal, Equalities, Inclusive Growth, Geographical or Other implications arising from this report.

13.0 Appendices

- Appendix 1 – WMCA Consolidated Summary – November 2021
- Appendix 2 – WMCA Transport Revenue Summary - November 2021
- Appendix 3 – WMCA Delivery Budget Summary – November 2021
- Appendix 4 – WMCA Mayor Revenue Summary –November 2021
- Appendix 5 – WMCA Capital Transport Delivery Programme – November 2021
- Appendix 6 – WMCA Administered Funds – November 2021
- Appendix 7 – Total Regional Investment Programme Expenditure – October 2021
- Appendix 8 – WMCA Investment Programme Commitments – November 2021
- Appendix 9 – WMCA Balance Sheet – November 2021

Appendix 1

WMCA Consolidated Revenue Budget Summary – Year Ending 30 November 2021

£000's	Year to Date			Full Year		
	Actual	Budget	Variance	Forecast	Budget	Variance
Transport Levy	76,480	76,480	0	114,720	114,720	0
Commonwealth Games	2,460	3,071	(611)	7,104	5,423	1,681
Revenue Grants & Other Income	8,061	7,068	993	14,176	9,348	4,828
Adult Education Funding	92,512	104,218	(11,706)	142,698	142,698	0
Share of Business Rates	0	6,000	(6,000)	9,000	9,000	0
Constituent Membership	3,096	3,096	0	4,644	4,644	0
Non Constituent Members	284	283	1	425	425	0
Investment Programme	4,822	2,388	2,434	36,500	36,500	0
Investment Income	599	599	0	898	898	0
Use of Reserves	4,582	7,486	(2,904)	9,565	9,495	70
Total Funding	192,896	210,689	(17,793)	339,730	333,151	6,579
Transport for West Midlands	75,439	80,128	4,686	118,539	119,415	876
Commonwealth Games	2,460	3,071	611	7,104	5,423	(1,681)
Economy & Innovation	3,271	2,255	(1,016)	5,447	3,381	(2,066)
Environment, Energy & HS2	573	461	(112)	1,247	598	(649)
Housing and Land	812	934	122	1,473	1,400	(73)
Wellbeing	753	1,024	271	1,307	1,502	195
PSR & Social Economy	692	1,150	458	1,656	1,563	(93)
Culture and Digital	186	105	(81)	259	174	(85)
Productivity & Skills	96,320	108,278	11,958	149,572	147,598	(1,974)
Inclusive Communities	26	34	8	88	68	(20)
Business Support	1,286	843	(443)	2,666	2,064	(602)
Investment Programme	4,891	8,458	3,567	45,605	45,605	0
Mayoral Office	514	510	(4)	760	760	0
Mayoral Election	3,308	3,600	292	3,308	3,600	292
Total Expenditure	190,531	210,851	20,317	339,031	333,151	(5,880)
Net Expenditure	2,365	(162)	2,524	699	0	699
Transport	2,315	(562)	2,877	1,238	0	1,238
Delivery	50	403	(353)	(539)	0	(539)
Mayoral Office	0	0	0	0	0	0
Total Surplus / (Deficit)	2,365	(159)	2,524	699	0	699

The year to date position at the end of November shows a £2.524m favourable variance from budget.

This is made up of £2.877m within Transport as a result of Concessions savings during Covid-19 driven by lower patronage and no fare increases. Revision of the Accessible Transport contract, including bringing the Customer Service team in-house, has delivered further savings, alongside staffing variations. However, over the full year it is expected that these savings will be required to offset the ongoing risks and expected cost pressures within the Transport network.

This is partly offset by an adverse variance of £0.353m within the Delivery budget due to a reduced reserve drawdown partly offset by savings from a re-profiling of activities to later in the year.

Appendix 2

Transport for West Midlands full year revenue position – November 2021

	NOVEMBER 2021 YEAR TO DATE						FULL YEAR 2021/22			
	ACTUAL £000			BUDGET £000			YTD VARIANCE FAVOURABLE / (ADVERSE) £000	FORECAST £000	BUDGET £000	FULL YEAR VARIANCE FAVOURABLE / (ADVERSE) £000
	INCOME	EXPENDITURE	NET	INCOME	EXPENDITURE	NET		NET	NET	
Transport Levy	76,480	0	76,480	76,480	0	76,480	0	114,720	114,720	(0)
Use of Reserves	1,274	0	1,274	3,086	0	3,086	(1,812)	5,057	4,695	362
TOTAL FUNDING	77,754	0	77,754	79,566	0	79,566	(1,812)	119,777	119,415	362
Concessions										
National Bus Concession	109	33,526	(33,417)	68	34,701	(34,632)	1,215	(50,103)	(50,472)	369
Metro / Rail	0	3,049	(3,049)	0	3,038	(3,038)	(11)	(4,566)	(4,572)	6
Child Concession	0	4,214	(4,214)	0	4,618	(4,618)	403	(6,659)	(7,029)	370
Bus Services										
Bus Stations / Infrastructure	109	40,789	(40,680)	68	42,356	(42,288)	1,608	(61,328)	(62,073)	745
Subsidised Network	5,582	8,493	(2,911)	4,880	8,331	(3,451)	540	(5,144)	(5,152)	8
Accessible Transport	2,586	9,937	(7,351)	1,363	9,019	(7,656)	306	(11,557)	(11,478)	(79)
	(315)	3,262	(3,576)	0	4,425	(4,425)	849	(6,471)	(6,637)	167
Rail and Metro Services										
Metro Services	7,854	21,692	(13,838)	6,243	21,775	(15,532)	1,694	(23,171)	(23,267)	96
Rail Services	163	1,446	(1,283)	128	1,745	(1,617)	334	(2,583)	(2,579)	(5)
	934	2,613	(1,679)	923	2,892	(1,969)	290	(2,931)	(2,904)	(27)
Integration										
Safety and Security	1,097	4,060	(2,962)	1,051	4,637	(3,586)	624	(5,514)	(5,483)	(31)
Passenger Information	513	1,098	(585)	446	1,300	(854)	269	(1,030)	(1,274)	243
Sustainable Travel	9,186	12,915	(3,729)	646	4,692	(4,046)	317	(5,924)	(6,007)	82
	620	2,187	(1,566)	858	1,753	(895)	(671)	(1,705)	(1,401)	(304)
Network Resilience										
Commonwealth Games	10,320	16,200	(5,879)	1,950	7,745	(5,795)	(84)	(8,660)	(8,682)	22
Business and Democratic Support	555	2,065	(1,510)	2	2,104	(2,102)	592	(3,123)	(3,181)	58
Strategic Development	2,460	2,460	0	3,071	3,071	0	0	1	(0)	1
Transport Governance	0	2,332	(2,332)	0	2,453	(2,453)	122	(3,768)	(3,809)	41
Capital Finance Charges	837	3,290	(2,452)	1,055	3,637	(2,583)	130	(3,971)	(3,915)	(56)
	0	84	(84)	0	88	(88)	3	(130)	(131)	1
	0	5,701	(5,701)	0	5,701	(5,701)	0	(8,874)	(8,874)	0
TOTAL EXPENDITURE	23,233	98,672	(75,439)	13,439	93,567	(80,128)	4,689	(118,539)	(119,415)	876
NET	100,987	98,672	2,315	93,005	93,567	(562)	2,877	1,238	0	1,238

At the end of November 2021 there is a £2.877m favourable year to date variance against budget.

Concessions

There are savings within the **ENCTs and Child Concession** budgets due to reduced services and patronage during the pandemic along with there being no fare increases.

Bus Services

The revision of the **Accessible Transport** contract, including bringing the Customer Service team in-house, has delivered significant savings to date.

Within **Bus Stations and Infrastructure budgets** there is increased advertising revenue alongside savings on cleaning and maintenance and staffing variations which have contributed to the current favourable variance. A prudent view has been taken regarding the full year position. Increased support for **Subsidised Bus** operators is expected towards the end of the year, hence current savings have not been reflected in the full year position.

Rail & Metro

Within **Metro** lower insurance premiums and reduced engineering support for utility works are reflected in the savings to date.

The **Rail** position to date reflects reduced cleaning and maintenance costs at park and ride locations, alongside staffing variations. In the full year these savings are expected to be negated by lower car park receipts at Longbridge Park and Ride.

Integration

Within the **Safety and Security** budget additional CCTV income from West Midlands Police and the re-profiling of CCTV equipment expenditure is reflected in the savings to date.

Within the **Passenger Information** budget there are savings against monitoring, marketing and market research.

The adverse variance within **Sustainable Travel** is largely due to lower cycle hire income between July and November.

Network Resilience

The year to date position is primarily driven by staffing variations as recruitment takes place, alongside the profiling of external advice spend which is still expected to be required over the full year.

Strategic Development

The favourable variance is due to increased work on capital projects allowing higher capital recharges, however these are expected to reduce as the projects come to an end. There are also savings as a result of lower monitoring and research costs during the pandemic.

Reserves earmarked to support the delivery of the West Midlands Cycle Hire scheme have been drawn down to offset the lower than budgeted income year to date, and it is expected that an above Budget use of reserves will be required in the full year. Reserves ear marked to support the 2021/22 Transport Budget have not been drawdown to date but are still expected to be required in year.

Appendix 3

West Midlands Combined Authority Delivery Budget – November 2021

FINANCIAL SUMMARY AS AT NOVEMBER 2021	NOVEMBER 2021 YEAR TO DATE			FULL YEAR 2021/22			
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000	
Operational Income							
Mayoral Capacity Funding	156	156	0	234	234	0	(1) Use of reserves to support the 21/22 budget. (2) Efficiency target held centrally as part of the budgeting process.
Investment Interest Income	200	200	0	300	300	0	
Notional Interest Receivable	329	329	0	494	494	0	
Contribution - 7 Met Councils	3,096	3,096	0	4,644	4,644	0	
Contribution - Non constituent members	283	283	0	425	425	0	
Use of Reserves (1)	0	800	(800)	1,200	1,200	0	
Total Income	4,064	4,864	(800)	7,297	7,297	0	
Efficiency Savings Target (2)	0	443	(443)	238	665	(427)	
Enabling Services	(1,286)	(1,286)	0	(2,904)	(2,729)	(175)	
Total Expenditure	(1,286)	(843)	(443)	(2,666)	(2,064)	(601)	
Operational Income Net Total	2,778	4,021	(1,243)	4,631	5,233	(601)	
Economy & Innovation							
Other Industrial Strategy Income (1)	1,329	435	894	2,648	692	1,956	(1) Funding received from DBEIS to deliver the Made Smarter project and from the Investment Programme to support the West Midlands Innovation Programme. Offset by associated increases in expenditure. (2) Additional grant for Brexit support offset by associated an increase in expenditure.
DDCMS - Creative Scale Up	169	144	25	254	217	37	
MHCLG - Brexit Support Preparations (2)	105	0	105	105	0	105	
Policy and Programme Development	37	0	37	99	0	99	
IAWM	55	0	55	95	0	95	
Office of Data Analytics	114	167	(53)	139	252	(113)	
Create Central Projects	324	289	35	468	432	36	
Total Income	2,133	1,035	1,098	3,808	1,593	2,215	
Industrial Strategy	(1,556)	(701)	(855)	(2,970)	(1,099)	(1,871)	
DDCMS - Creative Scale Up	(169)	(144)	(25)	(254)	(217)	(37)	
MHCLG - Brexit Support Preparations	(105)	0	(105)	(105)	0	(105)	
Policy and Programme Development	(220)	(247)	27	(404)	(370)	(34)	
IAWM	(55)	0	(55)	(95)	0	(95)	
Office of Data Analytics	(114)	(167)	53	(139)	(252)	113	
Economic Intelligence	(212)	(192)	(20)	(240)	(240)	0	
Funding For Growth	(467)	(467)	0	(700)	(700)	0	
Create Central Projects	(372)	(337)	(35)	(540)	(504)	(36)	
Total Expenditure	(3,270)	(2,255)	(1,015)	(5,447)	(3,382)	(2,065)	
Economy & Innovation Net Total	(1,137)	(1,220)	83	(1,639)	(1,789)	150	
Environment & Energy, HS2							
Environment (1)	89	0	89	144	0	144	(1) Work on a number of programmes, including Regional Fuel Poverty, have been re-profiled to later in the year. Further WM2041 funding and offsetting expenditure are also forecast over the full year. (2) Additional income received to fund Retrofit consultancy services and delivery of Green Homes project. Offset by associated increase in expenditure.
Community Green (2)	10	0	10	25	0	25	
Total Income	99	0	99	169	0	169	
Environment	(208)	(292)	84	(516)	(358)	(158)	
Community Green	(10)	0	(10)	(25)	0	(25)	
Total Expenditure	(218)	(292)	74	(541)	(358)	(183)	
Environment & Energy, HS2 Net Total	(119)	(292)	173	(372)	(358)	(14)	
Housing and Land							
Director of Housing & Regeneration	812	934	(122)	1,485	1,400	85	(1) Substantial savings on external advice where expertise has been brought in house partly offset by an increase in rates for sites acquired for capital development and by the associated reduction in grant drawdown.
Total Income	812	934	(122)	1,485	1,400	85	
Director of Housing & Regeneration	(812)	(934)	122	(1,485)	(1,400)	(85)	
Total Expenditure	(812)	(934)	122	(1,485)	(1,400)	(85)	
Housing and Land Net Total	0	0	0	0	0	0	
Wellbeing							
Other Mental Health Income (1)	256	105	151	298	158	140	(1) Midlands Engine grant funding which is funding key posts within the programme. (2) Changes in delivery priorities and reduced marketing spend along with staffing variations have required lower grant drawdown.
IPS Programme	110	102	8	168	153	15	
Fiscal Incentive Programme (2)	187	448	(261)	426	664	(238)	
Total Income	553	655	(102)	892	975	(83)	
Wellbeing and Prevention	(456)	(474)	18	(713)	(685)	(28)	
IPS Programme	(110)	(102)	(8)	(168)	(153)	(15)	
Fiscal Incentive Programme	(187)	(448)	261	(426)	(664)	238	
Total Expenditure	(753)	(1,024)	271	(1,307)	(1,502)	195	
Wellbeing Net Total	(200)	(369)	169	(415)	(527)	112	

FINANCIAL SUMMARY AS AT NOVEMBER 2021	NOVEMBER 2021 YEAR TO DATE			FULL YEAR 2021/22			
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000	
Public Service Reform & Social Economy							
Inclusive Growth	15	0	15	20	0	20	<p>(1) As part of the Rough Sleepers Initiative programme grant draw down is lower than profile due the timing of payments issued to charities.</p> <p>(2) Re-profiling of activity relating to the establishment of an Inclusive Growth Task Force and the Social Economy Business Plan initiatives alongside establishment savings.</p> <p>(3) Delivery of Community Recovery projects have been re-profiled to later in the year.</p>
Homelessness (1)	288	441	(153)	556	581	(25)	
Total Income	303	441	(138)	576	581	(5)	
Inclusive Growth and Public Sector Reform	(199)	(167)	(32)	(344)	(251)	(93)	
Inclusive Growth (2)	(76)	(253)	177	(374)	(358)	(16)	
Public Service Reform (3)	(129)	(288)	159	(383)	(374)	(9)	
Homelessness	(288)	(441)	153	(556)	(581)	25	
Total Expenditure	(692)	(1,149)	457	(1,657)	(1,564)	(93)	
Public Service Reform & Social Economy Net Total	(389)	(708)	319	(1,081)	(983)	(98)	
Skills and Productivity							
Productivity and Skills	122	49	73	169	73	96	<p>(1) Lower delivery than budgeted as a result of reduced footfall and referrals due to Covid-19, with spend re-profiled for later in the year. Offset by associated reduction in grant drawdown.</p> <p>(2) Payments to and delivery by providers has been impacted by Covid, thus requiring lower grant drawdown. Any savings will be used to fund other initiatives.</p> <p>(3) Funding agreed after the budget was set. Offset by associated reduction in grant drawdown.</p> <p>(4) Accelerated Learning & Development spend expected in last quarter of the year</p>
Employment Support (1)	786	1,174	(388)	1,481	1,379	102	
Technical Education	35	41	(6)	57	41	16	
Construction Skills	7	0	7	7	0	7	
Adult Education (2)	92,512	104,218	(11,706)	142,698	142,698	0	
Careers	42	41	1	71	72	(1)	
Digital Skills	1,715	1,638	77	2,256	1,691	565	
Investment Programme (Skills)	258	225	33	400	308	92	
Commonwealth Games (3)	140	0	140	355	0	355	
European Structural & Investment Funding	0	0	0	741	0	741	
Building Our Future Workforce	10	0	10	0	0	0	
Total Income	95,627	107,386	(11,759)	148,235	146,262	1,973	
Productivity and Skills	(472)	(517)	45	(872)	(776)	(96)	
Employment Support	(786)	(1,174)	388	(1,481)	(1,379)	(102)	
Technical Education	(35)	(41)	6	(57)	(41)	(16)	
Construction Skills	(7)	0	(7)	(7)	0	(7)	
Adult Education	(92,512)	(104,218)	11,706	(142,698)	(142,698)	0	
Careers	(42)	(41)	(1)	(71)	(72)	1	
Digital Skills	(1,715)	(1,638)	(77)	(2,256)	(1,691)	(565)	
Investment Programme (Skills)	(258)	(225)	(33)	(400)	(308)	(92)	
Commonwealth Games	(140)	0	(140)	(355)	0	(355)	
European Structural & Investment Funding	0	0	0	(741)	0	(741)	
Continuous Improvement							
Continuous Improvement & Change	(244)	(247)	3	(371)	(371)	0	
Learning and Development (4)	(108)	(164)	56	(246)	(246)	0	
Building Our Future Workforce	0	(11)	11	(16)	(16)	0	
Total Expenditure	(96,319)	(108,276)	11,957	(149,571)	(147,598)	(1,973)	
Skills and Productivity Net Total	(692)	(890)	198	(1,336)	(1,336)	0	
Culture and Digital							
Culture	20	0	20	19	0	19	
Total Income	20	0	20	19	0	19	
Culture	(66)	(47)	(19)	(109)	(74)	(35)	
Digital	(119)	(58)	(61)	(149)	(100)	(49)	
Total Expenditure	(185)	(105)	(80)	(258)	(174)	(84)	
Culture and Digital Net Total	(165)	(105)	(60)	(239)	(174)	(65)	
Inclusive Communities							
Total Income	0	0	0	0	0	0	
Youth Combined Authority	(26)	(34)	8	(88)	(68)	(20)	
Total Expenditure	(26)	(34)	8	(88)	(68)	(20)	
Inclusive Communities Net Total	(26)	(34)	8	(88)	(68)	(20)	
Operational Income Net Total	50	403	(353)	(536)	(0)	(536)	

Appendix 4

West Midlands Combined Authority Mayoral Budget – November 2021

	NOVEMBER 2021 YEAR TO DATE			FULL YEAR 2021/22		
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000
MAYORAL OFFICE						
Other Grants	514	510	4	760	760	0
TOTAL INCOME	514	510	4	760	760	0
Staff Costs	481	473	(8)	732	704	(28)
IT	6	7	1	10	11	1
External Advice	23	0	(23)	0	0	0
Travel & Subsistence	3	29	26	17	43	26
Other	0	1	1	2	2	0
TOTAL EXPENDITURE	514	510	(3)	760	760	(0)
No material variations year to date.						
MAYORAL ELECTION						
Use of Reserves	3,308	3,600	(292)	3,308	3,600	(292)
TOTAL INCOME	3,308	3,600	(292)	3,308	3,600	(292)
Mayoral Election Costs	3,308	3,600	292	3,308	3,600	(292)
TOTAL EXPENDITURE	3,308	3,600	292	3,308	3,600	(292)
NET MAYORAL BUDGET	0	0	0	0	0	0

Appendix 5

West Midlands Combined Authority Transport Delivery Capital Programme – November 2021

	YEAR TO DATE - NOVEMBER			FULL YEAR		
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000
Metro	78,505	112,925	34,420	163,229	189,342	26,113
Rail	5,285	11,274	5,989	19,035	24,326	5,291
Sprint	278	4,341	4,063	2,749	4,662	1,913
TRANSPORT - INVESTMENT PROGRAMME	84,068	128,540	44,472	185,014	218,331	33,317

ACTUAL V BUDGET VARIANCE COMMENTARY

At the end of November 2021, actual expenditure was £44.5m lower than budget. The main variances are contained within the Metro Programme, these relate to the following:

Metro Wednesbury to Brierley Hill Extension £14.5m

This is due to rephasing of utilities work.

Metro Birmingham Eastside Extension £16.1m

The project programme and HS2 utilities diversion payment profile has been revised resulting in a variance to original budget.

Rail - Walsall to Wolverhampton Local Enhancements Package 1 £5.2m

This variance is made up of several components, £2.1m relates to rescheduling of physical construction work due to an incomplete land acquisition. Further variances relate to land acquisition costs as well as fees which are not due until physical construction work begins

Sprint – Hagley Road Phase 1 £3.8m

The Section 278 agreement has yet to be agreed resulting in the construction work start date being rescheduled to January 2022.

FORECAST V BUDGET VARIANCE COMMENTARY

Wednesbury to Brierley Hill Ext £18.5m

Construction profiles have been rephased anticipating the upcoming TC2 approval. Site acquisition costs have also been rephased to allow site owners time to put in claims for their acquired land.

Birmingham Eastside Ext £5.2m

This is due to a revision of project programme and the revision to HS2 utilities diversion payment profile.

Walsall to Wolverhampton Package 1 £4.7m

This is made up of several components, £1.9m main contractor underspend due to incomplete land acquisition so physical construction work has not been carried out. Rephasing of £1.6m contingency due to a periodic cost and schedule risk review completed by the project team and £1.2m reprofile of enabling works and construction related fees moved into next year.

	YEAR TO DATE - NOVEMBER			FULL YEAR		
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000
Highway	2,804	4,721	1,917	8,306	10,614	2,308
Other	25,000	12,778	(12,222)	25,000	23,000	(2,000)
Rail	30,181	33,903	3,722	55,113	52,954	(2,160)
Sprint	23,571	44,110	20,539	54,524	62,262	7,738
TRANSPORT - COMMONWEALTH GAMES	81,557	95,512	13,956	142,944	148,830	5,887

ACTUAL V BUDGET VARIANCE COMMENTARY

At the end of November 2021, actual expenditure was £13.9m under budget. The main variances are as follows:

Sprint – A45 Birmingham to Airport and Solihull £11.6m

Construction activity is running behind schedule but is expected to accelerate over the course of the year and into Q1 of 22/23 with completion expected in July 2022 before the Games begin.

Sprint – A34 Walsall to Birmingham £8.6m

This project is comprised of 4 contracts, Construction work commenced on three contracts as scheduled, the fourth contract was reprofiled compared to Budget, but construction work for this contract is now in progress. This is driving the year to date variance, but no significant annual variance is expected and completion is expected before Games begin in July 22.

Alexander Stadium Redevelopment (£12.2m)

Construction work is being undertaken, the overspend is a representation of accelerated drawdown of WMCA funding not an increase to WMCA's agreed commitment.

FORECAST V BUDGET VARIANCE COMMENTARY

University Station Improvement (£3m)

The adverse annual variance reflects the acceleration of physical construction in order to get the station operational by the Games in July 22.

Alexander Stadium Redevelopment (£2m)

The current year variance reflects the accelerated draw down of WMCA Investment Programme grant funding by Birmingham City Council.

Sprint – A45 Birmingham to Airport and Solihull £5.7m

This is due to rephasing of utilities and construction work stemming from Covid-19 restrictions at the beginning of the year, but is expected to be caught up during Q1 2022/23.

Sprint – A34 Walsall to Birmingham £2m

As with Sprint A45 project, there has been a rephasng of utilities and physical construction work from the beginning of the year due to the pandemic, but this also expected to be caught up during Q1 2022/23.

	YEAR TO DATE - NOVEMBER			FULL YEAR		
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000
Bus	1,284	7,288	6,004	11,100	16,217	5,116
Highway	1,912	3,427	1,515	5,344	5,362	17
Other	4,540	6,478	1,938	8,897	9,905	1,008
Rail	133	250	117	267	250	(17)
Sprint	144	197	53	197	197	0
TRANSPORT - OTHER MAJOR PROGRAMMES	8,012	17,640	9,628	25,805	31,930	6,125

ACTUAL V BUDGET VARIANCE COMMENTARY

At the end of November 2021, actual expenditure was £9.6m below budget. The main variances are as follows:

Cross City Bus – City Centre Package £3.5m

This is composed of an asset purchase which has not occurred as initially forecast and rephased physical construction work due to an outstanding Traffic Regulation Order.

Dudley Interchange £1m

Various agreements are due to finalise with contractors and the local authority in December, after which the first milestone payment to the local authority will be made.

A435 Alcester Road Bus Prioritisation £0.8m

A Traffic Regulation Order has been sought from the relevant local authority after which physical construction can begin.

Coventry Electric Bus City £0.8m

Agreements are being finalised with the main operator after which funding can be released.

FORECAST V BUDGET VARIANCE COMMENTARY

Dudley Interchange £3.3m

This is largely due to awaiting a Compulsory Purchase Order decision and approval from the relevant local authority before any highways works can begin.

Cross City Bus – City Centre £2m

The feasibility of the schemes within this project have been tested and some schemes have had their scope changed/reduced and some have been considered for delivery in 22/23.

	YEAR TO DATE - NOVEMBER			FULL YEAR		
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000
Minor Work Programme	6,956	9,002	2,046	10,991	11,467	476
TRANSPORT - MINOR WORKS	6,956	9,002	2,046	10,991	11,467	476

ACTUAL V BUDGET VARIANCE COMMENTARY

At the end of November 2021, actual expenditure was £2.0m below budget. The main variances are as follows:

Better Streets Community Fund £0.8m

Local Authority claims were lower in Q1 and Q2 than expected due to resources being diverted to other LA schemes.

Asset Management Programme £0.4m

Variance primarily relates to supply chain issues in purchasing and installing the automatic doors and lighting upgrades at various Bus Stations and Park and Ride sites. Remaining variance relates to the rephasing of the upgrades to the Help Point systems to January 22.

Priority One Development Workstream £0.4m

Q1 and Q2 Local Authority claims were lower than budgeted and a change request has been submitted to change the delivery schedule for the schemes under this project.

FORECAST V BUDGET VARIANCE COMMENTARY**Real Time Information Upgrades (£0.1m)**

The contract award for the continuity of the Electronic Passenger Information screens has been brought forward into this year.

Priority One Development Workstream £0.2m

Minor reprofiling of the programme management requirements.

West Midlands Combined Authority Transport Capital Programme Grants to Local Authorities – November 2021

	YEAR TO DATE - NOVEMBER			FULL YEAR		
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000
Grants to Local Authorities	1,591	4,194	2,603	9,099	9,366	267
Total Grants to Local Authorities	1,591	4,194	2,603	9,099	9,366	267

ACTUAL V BUDGET VARIANCE COMMENTARY**B4106 Spon End (Coventry CC) £2.6m**

The acquisition costs of 5 properties have been rephased into Q2 and Q3. It is not expected to effect the annual outturn.

West Midlands Combined Authority Capital Programme Investment Programme Grants to Local Authorities – November 2021

	YEAR TO DATE - NOVEMBER			FULL YEAR		
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000
Investment Programme (Grants to Local Authorities)	35,462	50,927	15,465	78,669	91,287	12,618
Total Investment Programme Grants to Local Authorities	35,462	50,927	15,465	78,669	91,287	12,618

ACTUAL V BUDGET VARIANCE COMMENTARY

At the end of November 2021, actual expenditure was £15.5m under budget.

UK Central HS2 Interchange £5.5m

This variance reflects the formally altered spend schedule of the Birmingham International Station and Roundabout Over-Trace schemes within this project.

UK Central Infrastructure Package £3.8m

The programme is made up of 26 components with underspends across them. The main cause of this variance is the rephased completion of Kinghurst Village property acquisitions which are now expected in December 2021.

Coventry Station Masterplan £3.0m

This variance is mostly due to timing issues where payments have been deferred as they are linked to milestones that have not yet been met.

Coventry City Centre South Regeneration - Coventry City Centre South £2.0m

This is largely due to a land acquisition originally expected in August 2021 but has now been deferred to March 2022.

FORECAST V BUDGET VARIANCE COMMENTARY**UK Central HS2 Interchange £5.3m**

This is made up of the formal rephasing of the Roundabout Over Trace scheme (£4.7m) and the HS2 Parallel Design Process (£0.7m).

Coventry South Package £4.5m

The drawdown of WMCA funding for the A46 Link Road Phase 1 scheme is now expecting to begin in January 22, going into 22/23.

UK Central Infrastructure Package £2.2m

This is made up of several project streams, which have seen slippage from the current year to next year. This is due to securing funding and legal agreements which have taken longer than initially anticipated.

Coventry City Centre South Regeneration £1.7m

This is largely related to a land acquisition which is now expected to take place in 22/23.

West Midlands Combined Authority Housing Capital Programme – November 2021

	YEAR TO DATE - NOVEMBER			FULL YEAR		
	ACTUAL £000	BUDGET £000	VARIANCE £000	FORECAST £000	BUDGET £000	VARIANCE £000
Housing	21,959	38,511	16,552	36,810	58,578	21,768
Total Housing	21,959	38,511	16,552	36,810	58,578	21,768

ACTUAL V BUDGET VARIANCE COMMENTARY

At the end of November 2021, actual expenditure was £16.5m under budget.

BHF – Pipeline £5.1m

Several pipeline projects have not been realised through approval and go live. The forecast has been updated to reflect this.

Black Country Land and Property Investment Fund (LPIF) £2.8m

Works expected on a manufacturing site were expected to commence in June 2021 have been rescheduled to December 2021. Planning applications and final agreements are in the process of being finalised.

BLPDF £1.7m

Several schemes funded by the BLPDF have funding drawdown timing issues, whereby drawdowns are later or lower than initially budgeted for.

LF – Pipeline £1.5m

Not all schemes are now forecasted to commence this year, which has been reflected in the forecast position.

LF – Abbots Lane £1.3m

Planning issues earlier in the year have pushed the schedule for this project back slightly. Drawdown on funding is expected imminently and no impact is expected on the project lifetime spend.

FORECAST V BUDGET VARIANCE COMMENTARY

BHF Pipeline £6.8m

Budget at the start of the year was too keen on which pipeline projects would be approved so the Q2 reforecasting has decreased the forecast to reflect the latest position.

Black Country Land and Property Investment Fund (LPIF) £4.3m

Schemes funded from the LPIF have experienced delays, pushing the drawdown schedule into 22/23.

BLPDF £3.9m

A project funded from the BLPDF has been rephased out of this financial year due to uncertainties around the project whilst it is under review.

NCF Pipeline £1.1m

More detailed assumptions about the timing of pipeline projects are now known.

Appendix 6 – WMCA Administered Funds – November 2021

Funding Stream	2021/22 Full Year Grant Award £'000	2021/22 Spend to Date £'000	Purpose
Midlands Connect	6,238	3,155	Work is continuing on delivering the Midlands Engine 'Vision for Growth'.
Getting Building Fund	33,000	33,000	Investment in local infrastructure projects to stimulate jobs and support economic recovery. The WMCA is the accountable body with funding allocated to the 7 Mets and 3 LEPs.
Housing First Pilot	9,600	9,600	WMCA are the accountable body for this grant award that has now been paid to Birmingham City Council to develop work streams to help rough sleepers off the streets
One Public Estate	926	926	It was agreed by WMCA Board that WMCA would assume accountable body status for this grant award, that is delivering various projects that secure more from public sector assets through collective action.
Highways Maintenance Block	9,043	9,043	Distributed to the 7 Mets. excluding Birmingham City Council which has separate PFI arrangements, to deliver programmed highways maintenance works in line with the conditions of the grant award
Integrated Transport Block	17,755	14,056	Supporting delivery of the 7 Mets. Capital Programmes & WMCA's Minor Works Capital Programme
Total	76,562	69,780	

Appendix 7

Total Regional Investment Programme Expenditure as at 31st October 2021

PROGRAMME	2021 / 2022 YEAR TO DATE		
	BUDGET	ACTUAL	VARIANCE
	£000	£000	£000
COVENTRY UKC PLUS	53,017	36,496	16,521
SPRINT PROGRAMME	41,105	19,935	21,170
RAIL PROGRAMME	19,549	10,738	8,811
METRO PROGRAMME	78,912	55,528	23,384
UK CENTRAL INFRASTRUCTURE PACKAGE	6,683	3,628	3,055
UK CENTRAL HS2 INTERCHANGE	6,554	2,217	4,336
HS2 GROWTH STRATEGY TOTAL	205,819	128,541	77,277
COVENTRY CITY CENTRE SOUTH REGENERATION	7,663	5,833	1,830
INNOVATION PROGRAMME	6,642	6,860	(218)
LAND RECLAMATION AND REMEDIATION	10,350	6,500	3,850
COMMONWEALTH GAMES 2022	17,067	22,199	(5,132)
EMPLOYMENT, EDUCATION & SKILLS	203	225	(22)
BUSINESS AND TOURISM PROJECT - BATP	6,320	4,497	1,822
COVENTRY ELECTRIC BUS CITY	92	115	(23)
REGIONAL RECOVERY & RISKS	1,730	1,441	290
COLLECTIVE INVESTMENT FUND	22,208	14,339	7,869
OTHER INVESTMENT PROGRAMME SCHEMES	72,274	62,008	10,266
GRAND TOTAL	278,093	190,550	87,543

PROGRAMME	2021 / 2022 FULL YEAR		
	BUDGET	FORECAST OUTFURN	VARIANCE
	£000	£000	£000
COVENTRY UKC PLUS	73,859	68,954	4,905
SPRINT PROGRAMME	66,844	59,110	7,733
RAIL PROGRAMME	41,158	34,965	6,193
METRO PROGRAMME	178,088	158,137	19,951
UK CENTRAL INFRASTRUCTURE PACKAGE	61,747	53,680	8,067
UK CENTRAL HS2 INTERCHANGE	19,391	13,096	6,294
HS2 GROWTH STRATEGY TOTAL	441,086	387,943	53,142
COVENTRY CITY CENTRE SOUTH REGENERATION	26,000	30,032	(4,032)
INNOVATION PROGRAMME	12,657	14,591	(1,934)
LAND RECLAMATION AND REMEDIATION	20,874	11,303	9,571
COMMONWEALTH GAMES 2022	33,092	45,160	(12,068)
EMPLOYMENT, EDUCATION & SKILLS	308	390	(82)
BUSINESS AND TOURISM PROJECT - BATP	10,834	10,834	(0)
COVENTRY ELECTRIC BUS CITY	4,917	4,937	(20)
REGIONAL RECOVERY & RISKS	17,028	12,373	4,654
COLLECTIVE INVESTMENT FUND	40,479	34,674	5,806
OTHER INVESTMENT PROGRAMME SCHEMES	166,189	164,294	1,895
GRAND TOTAL	607,275	552,238	55,037

PROGRAMME	COST TO COMPLETION					
	PRIOR PERIOD SPEND	2021 / 2022 FORECAST	FUTURE YEARS FORECAST	TOTAL FORECAST OUTFURN	TOTAL EXPECTED BUDGET	VARIANCE
	£000	£000	£000	£000	£000	£000
COVENTRY UKC PLUS	129,607	68,954	516,843	715,404	711,862	(3,542)
SPRINT PROGRAMME	30,376	59,110	244,823	334,310	329,067	(5,243)
RAIL PROGRAMME	23,058	34,965	157,215	215,239	215,244	5
METRO PROGRAMME	359,111	158,137	1,153,753	1,671,000	1,664,977	(6,023)
UK CENTRAL INFRASTRUCTURE PACKAGE	80,741	53,680	1,258,796	1,393,216	1,386,153	(7,063)
UK CENTRAL HS2 INTERCHANGE	27,484	13,096	492,147	532,728	530,023	(2,705)
HS2 GROWTH STRATEGY TOTAL	650,377	387,943	3,823,577	4,861,897	4,837,326	-
COVENTRY CITY CENTRE SOUTH REGENERATION	37,675	30,032	266,710	334,417	329,851	(4,566)
INNOVATION PROGRAMME	23,554	14,591	156,854	194,999	194,999	(0)
LAND RECLAMATION AND REMEDIATION	46,018	11,303	142,680	200,000	200,000	(0)
COMMONWEALTH GAMES 2022	31,690	45,160	5,270	82,120	72,534	(9,586)
EMPLOYMENT, EDUCATION & SKILLS	647	390	18,962	20,000	20,001	1
BUSINESS AND TOURISM PROJECT - BATP	1,573	10,834	11,541	23,948	23,948	(0)
COVENTRY ELECTRIC BUS CITY	10	4,937	134,553	139,500	139,500	-
REGIONAL RECOVERY & RISKS	-	12,373	37,177	49,550	53,750	4,200
COLLECTIVE INVESTMENT FUND	60,628	34,674	904,699	1,000,000	1,000,000	-
OTHER INVESTMENT PROGRAMME SCHEMES	201,794	164,294	1,678,446	2,044,534	2,034,583	-
GRAND TOTAL	852,170	552,238	5,502,023	6,906,431	6,871,910	-

West Midlands Region Investment Programme Financial Commentary

Period Ending 31st October 2021

Commentary concerning specific programme-level variances is provided below:

Metro Programme (£23.4m)

The year-to-date variance primarily comprises the Birmingham Eastside and Wednesbury to Brierley Hill extensions.

Utilities works and contingencies in respect of land acquisition have been re-phased for the Birmingham Eastside extension.

For the Wednesbury to Brierley Hill extension, construction work has been re-phased pending delivery and approval of Target Cost 2. Utilities works are due to commence after completion of enabling works.

Coventry UKC Plus (£16.5m)

The year-to-date variance observed for the Coventry UKC Plus programme has resulted from the A46 Link Road Phase 1 (£7.7m), UK City of Culture 2021 Regeneration (£1.5m), Coventry Very Light Rail (£2.1m) and Coventry Station Masterplan (£5.2m) projects.

For the A46 Link Road Phase 1, earthworks are progressing well. The year-to-date variance observed of £6.7m is due to poor weather conditions within Q1 21-22, and materials supply issues.

The Coventry Very Light Rail variance has been partially caused by issues with wiring looms, shipping and COVID-19 restrictions preventing travel for engineering staff within Q1 21-22. The demonstrator vehicle is on track to be delivered to Dudley for site acceptance in Q4 21-22.

For Coventry Station Masterplan, on site works have continued at pace, and construction is nearing completion. Then statutory Entry into Service Process is due to commence imminently. Some of the year-to-date variance is in respect of the Footbridge and Canopies work stream, affected by weather conditions and equipment availability. It is expected that all elements of the project will be opened together.

The variance of £1.5m for the UK City of Culture Regeneration project is split across 21 individual public realm and infrastructure improvement schemes throughout Coventry City Centre in preparation for UK City of Culture 2021. Work on the Screens and Digital Scheme has been postponed slightly so that the Precincts works were prioritised for the City of Culture Start date.

In each instance, the overall outputs are not expected to be affected by the variances observed.

Sprint Programme (£21.2m)

The year-to-date variance for the Sprint programme is primarily in respect of the A34 Walsall to Birmingham and A45 Birmingham to Airport and Solihull schemes. On-site construction is in progress, and it is not anticipated that the variances observed will result in a change to the planned completion dates, as construction will accelerate during the remainder of the year.

The A34 Walsall to Birmingham scheme comprises four construction contracts across the Walsall Council, Sandwell Council and Birmingham Council regions. Construction in the Walsall and Sandwell areas is expected to commence shortly, which is the predominant cause of the year-to-date variance. It should be noted that no significant annual variances are expected.

Appendix 8

WMCA Investment Programme Commitments as at 30th November 2021

£m	Total Expected Approvals	Approved Commitments	Actual Spend (Oct-21)
Coventry UK Central Plus	288.1	94.8	75.8
Sprint Programme	217.4	47.0	20.3
Rail Programme	119.6	63.0	16.4
Metro Programme	222.8	222.8	99.4
UK Central Infrastructure Package	288.0	34.4	20.5
UK Central HS2 Interchange	398.0	63.0	28.3
SUB TOTAL HS2 GROWTH STRATEGY	1,533.9	525.1	260.8
Coventry City Centre South Regeneration	150.0	150.0	27.0
Innovation Programme	50.0	16.1	10.1
Land Reclamation and Remediation	200.0	103.0	52.5
Commonwealth Games 2022	25.0	25.0	20.8
Employment, Education & Skills	20.0	1.3	0.9
Business and Tourism Project - BATP	2.6	2.6	0.0
Coventry Electric Bus City	5.0	5.0	0.1
Regional Recovery & Risks	35.5	30.4	1.4
OTHER INVESTMENT PROGRAMME	488.1	333.4	112.8
TOTAL	2,022.0	858.5	373.6

Appendix 9 – WMCA Balance Sheet

WMCA Balance Sheet as at 30 November 2021			
	30 November 2021 £'000	31 October 2021 £'000	Movement £'000
Property, plant and equipment	562,390	544,091	18,299
Intangible assets	1,328	1,461	(133)
Investments	28,946	27,103	1,843
Loan Receivables	15,612	15,612	-
Long-term assets	608,276	588,267	20,009
Short-term debtors	69,022	67,559	1,463
Short-term deposits	467,976	409,608	58,368
Cash and bank	290	865	(574)
Current assets	537,288	478,031	59,257
Loans - interest due	(1,630)	(2,334)	704
Short-term loans	2	2	0
Short-term creditors/accruals	(113,524)	(115,158)	1,634
Current liabilities	(115,152)	(117,490)	2,338
Net current assets	422,136	360,541	61,595
Provisions	(4,127)	(4,127)	-
Loans - PWLB	(263,235)	(158,256)	(104,979)
Other loans - Barclays	(10,000)	(10,000)	-
Dudley MBC	(5,594)	(5,594)	-
Grants receipts in advance	(446,071)	(466,922)	20,851
Long-term liabilities	(729,027)	(644,899)	(84,128)
Net assets	301,385	303,910	(2,524)
General fund balance	4,712	4,172	540
Earmarked reserves	260,799	270,849	(10,049)
Capital grants unapplied reserve	1,841	1,841	-
Usable reserves	267,352	276,862	(9,509)
Revaluation reserve	6,307	6,309	(2)
Deferred capital grants account	595,039	576,871	18,168
Capital financing account	(563,895)	(552,714)	(11,181)
Financial Instruments Adjustment Account	(2,388)	(2,388)	-
Accumulated absences account	(1,030)	(1,030)	-
Unusable reserves	34,033	27,048	6,985
Total reserves	301,385	303,910	(2,524)



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

Date	14 January 2022
Report title	Equality Scheme 2022-24
Accountable Chief Executive	Laura Shoaf, West Midlands Combined Authority email: laura.shoaf@wmca.org.uk
Accountable Employee	Ed Cox, Director of Inclusive Growth & Public Service Reform email: ed.cox@wmca.org.uk
This report has been considered by	Senior Leadership Team Programme Board

Recommendations for action or decision:

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

- (1) Approve the 2022/24 Equality Scheme and Action Plan attached as Appendix 1.

1. Purpose

- 1.1 To provide a summary of WMCA Equality Scheme objectives and inform the Board of provisional timescales for publication of the scheme

2. Background

- 2.1 The Equality Scheme 2022-24 is a statutory document setting out the WMCA's vision, ambitions and proposed objectives for promoting equality, diversity and inclusion over the next three years.

- 2.2 Regulation 5 of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, requires public bodies to publish one or more equality objectives at up to four-year intervals to support the key aims of the public sector equality duties, namely to a) eliminate unlawful discrimination, harassment and victimisation; b) advance equality of opportunity between different groups, and c) foster good relations between different groups.
- 2.3 The Scheme draws out our key commitments, current activities and future plans in relation to equality and diversity. It recognises that our equality and diversity vision is fundamental to our overall vision of improving the quality of life of everyone who lives and works in the West Midlands and highlights the synergies between equality, diversity, inclusion and inclusive growth. It brings together all key WMCA of work and highlights all different activities that are likely to have direct or indirect positive equality impact under one unified equalities action plan.
- 2.4 The Scheme takes a holistic approach, recognising that true commitment to equality and diversity goes beyond just the nine protected characteristics, with a strong focus on positive socio-economic outcomes.
- 2.5 The scheme is fully aligned with the WMCA Corporate Strategy 2022-24

3. Scheme objectives

- 3.1 The Equality Scheme is structured around four key objectives – three external and one workforce/internal one. Developing equality objectives is a key legislative requirement for all public authorities.
- 3.2 WMCA Equality Scheme objectives comprise a number of themes and deliverables and is accompanied by an action plan. The objectives are outlined below:

- 3.2.1 **Objective 1:** Provide accessible, affordable, safe and inclusive transport services to our wide range of customers.

Key themes include: Transport safety and security; delivering an accessible and inclusive commonwealth games experience; ensuring services offer good value for money and people are able to access employment, education and leisure opportunities; narrowing the sustainable travel inclusion gap and ensuring sustainable travel modes are more easily accessible; improving customer experience and better understanding diverse customer needs; ensuring infrastructure, information and services are accessible to more people with a customer service that meets individual needs, and ensuring transport strategies are inclusive and promote an equitable network.

- 3.2.2 **Objective 2:** Deliver schemes, strategies and programmes across the WMCA that help deliver positive equality and inclusion outcomes, also reducing socio-economic disadvantage and poverty, for our region's diverse communities

Key themes include: Affordable and inclusive housing provision; delivering skills equity; delivering on the promise of more inclusive growth shaping investment, infrastructure and services around social and economic goals; supporting positive, proactive and preventative approaches to citizen wellbeing and engagement.

- 3.2.3 **Objective 3:** Ensure equality is embedded within all key WMCA work areas, the WCMA has a strong regional influencing role around the equalities agenda and decision making is informed by the needs of our diverse communities.

Key themes include: Embedding equality considerations in decision making; strengthening our approach to community engagement; supporting positive social value outcomes through procurement activities; working with partners to influence change and tackle diversity and inclusion challenges

- 3.2.4 **Objective 4** Provide an accessible, diverse and inclusive working environment by improving the recruitment, retention, progression, development and overall experience of people employed by the WMCA, enabling the organisation to become an inclusive employer of choice where equality informs our culture and behaviours.

Key themes include: Attracting and appointing a diverse range of candidates; Improving employee equality competencies; Supporting enhanced visibility of the equality agenda in the workplace; giving employees a voice; ensuring equalities is fully embedded within key employee lifecycle processes; supporting employee wellbeing ensuring positive mental health and wellbeing are championed; improving the quality of workforce data.

- 3.3 The Equality Scheme includes a comprehensive action plan for each objective to support positive equality outcomes for employees, service users and West Midlands residents.

4. Next Steps

- 4.1 Please note that this is not the final version of the Scheme.

- 4.2 There is no statutory obligation for us to consult on the Equality Scheme but there will be a 5-week engagement period where the public (including key regional and local community and equality groups) will be given the opportunity to comment on the scheme principles.

- 4.3 The revised version of the Scheme will be re-communicated to the Board in March for approval and publication on the WMCA website

5. Financial Implications

- 5.1 There is no financial impact in relation to this report. Activities/initiatives included in the scheme have been considered as part of individual budgets

6. Legal implications

- 6.1 The WMCA has a statutory obligation (Regulation 5 of the Equality Act 2010-Specific Duties and Public Authorities Regulations 2017), to publish equality objectives at up to four-year intervals to support the key aims of the public sector equality duties.

7. Equalities implications

- 7.1 The Scheme is likely to have positive impact on the Equality Act protected characteristics as outlined in the main body of the document and the accompanying action plan

8. Inclusive Growth Implications

- 8.1 Equality is one of the eight fundamentals of the Inclusive Growth Framework, and the Equality Scheme brings detail to how the WMCA can use its power and resources to create a more equal region. The Scheme itself does not create the activity, but it is a lens that is applied to ensure that equality is a consideration whenever plans are made and resources allocated. As such, it is important that when the plans cited in the Scheme are progressed that the detail on how inequality is being addressed is designed in from the outset. For certain investments – such as policies focused on addressing fuel poverty – resolving inequality of outcome is the point of the policy, and it is therefore straightforward to put that at the heart of its design. For others, such as job creation from investments into housing and land – a positive and necessary focus – will not explicitly address inequality unless that is consciously designed in.

9. Geographical Area of Report's Implications

- 9.1 The report encompasses the West Midlands region.

10. Other Implications

- 10.1 There are no other implications

Equality Scheme 2022-24

Driving positive change to
make a difference



West Midlands
Combined Authority

Contents

About the WMCA	3
Foreword by Chief Executive	4
Introducing the Scheme	5
Our Vision and Commitment	6 - 7
Link to key strategies	8
Our Legal Duties	9 - 10
Social Inequality	11
The Impact of Covid-19	12
Summary of key Trends/Issues	13
Our Workforce	14
Understanding the Issues and Connecting with Residents	15 - 16
Achievements and Progress	17 - 21
Next Steps - Our Equality Objectives and Priorities	22 - 27
Monitoring and Reviewing the Scheme	28
Equality Action Plan	29 - 53

About the WMCA

The West Midlands Combined Authority (WMCA) was created through a devolution deal in 2016, where central government in Westminster gave us powers and money to improve the lives of people in the West Midlands by ‘propelling the economy to further growth’ in the context of international, national and regional challenges – including a skill deficit, legacy of worklessness, public service challenges and connectivity. We are a partnership between 18 local authorities and other bodies including Local Enterprise Partnerships, the West Midlands Police and Crime Commissioner and West Midlands

Fire and Rescue Authority. We have seven constituent local authority members who make up the WMCA Board.

We take on a range of roles to deliver on our shared regional ambitions, ensuring that our activity builds on work at a local level, led by local authorities. In some areas we are responsible for delivery of services (e.g., regional public transport and the provision of adult skills), while in other areas we convene and guide the work of partners (e.g., developing economic strategy to support regional businesses and unlocking sites for housing and regeneration schemes). We also play an advocacy role, amplifying the voice partners in the region to solve shared challenges.

Our vision is that of a “more prosperous and better connected West Midlands which is fairer, greener and healthier”.

Our Corporate Aims and Objectives (2022-24) outline six aims to help realise this vision:

- Promoting inclusive economic growth in every corner of the region
- Ensuring everyone has the opportunity to benefit
- Connecting our communities by delivering transport and unlocking housing and regeneration schemes
- Reducing carbon emissions to net zero and enhancing the environment
- Securing new resources and powers from local government, and
- Developing our organisation and our role as a good regional partner



Foreword by Chief Executive

I am delighted to present the West Midlands Combined Authority's 2022-24 Equality Scheme. The scheme sets out our vision, ambitions and proposed objectives for promoting inclusion and tackling inequalities over the next three years. Our Scheme is supported by an action plan and is fully aligned within our wider Corporate Strategy.

An inclusive West Midlands economy where everyone can thrive is fundamental to our vision. If we are to realise our vision of improving the quality of life of everyone who lives and works in the region, it is vital that equality, diversity and inclusion are our guiding principles. We can only make a real and valuable difference to the quality of people's lives by embedding equalities in everything that we do.

The scale of the regional equality challenge means that we need to be bold, think outside the box, listen to what our residents and communities are telling us and work collaboratively to turn the tide.

We will also continue to strive to diversify our workforce ensuring it fully reflects the diversity of our residents. We will use the collective experience of that diverse workforce to deliver a high-quality service that meets the needs and expectations of all communities.

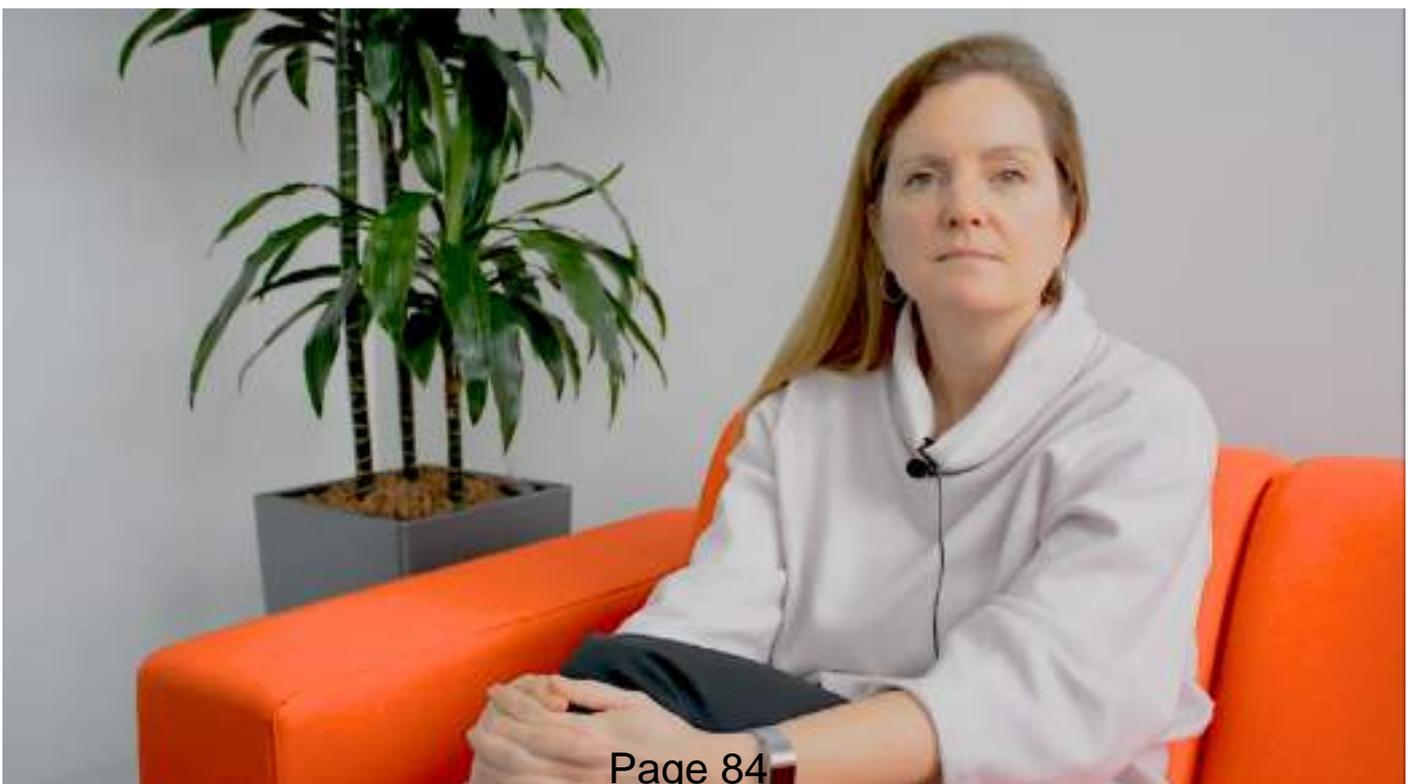
We will be putting our Strategic equality plan into practice over the next three years. It is vital we meet the equality objectives we set out in this plan to maintain the confidence of all the communities we serve.

We all have a role to play in realising our equality vision and we can each influence this through our work, our behaviour, and our interactions with others.

I am looking forward to working with staff, partners and key regional stakeholders to make a difference to people's lives in the region

Laura Shoaf

Chief Executive



Introducing the Scheme

This Equality scheme sets out our vision, ambitions and proposed objectives for promoting equality, diversity and inclusion over the next three years. It intends to showcase the actions we will take to reduce the impact of inequality, making a real and valuable difference to the quality of people's lives.

The scheme takes a holistic approach, recognising that true commitment to equality and diversity goes beyond just the nine protected characteristics. It has been produced following engagement with colleagues and interest groups in the West Midlands region and it builds on the knowledge that we have gathered over the past few years.

It recognises the scale of the regional equality challenge, particularly as the region recovers from the impacts of the Covid 19 pandemic. It is based on the premise that progress can only be achieved through strong corporate ownership, effective partnership working and by listening to what our residents and communities are telling us and responding appropriately.

The process behind developing this scheme has enabled us to reflect on our work streams and assess what upcoming challenges will require a firm focus. As an organisation, we aim to continuously improve and build upon our successes whilst ensuring inclusive growth is at the forefront of our deliverables and future plans.

The Scheme is divided into a number of sections, which together provide a complete picture of our holistic approach to inclusion, equality and diversity.



Our Vision and Commitment

Everything we do at the West Midlands Combined Authority (WMCA) is geared towards improving some aspect of life for people across the region – that’s our reason for being here and it drives every move we make.

An inclusive West Midlands economy in which everyone can thrive and no-one is left behind is fundamental to our vision. Our residents must feel the benefits, in terms of physical and mental wellbeing, jobs and economic opportunities for all in healthy, inclusive, well connected, supportive and vibrant communities.

These aims have never been more important than at present.

The wealth inequality gap continues to grow; health inequalities are rife; there are significant issues with poverty, youth unemployment, low skills and poor school performance. People’s race, class, gender, disability or age continue to determine, at least to some extent, their life outcomes and access to opportunities.

The economic and social impact of the Covid-19 pandemic has been severe and those who are already at the margins have been hit hardest. Not only has there been disproportionate impact on particular communities but existing structural disadvantages have been exacerbated nationally and regionally.

Despite our efforts to close the inequality gap, we remain a highly unequal society. The challenge is significant and there is a role for us to play in driving positive change in the region.

To enable change we need a bolder, more systemic and more holistic approach to tackling inequalities.

We need to fully understand the extent of existing inequalities and how they are interlinked.

We need to recognise the collective and differential impact of our strategies on our communities making sure that there is no disproportionate impact.

We need to work with our communities (especially those whose voices have not been heard) to design solutions that work for them.

We need to proactively seek ways to break the cycle of disadvantage for so many of our communities and support initiatives that work to close the inequality gap and drive forward equality

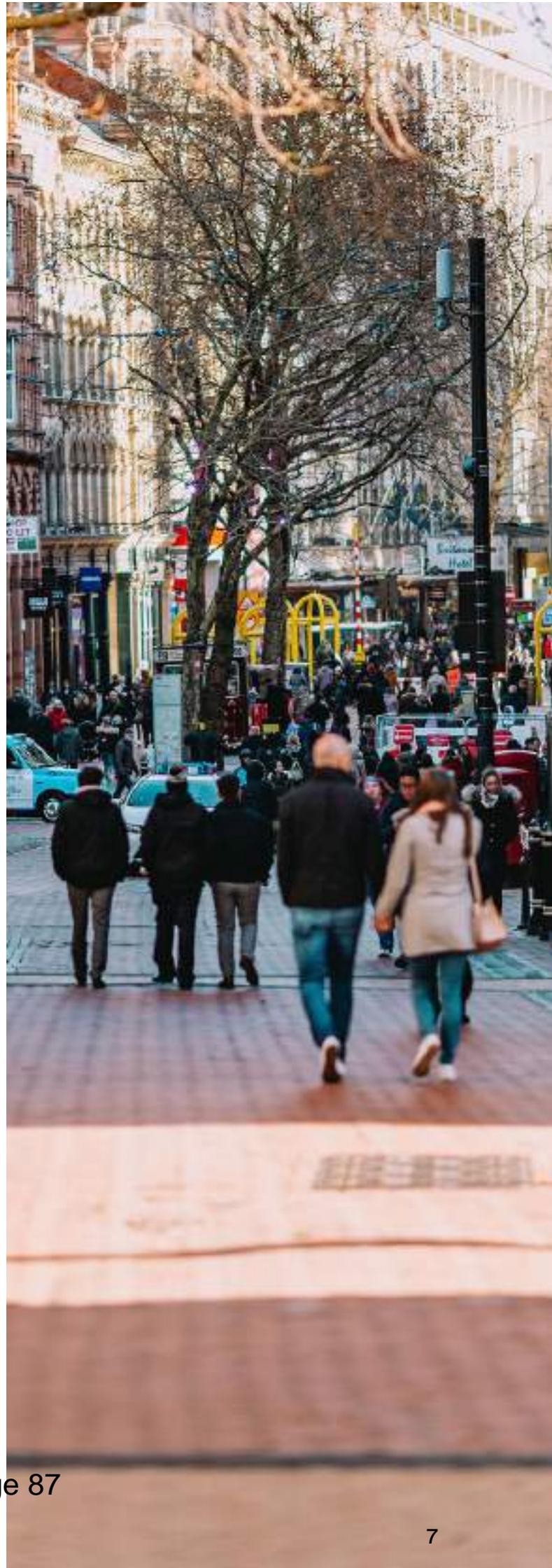
Last but not least, equalities and inclusion need to truly be integral to everything that we do and a cross-cutting theme across all key priorities, strategies and objectives. We need to ensure that the voice of the citizen is integral to how we plan, decide and deliver as an organisation.

Our Equality and Diversity Vision is fundamental to our overall vision of improving the quality of life of everyone who lives and works in the West Midlands and is embedded within our values and strategic aims and objectives.

If we are to succeed in realising our organisational vision of “building a more prosperous and better connected West Midlands which is fairer, greener and healthier”, inclusion, equality and diversity need to be our guiding principles.

A summary of key strategic principles are outlined below. We will:

- Work in a way which promotes equality, diversity and inclusion and will model the changes we expect of others, also ensuring our employment, governance, decision-making and partnership working arrangements reflect these aspirations
- Take into account and value individual and group differences and implement policies and strategies that recognise people's different needs whilst also recognising intersectional commonalities
- Ensure our policies, strategies and services meet the key needs of our communities and that, where relevant, there is citizen and partner involvement and influence in decision making, planning, policy and service delivery.
- Challenge, where practically possible, any instances of inequality
- Ensure our services are equally accessible to all by identifying barriers to access and by working towards using more accessible and inclusive solutions
- Embed equality, diversity and inclusion within our corporate priorities and key deliverables and monitor our performance in order to evaluate the effectiveness of our initiatives



Link to key strategies

WMCA Corporate Aims and Objectives 2022-24

The Strategy sets out the overall vision, aims and objectives of the WMCA, and articulates its role in responding to the key challenges facing the region. The strategy has six core aims, that of promoting inclusive economic growth in every corner of the region; ensuring everyone has the opportunity to benefit; connecting our communities; reducing carbon emissions; securing new powers and resources from central government and developing our organisation and our role as a regional partner

Movement for Growth

“Movement for Growth”, Transport for the West Midlands (TFWM) Strategic Transport Plan is the long term, overall transport strategy document for the West Midlands. Together with a 2026 Delivery Plan, Movement for Growth details ambitious plans to greatly improve the transport system to support economic growth and regeneration; underpin new development and housing; and improve air quality, the environment and social inclusion. Providing transport investment to reduce transport poverty and social isolation, health inequalities and encourage positive mental health is a key objective in the strategy.

Local Industrial Strategy

The Local Industrial Strategy sets out the strategic priorities and opportunities for driving growth and productivity improvements.

Strategic Economic Plan (SEP)

SEP sets out the vision for improving the quality of life for everyone in the West Midlands. The plan shows how the WMCA will use devolved powers and resources to deliver a stronger West Midlands with a focus on skills

innovation, transport and inward investment.

West Midlands State of the Region Report

The State of the Region Report provides an annual review of performance in the West Midlands across a range of economic and social indicators. The report provides an outline of where the region stands performance wise, to also include key equality performance figures. Developed in collaboration with key partners, the State of the Region Report outlines key areas of future focus, with a strong focus on supporting positive equality outcomes.

WM2041

A strategy to support the region achieving a net zero carbon target by 2041. A five-year plan highlights short and medium-term actions to meet the climate crisis with inclusivity, prosperity and fairness

Numerous additional strategies, policies and schemes have been developed to help support our wider objectives. including:

- Regional Skills Plan
- Skills Deal
- Housing Deal
- Single Commissioning Framework
- West Midlands on the Move
- Thrive West Midlands
- Inclusive Growth Decision-Making Tool
- #WM2041

Our Legal Duties

The Equality Act 2010 is the law that protects against discrimination and helps achieve equal opportunities in the workplace and in service provision.

The Act protects people from discrimination on the grounds covered by the previous equality laws. These grounds are now called 'protected characteristics'. They are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and belief
- Sex
- Sexual orientation.

The Act also promotes equality of opportunity to prevent discrimination arising in the first place.

The Public Sector Equality Duty came into force in April 2011. It replaced three previous duties on race, disability and gender, bringing them into a single duty, and extended it to cover age, sexual orientation, religion or belief, pregnancy and maternity, and gender reassignment. Its aim is to embed equality considerations into the day-to-day work of public authorities, so they actively tackle discrimination and inequality and help make society fairer.

As a public sector organisation, the WMCA needs to:

- Eliminate discrimination, harassment, victimisation and any related prohibited conduct;
- Advance equality of opportunity between persons who share a 'relevant protected characteristic' and persons who do not share it; and
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Knowing our communities – Regional inequalities at a glance

The West Midlands Metropolitan Area comprises Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall and Wolverhampton.

Key equality highlights (as per the 2011 Census) are presented below.

Estimated Population:

The population was 2,916,458 in mid-2018.

Population density is the highest in Birmingham, with 42.6 people per hectare and lowest in Solihull with 12.1 people per hectare. On average, population density is 31.8%, the average for England is 4.2%.

The West Midlands Metropolitan area has the second highest fertility rate of all UK regions, is ethnically diverse and has a younger than average population. The growing population is likely to become increasingly diverse. The changing population may result in the need for more infrastructure and pressure on the environment.

Race and Ethnic Background

The West Midlands Metropolitan area has the largest non-White regional population outside of London. Asian or Asian British is the ethnic group that makes up the biggest non-white proportion of the population.

Faith or Belief

People in the West Midlands Metropolitan area have a greater level of religious affiliation than in England overall.

Sex

The split between the sexes (50.5% female and 49.5% male) is similar to England and Wales.

Age

The West Midlands Metropolitan area has one of the highest proportions of population aged under 16 and a lower proportion of people aged over 65 compared with other regions. Birmingham specifically is described as the youngest city in Europe, with under 25s accounting for nearly 40% of the population. The West Midlands Metropolitan area also generally has a lower percentage of people aged 65+ with the exception of Solihull and Walsall that have higher proportions of people above retirement age than nationally.

Sexual Orientation

2.3% of the West Midlands population identified themselves as gay, lesbian or bisexual in 2018. However, key organisations such as Stonewall estimate the figure to be higher at 5-7%.

Disability

The West Midlands Metropolitan area has a larger percentage of people in households with a limiting long-term illness (6% of households compared to 4.7% in England and Wales). It also has a slightly larger proportion of disabled

people than England and Wales (19% versus 18% in England and Wales).



Social Inequality

There is significant social inequality throughout the West Midlands Metropolitan area. Almost half of households located within the region fall within the 20% most deprived areas in England. Birmingham is the most deprived local authority within the metropolitan area, ranking 7th out of the total 317 English authorities (2019 indices of deprivation). Overall, except for Solihull, all local authorities within the WMCA area, fall within the top 100 local authorities for levels of deprivation, with Walsall, Wolverhampton and Sandwell falling within the top 25.

Unemployment across the WMCA is higher than the national average, with Birmingham having the second highest unemployment rate in the country at 7.8%. Average incomes in the West Midlands are below the national average and there is a prevalence of low value, low wage and low skill work. Youth unemployment is also a profound issue alongside qualification attainment, with approximately 30% of young people within the West Midlands Metropolitan area achieving less than 5 GCSEs, putting them at a disadvantage when getting onto the career ladder. The West Midlands Metropolitan area has the highest proportion of the working age population with no qualifications amongst all English regions, while skills shortages are also especially stark.

Both regionally and nationally poverty has shifted more towards in-work households (due to low wages, zero hour contracts and job insecurity) while the costs of housing are increasing significantly, pushing many people into poverty.

Only half of people in the region can afford to buy a home and three out of ten under 40s can only afford to live in the region if they live in social housing. There has been a decline in home ownership and social renting and an increase in private renting (for many households this means poor condition private

housing with high rents and little security). Around 1 in 5 neighbourhoods in the WMCA area have high levels of overcrowding and poor housing.

Digital inequalities are also stark - 13% of West Midlands residents have never sent an online message or email (compared to 7.8% nationally), with the region having the highest proportion of people who are offline across England.

The impact of deprivation is reflected in the health and wellbeing of the region. The West Midlands has the highest percentage of obese adults in England, with almost a third of residents spending less than half an hour a week exercising – 2 hours less than the Government recommendation. By the age of 11, a quarter of children within the region are already at an increased risk of developing health issues such as Type 2 diabetes, cardiovascular disease as well as anxiety and depression due to obesity. Those in poorer households are also much more likely to experience mental health issues.

Ethnic minorities, disabled people, young people and women are more likely to face higher rates of poverty, unemployment or poor employment, low qualification/skills levels and are less likely to hold housing wealth. They are also more likely to live in deprived areas and experience physical and mental health inequalities. Rates of poverty are as high as 50% for those who are Black and Bangladeshi and Pakistani origin and for disabled people.

The Impact of Covid-19

The evidence base shows that inequalities have been exacerbated as a result of Covid-19. The protected characteristics most impacted by the pandemic and most likely to be impacted by the recession are young people, older people (due to the direct health impact), women, single parents (90% of whom are women), people from lower socio-economic groups and with lower educational levels, ethnic minorities and disabled people. These groups are more likely to be/have been affected for a number of reasons:

- Risk of exposure to Covid-19 or/and severity of symptoms
- Exacerbated wider health inequalities
- Rising levels of unemployment and increased poverty levels
- Accelerated automation impacting on this groups more
- Covid-induced educational and skills inequalities
- Increased transport barriers
- Worsening mental health
- Worsening physical activity levels
- Domestic abuse risks
- Increased risks of housing poverty or/and homelessness
- Access to information and key support services



Summary of key Trends/Issues

- The region has seen significant population growth over the past decade, and it is projected that recent trends will continue.
- Births in the West Midlands Metropolitan area have been increasing at a higher rate than the national average with implications for employment and housing (housing demand will continue to increase).
- As people continue to live longer there will also be an increase in the percentage of people over the age of 65 and people with disabilities with potential implications for a number of areas, such as transport and health and social services.
- The working age population will make up a smaller percentage of the population.
- The growing population will likely become increasingly diverse.
- Social inequality remains an issue with increased levels of multiple deprivation, high unemployment levels and low levels of qualifications.
- Segregation between different cultural groups is also continuing with distinct concentrations of Minority Ethnic communities within the area.
- There is an increase in jobs requiring qualifications within the West Midlands but residents lack the necessary skills and qualifications to gain employment within these areas.
- In the West Midlands, transport poverty is widely dispersed across the region but is more concentrated in urban peripheral areas. Difficulty accessing transport has a confounding effect on access to job opportunities and education.
- Automation is rapidly accelerating and is more likely to impact those with lower levels of education and in lower paid employment. It is also more likely to impact young people as many roles that offer a first step onto the career ladder are roles more likely at risk of automation.
- Digital competencies are increasingly in demand - as society shifts more towards online systems and phasing out face-to-face interaction, those who do not possess sufficient skills or knowledge (typically those from lower socio-economic backgrounds) will struggle to adapt.
- Covid-19 has already further exacerbated existing inequalities. Periods of economic downturn further widen economic and social inequalities and may have significant impact on budget allocation and service delivery.

An understanding of key regional inequalities and future trends/risks help us determine key areas of focus and enables us to refine our equality priorities and objectives.



Our Workforce

Analysis of key workforce and recruitment data enables us to identify gaps and develop solutions that can help support our diversity aspirations. A summary of key statistical information (September 2021) is included below.

Sex

52% of our workforce are women. The representation of women at senior positions is slightly lower with 43.3% (of employees paid between £43,000 and £52,000 p.a. being women and 41.9% of employees paid over £52,000 p.a. being women.

Race

30.5% of our workforce is from minority ethnic backgrounds, which is higher than the national average but lower than the West Midlands Metropolitan area average. The representation of minority ethnic employees at salary level 4 positions is lower, with 28% of employees paid between £43,000 and £52,000 p.a. being from minority ethnic backgrounds and 25.5% paid over £52,000 p.a. being of a minority ethnic background.

Disability

12.6% (81) of our workforce have declared that they have a disability with no significant variation by salary level

Age

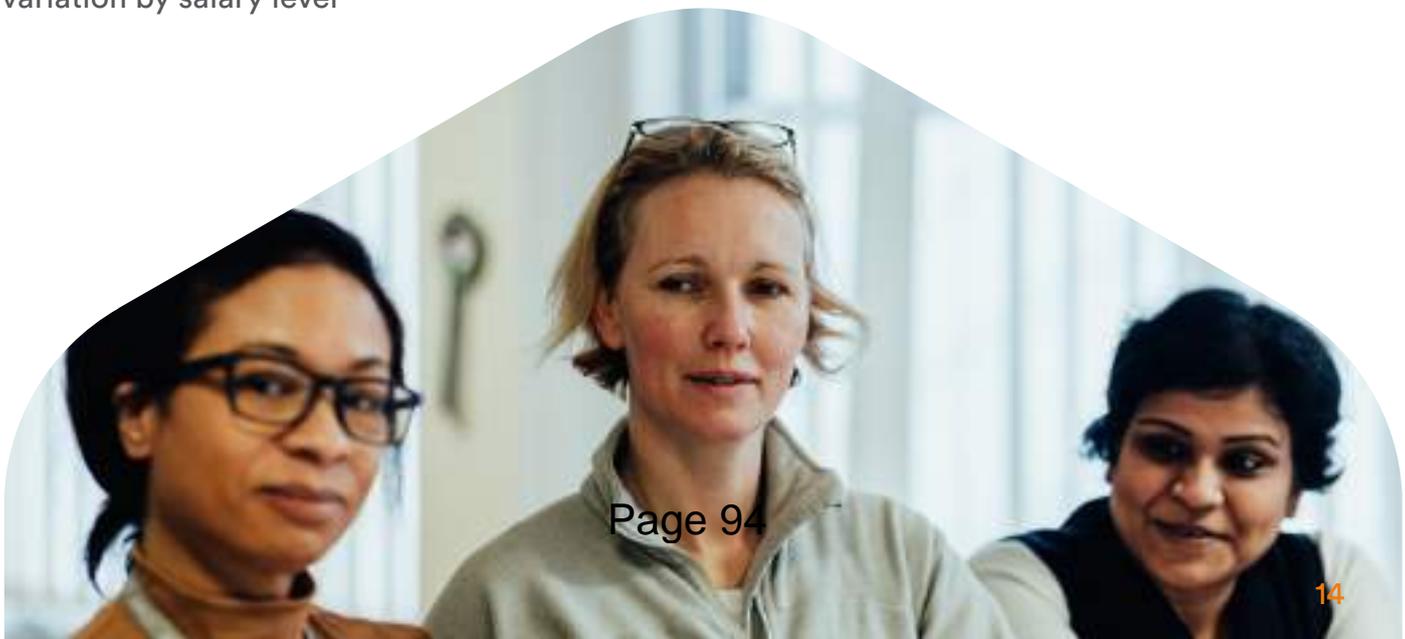
% by Age	
16-25	7.2
26-30	13.4
31-35	13.1
36-40	17
41-50	28.2
51-65	19.3
66+	0.8
No age given	0.9

Pay Gap

From April 2018 organisations are legally required to report their median and mean gender pay gap. The ‘mean’ gender pay gap shows the difference in mean pay between female and male employees (that is the average of the total of all employees’ pay) while the ‘median’ pay gap shows the difference in median pay (that is putting all male/female employees in a line and identifying the pay of the person in the middle).

Our median gender pay gap (March 2021) is 11.2 and the mean gender pay gap is 8.72.

Our median race pay gap is 5.7 and the mean race pay gap is 6



Understanding the Issues and Connecting with Residents

We have defined our objectives following continuous engagement and consultation with customers, staff and other stakeholders, as well as research insights and data. We regularly engage with residents to understand needs and this will continue to be a priority for us.

From a transport perspective:

- Transport Focus’s Bus, Tram and Rail Passenger Surveys measure passengers’ satisfaction with their local services. Since the pandemic, Transport Focus has undertaken a weekly survey (fortnightly during quieter periods) which explores people’s recent travel behaviour - conducting 2000 interviews per week. Information is broken down by a number of factors such as gender, age and disability which can help identify specific issues for different protected characteristics.
- Transport for the West Midlands (TfWM) has historically conducted an annual satisfaction survey with Ring and Ride members, Metro/tram users and Swift ticketing customers. Mystery shopper programmes and Bus Passenger Champion audits also enable measurement of the quality of the services provided to customers.
- Before and after surveys are always conducted for major capital schemes and projects, while product testing takes place with customers to ensure new products/ services meet their needs and are fit for purpose.
- Our “Keep WM Moving!” online community platform enables us to engage with customers, service users and local residents and collaborate on key projects of interest. The platform enables us to understand how we can help improve the West Midlands

transport offer both in terms of products and services but also the marketing/ communications element.

- A new telephone tracking study had been set up since October 2020 which will track satisfaction with all modes of transport used. It will also capture non traveller behaviour. Already 2,000 travel survey have been conducted since December with a continued commitment into 2021/22.
- In the past year six public engagement surveys undertaken by TfWM have taken place – with online survey promoted via WMCA social media channels and emailed directly to members of WMCA/TfWM databases. In total more than 14,000 responses have been received – helping us keep abreast of the public’s sentiments.



WMCA wide, we have developed a database of regional and local community and equality groups we engage with on a regular basis both in terms of structured consultations and regular engagement.

Our Young Combined Authority (YCA) brings together a diverse group of young people, aged 16 to 25, from across the West Midlands to help guide and challenge the WMCA as it makes decisions which will shape the future of the region. It consists of the YCA Board, which works closely with the WMCA on policy development, and a new 'YCA Community' for wider engagement.

In summer 2020, the West Midlands Recovery Coordination Group convened a Citizens Panel, comprised of people from across the region, to ensure that Covid-19 recovery was aligned to their fears, hopes and experiences. A Community Recovery Roadmap was developed that sets out six citizen priorities and four cross cutting principles identified by communities themselves and driven by our local authorities and their partners.

Our Annual Workforce (Employment and Recruitment) Report contains data on diversity of our workforce and is used to monitor progress and draw out the issues we need to take action on.

We also continually engage with our employees both informally and more formally through regular employee engagement surveys and feedback sessions.



Achievements and Progress

Since the publication of our 2017 Equality Scheme, we delivered a number of schemes and initiatives that had positive equality and inclusion impact and continued to work collaboratively with partners to generate real improvements in the lives of people in the West Midlands, supporting the most vulnerable in our communities and helping grow our regional economy. Some key external and internal highlights are outlined below:

External initiatives with positive inclusion impact

Transport

- Launched an apprenticeship scheme, offering all 16 to 18 year olds (not just those in full time education) a 50% fare reduction across rail, bus and tram services, enabling an extra 100,000 young people to benefit
- Launched a 'Baby on Board' and a "Please offer me a seat" scheme which support pregnant women and disabled people travelling by public transport by providing a badge or/and card that encourages other passengers to offer them a seat.
- Implemented a Women's Concessionary Fares scheme aimed at supporting those women worst affected by changes to State Pension Age
- Continued offering free concessionary travel on all modes of transport for disabled people, older people and discounted travel for younger people
- Further reduced crime on bus, train and metro through the Safer Travel Partnership and progressed the delivery of Bus related Byelaws, addressing various types of anti-social behaviour.
- Delivered a number of bus station, interchange and infrastructure improvements
- bus priority measures and successfully completed further Metro extensions
- Refreshed the West Midlands Bus Alliance deliverables to support the Vision for Bus and incorporated specific equality and accessibility commitments (e.g. further roll outs of next stop on board announcements on buses)
- Widely rolled out our Swift ticketing products and developed a new Fares and Payment strategy which supports the roll out of Swift on Rail, Apps and Swift Account based ticketing with Best Value Capping to ensure people are more easily aware of the best and most affordable ticketing options for them
- Expanded rail capacity and launched the West Midlands Grand Rail Collaboration to tackle train service performance, simplify fare structures and improve the quality of trains and stations
- Delivered a number of walking and cycling programmes and managed the Better Streets Community fund to help communities across the West Midlands improve their streets for cycling and walking
- Initiated new partnerships to develop travel support packages for low income groups
- Trialled new Demand Responsive transport initiatives and continued with on-going improvements to the Ring and Ride service, a door-to-door service for people who find it difficult or impossible to use public transport
- Developed a Regional Integrated Control Centre to improve resilience on the road, rail and tram networks and help improve travel disruption information
- Continued delivery of the award-winning Workwise project supporting people back

into employment.

- Produced and promoted a number of accessibility products to help support travel for disabled people and worked in partnership with National Express and key regional and local disability groups to develop a disability awareness training DVD for bus operator in the region and beyond

Productivity and Skills

- Launched and delivered an employment support pilot aimed at supporting unemployed people or people on low incomes to progress into and within work
- Delivered a construction Gateway retraining programme which offers unemployed people free construction training and a guaranteed job interview at the end of the course
- Provided mentoring opportunities for young people in the region to raise and support levels of aspiration across the region
- A regional network of technical education and training has been established – such as the Digital Retraining fund, Digital Skills Pilot and Digital boot camps supporting digital skills development and enabling people to enter the digital sector
- Positive action digital training initiatives have been delivered for underrepresented groups e.g. Black Codher
- Worked with businesses to boost apprenticeship take up in the region and supported unemployed young people through a progression coaches model to help them find work and training opportunities
- Developed a new approach to commissioning and delivering provision funded through the Adult Education budget and supported unemployed people and those on low wages to upskill enabling them to improve employment prospects

Housing and Land

- Established a regional approach to defining housing affordability, ensuring that our funding is used to secure housing that reflects local incomes and local needs and channelled WMCA investment through our Single Commissioning Framework to ensure enhanced design quality and higher levels of affordability.
- Launched our regional Design Charter, providing an extra tool to secure good design and high-quality development.
- Enabled a significant increase in new homes since 2017, exceeding the target trajectory in the Combined Authority's Housing Deal to deliver 215,000 new homes by 2031.
- Effectively deployed devolved land funds - directly acquiring, assembling and remediating land where there is clear market failure.
- Worked with local councils and partners to repurpose and reinvigorate town centres and maximise the growth potential of transport hubs and corridors.
- Brought forward brownfield sites for development, many of which have been dormant for decades, through our regional pipeline of housing and commercial sites, including opportunities in town centres and along key transport corridors.

Wellbeing

- Developed a Population Intelligence Hub in collaboration with Public Health England and local partners to provide in-depth and timely intelligence on local public health.
- Launched and delivered the “Thrive into Work” Individual Placement and Support Pilot which helps people with physical or mental ill health into jobs, with 550 people successfully securing jobs

- Launched and delivering “Thrive at Work”, an accreditation scheme which helps companies embed wellbeing into their business, with a strong focus on mental health and wellbeing as well as positive equality outcomes for staff, with over 400 businesses joining the programme at Foundation level
- Developed and continuing roll out of “West Midlands on the Move”, a Physical Activity Strategy which promotes physical activity and wellbeing, including a collaborative leadership programme to address inequalities, creating new public active spaces in deprived areas and expanding Goodgym delivering over 6000 community projects. This includes:
 - Supported the effort for Placed Based Health & Care through key stakeholder engagement and collaboration
 - A Covid19 Task & Finish group was established to develop a regional health inequalities programme
 - Developed the Individual Placement and Support (IPS) Academy, bringing together a strategic model and vision that supports people with a Mental Health, disability or Long-Term Conditions into work, supports people in danger of falling out of work, and supports businesses to create healthier work places for their employees.
 - Championing “Include me” West Midlands, a regional approach to making the West Midlands an exemplar region for engaging disabled people and people with long term health conditions to be physically active including 67 organisations pledging their commitment to change & new Disabled Citizens Network.
 - Developed a wellbeing dashboard to drive future decision making, in line with tools and analyses developed to measure and benchmark the impact of inclusive growth policies.

Public Service Reform and Social Economy

- Created supporting structures and tools to enable policy and decision-makers to do ‘inclusive growth in practice’. The tools – including the Inclusive Growth Framework, Decision-Making Toolkit and Tests – have been used to develop strategy and investment proposals in the East Birmingham and North Solihull areas.
- Established the WMCA Homelessness Taskforce to ‘design out homelessness’, which has brought in extra resources into the region across its work programme. This includes the Housing First pilot, which has to date supported 355 people into tenancies, and the RSI programme, which has supported 1,211 people to access housing and support services. The taskforce has also been invaluable in helping partners across the region to respond to the challenges of the Covid-19 pandemic.
- Delivered a veteran’s mental health and homelessness work programme, including direct support to veterans at risk of homelessness through a spot-purchase fund hosted by the Royal British Legion.
- Developed a new regional, collaborative and scaled up approach to reducing violence, vulnerability and exploitation through the Violence Reduction Unit.
- Published “Punishing Abuse”, a report that provides the evidence for the reform of youth justice services and for further discussion and collaboration between local authorities on the wider reform of services for children – leading to £1m of investment from NHS England to implement its recommendations within the health system.
- Placed deliberative democracy at the heart of the community recovery programme by establishing a ‘citizens’ panel’ to shape ‘Levelling up the West Midlands, our roadmap to community recovery’.

- In collaboration with WMCA's Strategy directorate, launched the Coalition for Digital Inclusion to tackle the digital divide in the West Midlands.
- Worked with regional partners to build shared Public Service Reform commitments around prevention, addressing vulnerability and supporting greater place-based collaboration.

Environment and Energy

- Worked with regional partners to develop sustainable travel opportunities across the region to support inclusive growth.
- Supported Energy Innovation Zones in the West Midlands, in partnership with LEPs, to address specific energy issues and help overcome barriers to affordable energy infrastructure provision
- Designed a cross departmental, person centric, West Midlands Fuel Poverty programme with the West Midlands Fuel Poverty Task Force, which will support vulnerable people living in the West Midlands and ensure a strong local supply chain survives to deliver energy efficiency measure
- Published a #WM2041 five year plan to help tackle climate change with an ambition target of becoming net zero carbon by 2041. The plans has inclusivity built within it, with proposals on tackling fuel poverty and a focus on working with the region's businesses and education institutions to give local people the skills to work in the new green industries.

Inclusive Communities, Culture and Digital

- Established a Young Combined Authority, bringing together a diverse board of young people, aged 16 – 25, from across the West Midlands to help guide and challenge the WMCA as it makes decisions which will shape the future of the region
- Developed an Inclusive Leadership Pledge,

encouraging leaders and employers across the region to commit to realising greater inclusivity within their organisations. This also included an awareness campaign and an online toolkit of advice for the campaign – over 250 organisations signed up to the pledge

- Established a new Cultural Leadership Board promoting wider leadership and involvement in our region's diverse range of culture. A key board objective is to support diverse leadership and participation in culture
- Established a leadership commission to explore why the leadership of the region does not reflect the diverse make up of our communities, which resulted in a recommendations report for how the whole region can work to improve diversity and inclusion at senior levels
- Developed a digital Roadmap strategy to ensure the West Midlands becomes the UK's best connected region and to ensure access for everyone to digital opportunities, particularly those in poverty



Internal organisational diversity and inclusion initiatives

- Delivered a range of equality awareness campaigns (a number of which have had direct senior leadership involvement), developed equality resources and provided structured training for staff and managers, including mandatory equality training, mental health awareness training, unconscious bias training and disability awareness training for customer facing staff
- Introduced an “Employer Supported Volunteering Scheme” that allows staff up to 3 days per annum to support charitable causes of their choice
- Gained Living Wage Employer accreditation by working with the Living Wage Foundation to agree milestones for the roll out of Real Living Wage across all of the WMCA’s third party supplier contracts.
- Introduced a number of initiatives to support positive mental health and wellbeing for staff, e.g. a “Mental Health Volunteering Buddies” scheme with trained volunteers
- Developed a Domestic Violence policy to support employees who have or are experiencing domestic violence.
- Amended our advertising templates to strongly highlight our commitment to equality, diversity and inclusion whilst also encouraging under-represented groups to apply for roles.
- Developed a “Building our Future Workforce” strategy designed to provide under-represented groups with the skills required for leadership roles as part of an overall learning and development strategy. The strategy also allows provisions for NEETs, care leavers, people with disabilities, homeless people, ex-offenders and Armed Forces Veterans.
- Revised our recruitment policy so that all vacancies under a certain salary scale are advertised as apprenticeships.
- Attained or/and retained a number of accreditations and quality marks, such as disability confident leaders status; Thrive at Work Wellbeing Accreditation; Armed Forces Covenant Gold award, and Leaders in Diversity Accreditation.
- Recognised as an Inclusive Top 50 Employer for 3 years in a row and were included in the Times Top 50 Employers for Women 2021
- Encouraged and supported the development of staff diversity networks and a wellbeing and inclusion group which oversees and advises on the development and implementation of the internal equality agenda
- Developed a Reasonable Adjustments Policy outlining our duty to provide reasonable adjustments and highlighting key roles and responsibilities
- Significantly increased the percentage of disabled employees, young people and female employees (including at senior levels) over the past 3 years



Next Steps - Our Equality Objectives and Priorities

Objective 1:

Provide accessible, affordable, safe and inclusive transport services to our wide range of customers

Objective 1 Themes and deliverables:

- **Theme 1** – Travelling safely and securely: Reduce total recorded crime and improve passenger perceptions of personal safety on the transport network

Key activities: We will relaunch “Project Empower” which aims at tackling sexual harassment on public transport in the West Midlands; we will reach out to schools and community groups to press home the wider safety messages among young people, disabled people and harder to reach groups; we will continue to operate “Restorative Justice” for young people committing acts of anti-social; we will actively run hate crime campaigns; we will create adaptive social media strategies which reach out and connect with, multiple communities; we will support delivery of a safer local road network with a focus on addressing inequalities for vulnerable road users through targeted road safety campaign

- **Theme 2** - Commonwealth games – Deliver an accessible and inclusive commonwealth games experience

Key activities: We will ensure all competition venues are accessible by public transport and that clear wayfinding and signage is available throughout; we will offer accessible shuttle buses from key transport hubs to venues and include blue badge parking in venues; we will use a number of additional services to complement the public transport offer; we will intro-

duce a range of easy to use ticket payment options for transport and offer free access to public transport for games staff and volunteers; we will deliver accessible infrastructure improvements including new stations and transport hubs and deliver improved transport links on Metro, Sprint and the rail network across the region and beyond

- **Theme 3** - Value for money, affordability and employment support: Ensure services offer good value for money and people are able to access employment, education and leisure opportunities

Key activities: Establish account based ticketing and fares capping to offer customers best value automatically and remove their need to consider complex fares; we will introduce inclusive fares and payment functions targeted at those customers that need the most support; we will continue to widen and improve the Workwise offer; we will commence a formal policy review into our current concessionary fares and Supported Travel Policies and explore new ways these policies could support more vulnerable people in the region; we will build on the work of the Covid-19 Equality Impact assessment into the transport needs of excluded groups and delivery on the Inclusive Transport Action Plan; we will explore the option of introducing a companion element to the concessionary pass through working closely with operators

- **Theme 4** – Sustainable travel and decarbonising transport: Narrow the sustainable travel inclusion gap and ensure sustainable travel modes are more easily accessible

Key activities: We will co-ordinate the inclusive cyclist group to make improvements for disabled cycling; we will continue to support cycling and walking events across the region

including in more deprived areas; we will introduce the West Midlands Cycle Hire scheme to encourage end to end journeys for people who do not ordinarily own a bike also considering concession options and incentives; we will invest in the development of community based cycling programmes so that disabled people can enjoy cycling

- **Theme 5** - Customer experience, communication and engagement – Improve customer experience for our diverse range of customers and engage effectively to understand and act on customer needs

Key activities: We will deliver equality and disability awareness training and resources for customer facing staff; we will continue to work with vulnerable young people in the region and explore new travel offers for young people including travel support for care leavers, those not in education, employment or training and those undertaking an apprenticeship; we will grow TfWM's Youth forum and deliver projects tailored to young people's needs

- **Theme 6** - Inclusive transport services for all: Ensure the infrastructure, information and services we provide are accessible to more people with a customer service that meets individual needs

Key activities: We will enhance infrastructure and customer experience at our bus stations and major interchanges through refurbishments and new station developments; we will extend our Metro network to improve accessibility and better serve the region; we will continue to explore opportunities for accessibility improvements in rail stations in the WMCA area; we will continue to run the subsidised bus network to provide socially necessary services; we will ensure production and publicity of accessibility related aids/products that improve the travel experience of disabled people; we will continue to fund Ring and Ride provision and will improve its operational efficiency and customer satisfaction through a number of measures; we will explore options for com-

munity transport integration with wider public transport services; we will continue to use data insight as well as the TfWM 'My Community' as an online community network for conducting research and engaging in our diverse communities across the region

- **Theme 7** – Strategic transport and policy: Ensure our strategic transport schemes and policies are inclusive and promote an equitable network

Key activities: We will launch our refreshed local transport plan, supporting our 5 motive for change including 'Creating a Fairer Society'; we will deliver on a more integrated and inclusive network which will support inclusive growth; we will consider Covid-19 impact on different groups and identify how transport can support equitable access to employment and training, especially those hardest hit by the pandemic.

Key outcomes include:

- Improved safety and security on the network and improved perceptions of safety for some of the most vulnerable groups
- An inclusive, affordable and accessible Commonwealth Games experience
- Introduction of new and retention of existing policies that help support transport inclusivity by delivering affordable transport solutions
- Increase in cycling take-up by a diverse range of residents
- Accessibility improvements in transport infrastructure
- Increased Ring and Ride customer satisfaction and a higher take-up of the service by a diverse range of disabled users
- A Transport Plan with clear inclusivity and accessibility targets

Objective 2:

Deliver schemes, strategies and programmes across the WMCA that help deliver positive equality and inclusion outcomes, also reducing socio-economic disadvantage and poverty, for our region's diverse communities

Objective 2 Themes and deliverables:

- **Theme 1** – Affordable and inclusive housing provision: Implement the affordable housing policy and delivery programme supporting regeneration and generating high quality employment for local people

Key activities: We will invest in town centre sites to support their regeneration and repurposing; we will invest in priority brownfield sites across the region to bring them forward for housing and employment delivery; we will bring together investment in targeted inclusive growth corridors generating additional social and economic growth; we will support the embedding of the WMCA affordable housing definition and will continue to ensure that 20% of single commissioning framework new housing is affordable housing; we will introduce minimum apprenticeship requirements in WMCA enabled developments and support improvement in youth unemployment rate through supply chain appointments; we will deliver quality through the west midlands sustainable design charter to make good design the norm; we will engage with local charities to support homeless families into accommodation

- **Theme 2** – Skills Equity: Drive up skills levels amongst the region's communities to secure sustainable employment and enhance skills at higher levels so that all communities benefit from the region's economic growth

Key activities: We will continue to deliver a range of approaches to prepare young people for future work; we will establish clear career entry routes and pathways for unemployed

adults and those looking to reskill, particularly under-represented groups; we will accelerate the take up of good quality apprenticeships, targeting under-represented groups; we will commission skills provision for disadvantaged groups; we will support people to deliver language skills; we will continue delivery of the employment support pilot for unemployed people or those on low incomes; we will support skills upskilling for those who need it the most; we will support retraining for those at risk of losing their jobs to automation; we will deliver an increased range of higher skills training to support growth in productivity and earnings; we will develop additional, sector-specific training and recruitment programmes to help unemployed people access good local jobs; we will deliver a Commonwealth Games Jobs and Skills Academy to support local people in gaining jobs, training and volunteering opportunities, including under-represented groups.

- **Theme 3** - Public Service Reform: Deliver on the promise of more inclusive growth, with the confidence to shape investment, infrastructure and services more deliberately around social and economic goals

Key activities: We will work with local authorities and other partners to support and promote social innovation activity through a toolkit and flexible team; we will co-ordinate activities to address social challenges, including through a Coalition for Digital Inclusion; we will convene local authorities to address health inequalities by tackling some of the wider determinants of poor health; we will convene partners to design out homelessness, through the Homelessness Taskforce programme of activity; we will deliver a Covid-19 recovery programme; we will develop collaborative approaches with the Police and Crime Commissioner to reduce crime and improve the criminal justice system

- **Theme 4** – Wellbeing Create a region in which positive, proactive and preventative approaches to citizen wellbeing and engagement are normalised, giving our

diverse population a better chance to thrive in life and work

Key activities: We will continue delivery of the Thrive into work programme offering employment support for people with a mental health and or physical health condition; we will expand the reach of the Thrive at Work employment programme, supporting positive workplace wellbeing; we will refresh the Mental Health Commission thrive action plan and consider a Black Thrive initiative for the region; we will work with the Police and Crime Commission to improve the criminal justice system; We will continue to roll out the Include Me programme, a regional approach to achieving wider engagement with disabled people.

Desired outcomes include:

- Increased affordable housing supply (16.5000 per annum), including on brown-field land
- Accelerated regeneration in town centres
- Wider adoption of the Regional Design Charter and an increase in the proportion of accessible housing
- A reduction in unemployment and the percentage of residents with no qualifications, along with an increase in the percentages of people with level 3+ qualifications ensuring benefits for the most disadvantaged groups
- An increase in apprenticeship take-ups in the region
- Better employment, health and wider outcomes for people with complex needs and reduction in regional deprivation levels
- Reduction in health, housing, education and employment inequalities
- A stronger commitment to diversify leadership in the region

Objective 3:

Ensure equality is embedded within all key WMCA work areas, the WCMA has a strong regional influencing role around the equalities agenda and decision making is informed by the needs of our diverse communities

Objective 3 themes and deliverables

- **Theme 1** - Embedding Equalities: Equality considerations are an integral element of the decision making process

Key activities: We will embed the Equality Impact Assessment process within all core WMCA activities; we will revisit outcomes for groups disproportionately affected by COVID-19 and take action to address impact; we will develop clear diversity objectives and targets across all key WMCA delivery areas; we will develop stronger monitoring and reporting mechanisms on equality and inclusion

- **Theme 2** – Community engagement and co-production: Engage with more of the region’s diverse communities to inform the development and delivery of our strategies and programmes

Key activities: We will deliver a varied portfolio of citizen engagement activity, such as the Young Combined Authority and Skills Street Team, to inform residents and future planning, to ensure all our decisions are shaped by residents, that our policy is fit for purpose, and to explore co-production approaches; we will define and articulate who WMCA communities are and identify how best to engage them and involve them in the decision making process; we will continue engagement and consultation with a range of community groups across all protected characteristics

- **Theme 3** - Social Value: Deliver equality through procurement by making sure that practices are fair, contractors abide by key equality principles and social value is delivered

ered through WMCA contracts

Key activities: We will continue to include equality considerations in key procurement documents with equality remaining a mandatory assessment criterion; we will collect diversity data on business procurement and use that information to inform procurement application targets; we will explore ways to increase the reach and impact of our social value policy

- **Theme 4** – Influencing change: Work with regional stakeholders to improve diversity at senior levels and identify systematic opportunities for change

Key activities: We will implement key RACE Code principles within the WMCA; we will ensure there is a platform for the Young Combined Authority to challenge, inform and influence WMCA policy development and decision making; we will support Leadership Commission activity to drive systematic change and improve diversity at senior levels; we will convene a Race Equalities Taskforce to guide and drive action by WMCA and in the region to address racial inequalities through delivery and enabling activities ; we will convene a Life Chances Commission to better understand barriers facing young people in the region and shape targeted initiatives to address them; we will support the Leadership Commission to improve boardroom and workplace diversity; we will convene partners through a Coalition for Digital Inclusion; we will convene a Mental Health Commission to understand challenges and key priorities following COVID-19

Desired outcomes include:

- Retention of Race Code Accreditation
- A vibrant, representative Young Combined Authority that effectively informs policy making
- Improved regional commitment to increase senior level workforce diversity
- Effective use of social value to deliver com-

munity benefits

- An equitable procurement process that attracts a diverse range of suppliers
- A consistent and solutions focused approach to engagement with residents that informs decision making
- Equality impact considerations embedded within all key WMCA areas of work
- Improve mental health outcomes for west midlands residents
- A concerted effort to tackle regional racial inequalities

Objective 4:

Provide an accessible, diverse and inclusive working environment by improving the recruitment, retention, progression, development and overall experience of people employed by the WMCA, enabling the organisation to become an inclusive employer of choice where equality informs our culture and behaviours.

Objective 4 Themes and deliverables:

- **Theme 1** - Workforce diversity: We attract and appoint a wider pool of candidates reflecting regional diversity and ensure employees are supported to make the most of their skills and talents

Key activities: We will review recruitment practices and establish a clear positive action approach; we will utilise apprenticeship Levy for skills uplift for under-represented groups and deliver structure work experience programmes targeting under-represented groups; we will deliver a number of positive action staff development initiatives; we will introduce and roll out Career Pathways within the organisation to inform staff development and support equitable access to progression routes

- **Theme 2** - Employee equality awareness and competence: Develop and improve staff equality and diversity skills, ensuring they are equality confident, competent and actively engaged in delivering the equality agenda

Key activities: We will run regular equality campaigns; we will continue to deliver equality training including targeted training for managers and customer facing staff; we will develop a number of equality resources to support employee awareness

- **Theme 3** - Understand and improve staff experience and staff voice on equality issues and ensure they are accountable for the delivery of the equality agenda

Key activities: We will further develop our staff diversity networks; we will run regular pulse surveys to understand employee sentiments and views on equality issues; we will ensure equalities is fully embedded within the newly developed individual performance management framework; we will introduce senior leadership EDI objectives

- **Theme 4** - Supporting employee wellbeing and facilitating equality of outcomes: Employees feel supported, are treated fairly and positive mental health and wellbeing is championed across the organisation

Key activities: We will identify and raise awareness of prevalent lifestyle conditions and identify ways to support employees; we will ensure wellbeing is a key consideration within our hybrid working policy; we will explore ways to enhance the staff benefits offer; we will create resilience and stress toolkits; we will introduce initiatives to help support employee mental health

- **Theme 5** - Workforce data and transparency: To improve the quality of equality and diversity workforce data we collate and how we use it to address barriers to employment for groups under-represented in the workforce and make publicly available

Key activities: We will continue to monitor our workforce profile; we will produce a biannual equal pay audit; we will introduce race pay gap reporting; we will develop and community race and gender diversity targets;

Desired outcomes include:

- An increase in staff diversity, where gaps have been identified (including at senior levels)
- 100% mandatory training completion rates
- Positive staff engagement and satisfaction levels in staff surveys with staff reporting positive perceptions of inclusion in the workplace
- Successful internal mentoring and positive action development initiatives
- Achievement of Gold Covenant status and retention of Disability Confident Leader status and Leaders in Diversity accreditation
- Achievement of Thrive at Work wellbeing silver accreditation
- Retention of low staff sickness absence rates
- Reduction in gender pay gap figures
- Visible/clear senior leadership commitment on the inclusion agenda

A detailed action plan is included as Appendix A, identifying actions under each individual theme.

Monitoring and Reviewing the Scheme

We will develop metrics to measure our progress towards the scheme action plan. The WMCA Senior Leadership Team will monitor the delivery of the plan to measure progress against objectives and to identify new actions, as appropriate. The outcomes of the review will be collated in an annual progress report, alongside monitoring data. The report will be communicated to the Audit Risk Committee and the Combined Authority Board.

The Equality Scheme will be fully reviewed and amended on a three-yearly basis, with the next version of the scheme due in January 2025. Even though a full review will take place in 2024 we consider this scheme to be a living document, constantly open for scrutiny, comment, consultation and enhancement. Equalities is a constantly changing field. Comments, suggestions and advice are welcomed throughout our equalities work and so the scheme may be amended prior to the date specified. This scheme is publicly available on the Combined Authority website and to staff on our internal intranet site.

Responsibility and Accountability

All staff in the course of their employment and others associated with the WMCA have a responsibility to ensure that their actions comply with the requirements of WMCA equality policies and the Equality Scheme

The following groups have specific responsibilities

- The Inclusive Communities Portfolio Lead member has overall responsibility and accountability for ensuring effective delivery of the Scheme Objectives
- The Strategic Leadership Team (SLT) is

responsible for providing a consistent and high-profile lead on equality and diversity issues and for promoting equality and diversity strategies both inside and outside the WMCA.

- All heads and managers are responsible for ensuring that the Equality Scheme is implemented and maintained within their area of responsibility, ensuring all staff are fully informed about their responsibilities and receive support and training in carrying them out.

Consultation Feedback, Queries and Questions

For consultation feedback, questions or queries and if you feel that the WMCA has not acted in accordance with its Equality Act duties, please contact the Equalities and Diversity Manager at:

WMCA, 16 Summer Lane, Birmingham, B19 3SD

Email: equalities.team@wmca.org.uk

If you would like a copy of this document in a form more suited to your needs, please contact our Customer Services Team at customerservices@wmca.org.uk

Phone: 0345 303 6760

Monday - Friday, 8am to 6pm

Saturdays, 9am to 1pm

Sundays and Bank Holidays, Closed



Equality Action Plan

Objective 1

Provide accessible, affordable, safe and inclusive transport services to our wide range of customers



Theme

Travelling safely and securely

Aim

Reduce total recorded crime and improve passenger perceptions of personal safety on the transport network

Actions required

Incorporate the ‘See Something, Say Something’ initiative into the new West Midlands One app solution and continue to actively promote it

Rebrand, relaunch and promote “Project Empower” which aims at tackling sexual harassment on public transport in the West Midlands

Continue a robust policy towards providing support within schools and community groups to press home the wider safety message among young people, disabled people, harder to reach groups and socially excluded sections of the community with a target of a 30,000 people reach per annum

Support repeat victims of crime through a multi-agency approach and ensure that the Safer Travel Partnership’s approach to safeguarding is current and effective

Continue to proactively manage offenders on the network to behave lawfully including support, prevention and where necessary enforcement of those engaged in repeat criminal activity

Continue to operate “Restorative Justice” for young people committing acts of anti-social behaviour and crime on the public transport system with a target of 50 referrals per annum and investigate the option of expanding the scheme to light and heavy rail

Actively run hate crime campaigns to encourage victims of hate crime to report to police or third party reporting lines hence tackling hate crime on public transport

Consider the establishment of a Safer Travel specific Independent Advisory Group in preparation for the Commonwealth Games as well as a dedicated Transport Neighbourhood watch

Create adaptive social media strategies which reach out and connect with, multiple communities

Ensure a co-ordinated partnership transport response to event planning in a number of ways, including through developing an interface and strategy that utilises Safer Travel Police, partnership and other resources at events that will have a significant impact on the transport network

Work with partners to improve the network’s environmental features including waiting facilities, vehicle conditions and other assets to further enhance passenger perceptions of personal safety

Develop an end to end journey approach to addressing the safety requirements of the travelling public

Implement and utilise new and existing civil enforcement powers in relation to safer travel, including bus byelaws.

Ensure that Park and Ride plans include safety and security in every element of their creation and operation

Launch the new Regional Road Safety Action Plan and support delivery of a safer local road network with a focus on addressing inequalities for vulnerable road users through targeted road safety campaigns

Work closely through our road safety partnership with the West Midlands Police, West Midlands Fire Service and our local authority partners as well as with the Police and Crime Commissioner to make our streets safer

Undertake comprehensive reviews of fatal collisions to better determine causation factors, demographics and additional data for vulnerable groups

Theme

Commonwealth games

Aim

Deliver an accessible and inclusive commonwealth transport games experience

Actions required

Deliver the Commonwealth Games Transport Plan in a way that ensures reduced impacts on everyday journeys using a broad range of measures to manage travel demand

Develop and deliver an inclusive communications and engagement strategy for the development of the Games Strategic Transport Plan and its associated work streams, ensuring all communities are informed and have the opportunity to benefit from the Games

Ensure all competition venues are accessible by public transport and that clear wayfinding and signage is available throughout.

Offer accessible shuttle buses from key transport hubs to venues and include blue badge parking in venues

Use a number of additional services to complement the public transport offer during the Commonwealth Games, including services for people who find it difficult or impossible to use conventional public transport.

Introduce a range of easy to use ticket payment options for transport and offer free access to public transport for ticket holders and games staff and volunteers

Deliver accessible infrastructure improvements including new stations and transport hubs and deliver improved transport links on Metro, Sprint and the rail network across the region and beyond



Theme

Value for money, affordability and employment support

Aim

Ensure services offer good value for money and people are able to access employment, education and leisure opportunities

Actions required

Rollout of a single app that will provide customers with the best ticket, passenger information and wider mobility options including parking and taxis.

Move to a uniformed fare stage and zonal structure across all modes and remove inconsistencies within the fares range.

Introduce account based ticketing and fares capping to offer customers best value automatically and remove their need to consider complex fares.

Introduce inclusive fares and payment functions targeted at those customers that need the most support.

Develop a holistically considered fares and payments solution that provides optimised access to transport for everyone.

Develop the fares functionality of the journey planner so that each planned journey is accompanied with information about the best fare and the instant ability to purchase that fare

Continue the roll out of mobility credits and Swift ticketing offers to beneficially support climate change, social outcomes and release urban development sites.

Continue to widen and improve the Workwise offer. Negotiate further ticket discounts for those seeking and obtaining employment and explore bike hire opportunities and discounts, including day ticket discounts

job interviews

Further build on existing relationship with DWP, job centres, LA partners and employment providers to ensure increased take up and awareness of Swift ticketing options available to them.

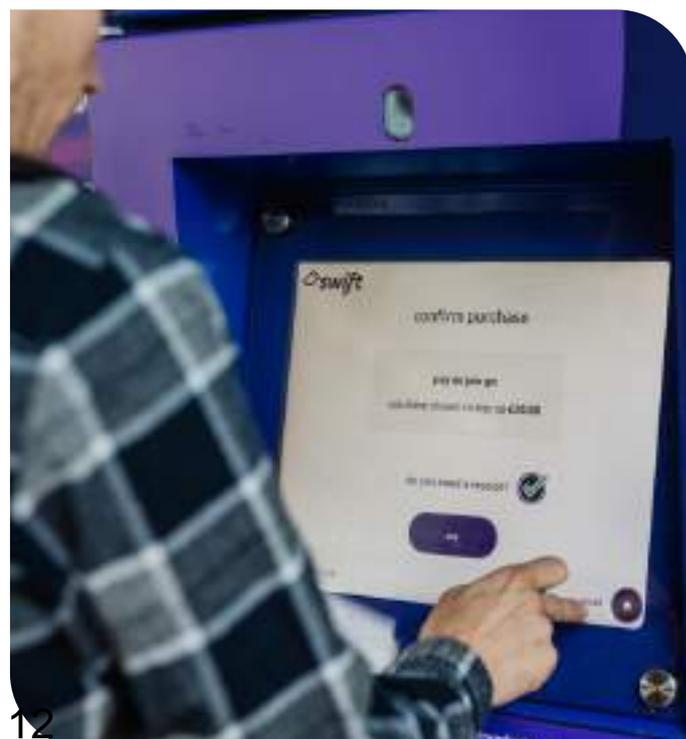
Commence a formal policy review into our current concessionary fares and Supported Travel Policies and explore new ways these policies could support more vulnerable people in the region.

Introduce daily fare capping using both contactless and swift on all services

Explore take up of blind and disabled pass in other authorities and make sure we are inclusive in our assessment criteria specifications and work closer with SEND Home to School transport teams to promote the concessionary pass to young people

Build on the work of the Covid-19 Equality Impact assessment into the transport needs of excluded groups and delivery on the Inclusive Transport Action Plan

Explore the option of introducing a companion element to the concessionary pass through working closely with operators



Theme

Sustainable travel and decarbonising transport

Aim

Narrow the sustainable travel inclusion gap and ensure sustainable travel modes are more easily accessible

Actions required

Co-ordinate the inclusive cyclist group that will work towards recommendations that will inform future practice which makes improvements for disabled cycling

Continue to support cycling and walking events across the region with our partners and stakeholders, including in more deprived areas to encourage cycling take up amongst traditionally under-represented groups.

Introduce the West Midlands Cycle Hire scheme to encourage end to end journeys for people who do not ordinarily own a bike also considering concession options and incentives

Invest in the development of community based cycling programmes so that disabled people can enjoy cycling

Trial behaviour change in disabled people using public transport to places to get active (swift trial)

Ensure our transport network supports the climate agenda



Theme

Customer experience, communication and engagement

Aim

Improve customer experience for our diverse range of customers and engage effectively to understand and act on customer needs



Actions required

Continue to provide comprehensive equality and disability awareness training for all TfWM customer facing staff and offer regular awareness sessions on a number of equality related issues

Measure the success and reach of the Bus Alliance Customer Charter

Develop resources to help customer facing staff recognise and assist customers with hidden disabilities

Continue to work with vulnerable young people in the region and explore new travel offers for young people including travel support for care leavers, those not in education, employment or training and those undertaking an apprenticeship

Support our SEND Home to School Transport Teams across our region through delivering an inclusive transport network and supporting the uptake of Independent Travel Training

Develop and maintain a better understanding of the needs, attitudes and perceptions of people who use our transport system through the development of a detailed segmentation and persona framework also facilitated by an online citizen's panel community and through TfWM's Youth Forum

Grow TfWM's Youth forum and deliver projects tailored to young people's needs

Engage with more of the West Midlands diverse communities to effectively inform, develop and deliver our strategies, services and programmes through regular community engagement activities

Continue to consult with disability and wider equality groups for all key strategies, policies and major infrastructure schemes

Theme

Inclusive transport services for all

Aim

Ensure the infrastructure, information and services we provide are accessible to more people with a customer service that meets individual needs



Actions required

Deliver a number of rail infrastructure projects in the region and ensure they meet all key accessibility standards

Work with West Midlands Rail Executive to ensure station travel plans meet key accessibility requirements

Enhance infrastructure and customer experience at our bus stations and major inter-changes by delivering a new multi modal, world class facility for bus and Metro customers in Dudley and by carrying out a refurbishment of Coventry Pool Meadow station

Extend our Metro network to improve accessibility and better serve the region

Continue to explore opportunities for accessibility improvements in rail stations in the WMCA area

Ensure our bus industry partners collaborate to deliver the best possible bus service experience for people by coordinating investment, effort and action through the management of the Bus Alliance, also ensuring equality considerations are fully embedded.

Through a Bus Service Improvement Plan, we will explore new fare reductions for young people as well as other excluded groups and new bus service opportunities through the Nation Bus Strategy funding.

Continue to run the subsidised bus network to provide socially necessary services

Trial a number of future mobility zone projects to improve employee and customer travel options and flexibility.

Continue to provide language line for those whose first language is not English

Continue to provide RNIB React enabled Real Time Information Displays across the network and install major interchanges

Continue to investigate opportunities for demand responsive transport as part of delivering our Vision for Bus and continue new pilots including the ‘West Midlands Bus On Demand’ which services the University of Warwick and the south Coventry areas

Measure the success and reach of the bus alliance customer charter

Improve information and communications for all transport users during disruptive events using travel demand management tactics in line with the resilience communication and engagement strategy

Ensure production and publicity of accessibility related aids/products that improve the travel experience of disabled people

Develop a new multimodal information portal on the West Midlands Network site to offer travel updates and deliver personalised messages on disruption information within affected areas, providing alternatives and linking with improved journey planning and ticketing capabilities.

Expand our capability to provide personalised information to customers

Develop a wayfinding and information strategy and launch a new wayfinding team within TfWM to provide consistent branding in all signage and wayfinding across the West Midlands transport network.

Work with partners to deliver improvements on multimodal timetables, interchange facilities and ticketing to ensure bus, rail and metro information is best in class

Increase in the number of vehicles fitted with tracking and audio-visual next stop announcements in the region

Continue to fund Ring and Ride provision through an enhanced service level agreement with the operator and clear standards

Improve Ring and Ride operational efficiency

and customer satisfaction through bringing the call centre in-house, improving current booking systems, exploring its role in mainstream transport, enhancing the software to plan more efficient routes, improving branding and marketing and delivering on the operation of new accessible vehicles.

Set standards for customer service experience for ring and ride, explore and shape how customer services operate.

Explore options for community transport integration with wider public transport services as well as a total transport approach through collaborating in areas like SEND home to school transport, adult social care transport and Ring and Ride.

Continue delivering the Walsall shopper’s service for older people in sheltered housing and explore opportunities for developing similar services across the region

Continue the roll out of West Midlands on Demand and explore new routes and services

Continue to use data insight as well as the TfWM ‘My Community’ as an online community network for conducting research and engaging in our diverse communities across the region.



Theme

Strategic transport and policy

Aim

Ensure our strategic transport schemes and policies are inclusive and promote an equitable network

Actions required

Launch a refreshed local transport plan, supporting our 5 motive for change including ‘Creating a Fairer Society ‘

Deliver on a more integrated and inclusive network which will support inclusive growth.

Consider Covid-19 impact on different groups and identify how transport can support equitable access to employment and training, especially those hardest hit by the pandemic.

Deliver on our Active Travel Fund and Starley Network of safe cycle routes across the West Midlands. This will include inclusive cycle network and working with Mencap to ensure cycle opportunities are inclusive.

Delivery of active travel to support a healthier West Midlands.





Objective 2

Deliver schemes, strategies and programmes across the WMCA that help deliver positive equality and inclusion outcomes, also reducing socio-economic disadvantage and poverty, for our region's diverse communities



Theme

Affordable housing provision

Aim

Increase delivery of affordable housing in the region and explore new ways of doing so



Actions required

Effectively develop, collaborate and submit compelling business cases for additional funding from HMG to deliver WMCA approved priorities

Continue to ensure that all projects supported through the Single Commissioning Framework have a minimum of 20% affordable housing provision

Establish Collaborative Delivery Vehicle with regional Housing Association partners to bring forward development on additional brownfield sites and secure more affordable homes in the region

Review the operation of the regional affordable housing definition and the overall delivery of affordable housing in the West Midlands

Engage with the Homelessness Taskforce and contribute to efforts to secure additional funding and support for housing programmes that support homeless families into accommodation

Theme

Accessible Housing

Aim

Increase the accessibility of homes being built using the WMCA's housing and land funds



Actions required

Encourage and support wellbeing by design principles within new housing development across the region

Continue to ensure high quality, accessible design is considered when deploying housing and land funds

Develop and adopt a refreshed West Midlands Design Charter

Theme

Job creation

Aim

Create high-quality jobs through the deployment of WMCA housing and land funds

Actions required

Deploy devolved housing and land funds through the SCF to identified town centre and regeneration projects that provide jobs, skills and business opportunities

Secure new funding from HMG for investing in employment sites to bring forward new jobs and facilities

Bring together investment in targeted and locally agreed inclusive growth corridors generating additional social and economic growth at scale through joint approaches with TfWM, local authorities and other partners

Intervene, acquire, unlock and invest in priority brownfield sites across the region along public transport corridors that suffer from identified market failure to bring them forward for housing and employment delivery

Through the WMCAs pioneering approach to scaling up Advanced Manufacturing in Construction and Zero Carbon Housing, supporting the development of high-tech high-skilled jobs and supply chains in the region



Theme

Skills Equity

Aim

Drive up skills levels amongst the region's communities to secure sustainable employment and enhance skills at higher levels so that all communities benefit from the region's economic growth

Actions required

Continue to develop, test and deliver a range of approaches to prepare young people for future life and work, particularly those at risk of dropping out, including NEET prevention and re-engagement, work experience and mentoring

Accelerate the take up of good quality apprenticeships across the region (also targeting under-represented communities and young unemployed people) and maximise the transfer of unused levy to SMEs, particularly in priority sectors

Commission skills provision for disadvantaged groups (i.e., disabled people; young unemployed people or employed in low wages; homeless people; minority ethnic people; people with mental health issues; long-term unemployed) to give more people the skills to get and sustain good jobs and careers

Support people to develop language skills for work and life - English as a second language (at levels 1, 2) fully funded in priority places for adults who earn the living wage or less

Continue delivery of the employment support pilot to support those out of work and on low incomes in targeted communities, evaluate its effectiveness to end 2021

Through the Adult Education Budget, widen access to training for those in low wage and fragile employment to upskill to Level 3 and above to support in-work progression to better paid, sustainable employment

Working with Colleges West Midlands and Page 12

LAs, continue to develop support and targeting of NEET and those at risk of dropping out

Promote to employers the benefits of better job opportunities and meaningful work placements for young people

Support retraining for those who are at risk of losing their job to automation or due to their age or a health condition

Support young people in navigating the labour market through use of the regional youth employment platform

Support residents from all communities in accessing employment and skills opportunities through engagement with government, public and private sector partners

Establish clear career entry routes and pathways for unemployed adults and those looking to reskill, particularly women and under-represented groups, targeting sectors with growth and / or skills shortages

Ensure a network of locally-led Youth Hubs, delivering co-located employment and skills support for young people, particularly those from disadvantaged groups

Deliver Commonwealth Games Jobs and Skills Academy to support at least 6,000 local people in gaining jobs, training and volunteering opportunities

Develop additional, sector-specific training and recruitment programmes to help unemployed people access good local jobs, e.g., SWAPs



Theme

Public service reform

Aim

Deliver on the promise of more inclusive growth, with the confidence to more deliberately shape investment, infrastructure and services around social and economic goals



Actions required

Convene partners to design out homelessness, through the Homelessness Taskforce programme of activity

Co-ordinate delivery of Community recovery priorities

Collaborate with partners in the criminal justice system to nurture a trauma informed region

Improve digital inclusion in the region through partnership with local authorities and civil society organisations

Embed inclusive growth within the activities of WMCA and its partners

Build expectations, standards and practices for measuring the impact of inclusive growth interventions and holding them accountable.

Support local authorities and their partners with local Inclusive-Growth-In-Action initiatives

Set up a cross-cutting group to bring together the different strands of work supporting veterans

Monitor equalities data at a regional level as part of a new approach to data and insights which will feed into the State of the Region and Health of the Regions reports

Theme

Wellbeing and Environment

Aim

Create a region in which positive, proactive and preventative approaches to citizen wellbeing and engagement are normalised, giving our diverse population a better chance to thrive in life and work

Actions required

Deliver the Thrive at Work Programme, expand its reach and promote a culture of support and awareness for mental health issues across the region

Continue to provide an employment support service for people with a mental health and / or physical health condition in primary and community care through the extension and continued delivery of the Thrive into Work Programme

Develop and sustain a physical activity programme with regional partners

Continue roll out of the Include Me programme, a regional approach to achieving wider engagement with disabled people and people with long term health conditions enabling them to be physically active

Continue to host a population intelligence hub within the Inclusive Growth Unit which provides holistic, real time data on the region's health and socioeconomic outcomes

Convene Local Authorities and other partners to address health inequalities by tackling some of the wider determinants of poor health in the region

Secure and implement the Radical prevention fund for the region using the latest technology to prevent ill health for the most vulnerable groups.

Oversee delivery of the Net Zero Five Year Plan

to support positive and inclusive environmental outcomes and work with partners on green transport and air quality

Establish a “Warm Homes Save Lives” delivery partnership to reduce the incidence of fuel poverty and facilitate a regional fuel poverty and scaling-up retrofit programme

Develop policies and deliver projects to ensure the energy infrastructure of the region supports a competitive industrial base, clean growth and social inclusion





Objective 3

Ensure equality is embedded within all key WMCA work areas, the WCMA has a strong regional influencing role around the equalities agenda and decision making is informed by the needs of our diverse communities



Theme

Embedding equalities

Aim

Ensure equality considerations are embedded within all key WMCA work areas and are an integral element of the decision making process

Theme

Community engagement and co-production

Aim

Engage with more of the region's diverse communities to inform the development and delivery of our strategies and programmes



Actions required

Ensure equality impact assessments are conducted for all key strategies, schemes, deliverables and policies and that they help inform decision making

Revisit outcomes for groups disproportionately affected by COVID-19 and take action to address impact

Develop clear diversity objectives and targets across all key WMCA delivery areas and ensure progress on the delivery of the agenda is monitored and reported on in

Actions required

Develop, communicate and promote co-production principles across the WMCA and ensure there are mechanisms to ensure co-production outcomes are reflected in policy making

Define and articulate who WMCA communities are and identify how best to engage them and involve them in the decision making process

Continue engagement with a range of community groups across all protected characteristics to further understand some of the barriers they face and ensure community engagement input feeds into the Equality Impact Assessment process

Continue to consult with equality/community group contacts on emerging policies/strategies/reviews/schemes making sure they are involved in all aspects of service development and use feedback to shape policies/strategies.

Deliver a varied portfolio of citizen engagement activity, such as the Skills Street team, to inform residents and future planning and to ensure our decisions are shaped by residents

Theme

Social Value

Aim

Deliver equality through procurement by making sure that practices are fair, contractors abide by key equality principles and social value is delivered through WMCA contracts

Theme

Influencing change and diverse leadership

Aim

Work with regional stakeholders to improve diversity at senior levels and identify systematic opportunities for change



Actions required

Continue to include equality considerations in key procurement documents

Ensure equality remains a mandatory assessment criterion as part of the PQQ process

Continue to promote the benefits of inclusion and diversity to our suppliers through regular communications

Collect diversity data on business procurement, use that information to identify gaps and inform procurement application targets

Actions required

Implement key RACE Code principles within the WMCA

Continue to run a Young Combined Authority and ensure there is a platform for it to challenge, inform and influence WMCA policy development and decision making

Support Leadership Commission activity to drive systematic change and improve diversity at senior levels

Support and engage with established diversity networks (e.g. West Midlands Women's Voice) to drive change and influence policy

Convene a new Race Equalities Taskforce to guide and drive action by WMCA and in the region to address racial inequalities

Convene a Life Chances Commission to better understand barriers facing young people in the region and shape targeted initiatives to address them

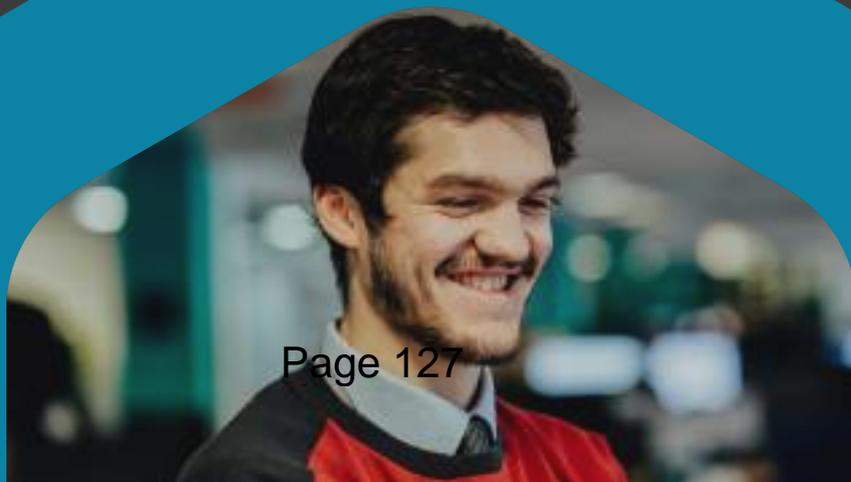
Convene partners through a Coalition for Digital inclusion

Convene a Mental Health Commission to understand key priorities following Covid-19



Objective 4

Provide an accessible, diverse and inclusive working environment by improving the recruitment, retention, progression, development and overall experience of people employed by the WMCA, enabling the organisation to become an inclusive employer of choice where equality informs our culture and behaviours.



Theme

Workforce diversity

Aim

We attract and appoint a wider pool of candidates reflecting regional diversity

Actions required

Review existing recruitment activities, processes and routes ensuring our practices do not inadvertently discriminate against candidates on the basis of a protected characteristic

More clearly define positive action in recruitment with a clear description of activities and outcomes

Publicise employment opportunities to under-represented/harder to reach groups in the region via specialist agencies such as Remploy, Career Transition Partnership and key charitable organisations (CPT) etc.

Liaise with Executive Recruitment agencies to support the delivery of our diverse leadership agenda

Promote and reinforce the social and business cases for increasing workforce diversity by raising awareness across all levels of staff through communication and training, e.g. unconscious bias training, regular conversations with HR business partners

Continue to recruit all vacancies at grade SP26 or below as an apprenticeship

Continue to use apprenticeship standards/Levy for skills uplift for underrepresented groups – levy in supplier chain to support underrepresented groups

Deliver and evaluate structured work experience programmes also targeting harder to reach groups, such as care leavers, people with disabilities, veterans and NEETs.

Continue to provide guaranteed interview schemes for people with disabilities and veterans

Enhance our approach to reasonable adjustments by delivering an improved, consistent system with consolidated reporting of the adjustments made (recruitment and employment)

Rethink and review our interview methods approach in line with external best practice to ensure it is fit for purpose, inclusive and enables the organisation to recruit the best candidates for the job

Attain Gold Covenant status



Theme

Workforce diversity

Aim

We offer development opportunities to employees currently under-represented in the workforce and ensure they are supported to make the most of their skills and talents

Actions required

Pilot offering strategic leadership apprenticeships to employees currently under-represented at senior levels in the organisation

Deliver internal mentoring (and reverse mentoring) to support the diversity and inclusion agenda targeted at women and minority ethnic employees

Consider ways to further utilise the levy to offer development opportunities to employees under-represented in the workforce

Consider activity around career pathways and talent management to ensure people can progress

Introduce and roll out Career Pathways within the organisation to inform staff development and support equitable access to progression routes

The review and update our Job Evaluation Scheme to support the Career Pathways approach

Introduce a succession planning and talent management framework for the organisation that supports our diversity aspirations



Theme

Employee equality awareness, competence

Aim

Develop and improve staff equality and diversity skills, ensuring they are equality confident, competent and actively engaged in delivering the equality agenda



Actions required

Ensure all new starters complete the online equalities training at induction level and deliver an induction session with equalities and wellbeing at its core

Run regular equality campaigns on a range of issues covering all key protected characteristics and wider inclusion issues as part of a wider equality and inclusion engagement strategy (i.e. language, microaggressions)

Continue to deliver face-to-face equality and disability awareness training to all customer facing staff

Deliver 'Unconscious Bias' training to all managers with a focus on recruitment and raise wider awareness amongst employees

Embed key equality principles within the managers' fundamentals programme

Develop a fit-for-purpose manager and employee Equalities and wellbeing portal to include support and guidance on a number of related topics (from recruitment, to wellbeing and development)

Develop and deliver annual calendar of inclusion events

Theme

Employee voice and accountability

Aim

Understand and improve staff experience and staff voice on equality issues and ensure they are accountable for the delivery of the equality agenda

Actions required

Launch and support staff-led diversity networks to give employees a voice and include in key engagement and consultation processes

Run regular pulse surveys to understand employee views on equality and inclusion and involve employees in decision making processes on areas of work that may affect them

Continue to engage with employees on the inclusion, and wellbeing agendas, also via the wellbeing and inclusion group

Ensure equalities and wellbeing are fully embedded within the newly developed individual performance management framework and better incorporate EDI principles within managers' 1-2-1 guidance

Introduce senior leadership EDI objectives (linked to performance) to help ensure senior leaders have overall accountability for driving EDI into values and a willingness to tackle representation

Retain Leaders in Diversity Accreditation

Retain Disability Confident Leader status



Theme

Supporting employee wellbeing and facilitating equality of outcomes

Aim

Employees feel supported, are treated fairly and positive mental health and wellbeing is championed across the organisation

Actions required

Improve our understanding of how mental health is managed across the organisation and introduce schemes/initiatives to help support employee mental health, resilience and wellbeing, including mental health awareness training delivery

Attain Silver Thrive at work accreditation

Embed wellbeing in the Managers' Fundamentals work programme to enable managers to cultivate teams that foster wellbeing

Identify and raise awareness of prevalent lifestyle conditions and identify ways to support employees

Promote a culture that recognises the impact of being constantly connected, the value of downtime and the need for healthy sleeping patterns and consider innovative ways to stay connected within and across teams

Promote a culture of zero tolerance of bullying and harassment

Continue to promote existing benefits and support mechanisms (i.e. Employee Assistance programme)

Explore ways to enhance the WMCA staff benefits offer

Continue to run the Employer Supported Volunteering scheme and advertise opportunities on a regular basis

Create online Resilience and Stress Toolkits for managers and staff enabling them to access information when they want and need to, enabling them to be 'better prepared to cope with life's transitions.

Continue to promote existing resources (i.e. stress risk assessments)

Continue to deliver wellbeing webinars and develop resources on topics covering the five pillars of wellbeing, i.e. healthy lifestyle behaviours, personal resilience, musculoskeletal



Theme

Workforce data and transparency

Aim

To improve the quality of equality and diversity workforce data we collate and how we use it to address barriers to employment for groups under-represented in the workforce and make publicly available



Actions required

Continue to monitor workforce profile for each protected characteristic to identify gaps/improvement needs and introduce a more detailed race breakdown. Report bi-annually and via the annual equalities review report

Continue to collect, analyse and monitor recruitment data on protected characteristics to identify gaps/improvement needs

Produce a biannual equal pay audit

Identify opportunities to promote and encourage employees to voluntarily disclose their diversity data to ensure our actions as an employer are evidence led and improvement fo-cused.

Publish gender pay gap data on an annual basis and introduce race pay gap reporting

Externally communicate race and other diversity targets and steps taken to improve diversity, including outcomes

Analyse training and development data more consistently to ensure development opportunities are accessed widely



West Midlands Combined Authority



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

Contents

1	Executive Summary	ii
2	Foreword from the Mayor and Transport Portfolio Lead	iii
3	Introduction	4
4	Strategic case	6
5	Economic Case	28
6	Commercial Case	48
7	Financial Case	54
8	Management Case	58

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Page 152

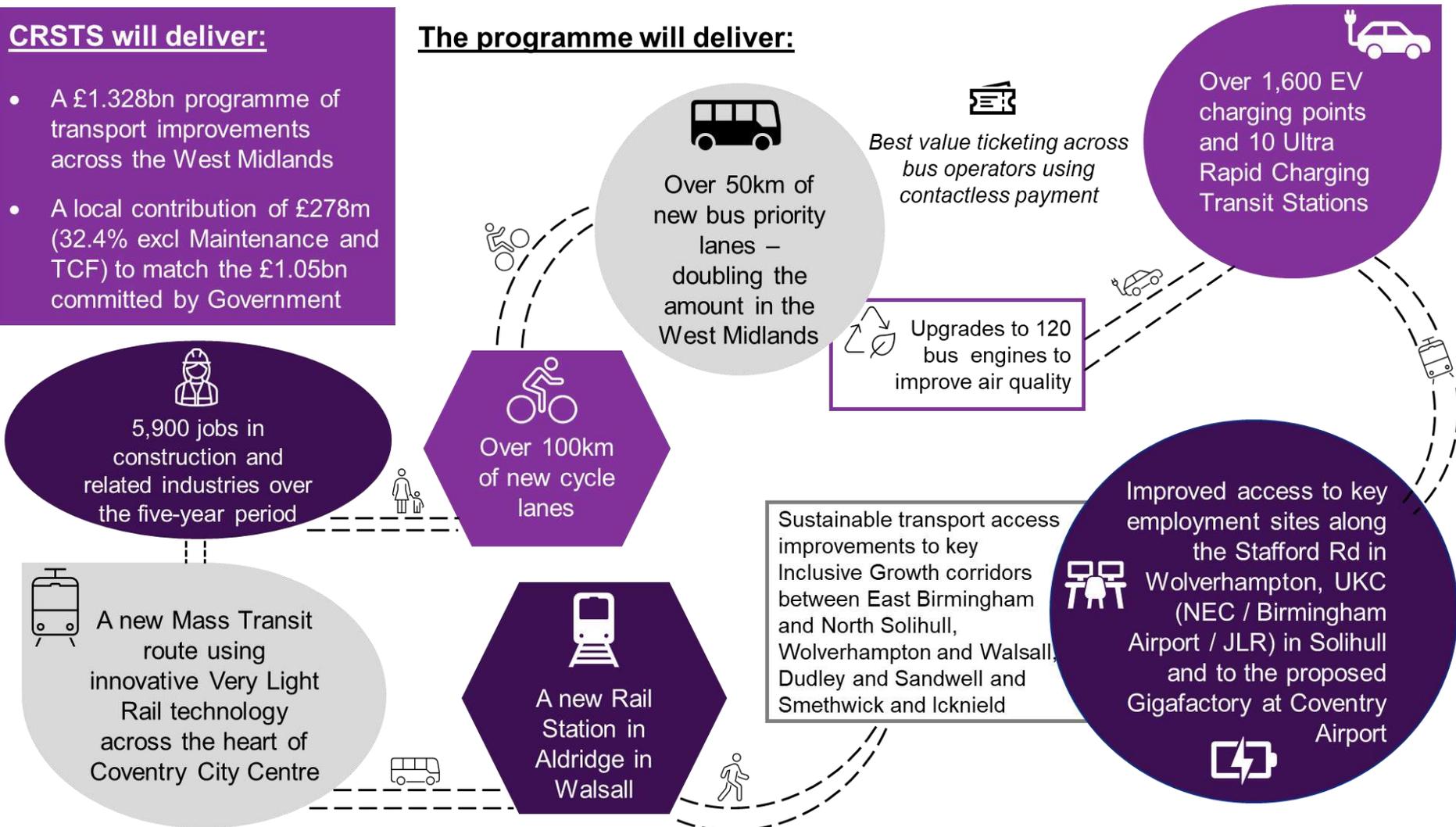


1 Executive Summary

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:



Page 153

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

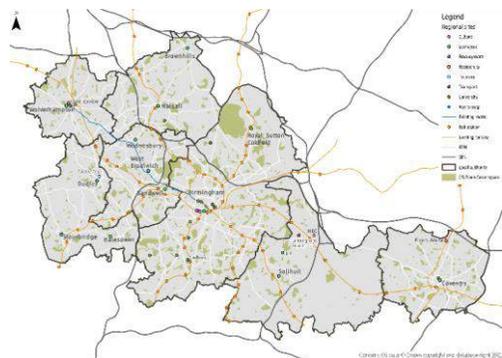
4.1 The West Midlands economic context

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.

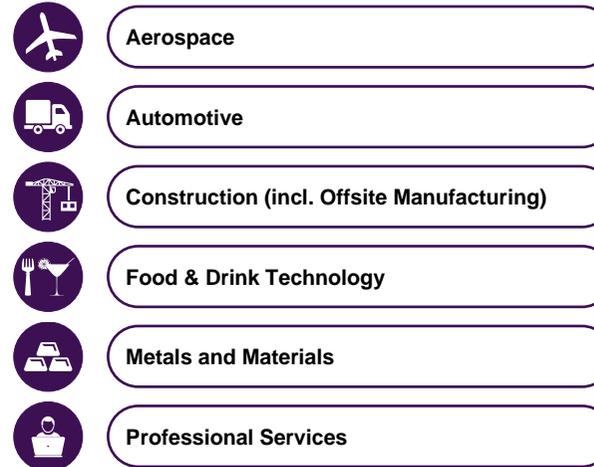
Figure 1: Map of City Region



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.

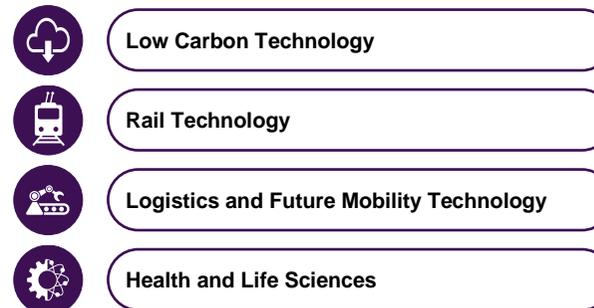
Figure 2: WM Sectoral Strengths

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

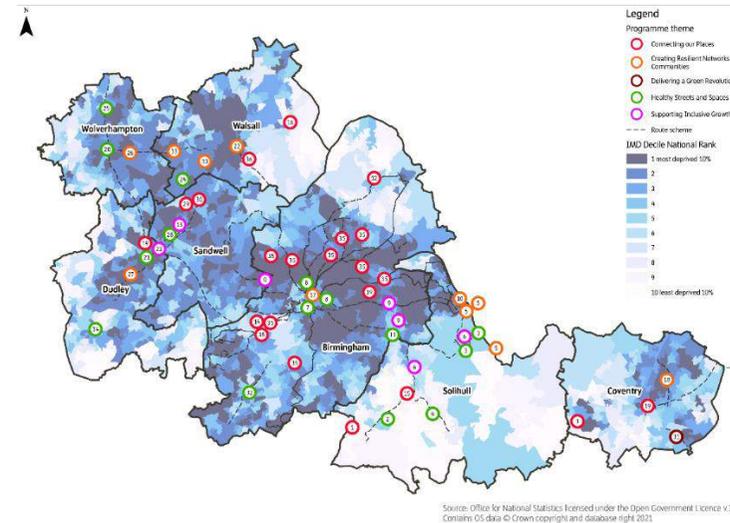
The West Midlands is home to some of the most innovative businesses in the UK, owing to the strength and resources of our universities, science parks and research institutes (the region educates 160,000 students each year with c50% studying STEM related subjects), together with the skills of our workforce 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

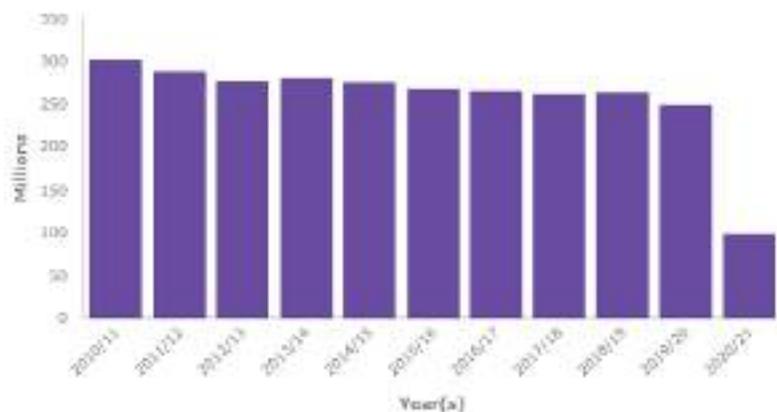
(including aerospace, professional services and transport), as well as providing our most deprived communities with improved access to economic opportunities.

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.

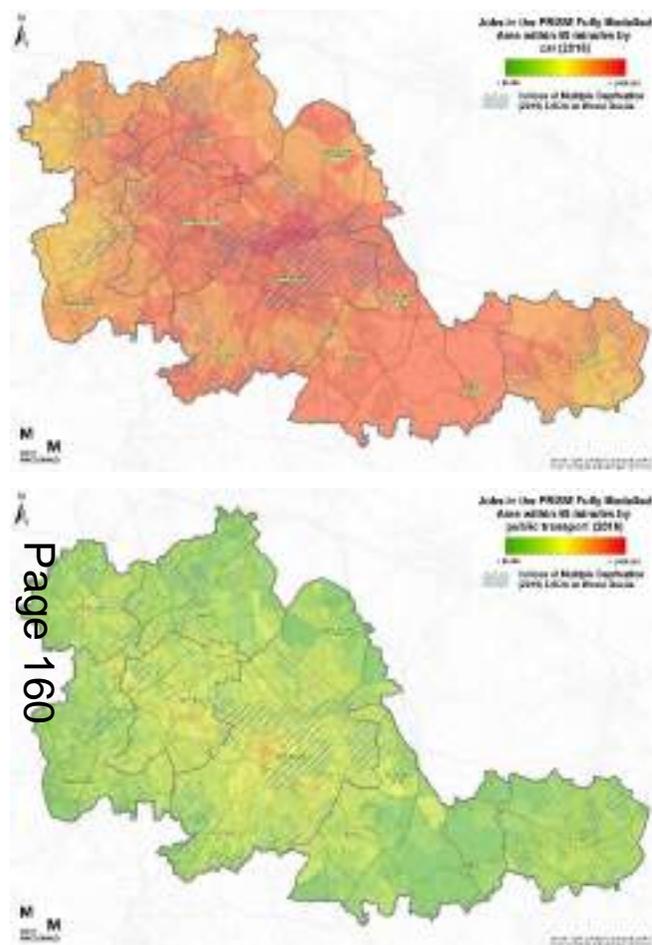
Meanwhile uptake of active travel in the city region remains limited. Recent investments such as the Starley Cycle Network have helped to expand active travel options in the region. However, the WM is currently the combined authority with the lowest share of cyclists – with only 9.6% of adults cycling 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)



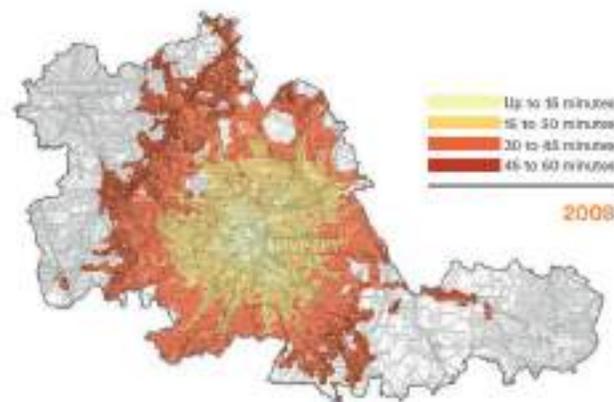
Page 160

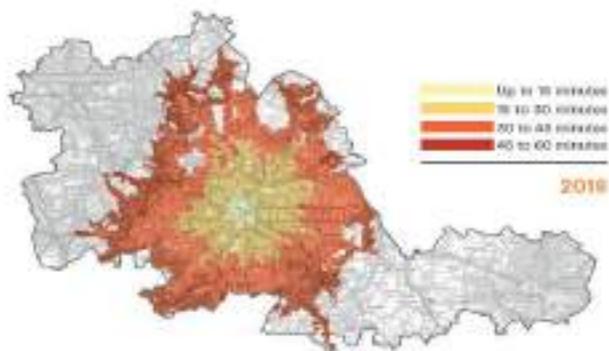
Despite its important role, bus within the West Midlands has experienced a long-term decline in passenger numbers, under both absolute and 'per head' measures, in common with other UK metropolitan areas outside London. The fall in services, alongside increased congestion, has resulted in reduced accessibility 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.

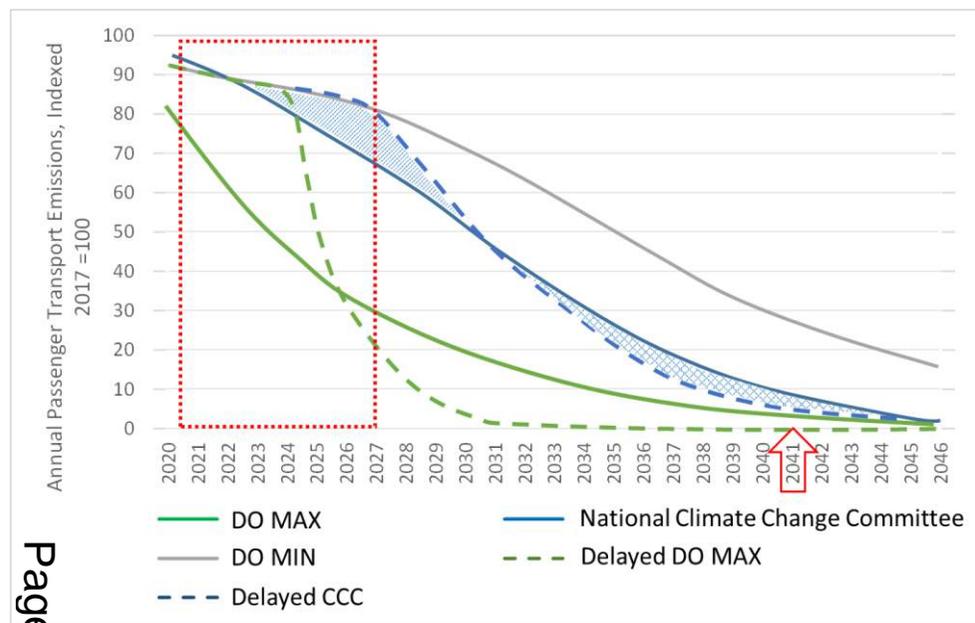
Congestion, air quality and the environment

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 additional 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

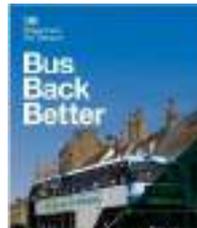
4.5 Supporting our Bus Strategy Improvement Plan

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.
- **WM2041³⁴** – 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

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.

- **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.



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

³ #WM2041 - [link](#)

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

- **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

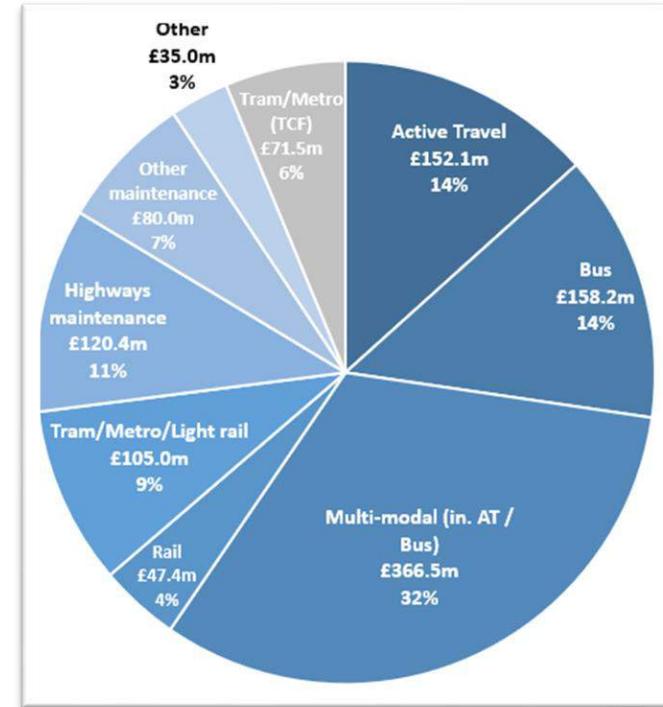
Better intra-regional connectivity for the West Midlands will generate national benefits, improving travel times for those passing through or visiting the region, as well as indirect spillover of economic activity to neighbouring regions.

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

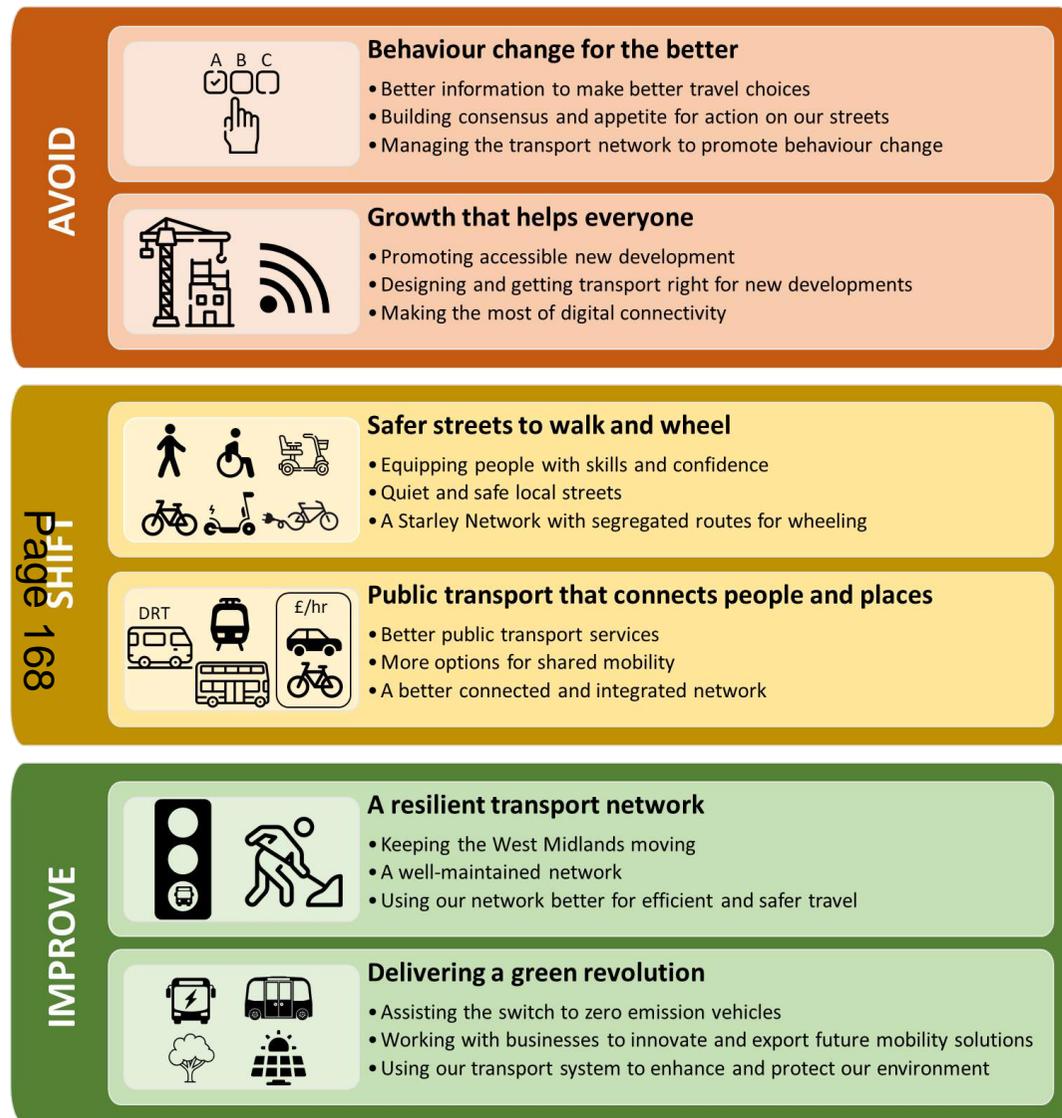
We have packaged our CRSTS programme into six themes (see Figure 10), aligned to the Motives for Change described in our Local Transport Plan (see [section 4.4](#)). Each theme delivers benefits that cross-cut national objectives to improve growth and productivity, contribute towards levelling up and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



Page 168

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



Page 170

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

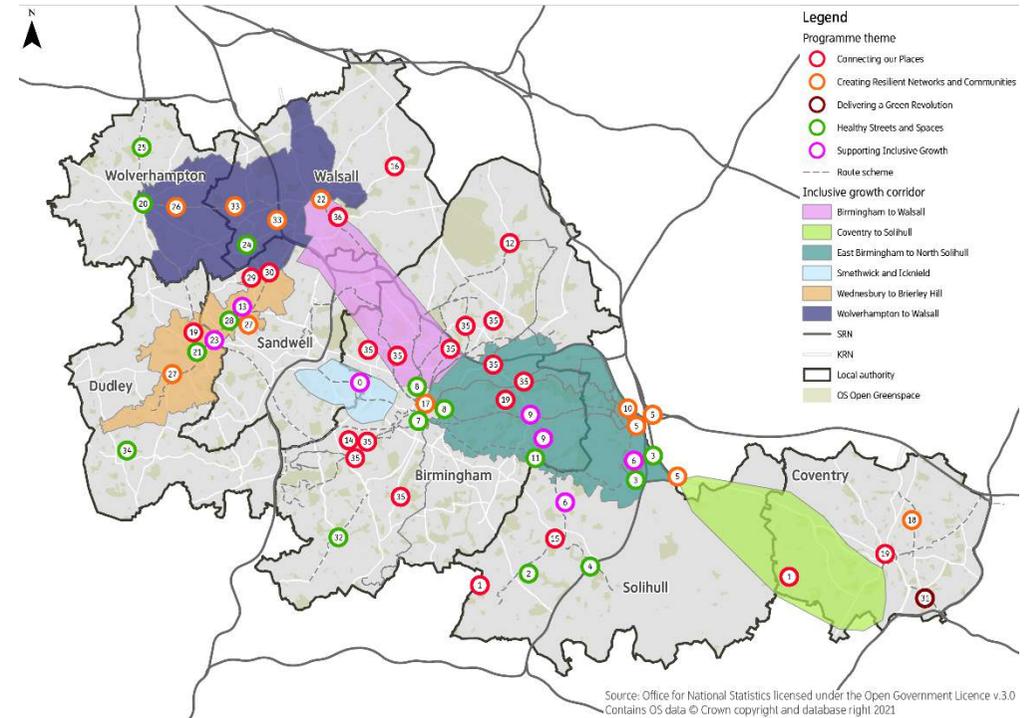


Table 4: Key Schemes – Supporting Inclusive Growth

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

Page 172

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



Page 173

Picture 6: Proposed reallocation of road space

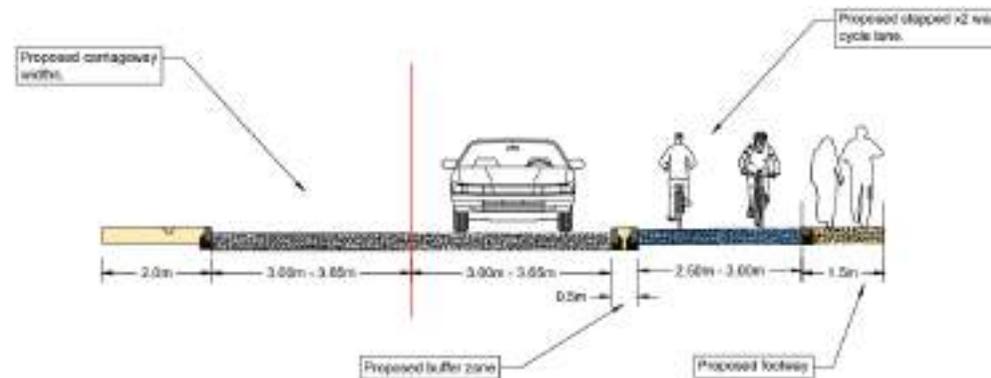


Table 5: Key Schemes – Healthy Streets and Spaces

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 £120.4m	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.

Page 177

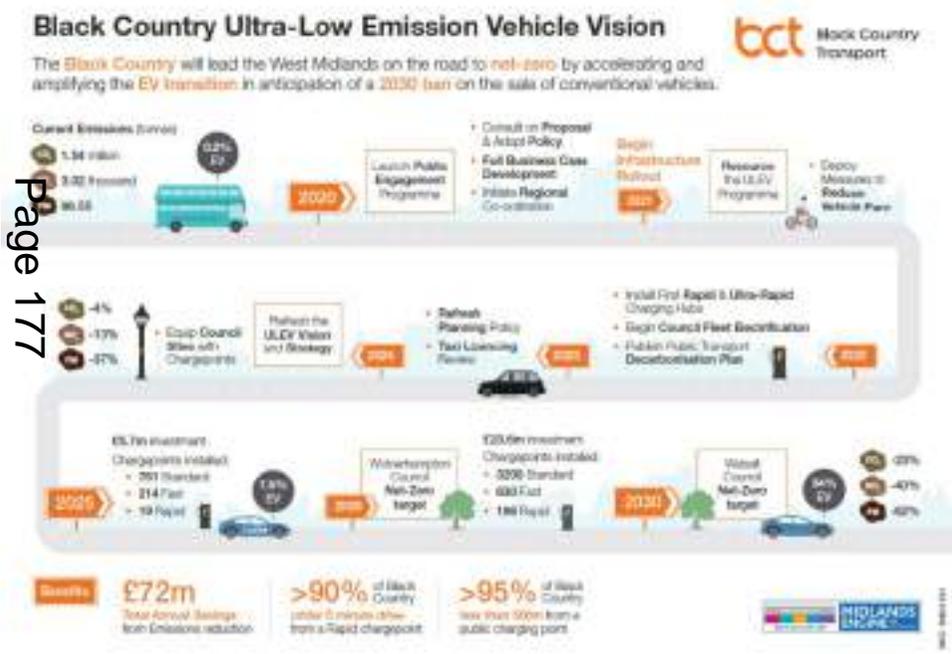


Table 8: Key Schemes – Making Behaviour Change Easy

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.

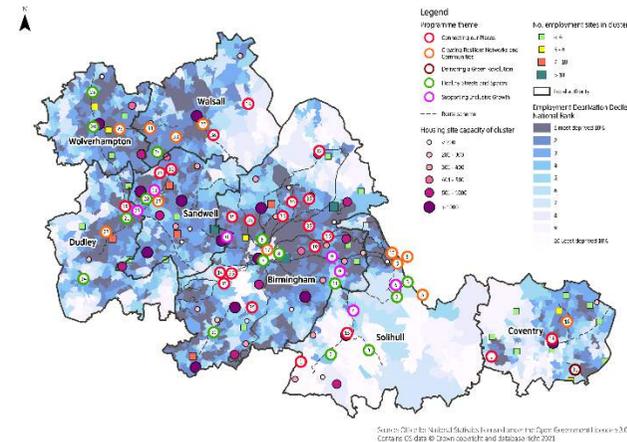
Based on early analysis in the development of our proposed programme, we expect the investment of the type and ambition proposed under our CRSTS programme could **potentially deliver an 11-25% improvement in residents' access to employment by public transport over the next 15 years**. As shown in Figure 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.

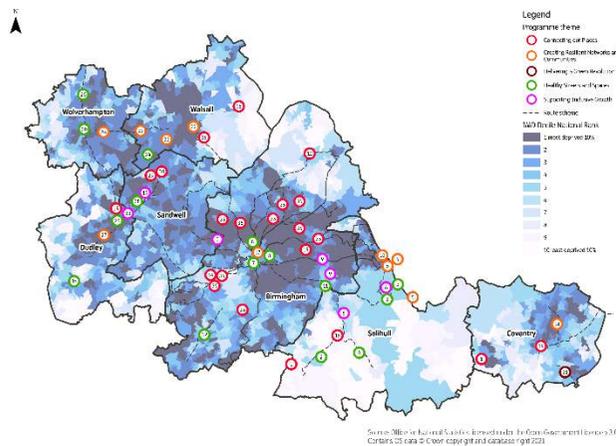
Figure 15: Level of transport inequality



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

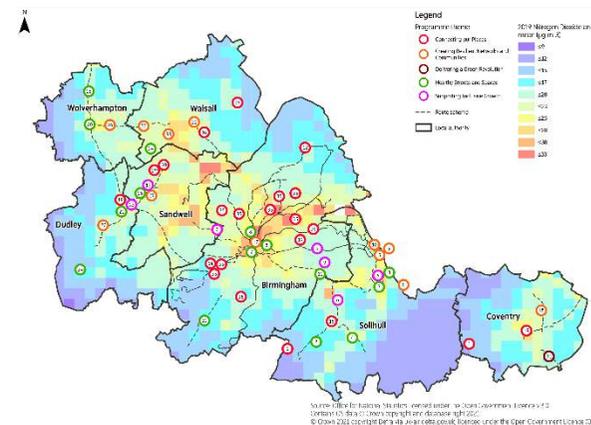
As of 2021, the carbon emissions from cars, LGVs and HGVs across the West Midlands amount to 3.443 MtCO₂e. Under a business-as-usual scenario, this is predicted to fall to 3.183 MtCO₂e by 2027 (the end of the funding period). However, this decarbonisation pathway is not sufficient to bring the West Midlands' 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 NO_x 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.

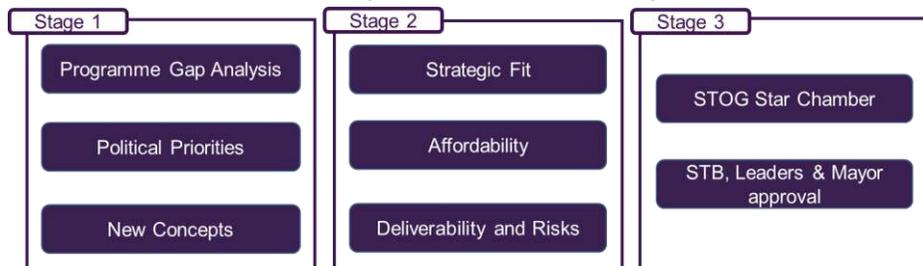
Stage 3 – Building consensus around the optimum package of interventions

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)	

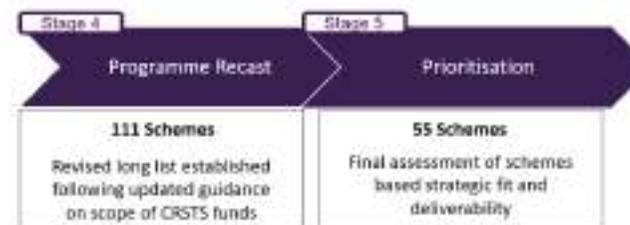
In delivering this final stage, each scheme sponsor was required to provide more detail on each of their projects which would enable a more robust assessment to be made against the criteria in Table 11. Each scheme was assessed on a three-point scale against each of the 9 criteria (Low / Medium / High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

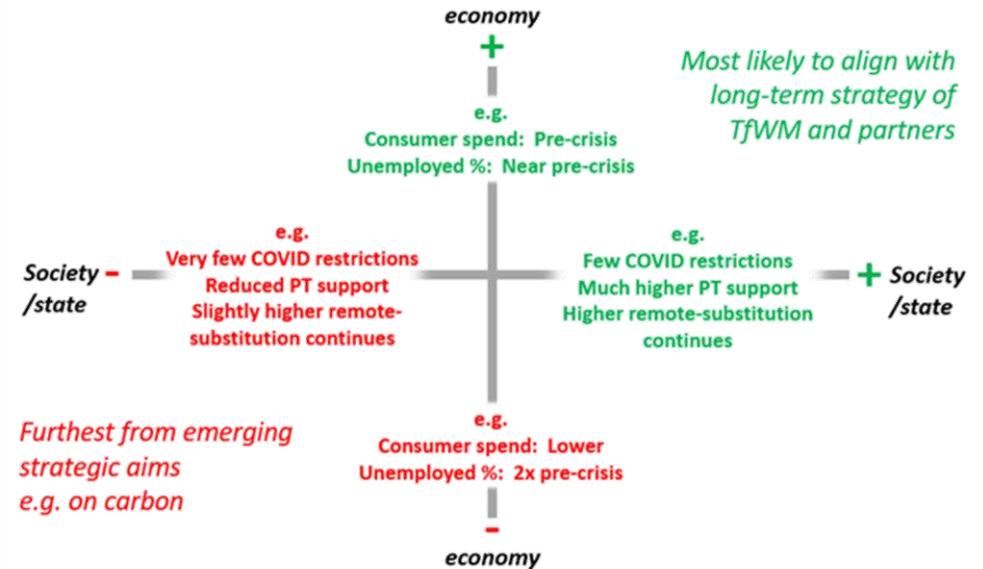
Assumptions on the range of change on each axis drew on a range of secondary data, but also TfWM Human Intelligence Team (HIT) surveys of resident and business hopes for community, economy, environment, and health post-Covid. These hopes inform strategy, validating more positive society/state axis values, 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

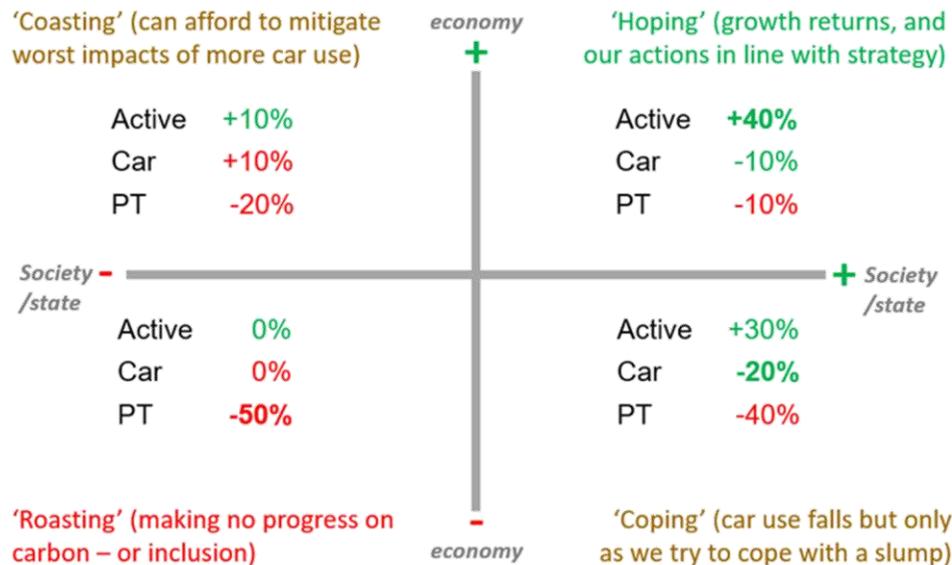
- Coping (weak recovery but some beneficial social/environmental outcomes from e.g. lower car use)
 - Active +30%, Car -20%, PT -40%
- Roasting (poor recovery and little funds for, or attention paid to, social and environmental problems)



- 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.

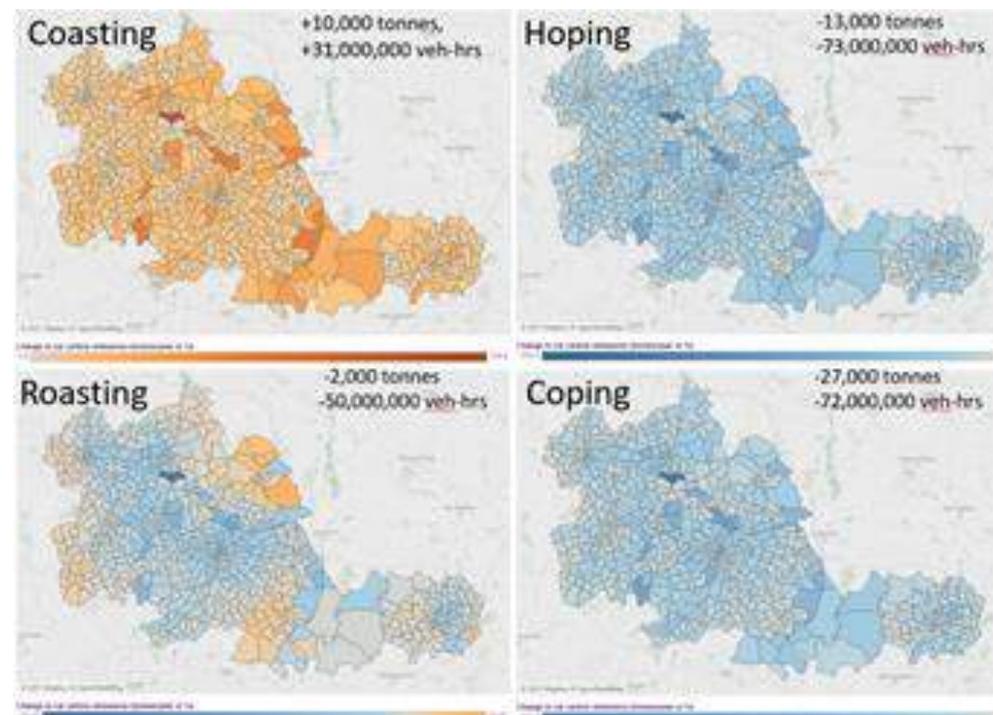


Initial scenarios have helped inform CRSTS prioritisation to date, looking for schemes which are likely to have positive outcomes (no or 'low' regrets) in most/all scenarios. And now further work has been undertaken using initial scenarios as 'compass settings' for longer-term change, and then breaking 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
PKC - 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
Sprint A45 Phase 2	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>
Solverhampton 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
A4123 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 86 Data to support scheme development plus M&E	3.5	Air quality, Greenhouse gases
Page 98	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.

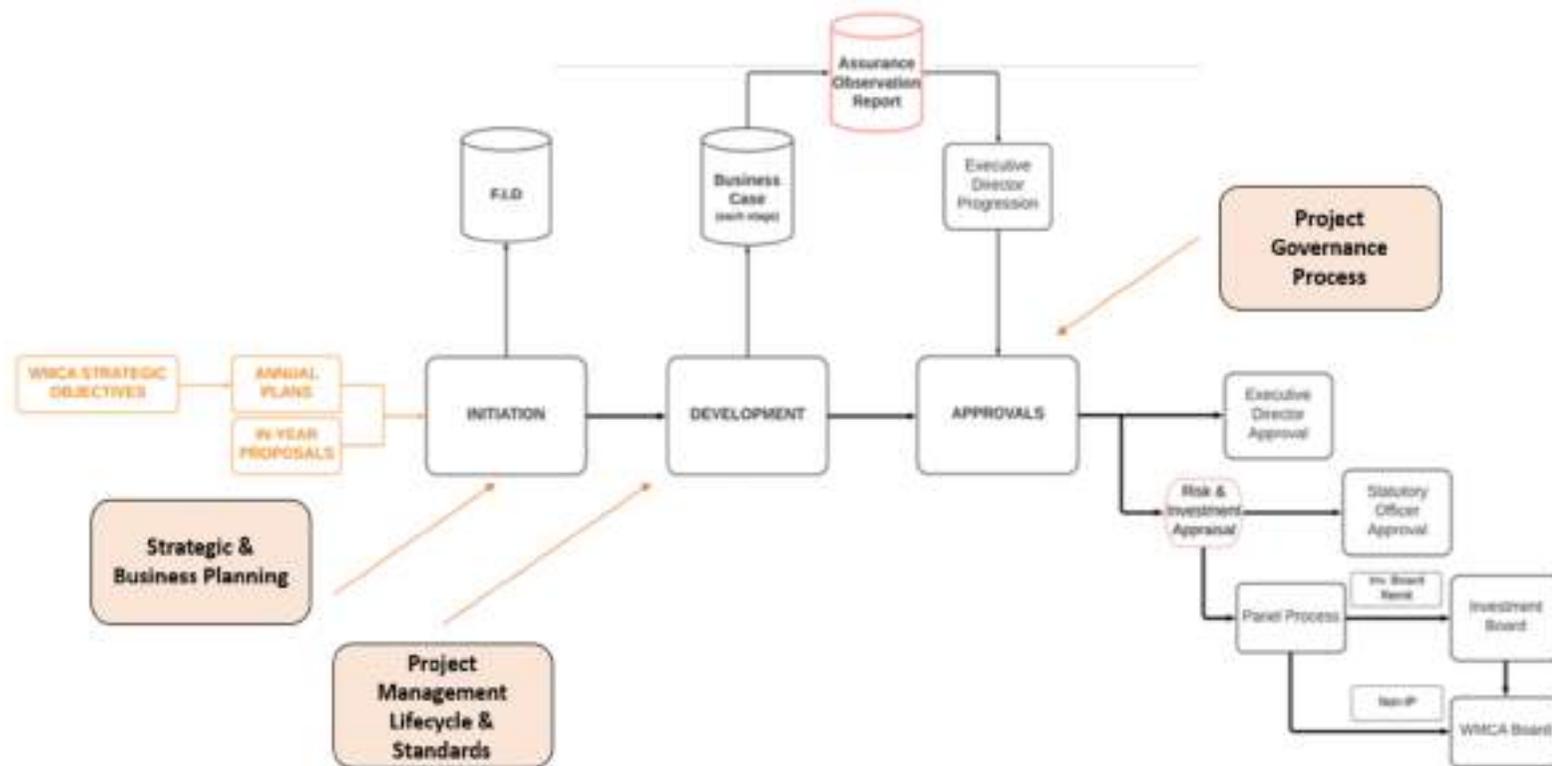
With the MMA and its governance arrangements in place, commercial elements of delivering metro schemes will be relatively straightforward to execute through the recognised processes, business as usual as part of day-to-day operations. This will ensure funding is spent efficiently.

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



Page 203

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

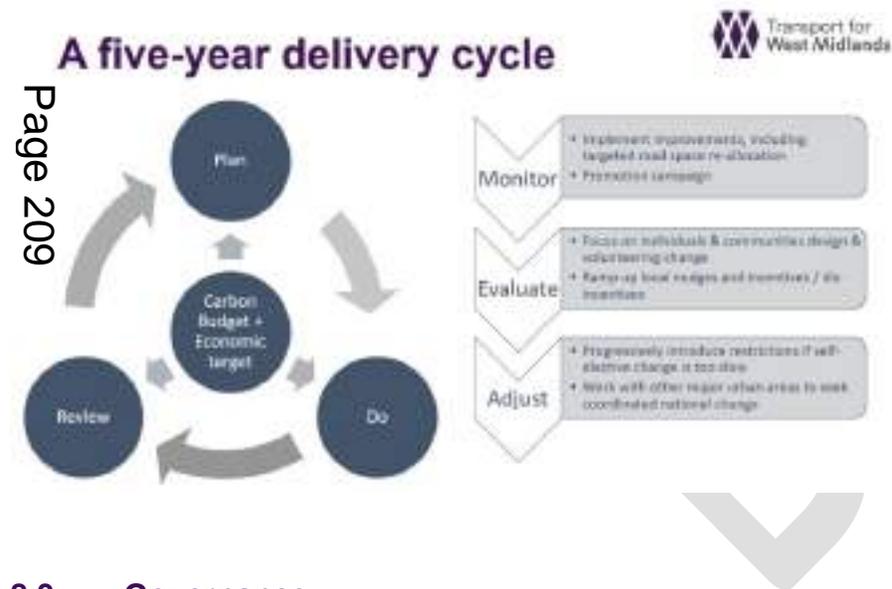
8.1 Introduction

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

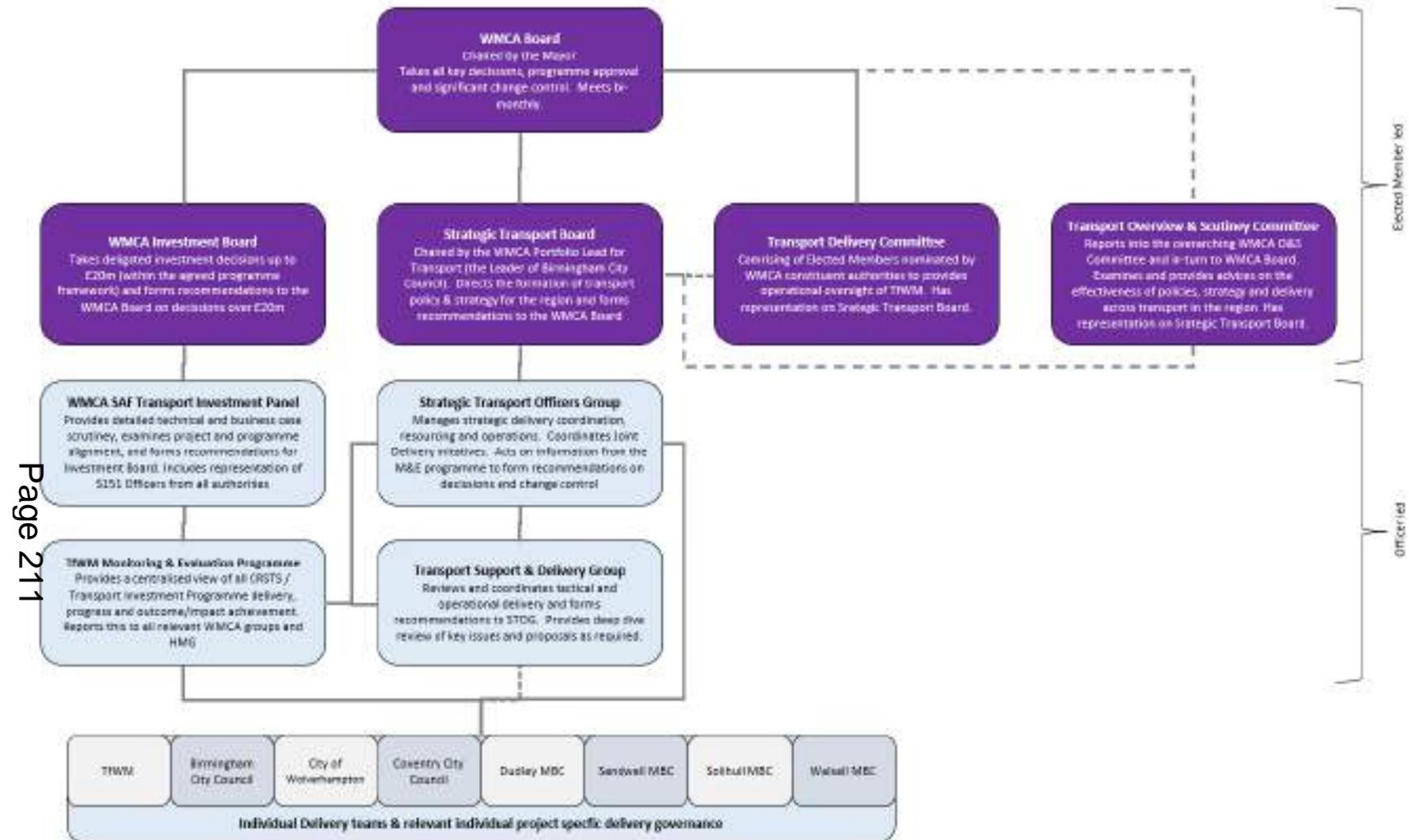
Governance principles have been adopted to maximise transparency of our programme and ensure effective scrutiny from our elected officials. The delivery teams will be accountable to their individual organisations and also provide updates to our Senior Transport Officer Group (STOG) chaired by our SRO (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



Page 211

8.3.1 Assurance

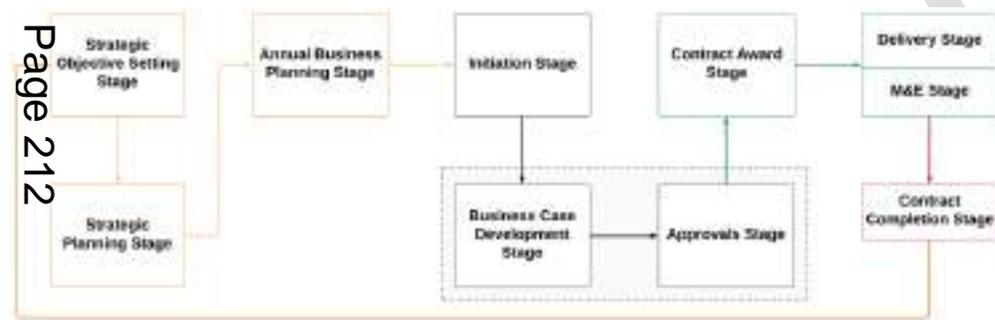
The WMCA has developed a Single Assurance Framework (SAF - <https://www.wmca.org.uk/media/4238/strategic-hub-single-assurance-framework.pdf>) which applies to all bids, projects and programmes that place a financial liability onto the WMCA that are not classed as business as usual (BAU) revenue expenditure. 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 TMM 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 <small>(SUBSTANTIVE – Over £5m)</small>	<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 <small>(SUBSTANTIVE – Less than £5m)</small>	<ul style="list-style-type: none"> Early warning provided via quarterly reporting (via TMM 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

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 of 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 217	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].

Page 85 of 106

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.

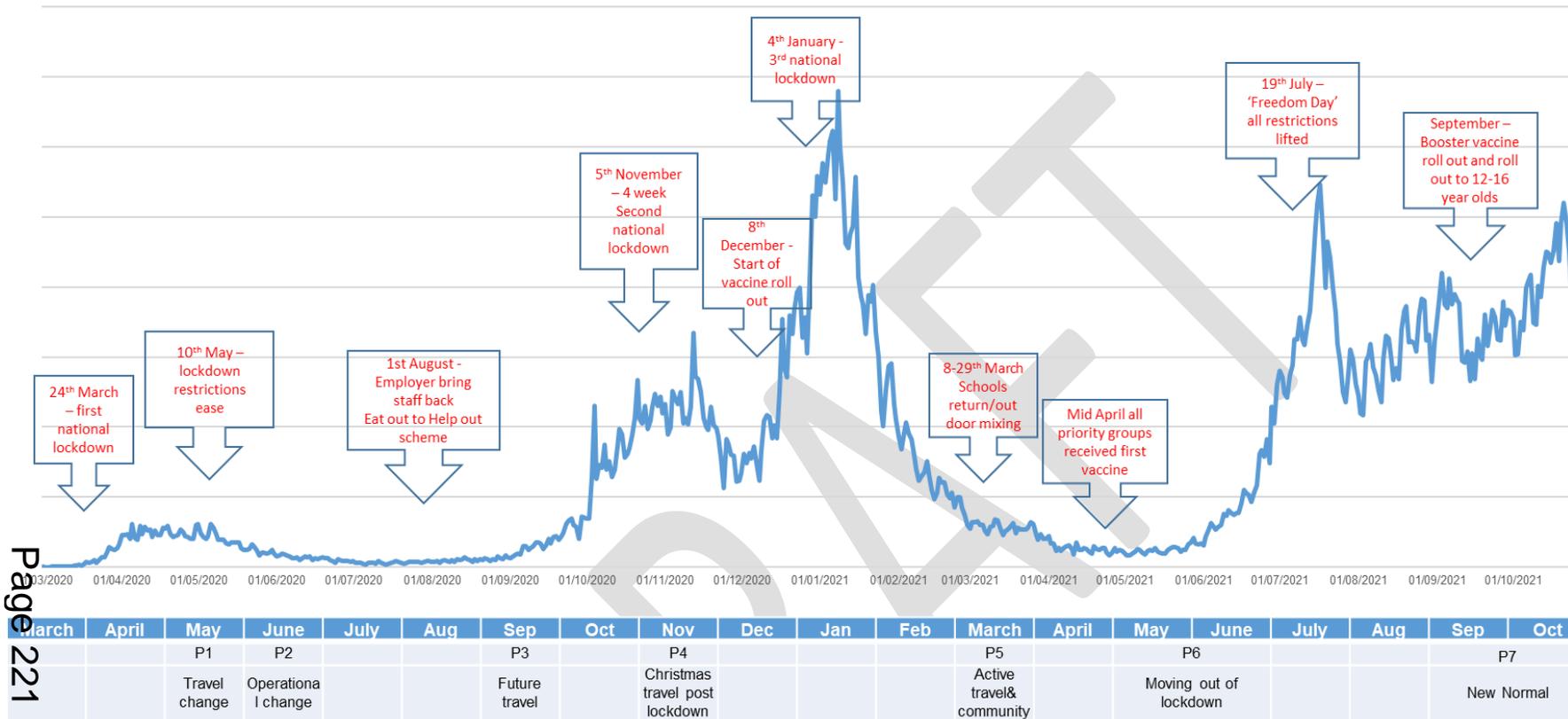
The community currently has 1,042 members who have been engaged on a range of issues including the Commonwealth Games, Future Transport Zone initiatives, The Futures of Transport (for the Local Transport Plan review) and a range of general profiling questions around transport and travel behaviour.

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.

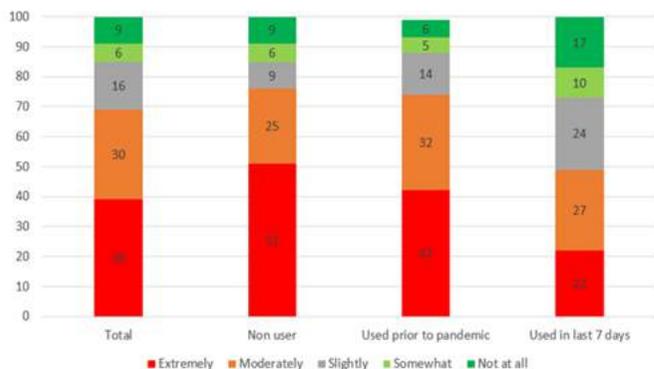


Figure 4: Level of concern about public transport use.

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:

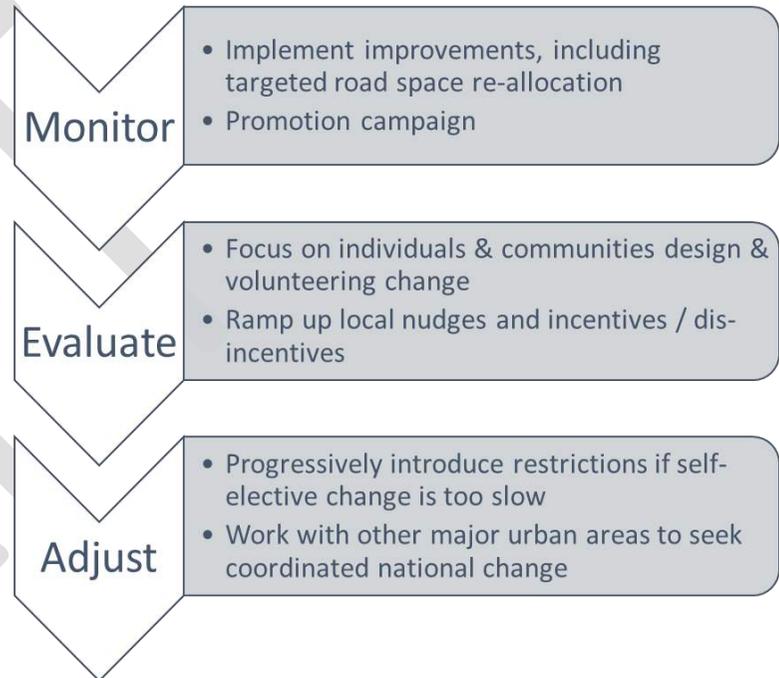
TfWM have identified an initial two schemes which could be put forward for the experimental evaluation. These are new and innovative schemes where findings on outcomes and lessons learnt would be most beneficial from this type of evaluation.

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

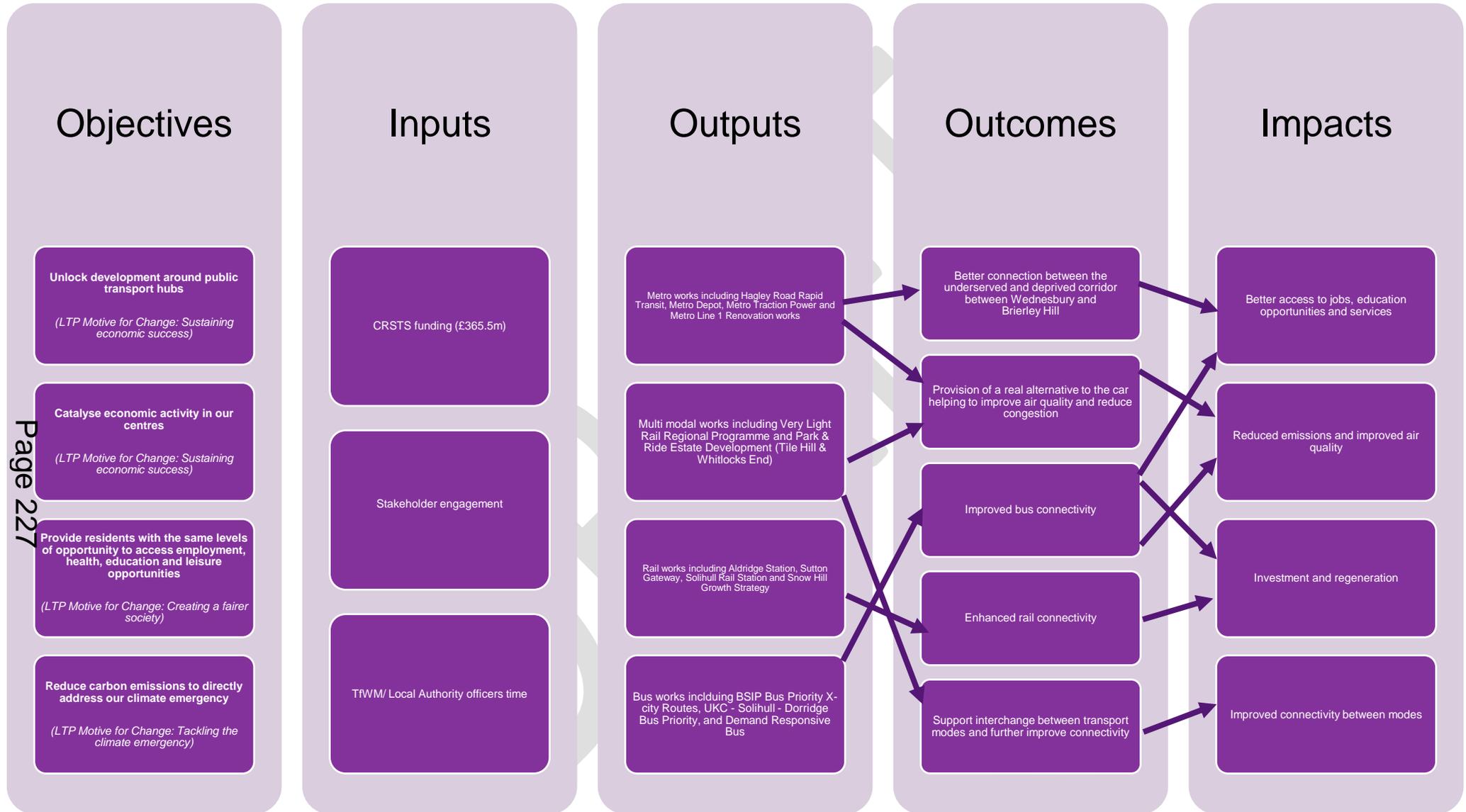
8.8.3.1 Logic Maps

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).

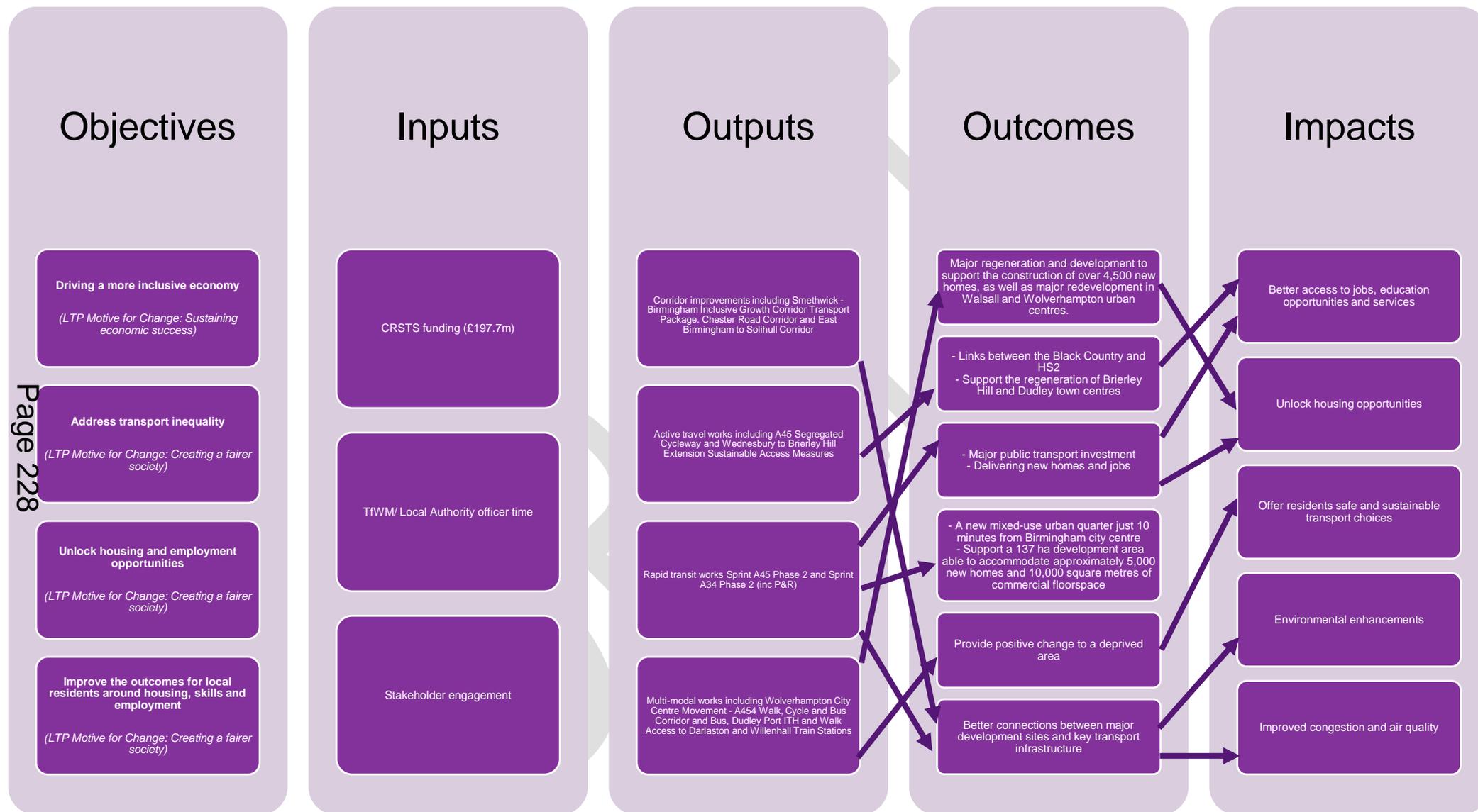
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Figure 23: Theme 1: Connecting our Places Logic Map



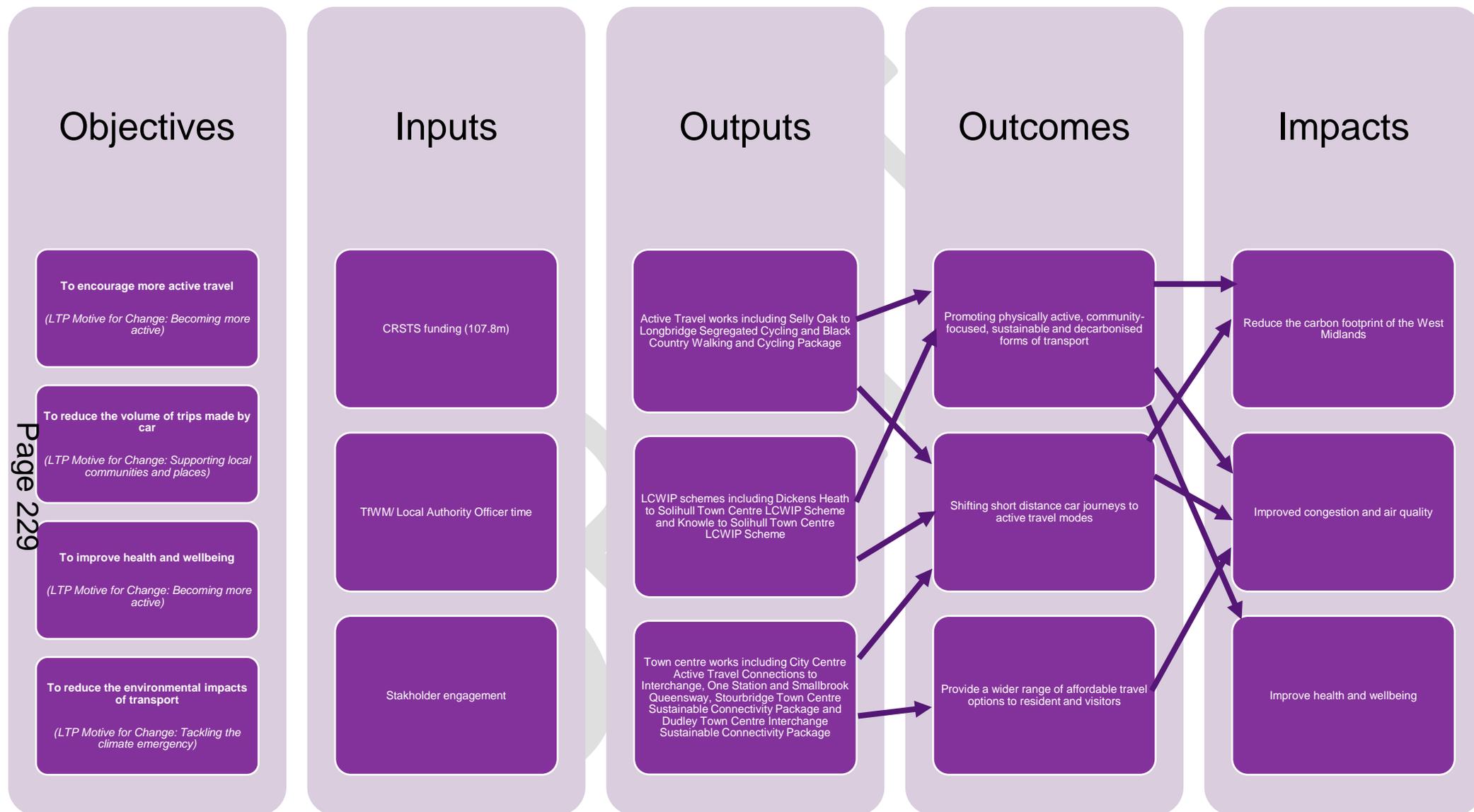
Page 227

Figure 24: Theme 2: Supporting Inclusive Growth Logic Map



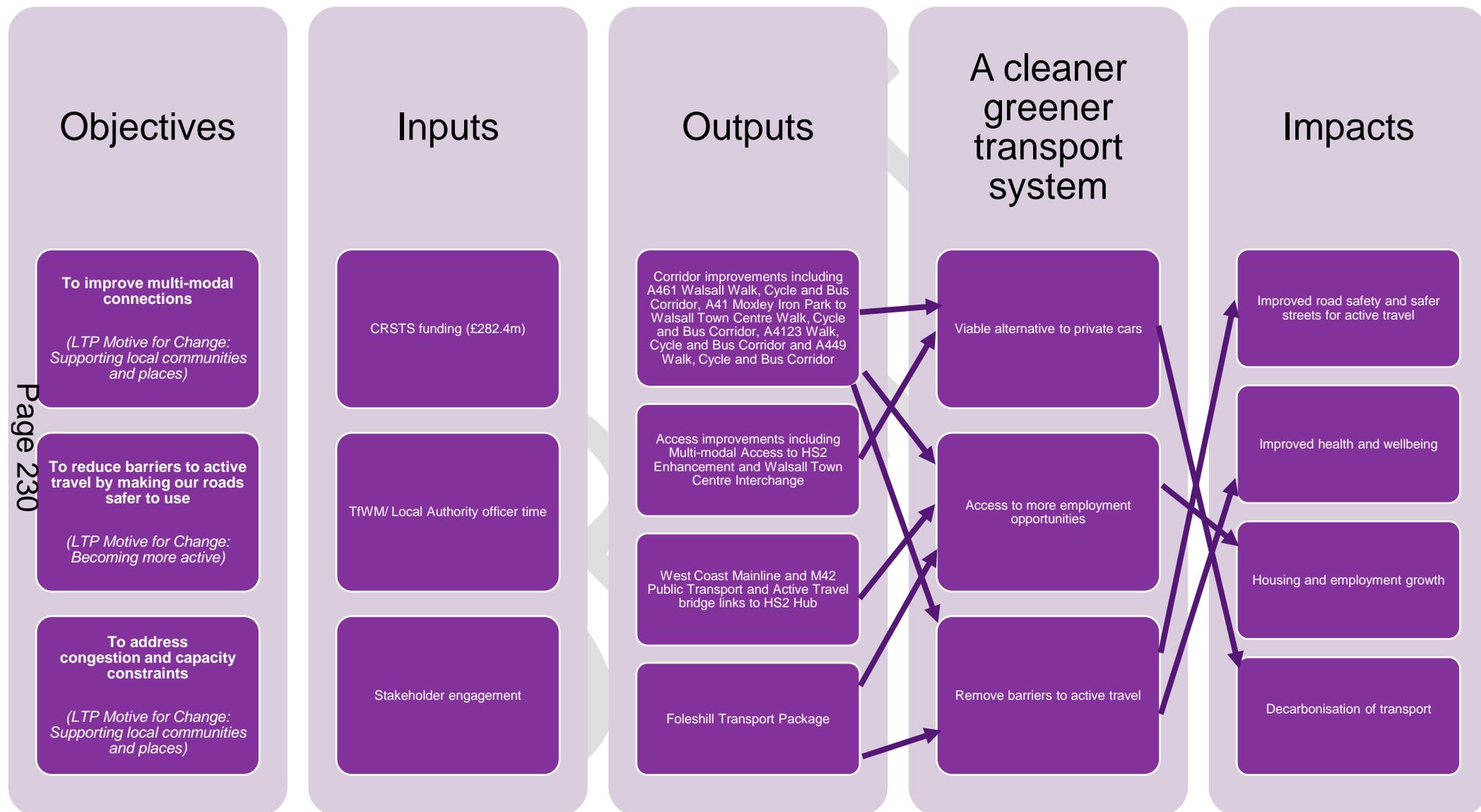
Page 228

Figure 25: Theme 3: Healthy Streets and Spaces Logic Map



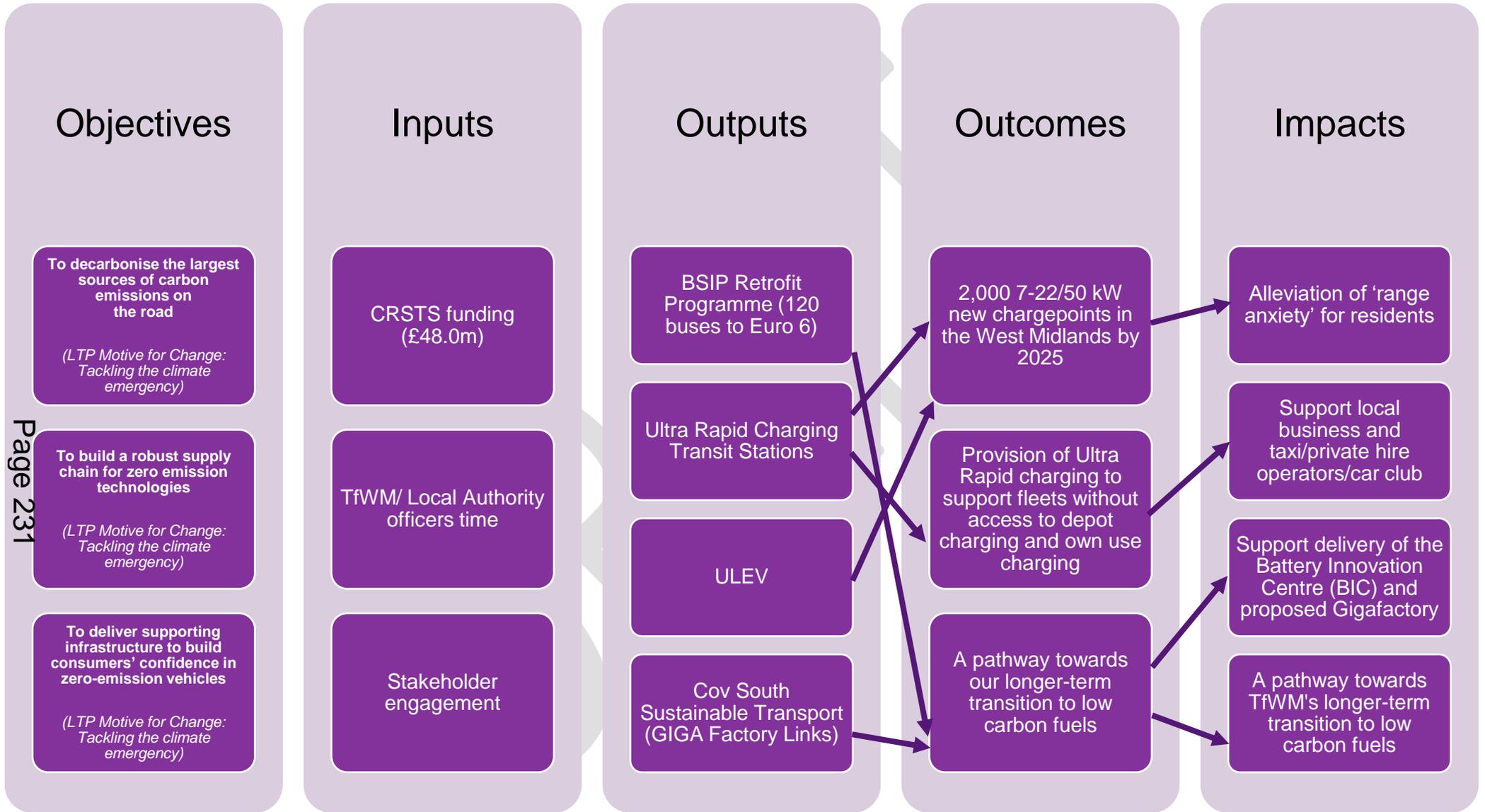
Page 229

Figure 26: Theme 4: Creating Resilient Networks and Communities Logic Map



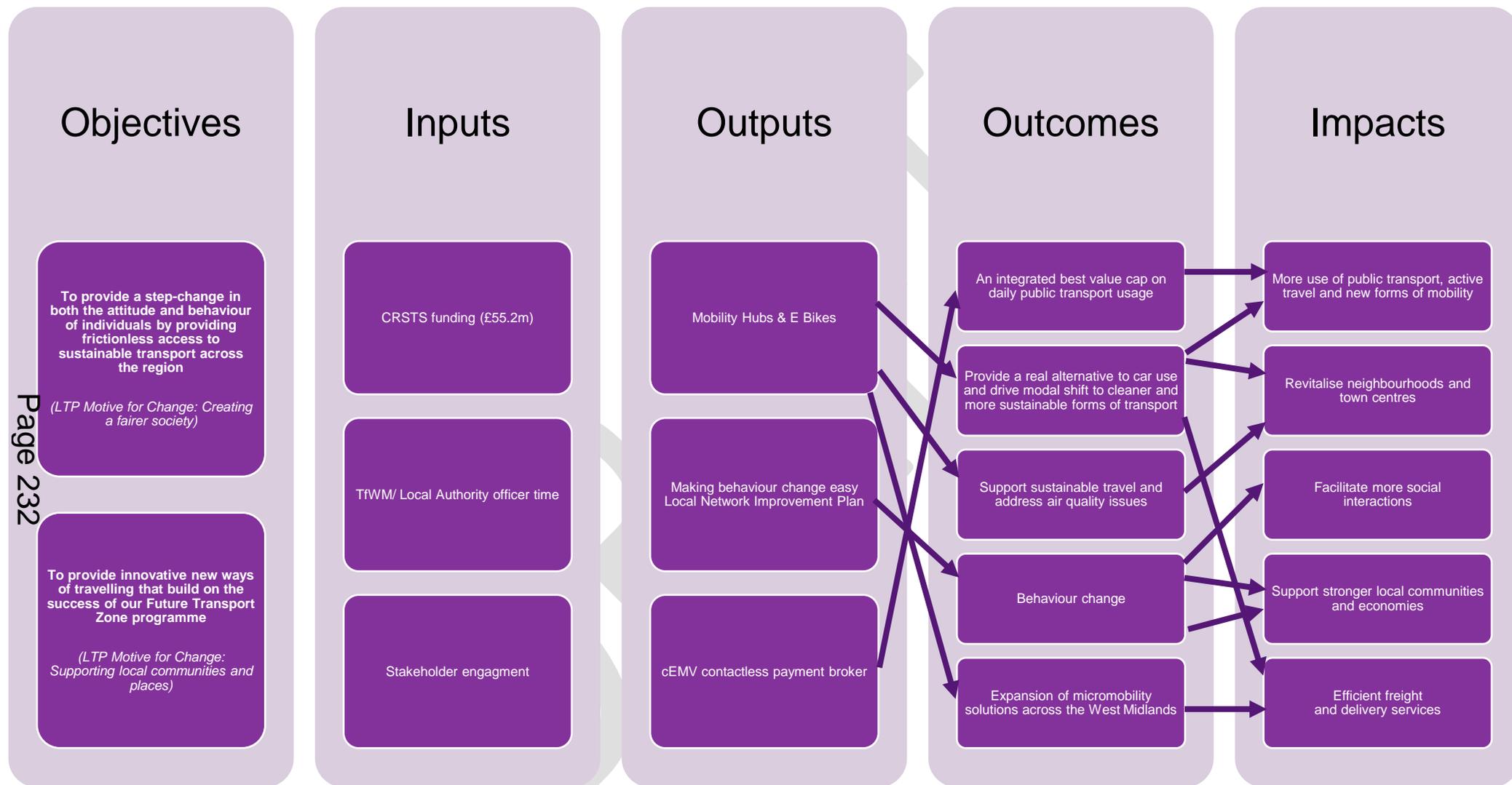
Page 230

Figure 27: Theme 5: Delivering a Green Revolution Logic Map



Page 231

Figure 28: Theme 6: Making Behaviour Change Easy Logic Map



Page 232



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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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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



Contents

Page 254

- Foreword 3
- Introduction 4
- Our Aims 6
- Motives for Change 7
- Reimagining transport 8
- Behaviour change 10
- Citizen focussed mobility 11
- The Vision 12
- Our mission 13
- The vision for travel 14
- Places 15
- Our Approach 21
- A plan that works for all places 22
- A long term plan that starts today 24
- A plan to avoid a car-led recovery 25
- A plan that makes an impact 26
- A dynamic plan in the hands of communities. 28
- A plan that ensures a just transition 29
- Our Actions 30
- 6 Big Moves 31
- Behaviour change for the better 32
- Growth that helps everyone 34
- Safer streets to walk and wheel 36

- Public transport that connects people and places 38
- A resilient transport network 40
- Delivering a green revolution 42
- Implementation 44
- LTP Development 45
- Sustainability throughout plan implementation 46
- Working together 47
- Prioritising and resourcing our efforts 48

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.

Page 259 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.

Page 260 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).

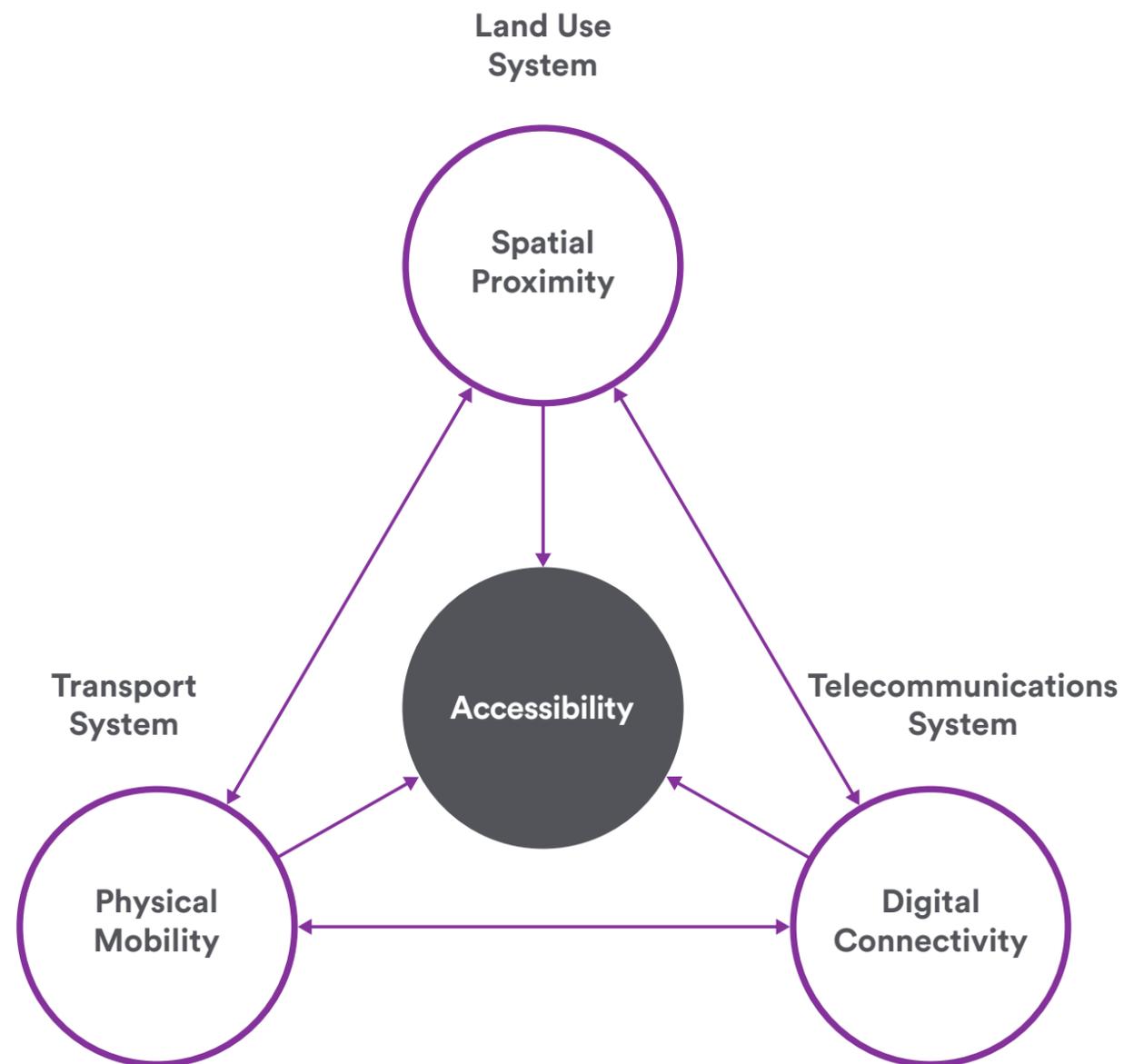
This provides us with a basic framework for our LTP of mobility options that can help us enhance our physical mobility to provide better access to opportunities whilst reducing the negative impacts of travel.

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.

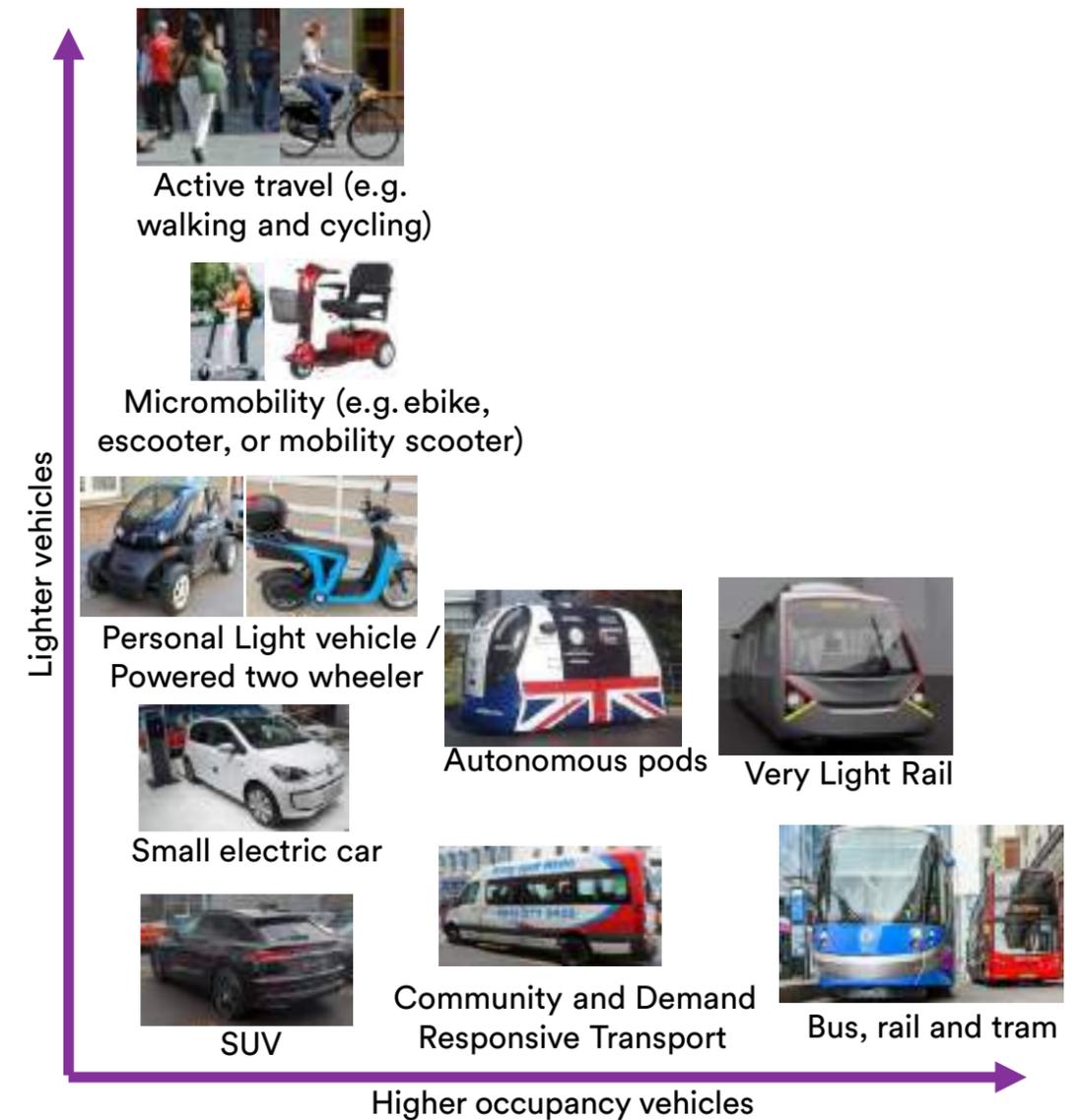


We have lots of options for accessing what we need

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.

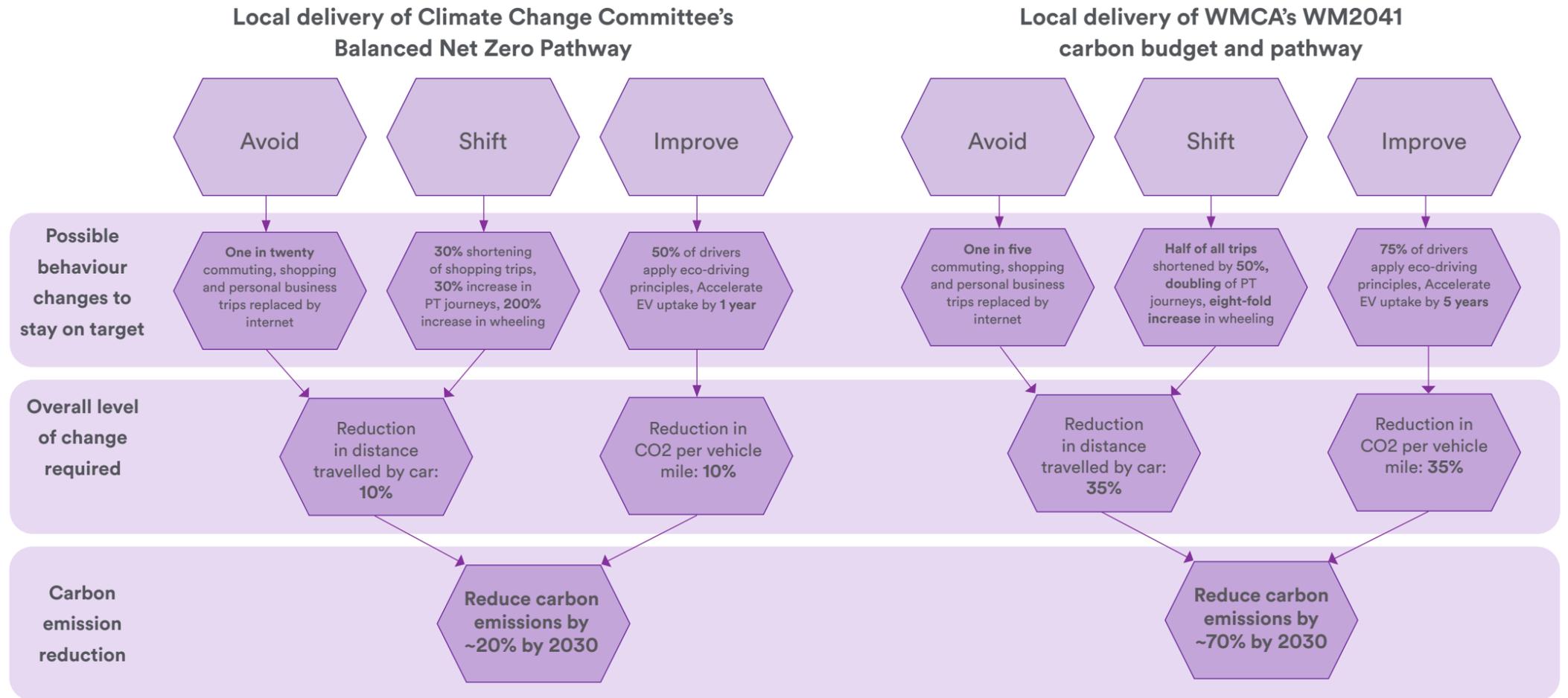


Page 262

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.

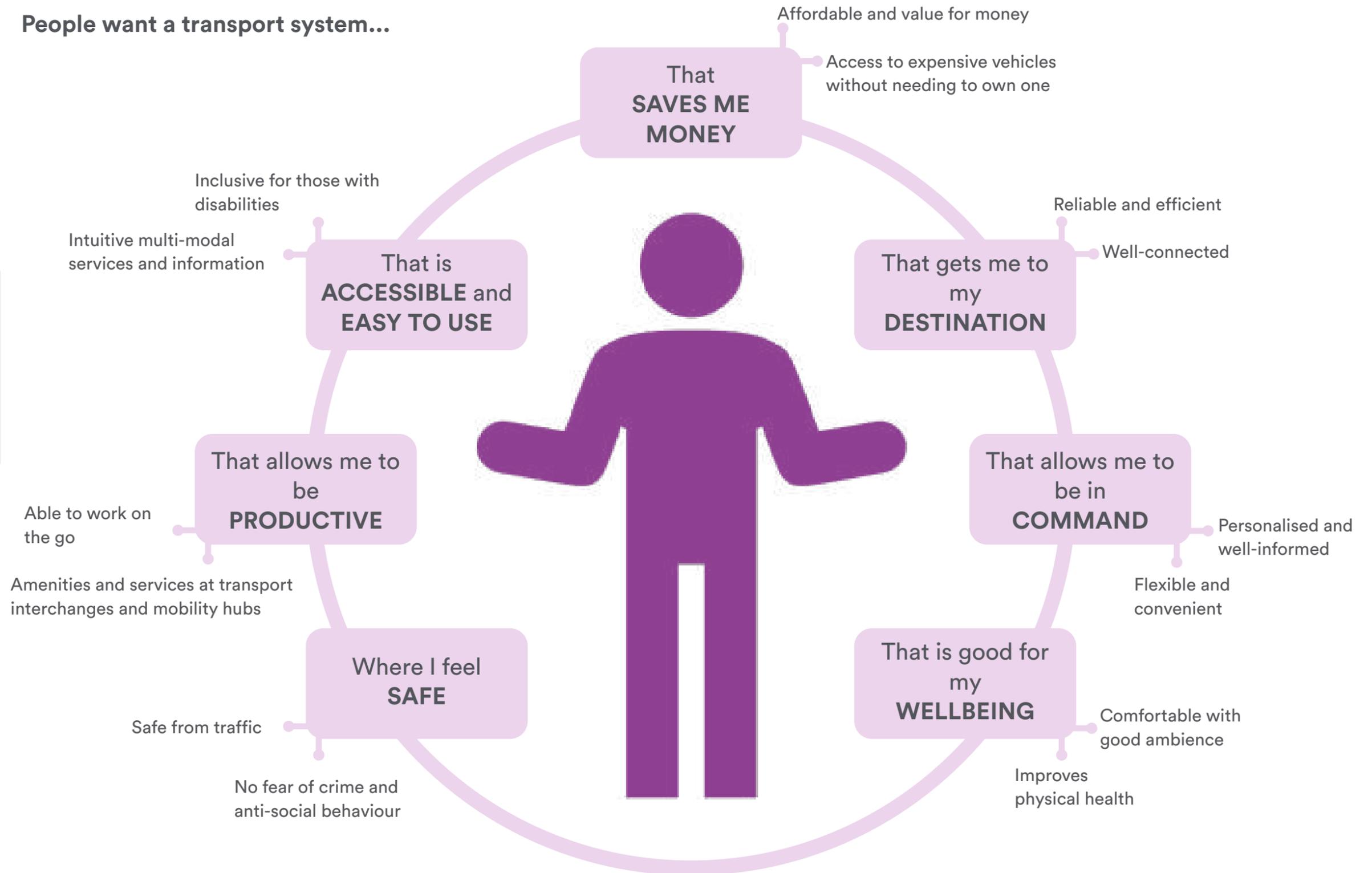
We acknowledge that these factors are important to travellers and will be accounted for throughout the development and delivery of the LTP and its implementation proposals.

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.

Page 263

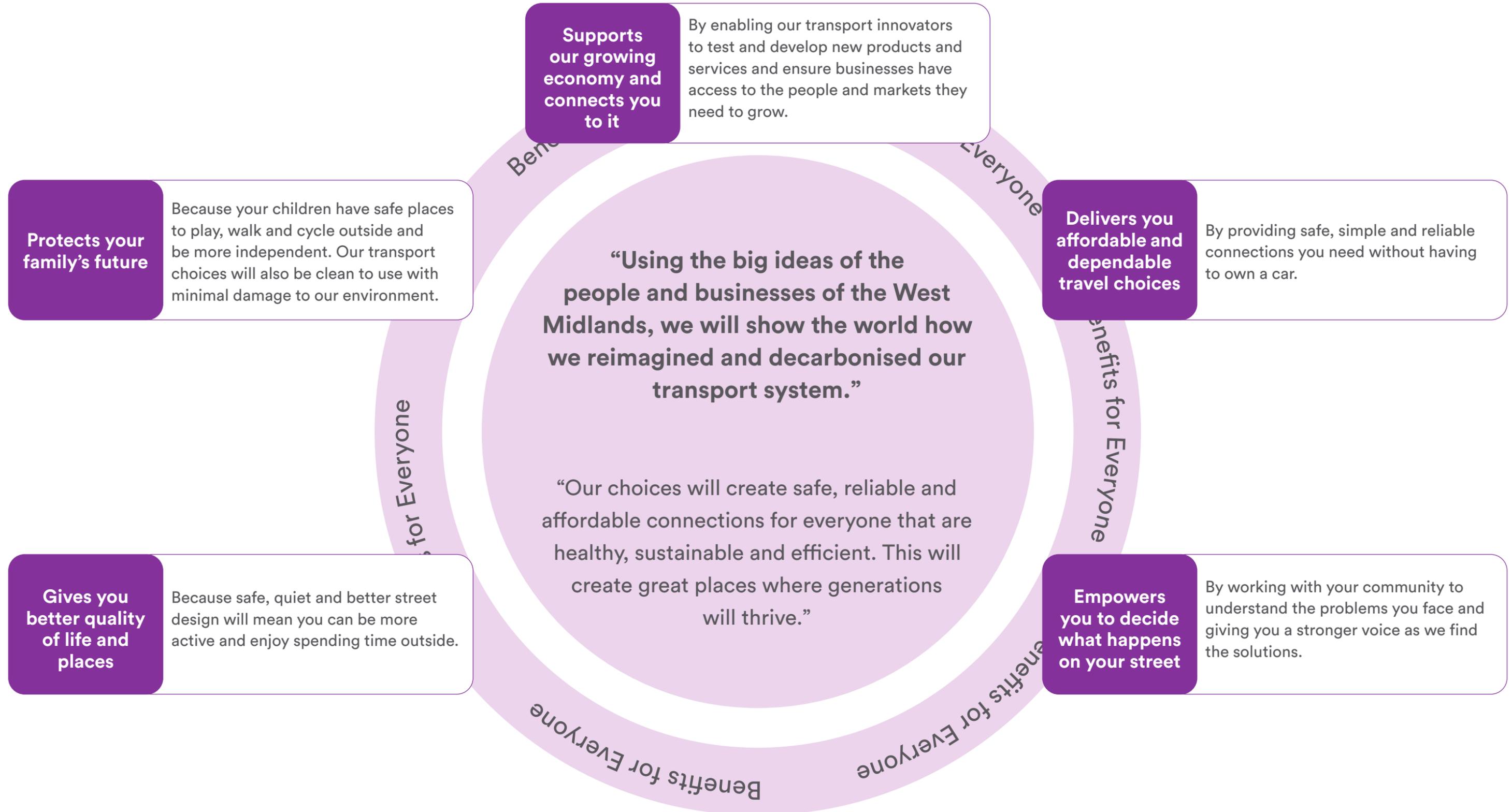
Achieving improvements for the benefit of the people of the West Midlands is therefore at the heart of this plan. We are clear that compromise and pragmatism may be needed to maximise our ability to achieve consensus and bring the population of the West Midlands on a journey to ultimately achieve our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

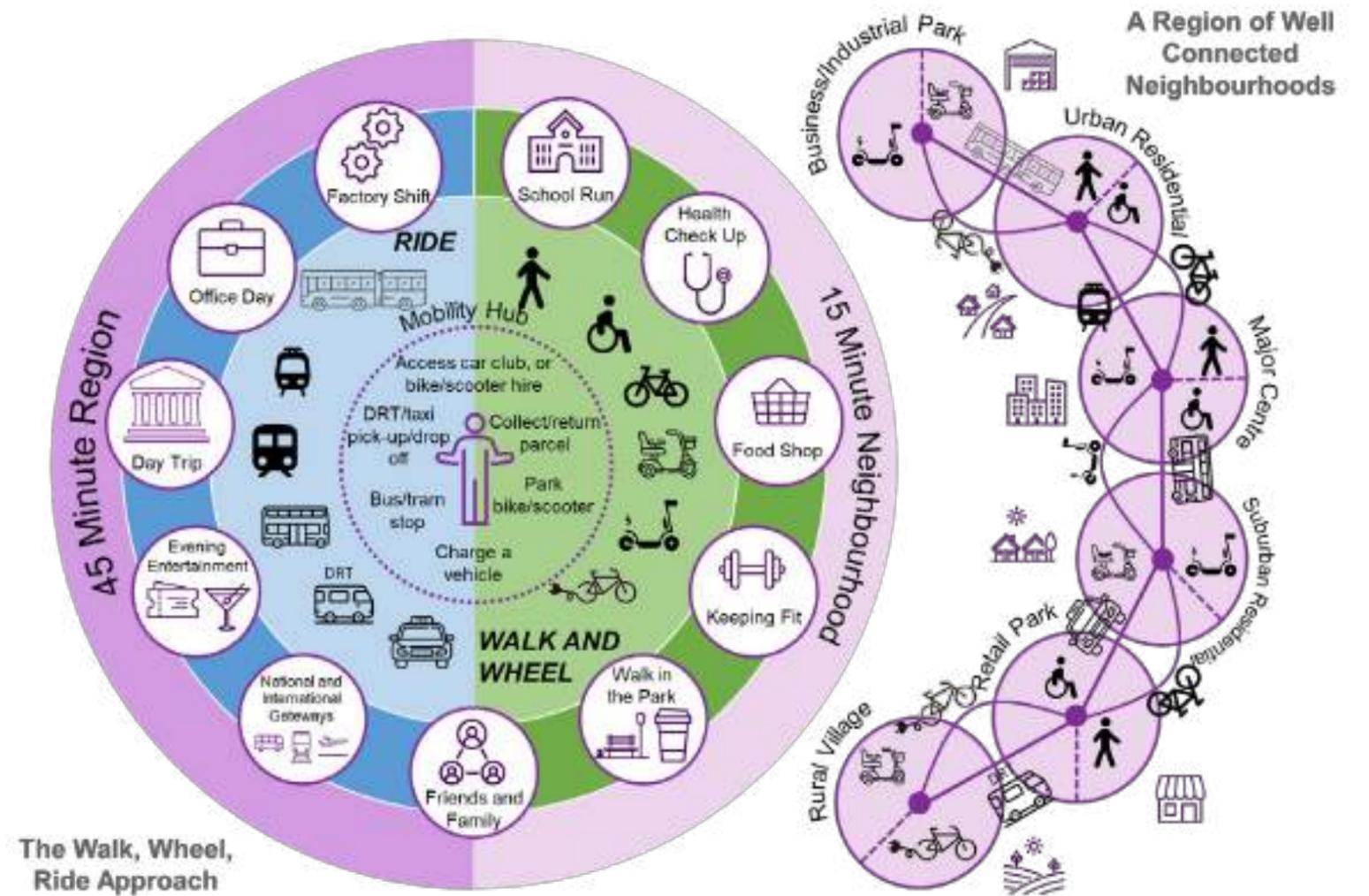
Whilst we expect private motor vehicles to play an important role in our future transport system, we still envision a system where everyone can thrive without a driving licence and the need to own an expensive vehicle – a system that better caters for the 1 in 4 households in the West Midlands who do 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.

Page 266



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)

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.

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



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.

Page 274

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 roads space away from private car together with parking and demand management measures aims to complement public transport and active travel improvements.

Page 275



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 not 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.

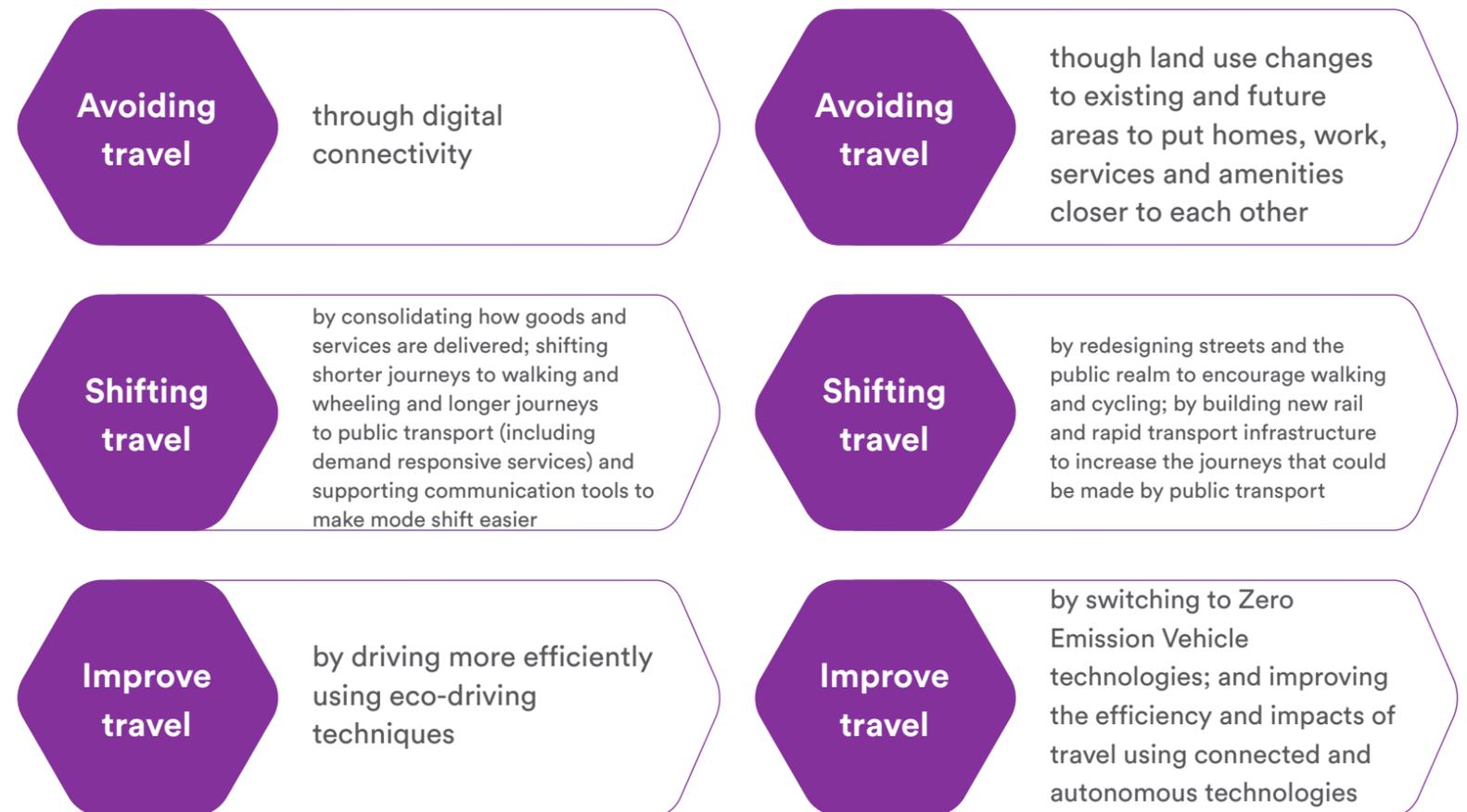
Rapid change is possible, and because of these factors it would likely need early actions that enable and encourage people to:

- 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?

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.

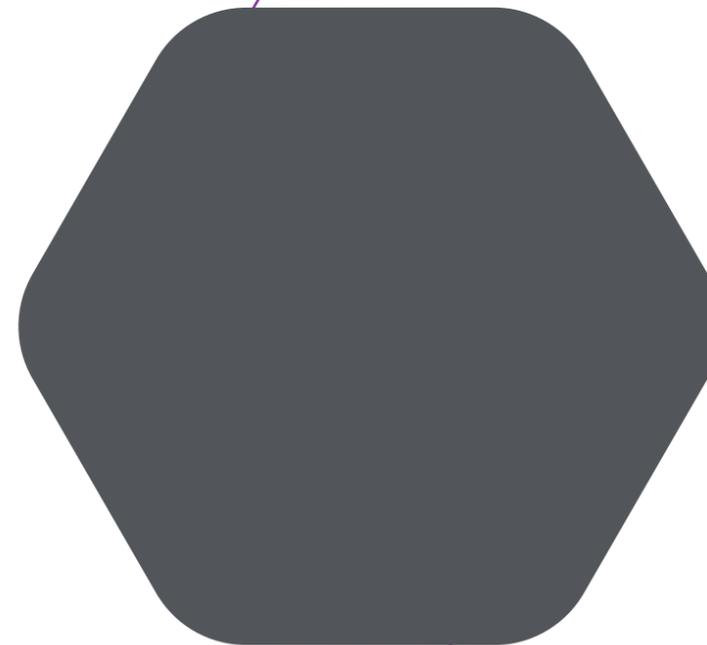
There are two key limitations with only trying to improve alternatives without managing demand:

- 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	<p>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.</p> <p>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.</p>	<p>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.</p> <p>Sustainable and connected – demand management has a significant impact, reducing car use everywhere. Public transport coverage and frequency improves, shared mobility service coverage improves, and land uses become less car oriented. However, the greater ability to wheel and access shared services better maintains the reach of people’s mobility helping to connect communities across the region.</p>
	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

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

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”

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.

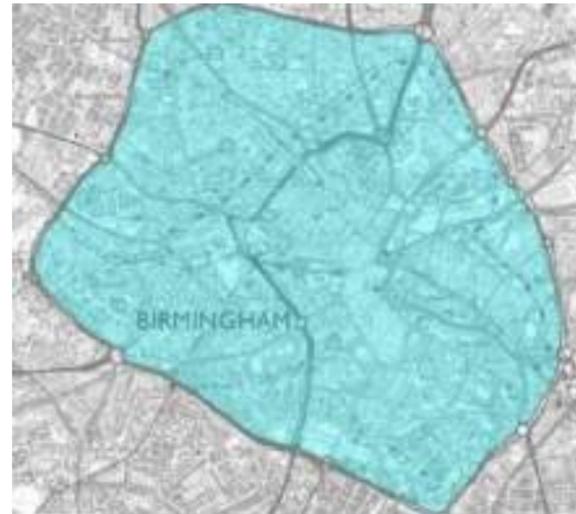
Behaviour change for the better – policy showcases

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



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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.

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.

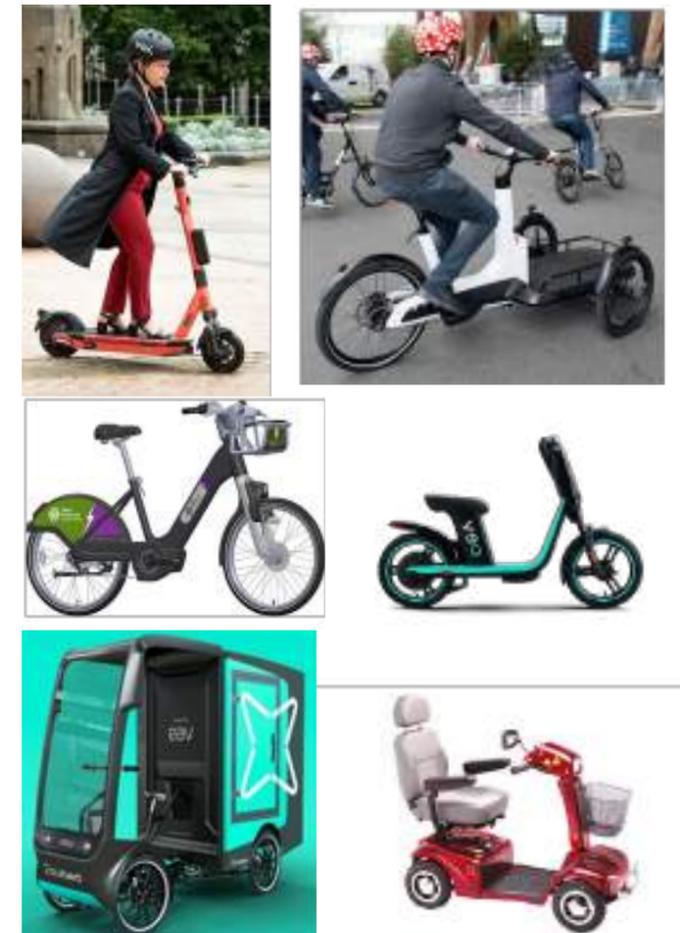
In the West Midlands we are currently trialling scooters in collaboration with VOI as this particular mode is growing in popularity across the region.

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

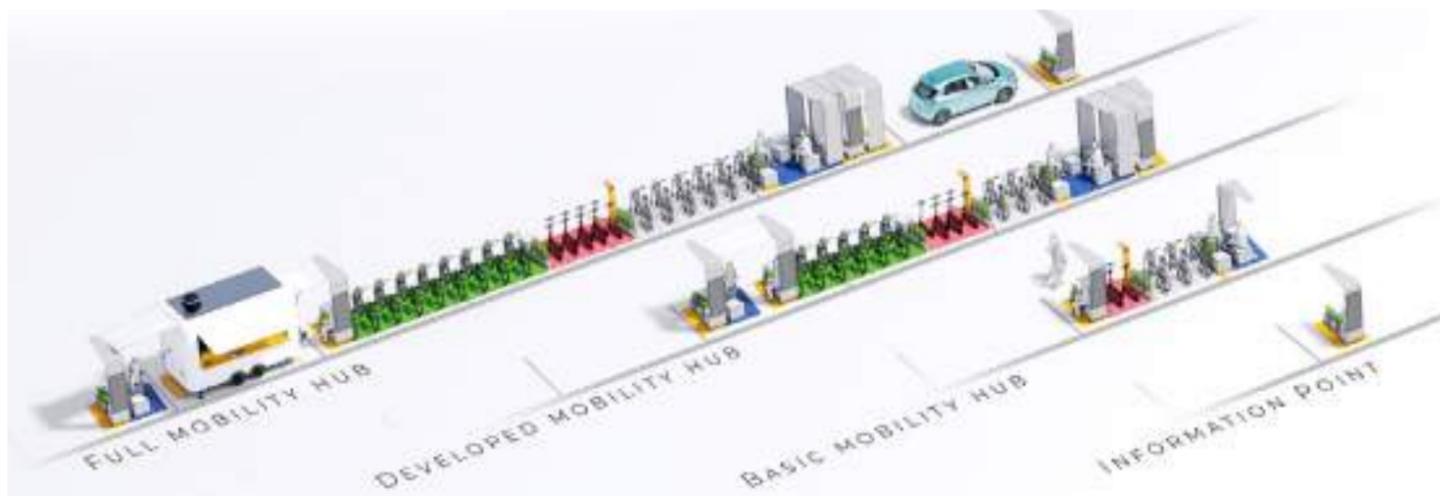
Mobility Hubs

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.

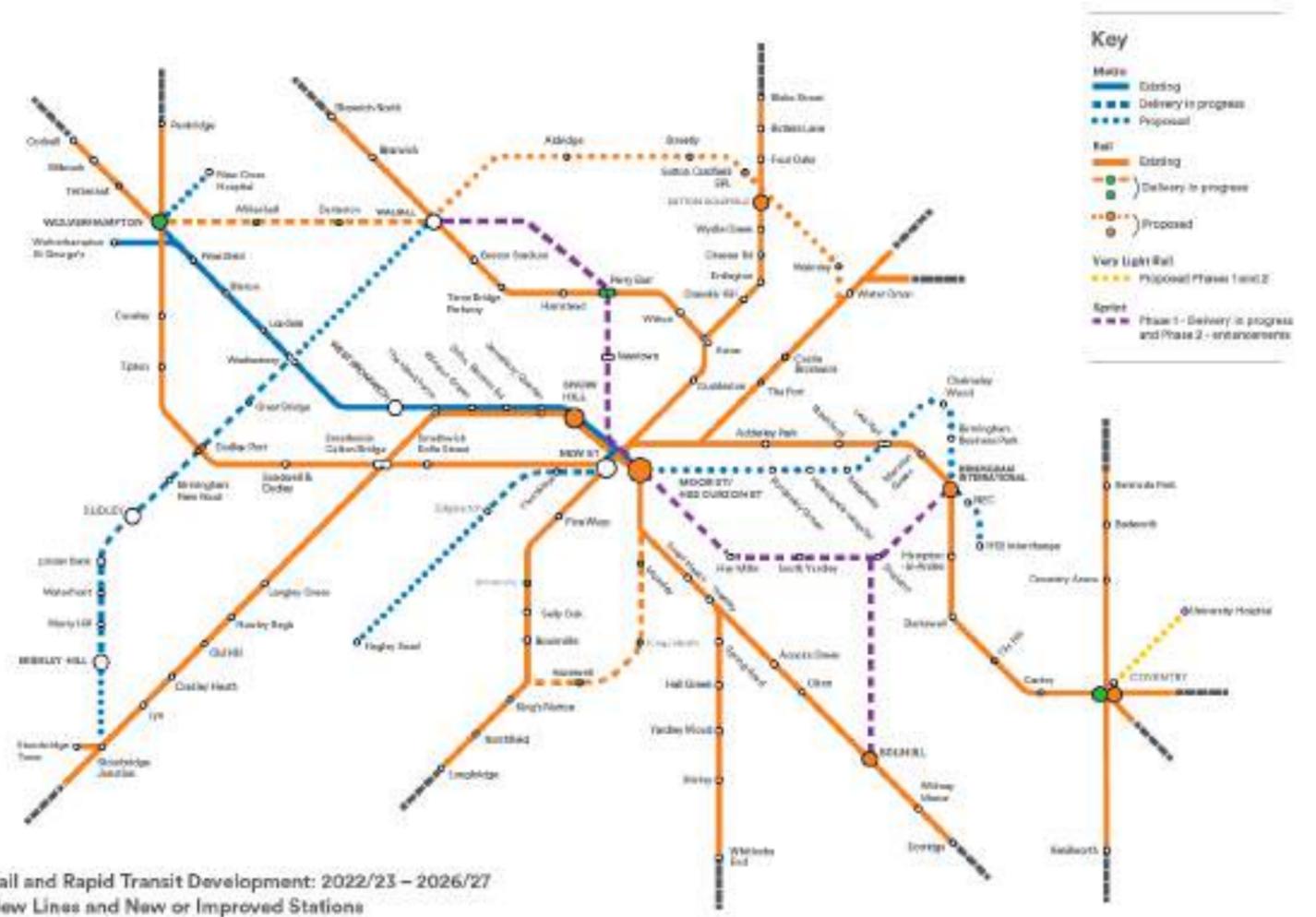
As we expand our charging infrastructure across the region there is also opportunity to bring together electric vehicles and even car share facilities at certain interchanges as part of our effort to encourage people to move away from private car ownership.

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 places 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.

Page 293

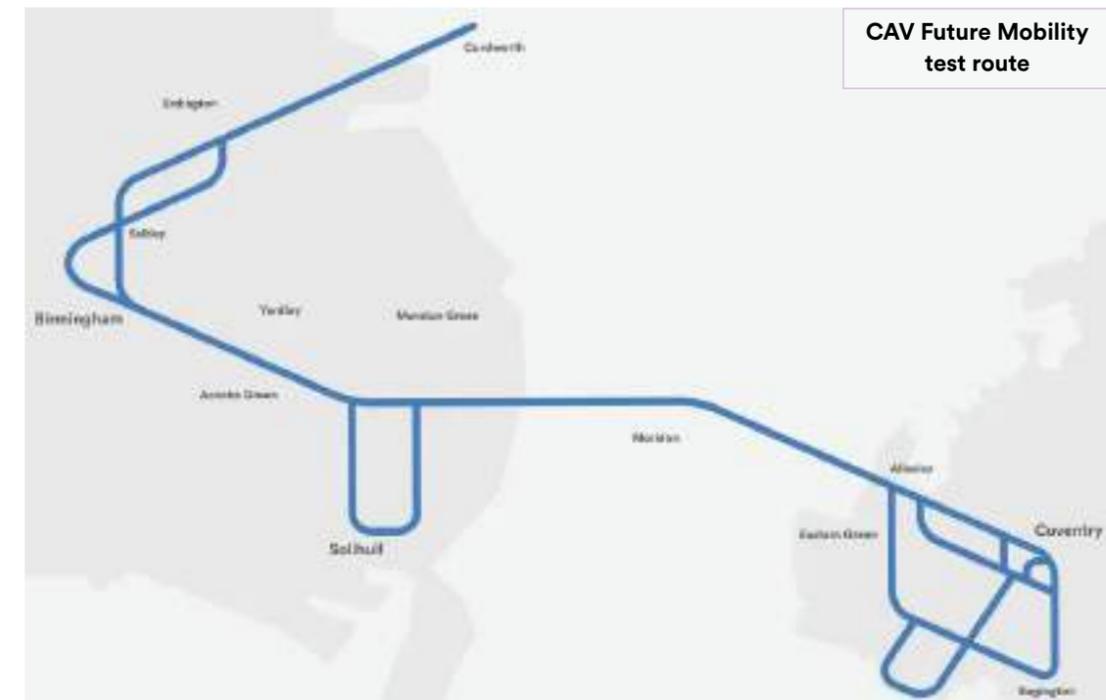


Wireless Infrastructure Project / CAV Infrastructure

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 Midlands' 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.

Page 294
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 Midlands' 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.

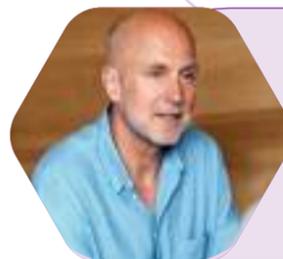
Working with businesses to innovate and export future mobility solutions

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.

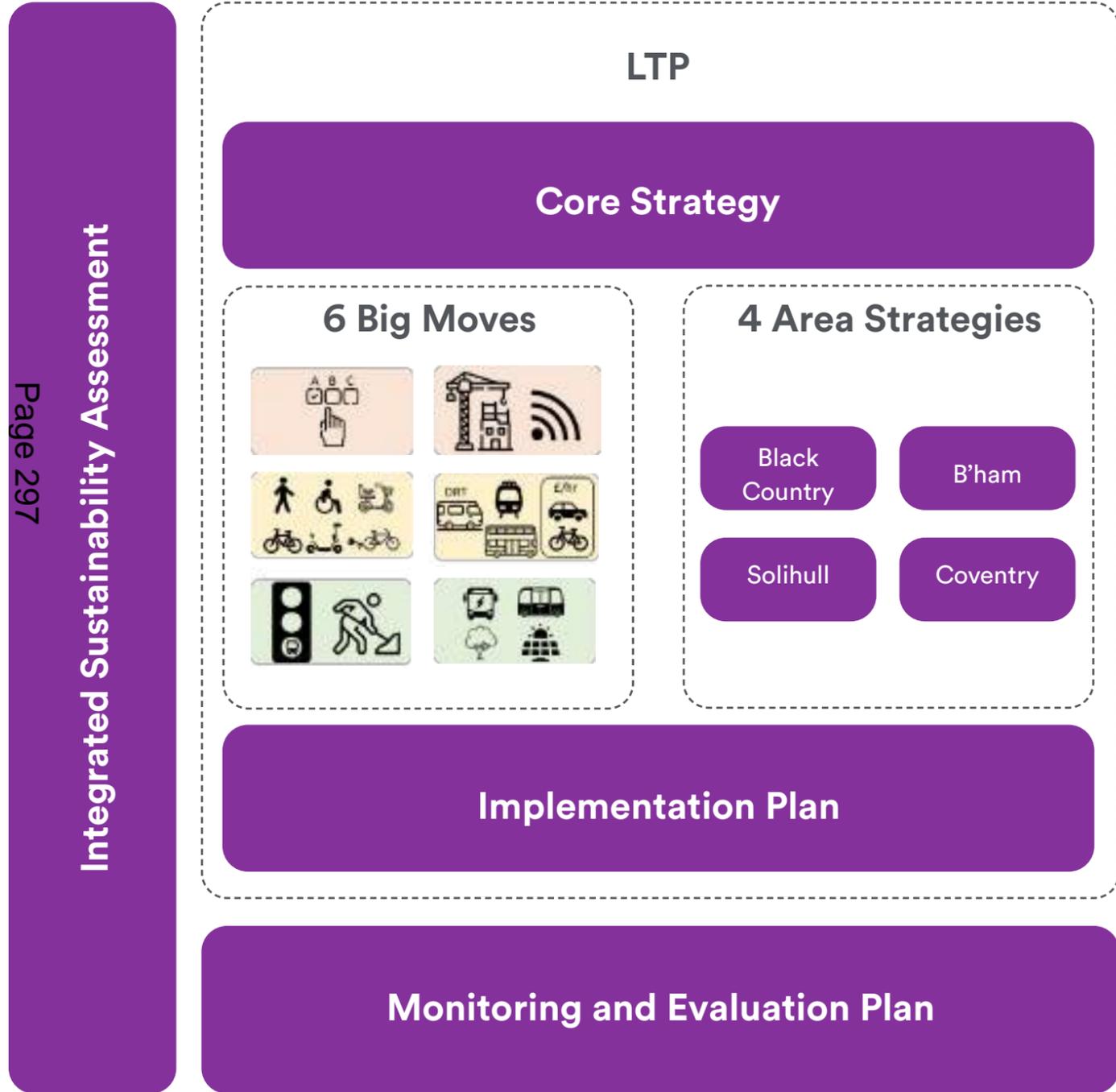
This will be the UK's first All Electric Bus City and under the ground-breaking project, every bus in Coventry will be electric powered by 2025, leading to improved air quality, reduced greenhouse gas emissions and lower running costs.

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



Integrated Sustainability Assessment
Page 297

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.

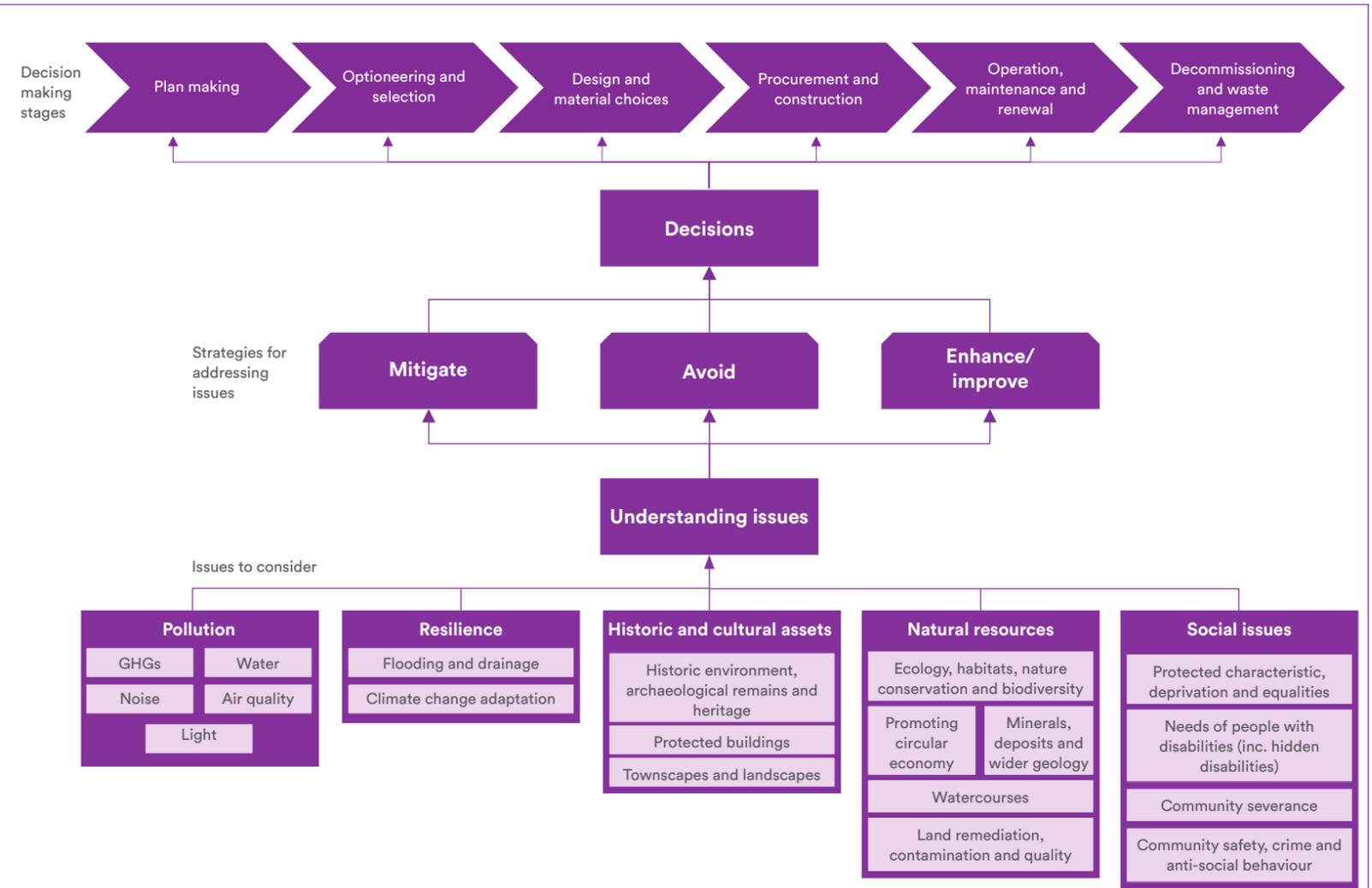
Environmental Management Plans (EMPs) will be prepared and implemented for all construction, refurbishment and maintenance contracts and will include the findings and

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.

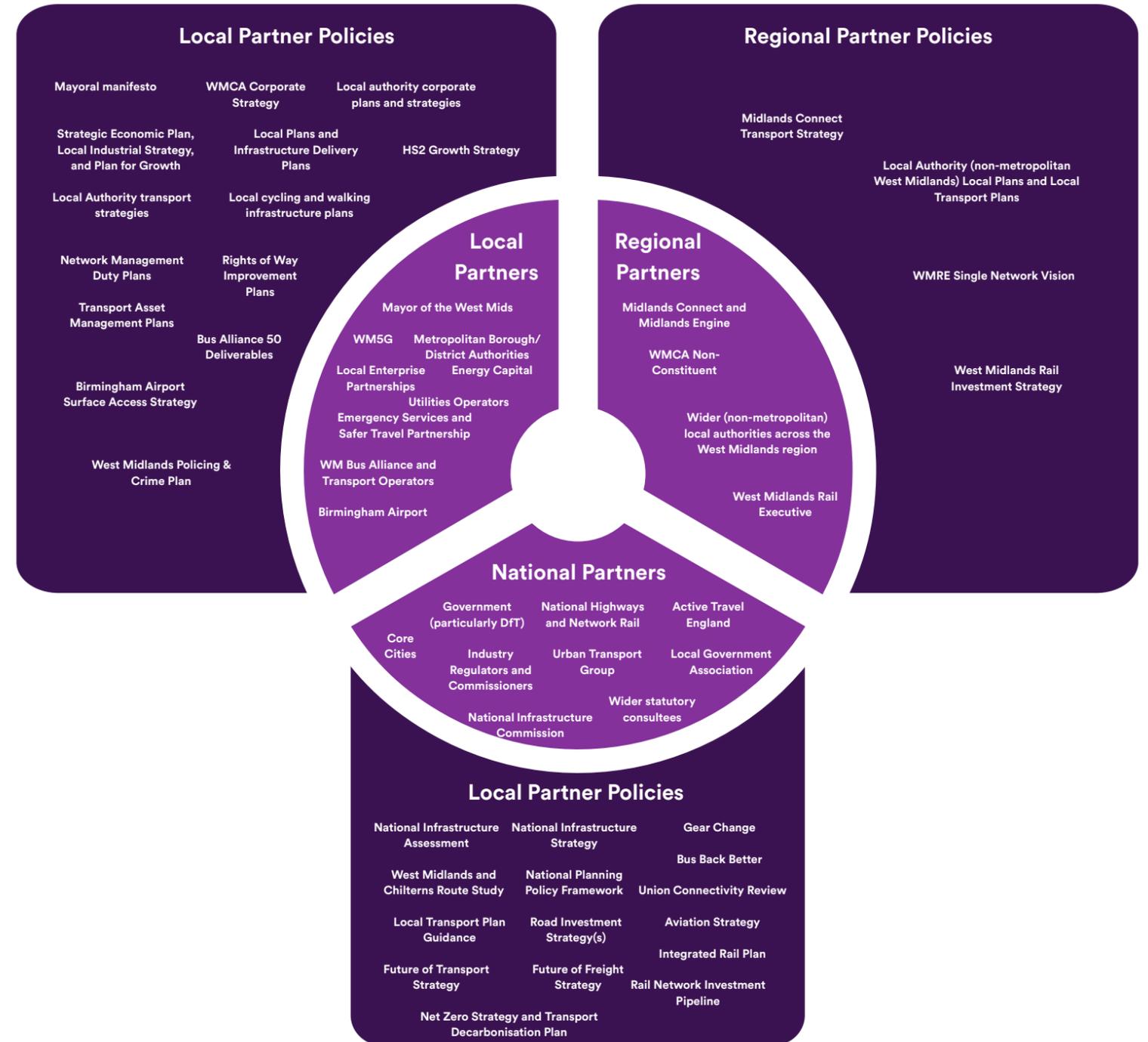
There are a number of delivery partners who are critical for delivering this LTP:

- 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.

Page 300

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

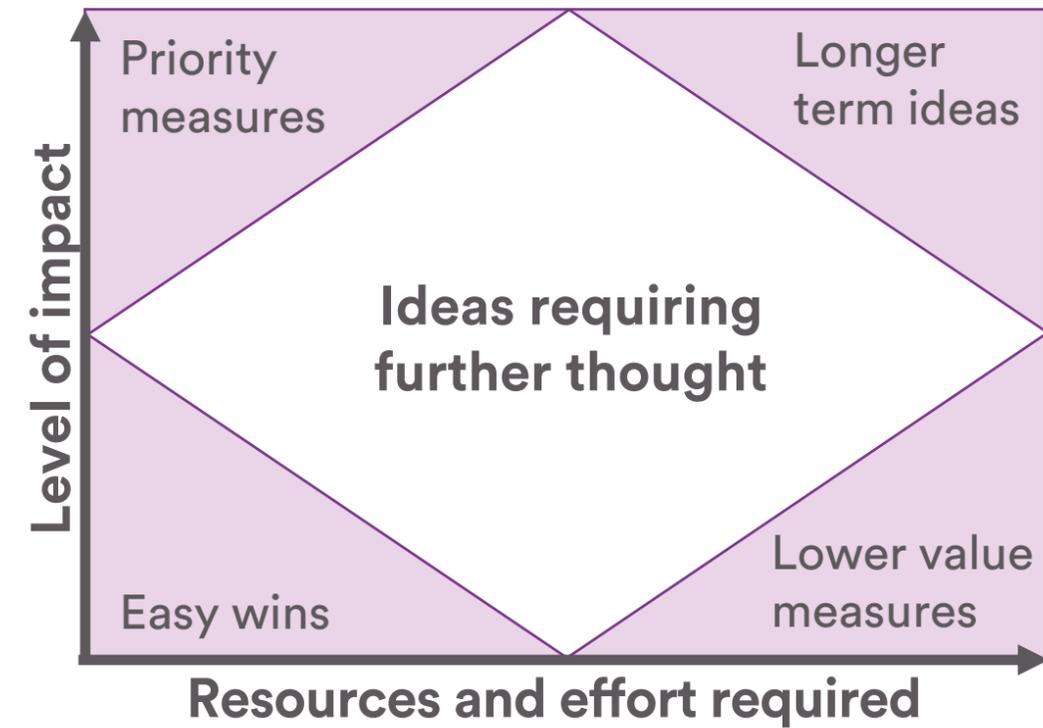
Concessionary Travel Scheme (providing free bus passes for older and disabled people who qualify).

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)



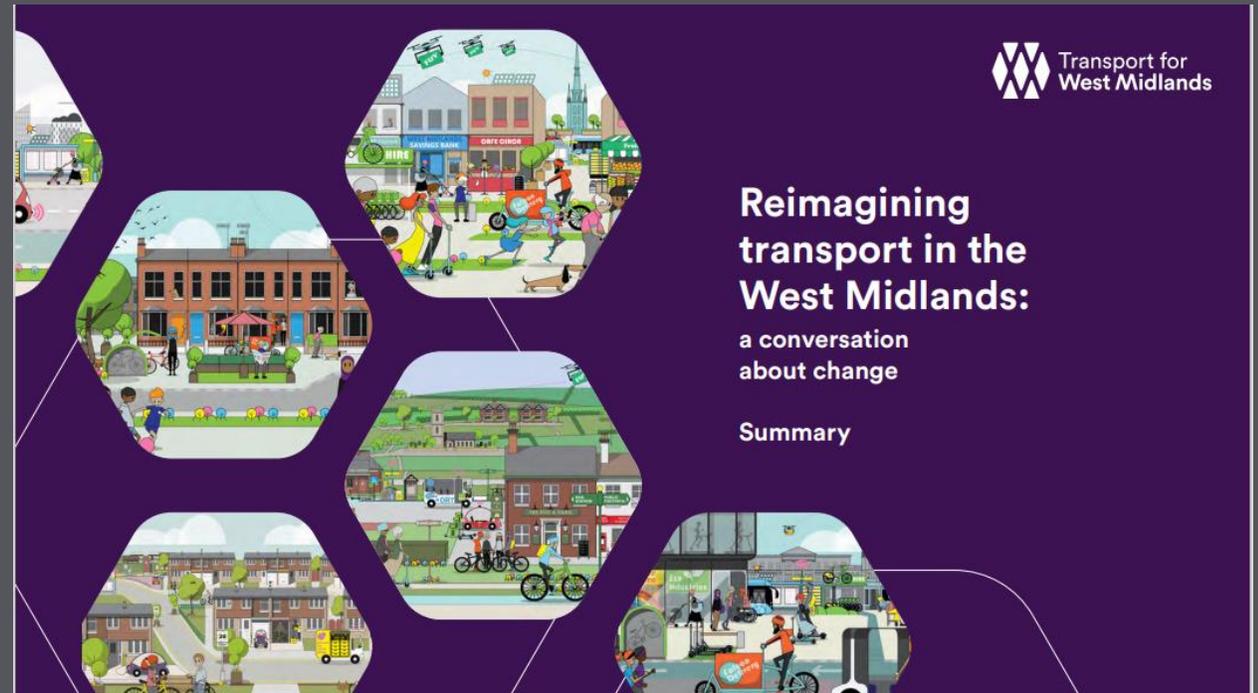
Transport for
West Midlands

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Reimagining transport in the West Midlands: A conversation about change

Page 303

LTP Green Paper Engagement Summary



LTP Green Paper Engagement Summary

Page 304

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

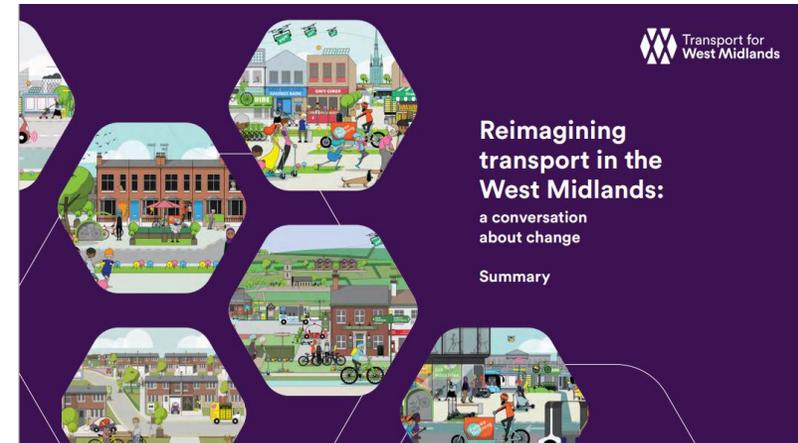
LTP Green Paper: Overview

- 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

Page 305

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



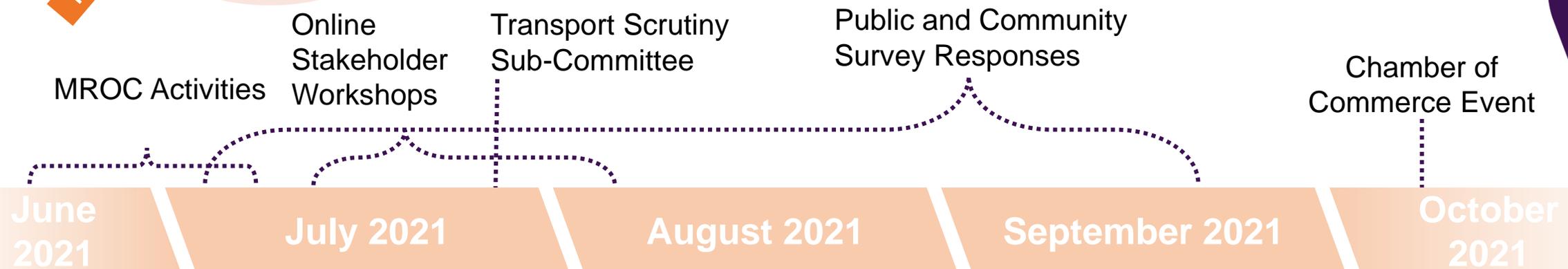
[Reimagining transport in the West Midlands - WMLTP5 Green Paper | Transport for West Midlands \(tfwm.org.uk\)](https://www.tfwm.org.uk)

LTP Engagement Strategy



LTP Engagement was conducted through various channels, including:

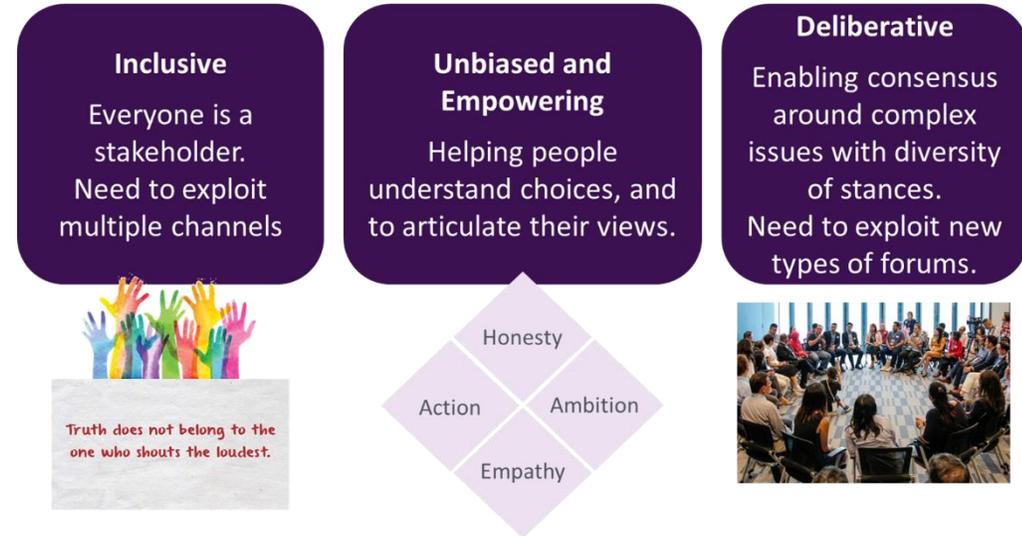
- Public surveys which were disseminated via social media, mail and email
- Market Research Online Community (MROC) and targeted quick-poll surveys
- Online and in-person workshops with key stakeholders
- WMCA Boards



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

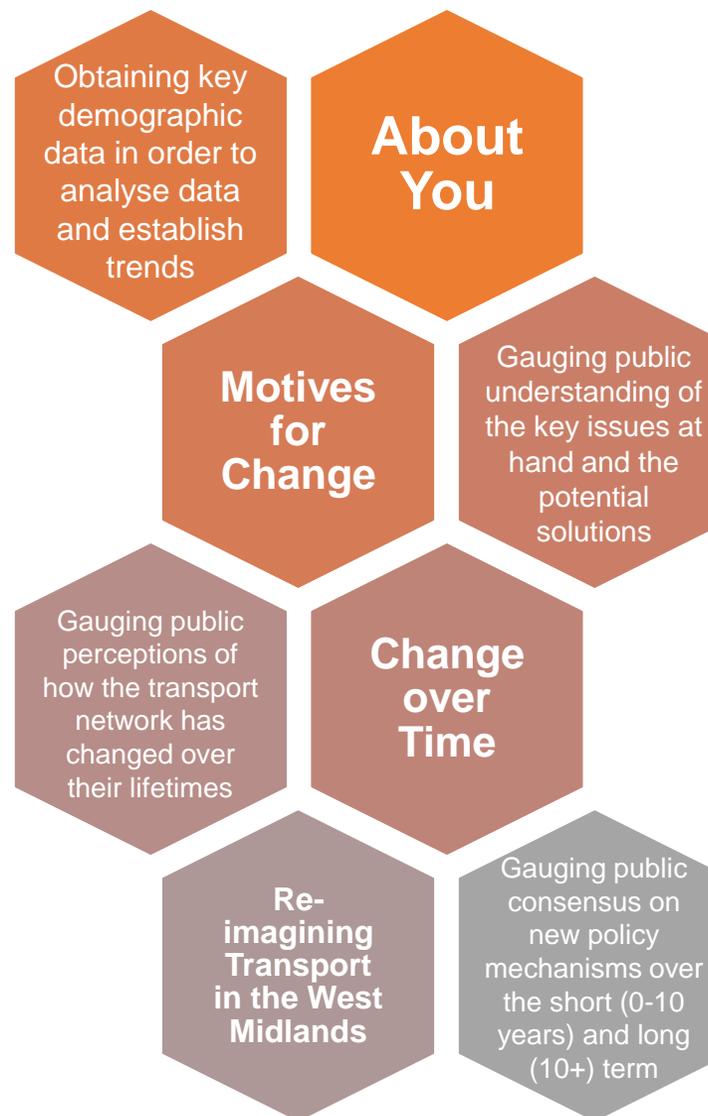
Public Survey Design

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.

Stakeholder Selection Process

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

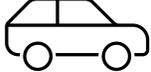
- Only 18 responses were received for the business and community survey.
- In the business and community survey, Tackling the Climate Emergency was the most engaged with Motive (15); Supporting Economic Success was also the least engaged with (9).

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%) 

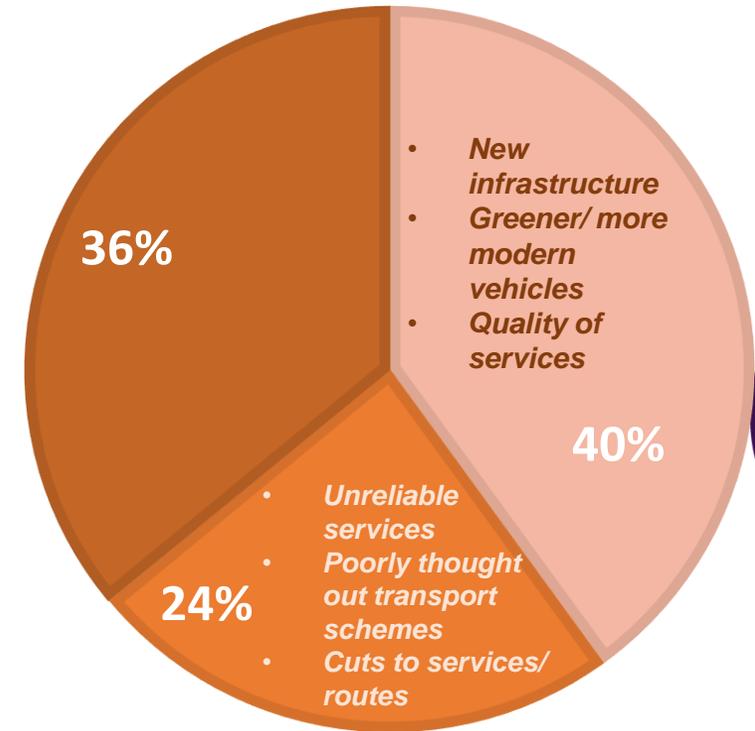
- People have witnessed significant changes to the transport system over their lifetimes; they were split on whether these changes were overly positive or negative, which could reflect the uneven distribution of benefits and impact across people and places.
- Whilst some have hugely benefited from increased 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.

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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.

Page 314



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	Commonwealth Games Transport Plan
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	Graham Jones, Commonwealth Games Technical Director email: graham.jones@tfwm.org.uk
Report has been considered by	TfWM Leadership Team Decision Making Meeting (October 2021). Strategic Transport Officers Group (November 2021). Games Operations Executives Group (November 2021) Transport Scrutiny Committee (November 2021) Strategic Transport Board (November 2021) WMCA Senior Leadership Team (December 2021) Birmingham 2022 Organising Committee Board (December 2021) Joint Transport Group (December 2021) CEOs Group (December 2021) WMCA Programme Board (December 2021) Transport Delivery Committee (January 2022)

Recommendation(s) for action or decision:

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

- (1) Notes the responses to the draft Games Transport Plan consultation and approve the Games Transport Plan (attached in appendix A), for publication in January 2022.

1. Purpose

- 1.1 In October 2020, in line with s.25(1) of the Birmingham Commonwealth Games Act¹, the Secretary of State for Transport formally directed the West Midlands Combined Authority to prepare a Games Transport Plan (GTP) for the 2022 Commonwealth Games.
- 1.2 A draft GTP was consulted upon with statutory stakeholders and underwent an engagement exercise with the public in June 2021- September 2021. The GTP has been updated to reflect changes as a result of the consultation.

2. Background

- 2.1 In 2019, WMCA Board agreed the guiding principles for Games transport in a draft Games Strategic Transport Plan² following an engagement exercise to gather feedback from residents, business and wider Games partners.
- 2.2 The guiding principles are:
 - Clean and green: a public transport Games
 - Safe, secure, efficient and reliable
 - Long term benefits (creating a legacy for through Transport)
 - Minimise disruption to users
 - Access for all
- 2.3 During 2020 and 2021, a considerable amount of planning has been undertaken in preparation for the Games including conformation of venues, the sports and events programme and spectator requirements. This has enabled the development of the GTP in response to these principles. The GTP provides a more detailed framework about the guidance and information on the transport arrangements during the Games.
- 2.4 The GTP has been produced by Transport for West Midlands, part of the WMCA, in close collaboration with Birmingham City Council and the Birmingham 2022 Organising Committee. There has also been continued close working with Local Authorities and key transport partners including Department for Transport, West Midlands Police and other host Local Authority venue partners.
- 2.5 A draft GTP was consulted upon with statutory stakeholders in June to September 2021. The GTP has since been updated to reflect changes as a result of the consultation.

¹ [Birmingham Commonwealth Games Act 2020 \(legislation.gov.uk\)](https://legislation.gov.uk)

² [b2022-draft-games-strategic-transport-plan_sp.pdf \(tfwm.org.uk\)](https://tfwm.org.uk)

3. The Games Transport Plan

- 3.1 The purpose of the GTP is twofold. Firstly, it informs the public and businesses of our approach to transport planning and provides guidance and information on the arrangements during the Games. This aims to give confidence that we are joining up with relevant partners to provide safe, secure, reliable and efficient transport during the Games.
- 3.2 Secondly, the GTP sets the context for transport planning and cooperation, formally capturing the commitment by the relevant authorities to deliver the transport interventions that will be required.
- 3.3 More detailed operational planning will follow and will continue to be developed right up to the Games - ensuring the transport provisions are the best they can be for residents, visitors and businesses.
- 3.4 The GTP sets out the approach to the planning, delivery and management of transport services during the Games and explains the need for restrictions such as those placed on vehicles accessing and parking on roads to get people to events and to minimise the wider impact. The GTP does not however, define where or what exactly these restrictions will be. Details such as these will follow in documents such as the Local Area Traffic Management and Parking plans which will be subject to separate informal and statutory consultation with residents and businesses.

4. Consultation and Engagement of the draft GTP

- 4.1 Under the Birmingham Commonwealth Games Act³, TfWM were required to consult with a list of key stakeholders. We also engaged more widely with the general public and other stakeholders to ensure they were informed and aware of the content set out in the GTP.

Consultation

- 4.2 All consultation activities took place from June to September 2021. All stakeholders on the statutory consultation list were asked to provide their feedback on the content of the draft GTP. Their comments and feedback are incorporated into the final version of the GTP, see Appendix A. A summary of their responses can be found in Appendix B.

Engagement

- 4.3 Following a briefing to the statutory stakeholders, a public engagement campaign began from July to September 2021. This focused on engaging residents and businesses to make them aware of the content of the GTP and sought out further views and feedback. All views relevant to the specifics of the GTP have been considered when finalising the GTP.

5. Financial Implications

- 5.1 There are no financial implications directly arising from this work, which is being funded by the Organising Committee, Birmingham 2022 Budget.

³ [Birmingham Commonwealth Games Act 2020 \(legislation.gov.uk\)](https://legislation.gov.uk)

6. Legal Implications

- 6.1 The Commonwealth Games Act⁴ creates new temporary responsibilities to support the planning and delivery of transport operations for the Games.
- 6.2 Under the Commonwealth Games Act, we were required to consult with a list of key stakeholders.
- 6.3 Although there was no duty to carry out a public consultation, we recognised the importance of keeping the public informed and aware of the GTP. Therefore, we undertook a public engagement activity to keep residents and businesses informed with the content of the GTP.

7. Impact on Delivery of Strategic Transport Plan

- 7.1 The impact of the contents of the GTP supports the delivery of the 15 Strategic Transport Plan Policies and/or the development/operation of:

- The National & Regional Tier
- The Metropolitan Tier: Rail and Rapid Transit Network, Key Route Network, Strategic Cycle Network
- The Local Tier
- Smart Mobility Tier

- 7.2 The policies within the current Strategic Transport Plan are supported and fully aligned with the GTP and these include:

- Policy 1 - Accommodate increased travel demand by existing transport capacity and new sustainable transport capacity;
- Policy 2 - Use existing transport capacity more effectively to provide greater reliability and average speed for the movement of people and goods;
- Policy 3 - Maintain existing transport capacity more effectively to provide greater resilience and greater reliability for the movement of people and goods;
- Policy 4 - Improve connections to new economic development locations to help them flourish, primarily through sustainable transport connections;
- Policy 5 - To help make economic centres attractive places where people wish to be;
- Policy 6 - To improve connections to areas of deprivation;
- Policy 7 - To ensure the affordability of public transport for people accessing skills and entering employment;
- Policy 8 - To improve connections to new housing development locations to help them flourish, primarily through sustainable transport connections;
- Policy 9 - To significantly improve the quality of the natural and historic environment and create attractive local environments;
- Policy 10 - To help tackle climate change by ensuring a large decrease in greenhouse gases from the West Midlands Metropolitan Area's transport system;
- Policy 11 - To significantly increase the amount of active travel in the West Midlands Metropolitan Area;
- Policy 13 - To assist with the reduction of health inequalities in the West Midlands Metropolitan Area.

⁴ [Birmingham Commonwealth Games Act 2020 \(legislation.gov.uk\)](https://www.legislation.gov.uk)

8. Equalities Implications

- 8.1 The GTP outlines how equality and accessibility have been considered throughout the transport planning for the Games.
- 8.2 To support the delivery of accessible transport services during the Games, an Equality Impact Assessment (EqIA) has been developed, this can be found in Appendix C. The EqIA has outlined the key potential barriers to equal accessibility during the Games and presents an 'Action Plan' of all the practical measures required to promote inclusion and prevent any adverse impacts.
- 8.3 The GTP Communication and Engagement strategy was also designed to reach a broad and diverse audience. Community, faith and outreach partnerships will be used to help communicate key messages to the harder to reach groups. In addition, we used established business forums through the Chambers and LEP's to ensure effective engagement. Likewise, TfWM's existing partnerships ensured our communications were accessible and tailored to different audiences to encourage wider engagement.
- 8.4 Birmingham 2022 has also developed a Games-wide Accessibility and Inclusion Commitment Report⁵ which informed the consultation and engagement plans.

9. Inclusive Growth Implications

- 9.1 The GTP builds upon the visions and aims set out in the Strategic Transport Plan, 'Movement for Growth' and places the importance of equality and accessibility strongly at the heart of the GTP. The Games is a unique opportunity to create a positive transport legacy of increased sustainability, improved public transport infrastructure and reduced dependency on private car journeys across the West Midlands.
- 9.2 The accelerated delivery of transport infrastructure will help us deliver our vision of a better-connected region. Driven in part by planning for the Games, closer partnership working and improvements to our data collection, management and dissemination will enable a seamlessly integrated transport network to operate throughout Games time and beyond - to maximise opportunities for sustainable and active travel.
- 9.3 Accurate, reliable information will also allow residents to make the best possible travel choices, not just when they plan ahead but also as they move around the network.
- 9.4 It should also be noted that Covid-19 has exacerbated many already underlying inequalities – be it socioeconomic or health. Evidence now demonstrates how vulnerable groups are suffering more – which are then further exacerbated as we move into Recovery. These present a significant challenge for delivering Inclusive Growth and there is even more of a need now to consider how best to use the GTP and the opportunities gained from it, to ensure all WMCA transport investment drives more inclusive and sustainable growth and delivers on enhancing accessibility to vital opportunities.

⁵ [Microsoft Word - Accessibility and Inclusion Commitment - Version 0.6 .1 \(birmingham2022.com\)](#)

9.5 Such opportunities and improvements to infrastructure will enable more people to take up active travel, increase levels of physical activity, improve their overall wellbeing and gain employment opportunities from the CWG through improved accessibility. These opportunities can help us tackle some of the most challenging issues we face as a region by increasing employment, training and volunteering opportunities, improving air quality, combatting climate change, reducing congestion and increasing the health and socio-economic well-being of our communities.

10. Geographical Area of Report's Implications

10.1 Whilst the content of the GTP is most relevant to those areas hosting a Commonwealth Games event, it is also relevant to the wider WMCA footprint which will provide the connectivity on roads and public transport across the region.

11. Other Implications

11.1 There are no other implications identified as a consequence of this report.

12. Schedule of Background Papers

12.1 Appendix A, Games Transport Plan (final)

12.2 Appendix B, Briefing note – Games Transport Plan: Consultation Responses Summary

12.3 Appendix C, The Commonwealth Games Equality Impact Assessment



GAMES TRANSPORT PLAN

CONTENTS

Foreword	3
Introduction	4
Purpose of Document	6
Policy and Strategy Background	7
The Games Birmingham 2022	10
The Transport Strategy	14
Transport during the Games	20
Games Family Transportation	51
Creating a Transport Legacy for All	60
Consultation and Engagement	62
Appendix A	64
Appendix B	65

1. FOREWORD

The West Midlands is the largest urban area outside Greater London with a population of over 4 million people. The region has a rich history and a diverse economy with specialisms in creative industries, finance and manufacturing.

In recent years, the West Midlands has been going through a renaissance, with significant investment in housing, transport and jobs. The region has real ambition to play its part on the world stage to tackle climate change and has already set challenging targets.

Birmingham, the heart of the Birmingham 2022 Commonwealth Games, is a vibrant city that is well known for providing a warm welcome to people of all backgrounds and heritage. It is therefore fitting that the city and region will be hosting the Games, when we will welcome athletes from 72 different nations and territories.

Over one million spectators are expected to attend the event. Safe and efficient transport that is easy to use from their home to their seat will be key to their relaxation and enjoyment of the event. Many of these will be local people enjoying this sporting and cultural spectacle, well used to the travel options available but many will come from across the country and the globe, perhaps visiting for the first time.

Transport plays an essential part of a successful Games, especially as we also want to ensure that the daily travel needs of residents from the West Midlands region continue to be met and improved. With this challenge in mind, Transport for West Midlands (part of the West Midlands Combined Authority) and Birmingham City Council have been working together with Central Government (Department for Transport and the Department for Digital, Culture, Media and Sport), the event Organising Committee (OC) and transport partners to deliver a programme of transport improvements, not just for the Games but for the future benefit of the whole region.

In 2019 we set out our guiding principles for Games transport in a draft Games Strategic Transport Plan, a plan which gained widespread support and set us on the path to our more detailed planning arrangements. This Games Transport Plan is the next step, a more detailed plan which provides guidance and information on the arrangements during the Games for residents, businesses and visitors. More tailored information will be provided to spectators nearer the event as part of their event ticket and detailed plans will continue to be consulted on and developed right up to the Games, ensuring that transport is the best that it can be for residents, businesses and visitors alike.

With the eyes of the world on Birmingham, our key priority will be to ensure that the region is always kept moving and that every athlete and spectator arrives at their event in plenty of time. Our aim is that the Games are fully inclusive, accessible and as sustainable as possible. We are investing in measures to get as many people walking, cycling or using public transport as their preferred and available means of transport, both to the event and in the longer term as a positive legacy from these Games. This includes rebuilding confidence in sustainable travel and encouraging as many people as possible to take active travel forms of transport (such as walking and cycling) to increase their levels of physical activity and wellbeing as we emerge from Covid-19 restrictions.

Overall, the Games provides a fantastic opportunity to put Birmingham and the wider West Midlands on the global map, showcasing to the world what we have to offer. The Games will provide a legacy for Birmingham and the region, delivering a significant and much needed boost to the region's economy, estimated at more than £500 million, helping it on the road to full recovery following the Covid-19 pandemic. This Games Transport Plan aims to demonstrate clearly how the long-term benefits from the Games form a guide throughout our planning.

In line with s.25(1) of the Birmingham Commonwealth Games Act, the Secretary of State for Transport formally directed the West Midlands Combined Authority to prepare a Games Transport Plan for the 2022 Commonwealth Games. A draft Games Transport Plan has been consulted upon, comments received have been assessed and the plan adjusted where appropriate. This document is the result of that consultation and review, and defines the transport arrangements for the Games in Summer 2022, with stakeholders.

1 - Available at: https://corporate.tfwm.org.uk/media/47353/b2022-draft-games-strategic-transport-plan_sp.pdf

2 - <https://www.legislation.gov.uk/ukpga/2020/10/section/25/enacted>

3. INTRODUCTION

BIRMINGHAM 2022

The summer of 2022 will see Birmingham and the West Midlands host the 22nd Commonwealth Games. The Opening Ceremony will be held on Thursday 28th July while the Closing Ceremony will take place on Monday 8th August.

These Games will be a festival of sport and culture, a unique celebration bringing people together, uniting the city, the region and the Commonwealth.

The event will bring together more than 6,500 athletes from 72 Commonwealth nations and territories who will take part in 19 different sports. Although Birmingham and the West Midlands have a proud tradition of staging major events, these Games will be the largest event to be held in the region. With a total of 11 competition days, 15 competition venues and up to 11 in operation on each day, there will be significant challenges to ensure safe and efficient transport arrangements are in place for the Games.

BIRMINGHAM AND THE WEST MIDLANDS

The West Midlands is the largest urban area outside Greater London with a population of over 4 million people and a diverse economy with specialisms in creative industries, finance and manufacturing. The region is going through a renaissance, with significant investment in housing, transport and jobs, helping the West Midlands become one of the strongest economically performing areas in the UK.

The Commonwealth Games has helped bring forward new housing and infrastructure projects, creating thousands of jobs and delivering exciting trade and investment opportunities. This has accelerated the delivery of public transport projects such as Metro (tram) extensions, Sprint bus rapid transit corridors and enhancements to local rail stations which will, together, act as gateways to the Games and catalyse the region's economic potential.

In transport terms, the region is well placed to host the Games. It is at the heart of the road and rail network of the UK and is well served by international, national, regional and local transport infrastructure.

Birmingham Airport, 14.5km from Birmingham city centre, has over 2,000 flights each week³, serving 150 destinations directly, and is connected to 340 one-stop global destinations. This, together with excellent road and rail links to London Heathrow, ensures that region is well connected globally.

The region also sits at the centre of the UK's motorway network, with 90% of the UK population being within a four-hour travel time by road and two hours to the major cities of London, Manchester, Leeds and Bristol.



The region's motorway network is framed by the M5-M6-M42 motorway box around Birmingham and supported by an extensive network of main roads, which collectively are designated the Key Route Network (KRN) serving numerous proposed Games venues. The KRN comprises 605km of key highways across the area carrying 50% of all car, road-based public transport and freight traffic.

Birmingham New Street station will be the primary rail hub for the Games. It is the busiest UK station outside of London, providing unrivalled rail connectivity to every corner of the UK. Following a £750m transformation, Birmingham New Street station has the capacity to accommodate up to 300,000 passengers a day.

As well as an extensive local bus network, the region benefits from a tram (Metro) network between Wolverhampton and Arena Birmingham; via Centenary Square, Birmingham New Street station and Birmingham Snow Hill rail station.

Investment is also being made across the region to improve the transport interchanges and highway infrastructure - to provide priority to bus passengers and cyclists, enable more local journeys to be made by foot, bike or public transport, and to make motorways more efficient to tackle congestion and environmental priorities around air quality, noise and climate change.

PLANNING TRANSPORT FOR THE GAMES

Planning transport for the Games is a complex process with many routes, destinations and modes of transport. There will be routes and locations with heavier demand than usual and our plan for managing these pressures and keeping the region moving will be critical to the success of the Games.

At some strategic centres, the Games will also generate significant, and sometimes competing and interacting demand. There is a need to manage this demand whilst ensuring places can keep functioning and fully capitalise on the economic opportunity the Games brings.

The Games Transport Plan looks to ensure all those involved in competing, watching, administering and reporting on events are transported in a safe, reliable and efficient manner whilst seeking to minimise impacts on everyday journeys.

The Games Transport Plan has been developed with inputs from key stakeholders as well as feedback from the draft Games Strategic Transport Plan in 2019⁴.

The Games Transport Plan is the next step towards the final transport planning and is based on the latest information available at the time of writing. As we have all seen with the recent pandemic, things change over time and we need to re-build confidence in using public transport with the Games providing an excellent catalyst as we emerge from restrictions. Several other plans have been critical to the Games Transport Plan and we have taken these on board in the development of this document, these are outlined in the timeline below.

The timeline also sets out the operational planning that will follow

GAMES TRANSPORT PLAN INPUTS

Date of Completion	Responsible Organisation	Relevant Planning Milestones
September 2019	Transport for West Midlands	Strategic Planning Birmingham 2022 Draft Games Strategic Transport Plan ⁵
April 2020	Organising Committee	B2022 Accessibility and Inclusion Commitment
July 2020	West Midlands Police	B2022 Commonwealth Games Security Strategy
February 2021	Transport for West Midlands	Games Transport Plan Communications and Engagement Plan
March 2021	Organising Committee	Commonwealth Games Legacy Plan Commonwealth Games Sustainability Pledge
October 2021	Organising Committee	Road Race Route finalisation
January 2022	Transport for West Midlands	Tactical Planning Publication of the Games Transport Plan Park and Ride Delivery Plan Taxi and Private Hire Vehicle Strategy Active Travel Strategy
Spring 2022	Transport for West Midlands	Operational Planning Public travel information Spectator travel information

4 - Available at: https://corporate.tfwm.org.uk/media/47353/b2022-draft-games-strategic-transport-plan_sp.pdf

5 - Available at: https://corporate.tfwm.org.uk/media/47353/b2022-draft-games-strategic-transport-plan_sp.pdf

4. PURPOSE OF DOCUMENT

Delivering the Games requires the support of a range of partners to work collaboratively as one team to operate a single transport network. In June 2020, Royal Assent was given to the Birmingham Commonwealth Games Act 2020, which makes provision for a Games Transport Plan.

The Games Transport Plan sets out the approach to the planning, delivery and management of transport services during the Games. It outlines how the existing demand from local people and businesses will be managed, how additional demand during the event will be catered for and how any impacts from the Games will be minimised to limit disruption. The Plan presents five principles that have guided decision-making throughout the stages of strategic planning. These principles (shown below) were established following the consultation of the draft Games Strategic Transport Plan and underpin our objectives for transport during the Games.

The Games Transport Plan has been produced by Transport for West Midlands (TfWM) in close collaboration with Birmingham City Council and the Birmingham 2022 Organising Committee (OC). There has also been close working with Local Authorities and key transport partners including Central Government, Network Rail, National Highways, HS2 and other host local authority venue partners.

Overall, this document showcases how high-quality, sustainable transport for residents, spectators, athletes and businesses will be provided during Games time and for years to come.

COVID-19 IMPACT

The Covid-19 pandemic has impacted the travel patterns and behaviours of residents, businesses and workers throughout the West Midlands as it has affected the way in which we work, travel and socialise.

The Covid-19 Transport Action Plan (October 2020)⁶ sets out how transport in the West Midlands is preparing to transition out of the Covid-19 pandemic and towards a positive, sustainable recovery. The action plan seeks to lay the foundations for a net zero carbon future by continuing to build upon the increased levels of walking and cycling through creating safe and attractive conditions for active travel. This will reassure residents, businesses and visitors as they return to our Covid-safe public transport network, and delivering new sustainable infrastructure to create an accessible, carbon-free, transport system across the West Midlands.

As part of the Games time planning, we are intending for a full spectator presence with a maximum capacity at venues.

FIVE CORE PRINCIPLES



Clean and green; a public transport Games



Safe, secure, reliable and efficient transport



Minimising disruption



Valuable long-term benefits of sustainable, transport options and improved public spaces



Access for all

We want this to be the most sustainable Games yet. Sustainability is about making a fairer, greener, healthier society now and for the future. The transport we provide seeks to influence, inspire and change behaviours of those delivering and attending the events – through making sustainable choices in the resources we use to deliver the Games



5. POLICY AND STRATEGY BACKGROUND

The Games Transport Plan has been influenced by a range of policies and plans within the West Midlands. This chapter sets out the political background for regional growth, strategy and development.

TABLE 1: POLICY AND STRATEGY BACKGROUND

Region-wide Policies, Strategies and Plans
<p>The West Midlands Strategic Transport Plan: ‘Movement for Growth’⁷ (adopted June 2016)</p> <p>Movement for Growth sits alongside the WMCA Strategic Economic Plan as a complementary critical set of policies and plans. The Plan is made up of four tiers and provides an overarching approach to the development of an integrated transport system to help overcome the challenges of economic and housing growth, social inclusion and environment change.</p> <p>Its vision sets out to “...make great progress for a Midlands economic ‘Engine for Growth’, clean air, improved health and quality of life for the people of the West Midlands. We will do this by creating a transport system befitting a sustainable, attractive and economically vibrant conurbation in the world’s sixth largest economy.”</p>
<p>WMCA Strategic Economic Plan (SEP)⁸ (published 2017)</p> <p>The SEP is the West Midlands’ strategy that sets out the vision, actions and objectives for improving the quality of life for those who live and work in the region. The Plan incorporates devolved powers and resources across the West Midlands to optimise skills, innovation, transport and inwards investment.</p>
<p>The West Midlands Industrial Strategy⁹ (published May 2019)</p> <p>This strategy sets out the collective local and national ambitions for the West Midlands to ensure an inclusive, well-balanced economy that can benefit all. It aims to unblock barriers to productivity and growth, and establishes four market priorities to take forward, these include: healthcare innovation, creative content and technology, future mobility and modern services.</p>
<p>The West Midlands 2041 Sustainability Strategy (published January 2020)</p> <p>The WM2041 strategy proposes a set of actions for individuals, communities and businesses to undertake to help tackle the climate crisis. The strategy outlines five key principles for the West Midlands which underpin the regional efforts to limit climate impact. These include, making the journey to 2041 without leaving anyone behind, boosting our resilience to climate change, ensuring our future respects our heritage, increasing connectivity between places and saving energy and resources without reducing prosperity.</p>
<p>Recharge the West Midlands¹⁰ (published June 2020)</p> <p>This document sets out an immediate ask of the Government from the West Midlands to provide £3.2bn of investment over the next three years to deliver a rapid economic recovery.</p> <p>The recovery plan addresses the short-term risks of Covid-19 by creating and safeguarding jobs and takes into account the longer-term improvements in regional innovation, competitiveness and resilience.</p>

7 - Available at: <https://www.tfwm.org.uk/media/3ukj3yw0/movement-for-growth.pdf>

8 - Available at: <https://www.wmca.org.uk/media/1382/full-sep-document.pdf>

9 - Available at: <https://www.wmca.org.uk/media/3094/west-midlands-local-industrial-strategy-single-page.pdf>

10 - Available at: <https://www.wmca.org.uk/media/3975/west-midlands-economic-recovery-plan-ask-3-2b-offer-hd-spreads.pdf>

State of the Region 2020 Full Report¹¹ (published July 2020)

This report, written on behalf of the West Midlands Combined Authority and all its partners evaluates the current conditions across the region and highlights the challenges the West Midlands faces.

Overall, the economic forecasts consistently show the West Midlands to be one of the UK's hardest hit regions of the economic crisis. This is a result of our industrial and demographic mix with some local economies among the most vulnerable in terms of their sectoral composition and market vulnerability. For instance, sectors that previously saw growth such as construction and the higher education industries were heavily impacted by the crisis and therefore, left Birmingham, Coventry and Wolverhampton at risk. However, the same economic models do show relatively strong regional growth in 2021.

The Birmingham Development Plan (BDP) 2031¹² (adopted in 2017)

The BDP is a statutory planning framework that establishes the spatial vision and strategy for the sustainable growth of Birmingham from 2011 to 2031. The BDP is used to guide decisions on regeneration, planning and development, as the plan outlines how and where jobs, homes, services and infrastructure will be delivered.

Birmingham Transport Plan¹³ (draft published January 2020, final plan due September 2021)

The plan contains a set of principles that will guide investment in transport to serve a future Birmingham that is home to more people and is a better environment to live and work, irrespective of age, disability or income.

The proposals are organised around four "big moves"-

- **Reallocating road space:** Reallocating road space away from single occupancy private cars to support the delivery of a public transport system fit for a global city, fundamentally changing the way that people and goods move around the city.
- **Transforming the city centre:** Birmingham city centre will be transformed through the creation of a pedestrian network, where streets and public spaces are integrated with public transport services and cycling infrastructure. Access to the city centre for private cars will be limited with no through trips. This includes looking at different options for the central section of the A38 including re-routing it to an upgraded ring road.
- **Prioritising active travel in local neighbourhoods:** Active travel (walking and cycling) will become how most people get around their locality most of the time. Cars will no longer dominate street life around homes and schools. A limit of 20mph will be standard on all local roads. Residential neighbourhoods and local centres will be places where people are put first.
- **Managing demand through parking measures:** Parking will be used to manage the demand for car travel through parking availability, pricing and restrictions. Where development potential exists, land currently occupied by car parking will be put to more productive use.

Cycling and Walking Strategy¹⁴ (published January 2020)

This strategy aims to develop a safe and integrated active travel network across Birmingham to make walking and cycling the convenient choice for local journeys and leisure activities. The three objectives of this strategy are to:

1. Enable more walking and cycling by providing training, improving the access to bikes, tackling safety issues and securing funding
2. Develop a great city for walking and cycling through the provision of safer infrastructure and better traffic management.
3. Inspire walking and cycling through the delivery of events and sharing of information.

Birmingham Route to Zero Action Plan - Call to Action¹⁵ (adopted December 2021)

This plan sets out initial actions to deliver on Birmingham's commitment for the council and city to become net zero carbon by 2030, or as soon as possible thereafter as a 'just transition' allows. Transport actions are aligned with delivery of the Birmingham Transport Plan.

Solihull Local Plan – Draft Submission Plan¹⁶ (published October, 2020)

The draft plan details the economic ambitions for the development of UK Central Solihull - a strategic growth site encompassing the local economic assets at Arden Cross (an area containing the proposed HS2 Interchange Railway Station by the A45, A452 and the M42), Birmingham Airport, Jaguar Land Rover, Birmingham Business Park and the National Exhibition Centre.

11 - Available at: <https://www.wmca.org.uk/media/4290/state-of-the-region-2020-final-full-report.pdf>

12 - Available at: https://www.birmingham.gov.uk/download/downloads/id/5433/adopted_birmingham_development_plan_2031.pdf

13 - Available at: <http://www.birmingham.gov.uk/transportplan>

14 - Available at: https://www.birmingham.gov.uk/downloads/file/15860/walking_and_cycling_strategy_2020

15 - Available at: https://www.birmingham.gov.uk/downloads/file/18618/route_to_zero_action_plan_-_call_to_action

16 - Available at: [https://www.solihull.gov.uk/sites/default/files/2020-12/Draft_Submission_Plan_1st-2020%20\(1\).pdf](https://www.solihull.gov.uk/sites/default/files/2020-12/Draft_Submission_Plan_1st-2020%20(1).pdf)

Strategies and Plans specific to the Commonwealth Games

The Commonwealth Games Legacy Plan (published March 2021):

This plan ensures the legacy opportunities are maximised through a series of different programmes. Transport cuts across many of these legacy programmes to support the 'Games for Everyone' and aims of being a catalyst for change, helping the region grow and succeed, improving the health and wellbeing of the region's people and putting us on the global stage.

The Sustainability Pledge¹⁷ (published March 2021)

The Sustainability Pledge captures both the environmental and socio-economic impacts of the Games, as it intends to be a benchmark for future events. The pledge aims to deliver the most sustainable Games yet - with the goal of B2022 being the first carbon-neutral Commonwealth Games. Overall, the pledge focuses on seven pillars, these being Accessibility, Equality, Diversity and Inclusion, Job Creation and Social Value, Human Rights, Carbon and Air Quality, Minimising Waste, and Conservation.

The Business and Tourism Programme (March 2021)

An economic legacy programme that supports the Birmingham 2022 Commonwealth Games' mission to drive the long-term economic benefits and boost both the West Midlands and the UK's global reputation as a world-class destination for tourism, trade and investment.

The Commonwealth Jobs and Skills Academy:

The Games will create around 35,000 new jobs and skills opportunities, including volunteering roles and training opportunities. To help connect these opportunities to local people a Jobs and Skills Academy has been created. Using the Games, it aims to accelerate and amplify existing work to improve regional skills and employment opportunities. It will focus on supporting young people, those from disadvantaged groups, the unemployed and disabled individuals.

Volunteering Programme:

This programme is supported by the Commonwealth Jobs and Skills Academy, through raising awareness of the volunteering opportunities and assisting residents through the application process, helping to ensure the volunteering community is reflective of the region.

A significant amount of investment is taking place across the West Midlands to accommodate the level of growth set out in the region's key strategy and policy documents. Central to this, is better integrated public transport, walking and cycling options, alongside measures to manage demand and improve the efficiency of the network. These measures, together with the introduction of Birmingham's Clean Air Zone will help us deliver a clean, green programme; a key principle of the 2022 Games Transport Plan.



¹⁷ - Available at: https://img.org.birmingham2022.com/wp-content/uploads/2021/03/B2022_Sustainability_Pledge_v05.pdf



THE GAMES BIRMINGHAM 2022

The Games will take place over two weeks across a range of competition venues. Some of these venues will only be used for one or two days, while others for up to 11 days.

The transport impact will therefore vary depending on several factors, such as the number of spectators, the number of days the venue will be in operation and the proximity of venues to each other.

Although some venues are accustomed to hosting large scale events, the Games brings a different type and complexity of operation as, from a transport perspective, venues will be used over multiple consecutive days and the demand from venues will overlap at transport interchanges.

Venues also extend beyond the West Midlands Combined Authority geography, with Mountain Biking being held at Cannock Chase, Lawn Bowls in Leamington Spa, and Track Cycling at the Lee Valley VeloPark in London.

In addition to the competition venues, numerous other non-competition venues will be factored into our planning. These include, places that will be used for media activity, as well as various training venues and live sites (designated public areas where members of the public can watch events on big screens). Figure 1 presents the location of the competition venues within the West Midlands.

Careful planning will increase the capacity, efficiency and reliability across a range of transport modes and enable public transport and active travel to be integrated into the network to deliver a 'one network' approach to minimise the level of disturbance on the wider system.



All competition venues will be accessible by public transport – further guidance will be issued with each ticket.

WHAT WILL THE GAMES MEAN FOR RESIDENTS AND BUSINESSES?

DURING GAMES TIME

The Games will see many visitors arrive in the West Midlands, all looking to take part in, and celebrate, the Commonwealth Games. As people travel across the region, particularly to and from events, there will be extra demand for transport, especially at certain locations such as a stadium or arena, or at busy transport hubs – places where large numbers of people use services, such as rail stations or bus stations, local centres and city centres.

The Games will create around 35,000 jobs, volunteering roles and training opportunities for people in the region

We will put measures in place such as city centre bus shuttles, park and ride services and a dedicated accessible bus system to accommodate the increased demand to ensure everyone can get to the venues on time. Importantly, we are also working to ensure the region continues to operate; so emergency services can respond swiftly to incidents, essential deliveries can still be made, health visitors and care workers can visit patients and local residents can still get to where they need to go. To enable this, the Regional Transport Coordination Centre (RTCC) will be the 'central hub' for transport operations in the West Midlands, bringing together partners, providing a common view of the network and communicating transport information to residents, businesses and visitors.

The RTCC monitors and coordinates the region's transport network to support local authorities, emergency services and transport-service providers across the West Midlands in keeping the region moving. During the Games, it will be vital in providing the focal point for transport operations across the region, offering a single source of data to help TfWM deliver better information to the public and to better plan their journeys during the Games. Currently, there are two social media platforms, 'Transport for West Midlands' and 'West Midlands Roads' where real time information, updates of incidents and planned roadworks are communicated.

More information and live updates from across the region can be found on the dedicated page on the TfWM website. TfWM will be using these existing channels alongside other communication tools to make sure everybody who needs to be is kept updated and is able to plan ahead to minimise disruption to their journeys.

In the run up to and during the Games, we will work closely with the local population and provide clear and up to date information to help people plan their journeys and make the best possible travel choices. We will communicate through a range of channels, including a dedicated journey planner for travel during the Games. The journey planner will be available on the B2022 website and will include the full range of transport services and the latest up to date information, making it the best and most reliable tool for people to use when planning their journey to the Games.

Clean Air Zone

To help improve the local air quality and reduce harmful pollution around the city centre, Birmingham has implemented a Clean Air Zone that covers all the roads within the A4540 Middleway (Ring Road) but not the Middleway itself.

The zone operates 24-hours a day throughout the year and requires the most polluting vehicles entering the boundary to pay a daily charge. Vehicles that meet the following emission standards, however, are not required to pay:

- Euro 6 (VI) or better for diesel engine
- Euro 4 or better for petrol engines
- For diesel/petrol electric hybrids the vehicle should meet the relevant emission standards
- Fully electric or hydrogen fuel cell powered vehicles will not need to pay the charge

In securing the right to host the Games, we committed to providing a reliable transport system and minimising the impact on everyday transport users. We are taking a number of actions to achieve this, such as: engaging with businesses and communities in the lead up and during the Games, putting temporary measures in place throughout the Games to make efficient use of the network and working with key partners to ensure the right decisions are made for the region.



Over 1 million spectators

Page 340

AFTER THE GAMES: TRANSPORT LEGACY IMPACTS

The Games is a unique opportunity to create a positive transport legacy of increased sustainability, improved public transport infrastructure and reduced dependency on private car journeys across the West Midlands.

Central Government, in partnership with Birmingham City Council have invested £778m into the Games which has contributed to the accelerated delivery of multiple transport projects. As a result, a seamlessly integrated transport network will operate throughout Games time and beyond to maximise opportunities for sustainable and active travel.

Opportunities such as this will enable more people to take up active travel, reduce levels of physical inactivity and improve overall wellbeing. These opportunities can also help us tackle some of the most challenging issues we face as a society by improving air quality, combatting climate change, reducing congestion and increasing the health of our communities. Equally, in light of the Covid-19 pandemic, the Games will play an important role in building back confidence in public transport through showcasing public transport options as transport modes of choice..

Hosting the Games gives the West Midlands a real opportunity to leave a meaningful and tangible legacy to address the inequalities across the region.



As well as delivering benefits to the region's residents and businesses, the transport legacy will also provide long-term benefits to those investing in and visiting the region. The Business and Tourism Programme will support key sectors such as Future Mobility and Creative Technologies to promote the West Midlands as a world-class destination for tourism, trade and investment. The image below outlines the key legacy ambitions for transport after the Games.

THE COMMONWEALTH GAMES TRANSPORT LEGACY

Enhance Sustainable Transport

- Restored confidence in public transport post Covid-19
- Reducing the carbon footprint of our journeys
- Investment in Sprint, rail upgrades and Metro extension
- Enhanced passenger experience

Active Travel

- Additional walking and cycling routes
- Enhanced cycling services
- Improved health, wellbeing and physical activity
- Reduced dependency on cars to benefit air quality

Less Congestion

- Integrated network management through greater collaboration
- Better demand management
- Reduced car travel

Real-time Travel Data

- Live, responsive information
- Improved and reliable journey times
- Better informed travel choices through easy to access information

7. THE TRANSPORT STRATEGY

FIVE KEY TRANSPORT PRINCIPLES

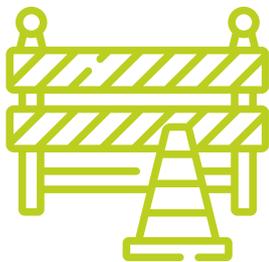
The Games Transport Plan has been developed around the five key principles presented below. These principles encompass our strategic aims for transport during the Games and remain consistent throughout our planning. The principles were established following the feedback of the draft Games Strategic Transport Plan and are referenced throughout this document.



Clean and Green; a public transport Games



Safe, secure, reliable and efficient transport



Minimising disruption



Access for all



Valuable long-term benefits of sustainable, transport options and improved public spaces

CLEAN AND GREEN; A PUBLIC TRANSPORT GAMES:

We will limit the harmful impacts of transport during the Games on the environment. To support this, public transport, cycling and walking will be the easiest and most effective way to get around during the Games. The transport network will operate as a single integrated system, offering seamless end to end journeys that will make sustainable transport the most convenient and attractive way to travel.

To reduce the reliance on car travel, minimise congestion and to keep the region moving, all venues will be accessible by public transport and spectators will have access to public transport included within their Games' ticket on the day of their event. Our commitment to providing easily accessible public transport will also be extended to Games time volunteers, the OC workforce and to all members of the Games Family. This will cut greenhouse gas emissions and air pollution from vehicles during the Games, contributing to cleaner air, improved health and wellbeing, a reduced impact on the environment and a better quality of life for the people of the West Midlands.



SAFE, SECURE, RELIABLE AND EFFICIENT TRANSPORT:

Transport services will be safe and secure, with consistent and reliable journey times - both for Games participants and everyday users of the transport network.

This is essential in ensuring athletes and officials get to where they need to go, on time, and that everyday users of the transport network can continue to travel around the region safely, choosing the best travel option for them.

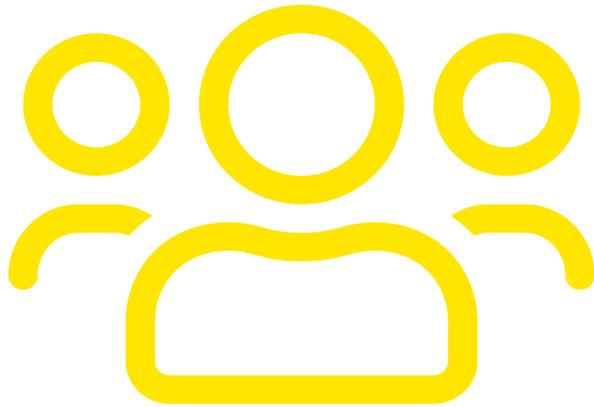
MINIMISING DISRUPTION:

We will keep the region moving. Whilst the Games will inevitably have an impact, our plans strive to minimise the impact of the Games on everyday users of the transport network to ensure local residents can still get to work on time, businesses can receive and make deliveries and that city operations can continue to meet local needs.



LONG TERM BENEFITS TO USERS:

The Games has the potential to generate significant benefits – which we aim to maximise to ensure the region benefits for years to come. Numerous transport schemes across the region are being delivered in time for the Games and will create a positive transport legacy of greater sustainability and higher levels of active travel. We aim to reduce the reliance on cars and support healthier lifestyles and improved wellbeing across the West Midlands.



ACCESS FOR ALL:

Accessibility and inclusion involves meeting people's individual requirements in the most suitable way to provide a quality and positive Games experience. Our strategic approach to transport planning has focussed on embedding accessibility and inclusion throughout all services and operations. The Games will provide socially inclusive, seamless, affordable and accessible transport across all modes to ensure everyone can equally participate in, and enjoy, the experience of the Games, whilst minimising disruption for regular transport users and local residents.

KEY TRANSPORT THEMES

To meet the demand for transport during the Games we have identified the types of measures that will be required, these fall under the following three themes:



Effective use of the network

Managing journeys and key routes to ensure the safety and resilience of the transport network.



Provision of temporary additional services

New temporary services to provide the vital support for extra demand.



Investment in infrastructure

Several new infrastructure projects will be delivered in time for the Games to help meet the increase in demand.

SUSTAINABILITY

Birmingham 2022 is committed to showing leadership in sustainability in line with the United Nation's¹⁸ definition where development "meets the needs of the present without compromising the ability of future generations to meet their own needs".

Having previously focussed more on 'environmental' impacts, the new Sustainability Strategy takes an approach to capture both the environmental and socio-economic impacts, such as Equality, Diversity and Inclusion (EDI), Accessibility, Jobs and Skills, Social Value and Human Rights. The strategy lays out seven key pillars for the Games, these include:



Carbon & Air Quality	Delivery of the first carbon-neutral Commonwealth Games and promoting low emission travel options.
Circular Economy principles to minimise waste	Minimising the use of single-use plastics across all OC led activities, venues and supply chains and reusing assets.
Equality, Diversity and Inclusion	Engaging with as many groups as possible to ensure this is an event for everyone, working hard to connect local communities to the Games.
Job Creation & Social Value	Aiming to create job opportunities, upskill the workforce and reduce unemployment in the West Midlands.
Human Rights	Changing people's lives for the better. Inherently aligning the approach with the Commonwealth Games and the United Nation's best practice.
Conservation	Conservation of the environment and reinforcing cultural heritage.
Accessibility	Hosting a safe and secure, dignified experience for anyone involved in the Games. This means delivering accessible venues, facilities and barrier-free environments.



TfWM is also accelerating the delivery of transport infrastructure across the West Midlands to provide easy, accessible and reliable active travel links during the Games. This will allow more spectators and workforce to use sustainable transport throughout the Games, and thereafter.



Birmingham 2022 aims to be the first carbon neutral Commonwealth Games. The primary goal is to reduce carbon at every possible opportunity and offset what remains through credible initiatives. The journey planner will be an important tool in helping people choose sustainable modes of transport and will include a carbon calculator so that people can compare the carbon impact of their transport choices.

The OC are working with experts to maximise the use of cleaner generators, supply a modern and cleaner bus fleet, and aspire to develop a car fleet containing hybrid and electric vehicles. In addition, a three-site campus village model will see some athletes staying close to their training and competition sites which will also support a reduction in travel and carbon emissions. Approximately, 1,600 athletes and officials will be housed at the NEC Hotel Campus, 1,900 at the University of Warwick and 2,800 people will stay at the primary village at the University of Birmingham.

As part of the pledge to increase conservation and sustainability, the Games partners will also clean 22 miles of canals through the 'United by 2022' partnership that exists with The Canals & Rivers Trust and will continue to work with expert organisations such as the National Trust, Environment Agency, and Carbon Trust to ensure all activities are measurable. To promote a circular economy, reduce waste and save



resources, free drinking-water refill points will be installed wherever possible to reduce the use of single-use plastic bottles and where feasible, the Games will hire equipment instead of buying.

ACCESS FOR ALL

We recognise that everyone has differing needs and that there is no 'one size fits all' approach to delivering the Games Transport Plan objectives. We also recognise that many face additional barriers, such as, accessibility, affordability, health and active travel inequalities. We have anticipated key inclusion and accessibility needs and priorities, and are implementing measures to help facilitate equitable access for all. A summary of barriers and mitigation measures is included in Appendix B Equality Impact Assessment. We will also continue to engage with a range of local equality groups to shape positive inclusion and access outcomes.

While all venues will be accessible by public transport and we will encourage everyone to use public transport and/or walk and cycle to venues, we also recognise that this may not be a viable option for all, which is why a number of additional provisions will be put in place to mitigate any negative impact and ensure a number of travel options are available for all. Blue badge parking will be available at all venues. Accessible shuttle services and other transport services such as ride share, taxis and ring and ride will support spectators varying travel needs. Access to venues will be facilitated through the delivery of new and/or refurbished transport infrastructure, while access transport audits will help determine any access barriers. Accessible travel options will be available for all venues. These will be clearly communicated to spectators through our journey planning apps.

We appreciate that increased travel demand and travel disruptions can have adverse impacts on some more than others, such as people reliant on public transport to get around or people with accessibility needs. We will introduce additional temporary services to alleviate pressure on the network and provide for extra demand, whilst also introducing temporary measures to make efficient use of the network and to facilitate a faster and more efficient transition to the venues. Our Metro services will be extended at peak times and we will work with bus and train operators to understand the potential for providing extra temporary capacity and connectivity. Such measures will help ensure that supply meets demand and that issues such as overcrowding, and journey delays are averted. We also want to ensure that residents' access is not compromised during the Games. Controlled parking zones will allow access for residents and local businesses while accessibility related resident needs will be identified and protected through engagement and input into the final design.

Transport affordability and inclusive information provision are also key to the delivery of the transport plan. Public transport will be included in the price of the spectator event tickets which will also simplify spectator ticketing requirements. Information will be communicated in a range of ways, in print and in digital formats, and a dedicated Games journey planner will help improve people's understanding of travel options that meet their needs. Increased staff and volunteer presence in all key interchanges and increased safety and security measures will also help support the spectator experience, improve confidence and offer that face-to-face travel experience that is vital for many, such as for people with physical and hidden disabilities, and women. Equality and disability awareness will also form part of staff and volunteer training.



8. TRANSPORT DURING THE GAMES

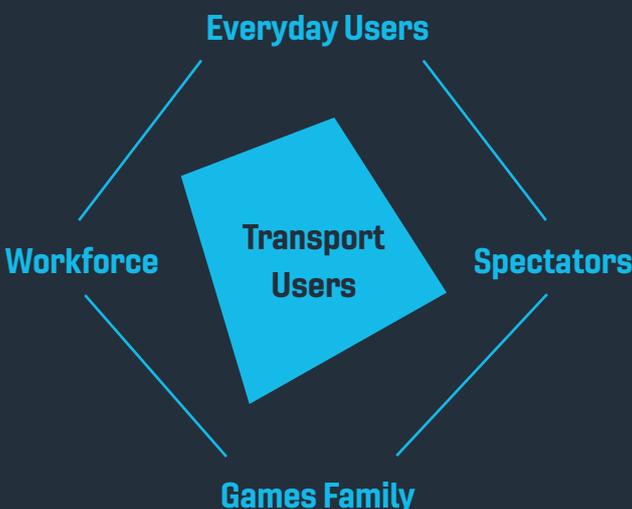
The user experience is at the heart of our work. TfWM has been working closely with local authorities so that together we can provide safe, efficient and reliable transport during the Games, and ensure everyday journeys are maintained wherever possible to support residents, businesses, workers and public transport users on event days.

UNDERSTANDING TRAVEL DEMAND DURING THE GAMES

To plan for the impacts of the Games on the transport network, analysis has been undertaken to support decision making by the various organisations involved in delivering transport services.

To understand these impacts, users of the transport network during Games time have been split into the following groups:

- **Everyday users** such as residents, commuters and businesses – this group includes all non-Games related travel and refers to the day-to-day users who want to travel around the network as usual
- **Spectators** travelling within and to the region to attend events. This includes ticketed spectators for sporting events, non-ticketed spectators for events such as the marathon or road cycling and those attending live sites and other Games related non-competition events;
- **Workforce**; both paid and volunteers, contractors, and;
- **The Games Family**, this includes Team Officials, technical officials, Athletes, accredited media and officials from the different participating nations and territories.



We are building our understanding of what the transport needs will be across the network to provide dedicated services that meet people's needs, helping to deliver a great Games experience.



Information on travel behaviours of spectators and workforce during the previous Glasgow 2014 and Gold Coast 2018 Commonwealth Games, has together with the region's Strategic Transport Model, PRISM[®], been used to support, and input into, a number of localised and detailed transport modelling tools developed specifically for the Games.

This has allowed an in-depth understanding of the inter and intra-regional travel demand generated by the Games on an hour by hour and day by day basis, quantifying the impact on the region's transport network and supporting decision-making on potential mitigation strategies.

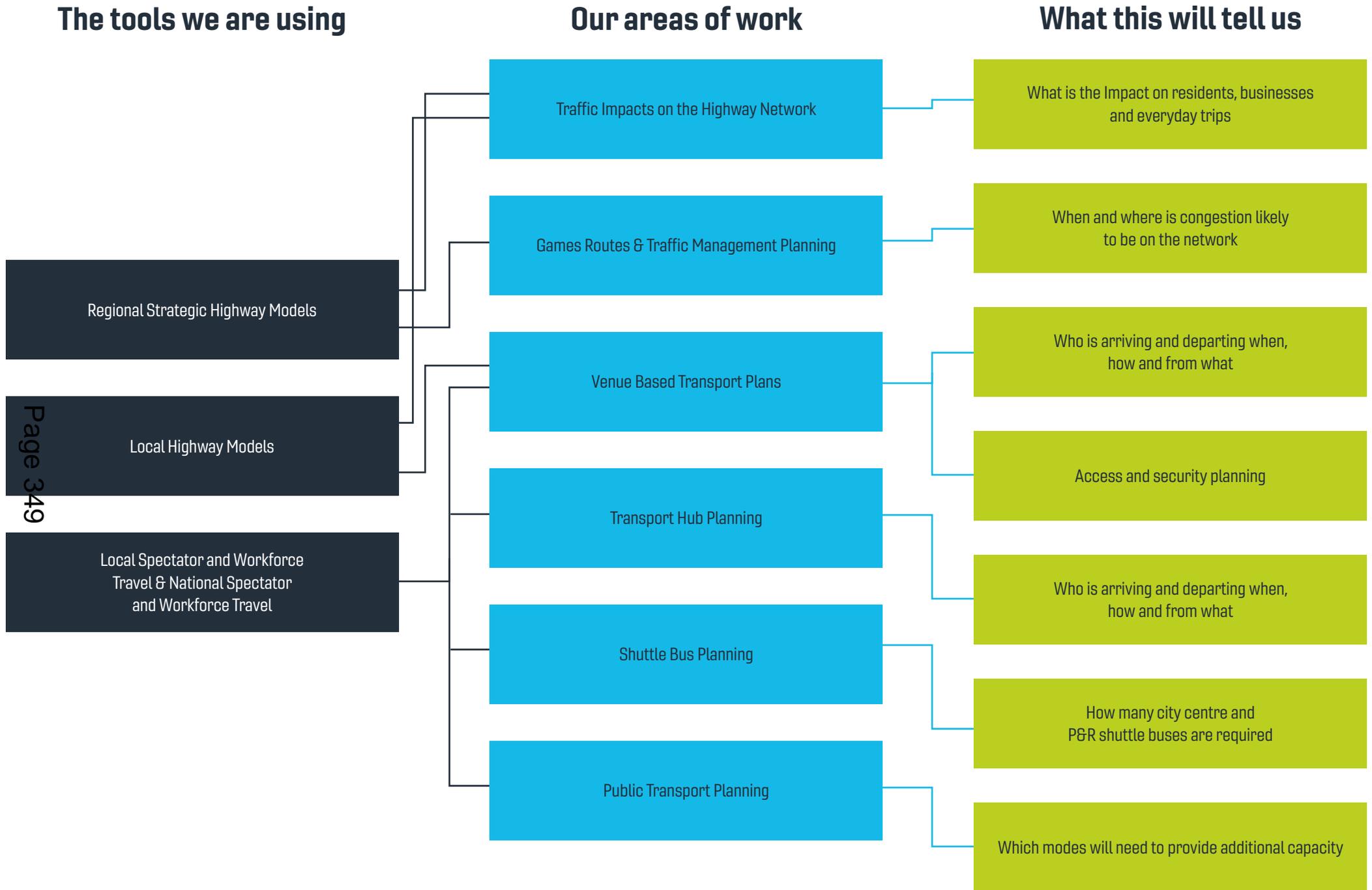
This approach has also enabled us to identify areas that may require additional services (such as more buses, more frequent Metro services or additional dedicated shuttle buses) and roads that may need traffic management measures to reduce any negative impacts on the network.

Transport modelling is also supporting detailed transport and operation planning at venues, enabling efficient, safe and secure arrival and departures by all Games' users whilst supporting detailed logistical planning.

It is recognised that the global pandemic and public health concerns may also influence people's confidence in travel and public crowded spaces. Public transport usage will continue to be monitored to help assess whether this might impact transport services during the Games.

A summary of this technical process is presented in Figure 2.

Figure 2: Modelling Outputs and Purpose



USING DATA TO HELP IMPROVE THE EFFICIENCY OF THE TRANSPORT NETWORK

Our transport planning is underpinned by up-to-date, reliable data. TfWM already collects a range of data from relevant sources and is working closely with partners to continually improve the richness of the data.

This data feeds our understanding of the measures needed on the transport network to deliver a successful Games, helping us to plan better. It also drives the RTCC – providing a holistic view of the performance of the network, helping partners to make well informed decisions so that the transport network can operate effectively and efficiently as a single network. Furthermore, the data enables us to give better information and travel advice to residents, businesses and visitors. A great user experience is vital for the transport network to work at its best. It is essential that everyone can easily access clear, understandable information on journeys and tickets so that they can make the best travel choices either ahead of time or in response to real time information.



INVESTMENT AND DELIVERY OF NEW TRANSPORT INFRASTRUCTURE

To maximise the use of public transport during the Games and secure its long-term use thereafter, TfWM and partners will improve the coverage, capacity, efficiency, reliability and accessibility across a range of modes. As established, the Games has provided a catalyst for investment in the region, promoting the delivery of a number of transport schemes, which include the following:

Sprint Bus Transit schemes

- A34 Birmingham to Walsall: Providing enhanced connectivity with Alexander Stadium
- A45 Birmingham to Airport and Solihull: Supporting connectivity with the NEC
- Both routes will be complete in time for the Games

West Midlands Metro

- Extension of the Metro routes to Centenary Square, Five Ways and Edgbaston
- The delivery of a new multi-modal transport interchange at Wolverhampton

Rail station improvements

- Increased capacity and enhanced passenger experience at University station
- Transport Interchange at Perry Barr during the Games.
- Improved capacity and accessibility at Coventry rail station
- Improvements to the forecourt of Leamington Spa railway station

Cycling Upgrades

- New segregated cycleway along the A34 and the A38
- Introduction of the West Midlands bike share scheme

Road Upgrades

- Congestion Management Plan and supporting highway investment programme to increase capacity and manage demand on the Key Route Network²⁰
- Improvements at M6 J10 to reduce congestion and delays
- Improved layout at A34 Perry Barr to benefit pedestrians, cyclists & public transport

West Midlands Regional Transport Coordination Centre (RTCC)

- Providing permanent regional coordination of the transport network and services
- Offering reliable, resilient and integrated transport services

SPECTATOR AND WORKFORCE TRANSPORT TO VENUES

A variety of transport services will be in operation to serve the different competition venues throughout the Games. As part of our commitment to delivering a clean and green public transport Games, for events in the West Midlands, your Games ticket will include access to public transport in the local area on the day of your event. Games time volunteers, the OC workforce and all members of the Games Family will also be able to access the local public transport network. All competition venues will have bookable blue badge parking available. The most prominent transport services available for each competition venues are summarised below:

	Rail	Bus Shuttles	Bus	Metro	Cycling & Walking	Park & Ride	Park & Walk
Alexander Stadium							
Cannock Chase							
Birmingham City Centre Venues							
Coventry Arena							
Coventry Stadium							
Edgbaston Cricket Ground							
NEC Cluster							
Sandwell Aquatics Centre							
St Nicholas Park, Warwick							
Sutton Park							
University of Birmingham							
Victoria Park							
Wolverhampton West Park							

Ticketing

It will be easy to buy tickets for public transport. For everyday transport users, there will continue to be a range of ways to purchase tickets for travel. The eligibility for concessionary pass use on public transport will not be impacted during the Games.

Spectators will have access to public transport included within their event ticket, helping to make public transport the easiest way to travel to the venue. As a result, the Games will create additional demand on the wider public transport network, and in some cases, may affect the capacity available for concessionary travellers. To mitigate the impacts for concessionary travellers, additional transport services will be in operation during the Games to help meet the additional demand. A clear information campaign will also provide consistent messaging across the network to raise awareness of any upcoming changes to ensure individuals are well informed and have contingency plans in place, in advance, where possible. Any additional vehicles used during the Games to accommodate increases in demand will not detract away from the operation of ongoing everyday services, such as ring and ride.

The park and walk services at the NEC cluster are managed and operated independently by the NEC. Tickets for parking at this venue cannot be purchased through TfWM networks.

ADDITIONAL TEMPORARY CAPACITY

RAIL

The West Midlands lies at the heart of the UK rail network, with the region clocking up 101 million rail trips annually. Birmingham New Street forms the region's primary rail hub and is the busiest station in the UK outside London, with over 46 million users per year and a train leaving every 37 seconds. It is also the busiest interchange station in the UK and has a strong claim to be the best-connected station for intercity journeys, with services arriving and departing from the station to a wide variety of destinations across the country. The West Midlands rail network is also one of the country's most congested and operates close to capacity at peak times of the day.

It is expected that there will be significant increased demand on the rail network during the Games, as people look to travel by train to venues. To accommodate this, alongside the demand from everyday rail users and to ensure a great travel experience for all, we are working with partners across the rail industry to examine options for increasing capacity. This work will also examine the capacity for disabled and mobility-impaired passengers where we will review existing processes and identify any additional requirements for Games time.

The inter-connected impact of Games demand on the region's rail network, the constraints on capacity and the multiple different rail organisations involved with operating the network means that a network wide, co-ordinated approach will be required. This means working closely with Network Rail, Train Operating Companies and other industry partners to understand and plan for the cumulative impact of Games' demand.

This will consider not only train paths, but also where resources such as train crew and rolling stock must be balanced to maintain efficient rail operations and services for both everyday users and Games traffic. This will inevitably require 'trade-offs' to be made.

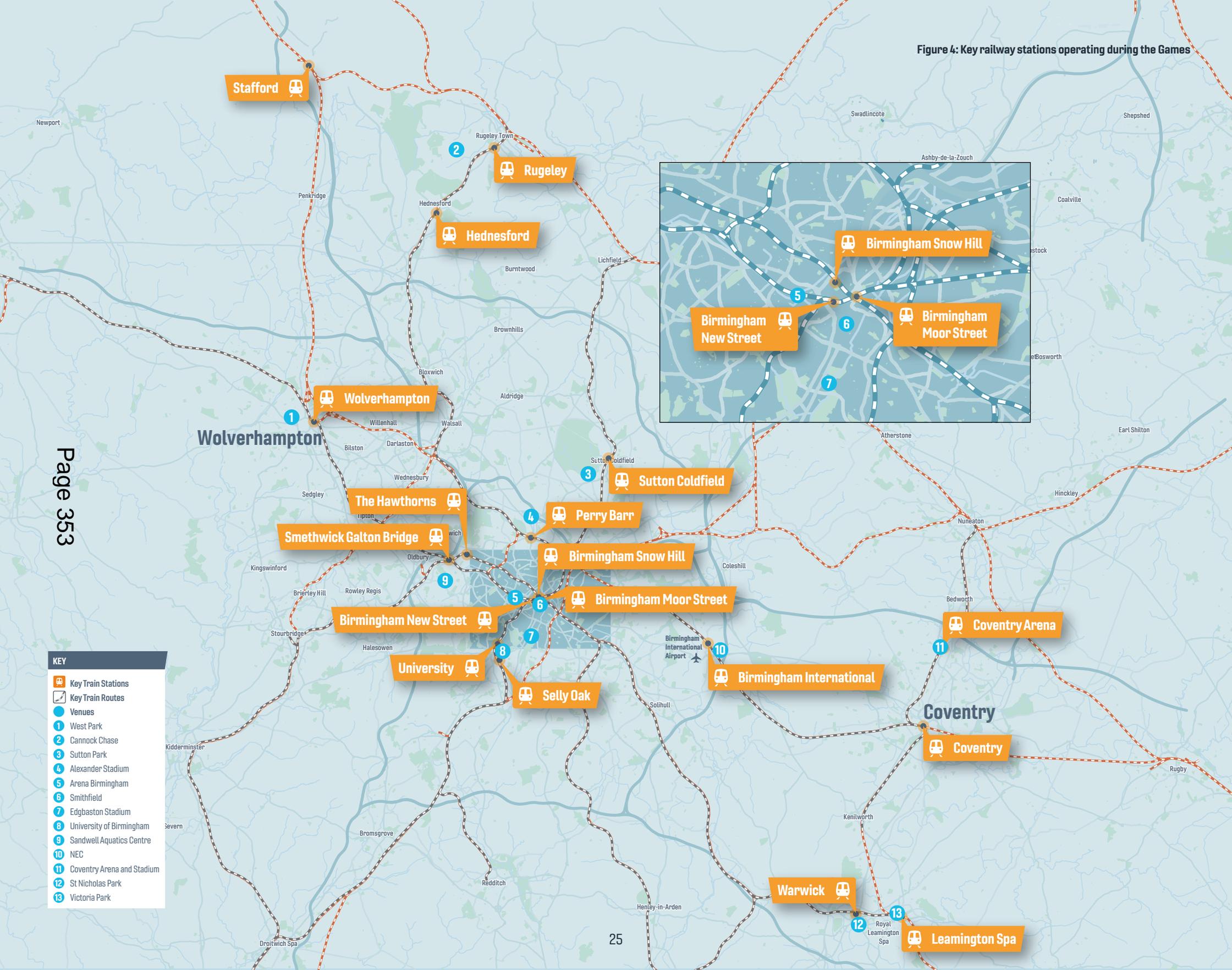
The Games will also generate demand outside rail's normal operating window, in particular late evenings and early on Sunday mornings, which are often used for routine maintenance.

A key element of rail planning will be in developing transport hub management plans for those stations across the network that will play a significant role in the Games, either as access stations for the venues themselves or at interchange stations where significant numbers of additional passengers are expected. This will be particularly critical at stations that have not been designed to cope with large flows of passengers, but that will be expected to do so during Games time. These plans will include a review of response and maintenance arrangements for any element critical to a station's accessibility, as well as reviewing contingency arrangements in the event of such an asset failing. They will also cover the entire transport operation at each transport hub, with the aim of facilitating efficient and easy interchange between rail and other transport modes.

Proposals are being discussed and developed in collaboration with partners across the rail industry.



Figure 4: Key railway stations operating during the Games



KEY

-  Key Train Stations
-  Key Train Routes
-  Venues
-  1 West Park
-  2 Cannock Chase
-  3 Sutton Park
-  4 Alexander Stadium
-  5 Arena Birmingham
-  6 Smithfield
-  7 Edgbaston Stadium
-  8 University of Birmingham
-  9 Sandwell Aquatics Centre
-  10 NEC
-  11 Coventry Arena and Stadium
-  12 St Nicholas Park
-  13 Victoria Park

BUS AND BUS SHUTTLE

The West Midlands has an extensive bus network which usually carries over 80% of all public transport trips within the region.

The network is already undergoing significant improvements to deliver the aspirations set out in the West Midlands Vision for Bus under the stewardship of the West Midlands Bus Alliance partners. This includes:

- The introduction of a Cross City Bus Network for Birmingham - the first phases of which will deliver £28.5million of bus priority measures between Dudley and Druids Heath benefitting 90 million passengers each year.
- A step change in vehicle quality and emissions standards whereby many buses were Euro VI by April 2021 and a clear transition plan to move to Zero Emission as we seek to establish the UK's first zero emission bus city in Coventry.
- Improving passenger infrastructure, information and ticketing to develop a truly integrated multi-modal system. This will include several new and refurbished bus stations and interchanges, multi-modal capped ticketing and the latest passenger and network management information.
- Upgrades to the Pool Meadow Bus Station in Coventry which will include improvements to transport assets such as new electronic passenger information screens and the transformation of the visitor experience through artistic design enhancements in and around the station, and an improved retail offer.

We will make best use of the existing capacity that the network provides and where necessary, through working with the West Midlands Bus Alliance, we will supplement that capacity through the delivery of targeted strengthening of existing bus services and dedicated Games bus shuttle services. This will include shuttle buses to specific venues and to the Games park and ride sites. Our major stadia, such as Edgbaston, Alexander Stadium and Coventry Stadium will all be served by dedicated shuttles, as well as venues such as Cannock Chase and the Sandwell Aquatics Centre.

The dedicated bus shuttle services will be free of charge to ticketed spectators and charges will apply for the use of park and ride sites – blue badge parking will be free. All additional buses on the network and those running as part of the shuttle service for park and ride will be low floor, accessible vehicles, with boarding ramps.



As we aim for the Games to bring people together, improve health and wellbeing and be a catalyst for change, for events in the West Midlands, Games tickets will include access to public transport in the local area on the day of the event. This is part of our commitment to delivering a clean and green public transport Games and ensuring access to all.

We intend for car travel to only be used as a last resort to meet operational requirements.



SPRINT

Sprint, a bus-based rapid transport system is a bus priority corridor that will link Walsall to Solihull and Birmingham Airport via Birmingham City Centre, joining the A34 with the A45 to create one continuous route.

TfWM will deliver the first stage of infrastructure works for the Sprint corridor ahead of the Birmingham 2022 Commonwealth Games. This includes the provision of new and extended bus lanes and upgrades to traffic signals, CCTV to monitor the networks performance in real time and the installation of at least 79 enhanced bus shelters. The delivery of these elements will provide the efficient and reliable links between Alexander Stadium, the NEC and Birmingham Airport, providing additional public transport capacity for the Games.

Work has commenced on delivering Sprint with the first stage of works completing well in advance of the Games.

Each Sprint shelter will have the following features:

- Large waiting shelter
- Seating in shelters
- Real-time service information
- Passenger information and timetables



WEST MIDLANDS METRO

West Midlands Metro (WMM) is the modern, step-free light rail system in the West Midlands. Line One provides a fast link between Birmingham and Wolverhampton city centres, via West Bromwich, Wednesbury and Bilston.

There are currently 21 trams in the fleet and by 2022, the fleet size will increase to 29 trams to accommodate the additional Commonwealth Games demand. This extra capacity will enable WMM to carry residents and visitors for their leisure and work activities as well as for the Games.

There are 28 stops along the route, all of which have been designed to be step-free, ramped, or lift access to all platforms. Handrails are also provided where required. Every tram stop has the following features:

- Waiting shelter or totem on each platform
- Passenger information and timetables
- Lighting
- Seating in shelters
- Emergency help points at end of shelters
- Real Time Information and audio announcements

There is no permanent staff presence at stops.

Services

Metro services, alongside bus shuttles will be available for city centre venues, Sandwell Aquatics Centre and Wolverhampton West Park.

Trams call at all stops along the route. The service operates between 0515 and 2330 Monday to Friday, 0515 until 0000 on Saturday, and 0800 to 2300 on Sunday. There is a frequent service every six to eight minutes between 0700 and 1900 Monday to Saturday and every 15 minutes at other times.

During the Games, capacity across the network will be managed with the use of ambassadors on board and at stops. These staff members will provide journey planning information and advice to those travelling to the Games and for those travelling for leisure or business. In addition, the services will be extended at peak times to ensure residents and visitors can travel with ease.

WMM will also optimise services during the Games by taking a 'data driven' approach. They will use up to date information to make best use of the available capacity and provide the best service possible to support the Games and everyday journeys.

Network expansion

The network will expand further in time for the Games, providing new connections into Wolverhampton rail station in the Black Country and extending into Edgbaston as part of Birmingham City Centre Westside extension. There will be 5 new stops in total providing greater connectivity, with frequent connectivity to the city centre. The Metro will provide an easy and convenient mode of transport for spectators, volunteers, residents and workforce during Games time.



Our new Urbos 3 trams are the first and only trams in the UK to use battery power to run along sections of the line specifically built without overhead wires, preventing the need to attach cables to historic listed buildings such as Birmingham Town Hall while also reducing the line's carbon footprint.



Figure 5: Key Metro Stops during the Games



MANAGING LOCAL TRAFFIC AND PARKING PLANS

The Commonwealth Games will attract many visitors to venues and their surrounding areas. To minimise disruption and limit the impact on local areas, there will need to be parking controls and event-day traffic management in the areas around competition venues. Every venue is different; therefore, each will have its own bespoke Local Area Traffic Management and Parking Plan (LATMP). These plans will be designed to protect residents and businesses, ensuring that they have access to properties and parking. All traffic management plans will include the provision of blue badge parking and accessible load zones.

The LATMPs are key in delivering successful events – they will support venue operations, ensure safe pedestrian routes for spectators and help keep traffic moving around competition and key non-competition venues so that athletes, officials, workforce and spectators arrive on time.

Traffic Management Measures

A range of temporary traffic management measures may be implemented – they will be in operation on the competition days held at the venue, as well as on any other days as required to support venue operations. Before determining the measures and applying such restrictions, careful consideration will be given to local business and resident access requirements. The traffic management design for venues will also consider existing blue badge parking facilities and load zones in the locality. As a standard practice, existing operations will not look to be suspended, however, in the unlikely event that this should be necessary, consideration will be given to provide temporary blue badge measures nearby to compensate.

These may include (but not limited to) the following:

- Parking restrictions and changes to local access around venues;
- Restricted turns and/or road restrictions
- Diversion routes
- Kerbside waiting and loading restrictions
- Event-specific signage and messaging to support transport movement within the area of the venue
- Suspension or relocation of bus stops/services
- Extensions to bus lane operational periods
- Traffic signs and line markings
- Controlled Parking Zones to provide a consistent parking restriction around the venue, whilst allowing access for freight deliveries, residents and businesses.
- Temporary Traffic Regulation Orders & Temporary Traffic Road Notices to introduce and to allow enforcement of any proposed on-street parking measures, waiting/loading restrictions, reduced speed limits, prohibited vehicle movements, introduce road restrictions as required through the LATMP detailed design.

LATMP measures will be proportionate to the requirements for each venue and developed in line with the following aims:

- Incremental - building on existing measures where possible and keeping change to a minimum, such as adapting an existing parking zone rather than creating a new or different plan;
- Necessary and affordable – will not be introduced where existing arrangements are deemed adequate;
- Easy to install - the temporary nature of measures should

influence design, making them simple to install, easy to 'switch on and off' and able to respond to unexpected or changing conditions where necessary;

- Operable and enforceable – ensuring that the design does not create operational problems, making measures easy to enforce and self-enforcing wherever possible; and
- Suitable – protecting, and minimising the impact, on residents and businesses.

Controlled Parking Zones

Around each venue, existing parking arrangements will be reviewed to determine whether they are sufficient to manage traffic and parking on event days. Where the existing on-street parking restrictions are not sufficient to manage the parking around the venue, Event Day Controlled Parking Zones will be implemented - these are parking restrictions designed to protect local residents and businesses from indiscriminate parking during event day. Only accredited vehicles, local residents and businesses will be able to park in Controlled Parking Zones.

For spectators, public transport, cycling and walking will be the easiest and most effective way to get around during the Games. We understand that not everyone can use public transport, cycling or walking and for these reasons, blue badge parking will be available at all venues.

Spectator parking will only be permitted in designated areas, for example at Park & Ride sites and to access blue badge parking at venues. For venues that already provide official car parking, these areas of parking will be reviewed for their suitability to be used as part of the traffic management proposals for the venue.

Supporting Access to the Venues

Only approved vehicles will be able to access the venue, for example vehicles transporting athletes or those delivering goods to support the operations of the venue. For security purposes, all such vehicles will have to pass through a Vehicle Screening Area and all spectators and workforce will pass through a Pedestrian Screening Area. LATMP measures are crucial in ensuring there is sufficient space around venues to allow the safe operation and management of these areas.

Working with Communities

The measures will be designed in consultation with the public. Protecting access to properties will be a key consideration. Once preliminary designs are prepared, we will discuss the proposals with local residents, businesses and key stakeholders and work closely to shape the final design. In addition, all information regarding the traffic management and temporary road restrictions will be communicated in advance of the Games through a range of communication channels. Further information about this can be found in the 'Consultation and Engagement' chapter of the Games Transport Plan.

With sustainability at the core of the Games, we aim to consciously use

materials that can be reused, recycled or overall, reduced.

Aluminium sign plates and sign frames will be used as gateway signage where possible for the Games, as materials such as these can be reused for future events held at the venues.



GREEN ROUTES TO VENUES – MAXIMISING CYCLING AND WALKING

Ensuring walking and cycling plays a prominent role in moving spectators and workforce throughout the region is a key objective in delivering a Clean and Green Games. Through a network of safe, accessible and convenient active travel routes, spectators will be encouraged to walk and cycle to the venues, supporting the region's ambition of achieving a 5% mode split in journeys made by bike or on foot²¹.

To maximise walking and cycling, we are developing a concept of 'Green Routes to Venues' (green routes) to provide dedicated links between strategic centres and key venues.

Green routes will focus on both the promotion and improvement of existing walking and cycling infrastructure, including existing dedicated cycle lanes, national cycle network routes and the local canal network.

Active travel is a priority for the Birmingham 2022 Games as we strive to support a healthier and greener future for as many people as possible, regardless of their socio-economic status.

We will promote cycling and walking as a long-term solution through better use of the new and existing active travel routes across the region.



Green routes will focus on active travel corridors to Alexander Stadium, Edgbaston Stadium, University of Birmingham, Coventry Stadium & Arena and within Birmingham city centre. The location of these venues offers the most potential to generate higher levels of walking and cycling trips. Whilst cycle parking will be provided at all venues, we will look to provide higher quality and greater capacity of cycle parking at venues to further promote and support their use.

The canals will be vital to the delivery of the green routes. To support greater use of the canal network during the Games, TfWM will work with key stakeholder, Canal and River Trust to encourage more people to make their way to venues on foot or on bike via the canal towpaths. The canals proposed to be used and promoted for cycling and walking are:

- Birmingham Mainline Canal (for Arena Birmingham and Sandwell Aquatics Centre)
- Coventry Canal (For Coventry Arena & Stadium)

Green routes corridors will benefit from new wayfinding and signage. We will also look to work with local authorities and partners to identify and assess opportunities for physical improvements to deliver continuous, safe and attractive green route infrastructure.

Supported by an extensive travel demand management campaign which includes marketing and communications, we will actively promote the use of green routes for accessing venues.

This will include the use of the RTCC to provide live status updates of green route corridors, routing information and details on cycle hire and cycle parking availability. We will also look to provide personalised journey planning through the Games journey planner app to support those wishing to cycle and walk to the venues.

Safety audits of green routes will be undertaken to assess and mitigate conflicts between cyclists, pedestrians and/or vehicles. Additionally, access and accessibility audits will ensure those with disabilities and/or those riding on modified cycles are accommodated.

To support the green routes concept, we have also produced an Active Travel Strategy. This outlines a supporting programme of measures and details how the green routes to venue and active travel will be fully integrated into the Games transport offer.



We aim to encourage spectators, workforce and residents to live active and healthy lifestyles.

Our legacy aim for this Games is to create a step change in active travel. Easy access to green routes will enable more people to walk and cycle around the region and specifically within the city of Birmingham.

Optimising Cycling During the Games

Presently, there are several other cycling projects in various stages of development across the region, such as Cycling for Everyone and the West Midlands Cycle Hire Scheme. These will play an important role in supporting the Games green routes concepts and the wider Active Travel Strategy, whilst supporting TfWM in achieving its long-term legacy goals of encouraging a healthy and active lifestyle, and improved mental health and wellbeing.



We will work closely with cycle scheme operators to ensure enough bicycles are available at strategic locations throughout the region.

Cycling for Everyone

We are currently developing a cycling legacy package focused around 'Cycling for Everyone'.

This package is a West Midlands-wide programme and will enable those who otherwise would not benefit from the existing cycling network and infrastructure investments to take advantage of the interventions to support long term behaviour change and confidence around cycling. This initiative aims to reduce the existing gap in inequality through targeting 1-3% of people living in the most deprived communities in the West Midlands and providing them with support services such as training (for both adults and children) and an inclusive cycling offer.

This will also aim to overcome barriers of bike ownership through schemes such as Big Birmingham Bikes or through subsidised West Midlands Cycle Hire memberships.

West Midlands Cycle Hire

During 2021, West Midlands Cycle Hire Scheme rolled out 1,500 bikes over all 7 West Midlands Local Authority areas. The 1,500 bikes were made up of 1,350 pedal bikes and 150 electric-bikes.

Although the scheme is predominately a docked solution, there will be facilities in areas for special sites or events during the Commonwealth Games and we will look to increase capacity for cycle hire to accommodate Games demand and support the Green Routes to Venue objectives.

Active Travel Strategy

The Active Travel Strategy provides more information regarding:

- Cycle parking at Games venues;
- Cycle parking facilities for cyclists travelling to the city centre during Games time;
- Cycle parking facilities on event days during road events; and
- Adapted cycles.



Figure 6a: Green Routes to Venue Routes - Birmingham

35 min
from Birmingham New Street



Alexander Stadium



Access from Perry Park

KEY	
	Coventry City Centre Cycle Route to Venue
	Cycle Route to Venue along Canal Towpath
	Venues
	Wayfinding Points
	Key Train Station
	Aquatics - Diving
	Aquatics - Swimming & Para Swimming
	Athletics & Para Athletics
	Basketball 3x3 & Wheelchair Basketball 3x3
	Beach Volleyball
	Cricket T20
	Gymnastics - Artistic
	Gymnastics - Rhythmic
	Hockey
	Marathon Start
	Netball
	Opening Ceremony
	Squash

11 min
from Birmingham New Street



Arena Birmingham



Birmingham New Street

Smithfield



University of Birmingham



25 min
from Birmingham New Street



Aston Webb Boulevard

Edgbaston Stadium



16 min
from Birmingham New Street



Figure 6b: Green Routes to Venue Routes - Coventry

30 min
from Coventry Train Station



Coventry Arena & Stadium

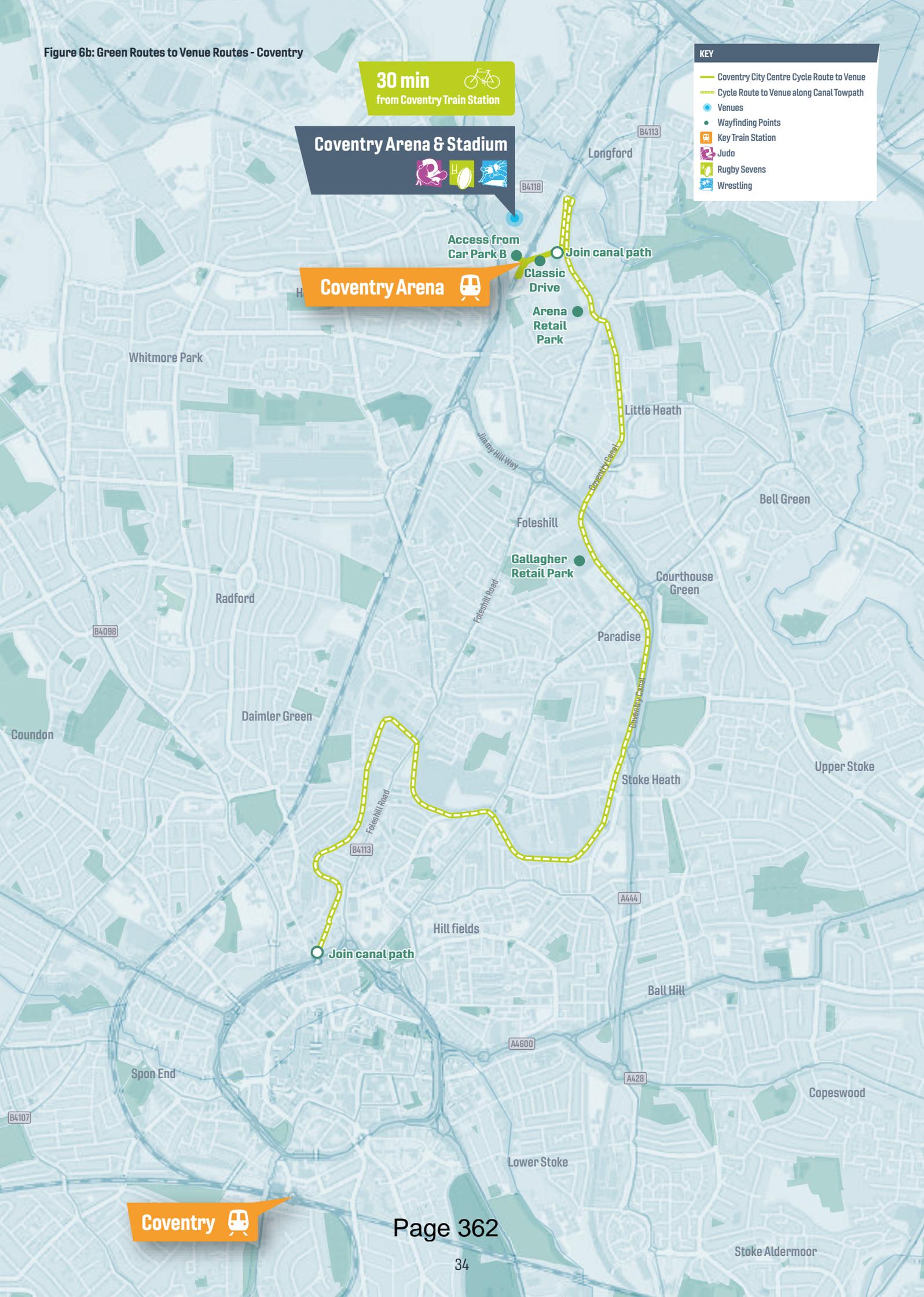


Coventry Arena



KEY

- Coventry City Centre Cycle Route to Venue
- Cycle Route to Venue along Canal Towpath
- Venues
- Wayfinding Points
- Key Train Station
- Judo
- Rugby Sevens
- Wrestling



PARK AND RIDE

Park and Ride (P&R) and Park and Walk (P&W) will be an essential component of delivering the Games, helping to manage congestion and parking around venues and minimise the Games' impact on the local road network.

P&R and P&W sites will be strategically located to provide an option for car drivers to conveniently park and complete their journey using our bus shuttle services or by walking. As planning evolves, the area-based objectives will underpin how sites are taken forward and delivered. Currently, P&R, P&W and bus shuttle services are planned to operate at the following venues only:

	Bus Shuttles	Park & Ride	Park & Walk
Alexander Stadium			
Cannock Chase			
Birmingham City Centre			
Coventry Arena			
Coventry Stadium			
Edgbaston Cricket Ground			
NEC Cluster			
Sandwell Aquatics Centre			
Sutton Park			
Victoria Park			
St Nicholas Park, Warwick			



Some of the P&R sites for Coventry Stadium will be located within city centres to showcase the area, promote tourism and enhance the city centre economy.



P&R sites will be located to minimise congestion on key routes and will consider factors such as:

- Minimising the impact on the operation of the existing network
- Access via long-distance corridors such as motorways, and;
- Proximity and access to key venues - a maximum journey time of 30-minutes by shuttle bus between the P&R site and the event venue.

The number of P&R sites provided will depend on the demand for each venue, capacity at each site and we will aim to meet 85% of demand.

Each P&R site will serve one competition venue, equally, the same P&R site will be used to serve multiple events if the gaps between sessions are longer.

In Coventry city centre, a smaller number of P&R sites are likely to operate in conjunction with a larger, existing central transport station, where a dedicated shuttle bus service will also be stationed. Here, drivers will park their vehicles and walk a short distance to access the shuttle bus service to the competition venue.

Are you Game? #B2022



PARK AND WALK

A P&W Delivery Plan has been developed and sets out how to best manage demand at venues. We acknowledge walking is not accessible for all visitors, therefore, all park and walk sites will undergo an equality impact assessment to identify potential barriers to accessibility.

Special consideration has also been made to protect any sensitive ecological environments at Cannock Chase (an Area of Outstanding Natural Beauty), along with a plan to mitigate any potential risks.

The P&R & P&W Delivery Plan sets out the final locations for P&R and P&W sites, along with their detailed operational plans. This also provides more information about the about P&W and the P&W services at different venues.

BIRMINGHAM
2022
commonwealth
games

TAXIS AND PRIVATE HIRE VEHICLES

Taxis and Private Hire Vehicles (PHV) are an integral part of the public transport system in the West Midlands, particularly since the emergence of app based private hire booking platforms such as Uber.

Taxis and PHV will be managed at transport hubs and interchanges and competition-venues only. We will incorporate their requirements into the Venue Transport Operation Plans and will determine factors such as parking arrangements, the management of vehicles, venue-specific access controls, and pick-up and drop off zones. Accessible taxi drop-offs will be facilitated at venues. Work is ongoing to identify the best locations for these sites and to ensure minimal impact occurs on everyday activity around the venues.

We have collaborated with taxi and the PHV groups via our established networks to ensure a consistent transport offer is provided for spectators and providers alike. These collaborative networks have also enabled us to draw upon local knowledge to further enhance the operation and planning for taxis and PHV services during the Games.

During the Games, taxi and PHV offers will be integrated into the information provided to spectators and signage (where appropriate) will be used to inform spectators of the designated access points for taxi and PHV services.

We will deliver accessible and inclusive venue access to optimise spectator experience.



VENUE TRANSPORT OPERATIONS PLANS

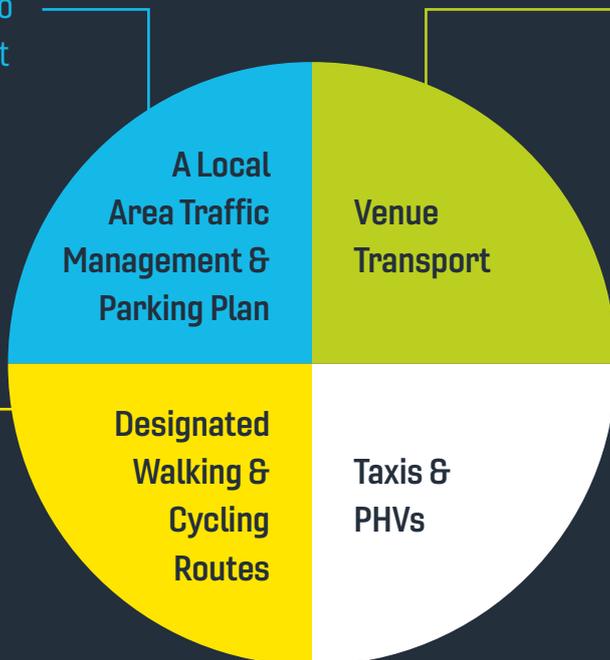
We will carefully consider the operations at key competition venues such as the Alexander Stadium, as well as at non-competition venues like hotels and training venues. Decisions will reflect factors such as existing event-day operations and Games-specific requirements (for the likes of transporting athletes).

Each venue will have a Venue Transport Operation Plan (VTOP) specific to the needs of the venue, number of spectators and its location. The VTOPs ensure all venues receive tailored, all-round services across the Games Family, irrespective of sport or venue. The services delivered may vary to address venue-specific challenges, however the overall level and quality of service will remain the same.

The following elements inform the planning process of the overall VTOPs:

Proposed temporary changes to traffic and parking management on the local streets around the venues to allow free flowing conditions on key routes

Identifying pick-up and drop-off points for Games specific services and provide better links to public transport



Assigned walking and cycling routes from transport hubs to venues, signage by temporary signage, wayfinding, traffic control and cycle parking facilities

Dedicated areas for PHVs including Rideshare and Demand Responsive Travel

As the VTOPs are currently being developed, the following section outlines the emerging transport plans for the different Games venues. Details may change as planning progresses.

ALEXANDER STADIUM

The Alexander Stadium will host the Athletics events, as well as the Opening and Closing Ceremonies. This international standard athletics venue is being redeveloped for the Commonwealth Games and will have a Games time capacity of approximately 30,000. Following the Games, the stadium will continue to be home to the famous Birchfield Harriers athletics club and host international Athletics and other events with a capacity of approximately 18,000.

To facilitate transport operations for both Games Family and spectators, dedicated areas for drop off and pick up (transport malls) will be installed close to the stadium. It is also likely that local traffic restrictions will need to be in place, especially around the Opening and Closing Ceremonies.

A transport mall is a hub located at a venue where Games vehicles pick up and drop off passengers

Spectators will be encouraged to travel by public transport to the event and the options available will include dedicated shuttle bus services and rail services at the newly redeveloped Perry Barr rail station. Equally, the new segregated cycleway on the A34 will also provide an easy, accessible route to the venue.

The key elements of the VTOP for the Alexander Stadium are shown on the map below:

Figure 7: Transport Plan for the Alexander Stadium



Figure 8: Daily competition schedule for Alexander Stadium

Sport/Discipline	Venue	July				August							
		T	F	S	S	M	T	W	T	F	S	S	M
		28	29	30	31	1	2	3	4	5	6	7	8
Opening/Closing Ceremony	Alexander Stadium	OC											CC
Athletics (inc Para Athletics)	Alexander Stadium												

CENTRAL BIRMINGHAM CLUSTER

The venues located around the centre of Birmingham have been grouped together to form a 'cluster'. These include Arena Birmingham, Smithfield, and the Marathon route.

Central Birmingham will be the heart of the Games and will be filled with activity throughout Games time. A substantial amount of work has been undertaken to ensure the competition venues, live sites and key transport hubs function to the best of their ability during the Games, ensuring everyday journeys are maintained for residents, workers and businesses and an overall great travel experience is offered to visitors.

Live sites are designated public areas where members of the public can watch events on big screens

Live Sites

Throughout the duration of the Games, live sites will be hosted in places across the region to allow the public to experience the atmosphere of the event. These sites will be situated in well-connected locations and are likely to offer large screens, refreshments, and temporary seating.

Two live sites will be located within the city centre. The first will be within the Smithfield venue and the second live site will follow the trail of Birmingham's annual Christmas Markets located in the city centre - from New Street to Centenary Square. This will be a family friendly site, with artists and performers opening in advance of the Opening Ceremony to generate buzz and excitement in the city centre.

Arena Birmingham will be the main media centre throughout the Games and will also host the Artistic and Rhythmic Gymnastics. There will be changes to how the venue has operated in the past and spectators are encouraged to use public transport to access the venue.

With the use of its former outdoor market site, the **Smithfield Site** in Digbeth will also house two competition venues- Basketball and Wheelchair Basketball 3x3 and Beach Volleyball- transforming the area into a lively and exciting sporting arena with 10 days of competition and multiple sessions per day. Some traffic management will be required to facilitate Athlete journeys, Officials and load zones. Spectators will be well served by the various public transport options in the areas.

The **Marathon route** will feature many of the city's well-known landmarks as it winds through the city centre on the first Saturday of the Games. The marathon will start at Smithfield and finish in Victoria Square. Multiple road restrictions and temporary arrangements, such as changes to bus stops and routes will be in place to facilitate this notable event.

Overall, public transport and active travel will be the most convenient way to access the city centre venues. The area is well served with high-frequency rail and public transport services; particularly at New Street Station - a major transport hub. Additional trains and buses will also operate during Games time to accommodate the increase in demand throughout this period. TfWM is exploring the option of electric scooter provision to cope with demand in this area.

Several temporary road and traffic arrangements will be in place throughout the Games to minimise disruption and uphold the needs of local businesses and residents.



Figure 9: Transport Plan for the Arena Birmingham



Figure 10: Daily competition schedule for Arena Birmingham

Sport/Discipline	Venue	July				August							
		T	F	S	S	M	T	W	T	F	S	S	M
		28	29	30	31	1	2	3	4	5	6	7	8
Gymnastics (Artistic)	Arena Birmingham												
Gymnastics (Rhythmic)	Arena Birmingham												

Figure 11: Transport Plan for Smithfield



Figure 12: Daily competition schedule for Smithfield

Sport/Discipline	Venue	July				August							
		T	F	S	S	M	T	W	T	F	S	S	M
		28	29	30	31	1	2	3	4	5	6	7	8
Basketball 3x3 (inc Wheelchair Basketball 3x3)	Smithfield												
Beach Volleyball	Smithfield												
Athletics (Marathon)	TBC												

EDGBASTON VENUE CLUSTER

- **Edgbaston Cricket Ground**
- **University of Birmingham**

The **Edgbaston area** of Birmingham, southwest of the city centre will play an important role in the Games and will see action throughout the Games period and before. The world-famous Edgbaston Cricket Ground will host the Women's Cricket competition with two sessions per day and action on eight days of the Games. Likewise, as part of the three Athlete Villages, the Commonwealth Games Village at the University of Birmingham will operate upon the Athletes' arrival and accommodate approximately 2,800 athletes and team officials.

State of the art sporting facilities at the **University** will be adapted into world class competition venues for Hockey and Squash. These venues will be in use throughout the eleven days of sport and will no doubt provide some great sporting moments.

There will be significant changes to how traffic can circulate throughout this area and spectators and workforce alike will be encouraged to make use of University Station and the improved active travel links (walking and cycling). Spectators can walk from the city centre along the historic canal network or cycle down Birmingham Cycle Revolution A38/ Bristol Road Cycle Route to get to both these venues. Additionally, extra capacity on public transport will operate on event days to accommodate the increase in demand.

A temporary transport mall will be created at the Commonwealth Games Village Birmingham from where Athletes will catch bus and car services out to competition venues across the region.

Walking from the city centre to Edgbaston Cricket Ground will take approximately 35 minutes from New Street Station – shorter than most people think.

Shuttle bus services will also be available and there will be additional changes to road operations from what is normally seen during international cricket events.



The Commonwealth Games Villages are secure accommodation sites provided to athletes and team officials.

They offer the facilities required for competing athletes and include dining and leisure amenities. The villages will be served by accredited games family vehicles.

Figure 13: Transport Plan for Edgbaston Stadium

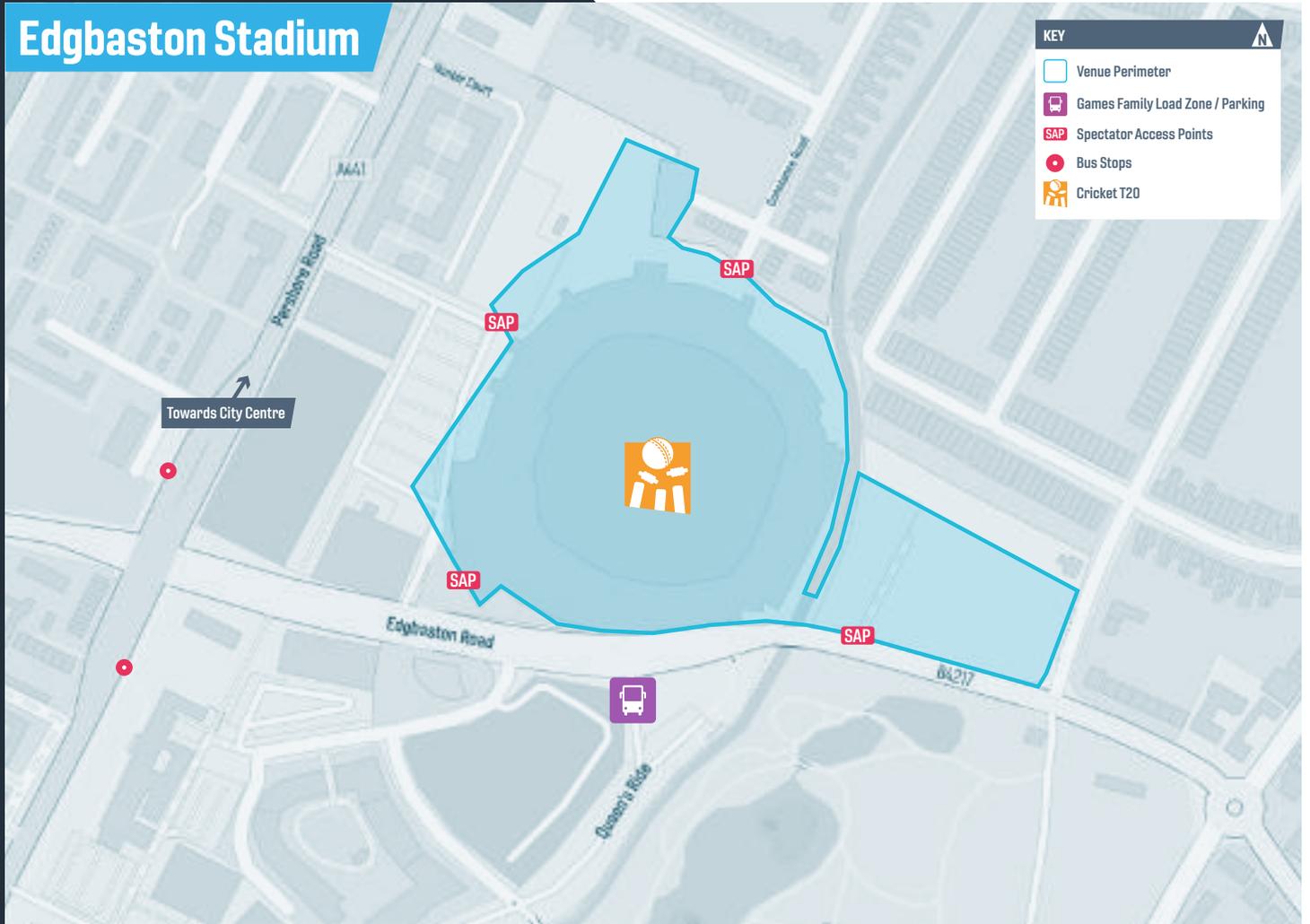


Figure 14: Daily competition schedule for Edgbaston Stadium

Sport/Discipline	Venue	July				August							
		T	F	S	S	M	T	W	T	F	S	S	M
Cricket T20	Edgbaston Stadium	28	29	30	31	1	2	3	4	5	6	7	8

Figure 15: Transport Plan for University of Birmingham

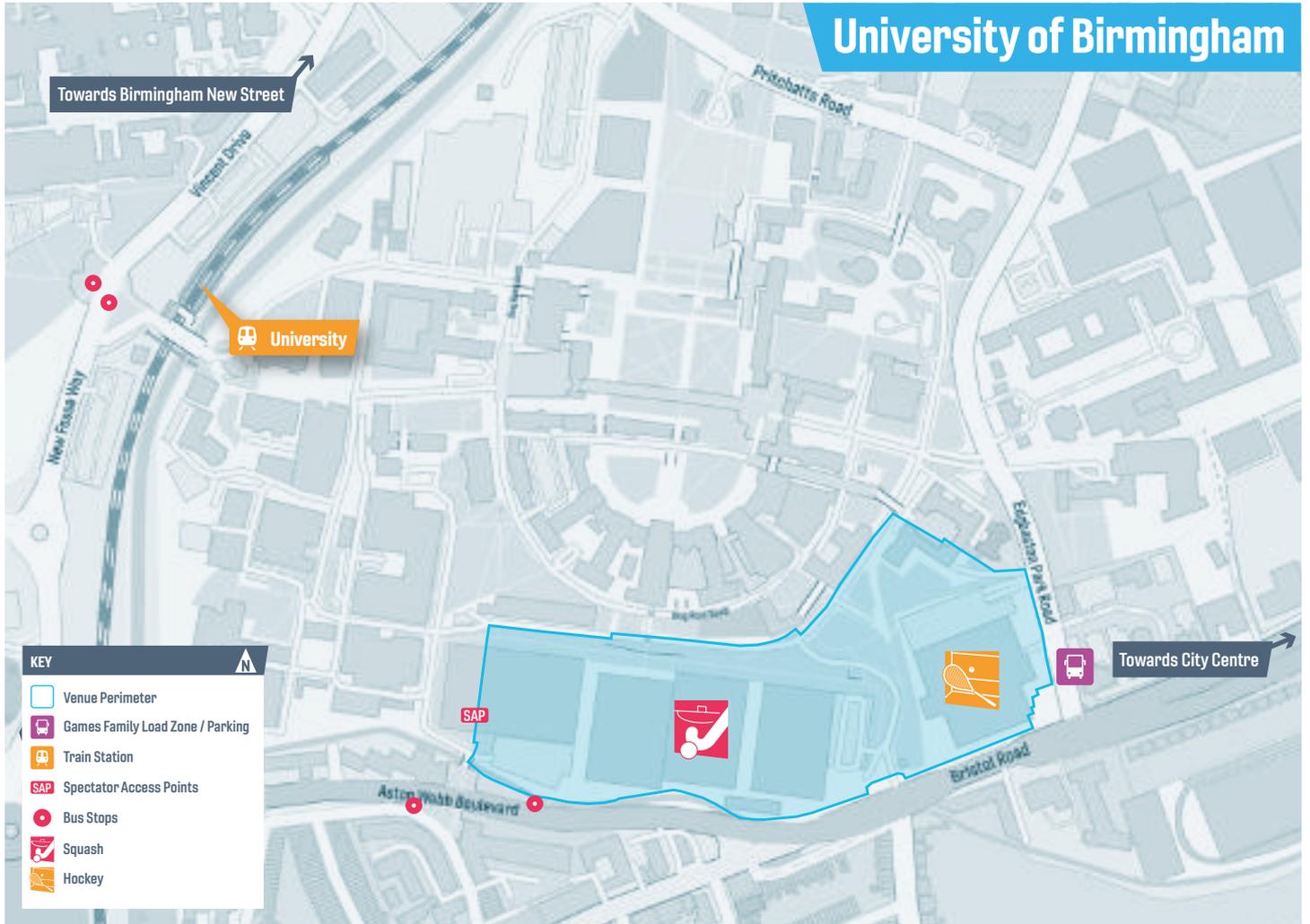


Figure 16: Daily competition schedule for University of Birmingham

	Venue	July				August							
		T	F	S	S	M	T	W	T	F	S	S	M
Sport/Discipline	Venue	28	29	30	31	1	2	3	4	5	6	7	8
Hockey	University of Birmingham												
Squash	University of Birmingham												

SUTTON PARK

Sutton Park, a 2,400-acre National Nature Reserve located six miles north of Birmingham city centre is one of the largest urban parks in Europe, as well as a Scheduled Ancient Monument and a Site of Special Scientific Interest. The park has open heathland, woodlands, seven lakes, wetlands and marshes, and will host the Swimming and Running components of the Triathlon competitions for the Games, while the cycling will take place on a short circuit around Boldmere High Street, Jockey Road and Chester Road. Temporary traffic restrictions at this location will be in place.

Spectators and workforce alike will be advised to travel to the venue by rail - via Sutton Coldfield station. From here, walking routes to the venue will be clearly signposted to guide visitors to the event. Rail services at this station will be strengthened to serve the additional demand on competition days.

Figure 17: Transport Plan Sutton Park

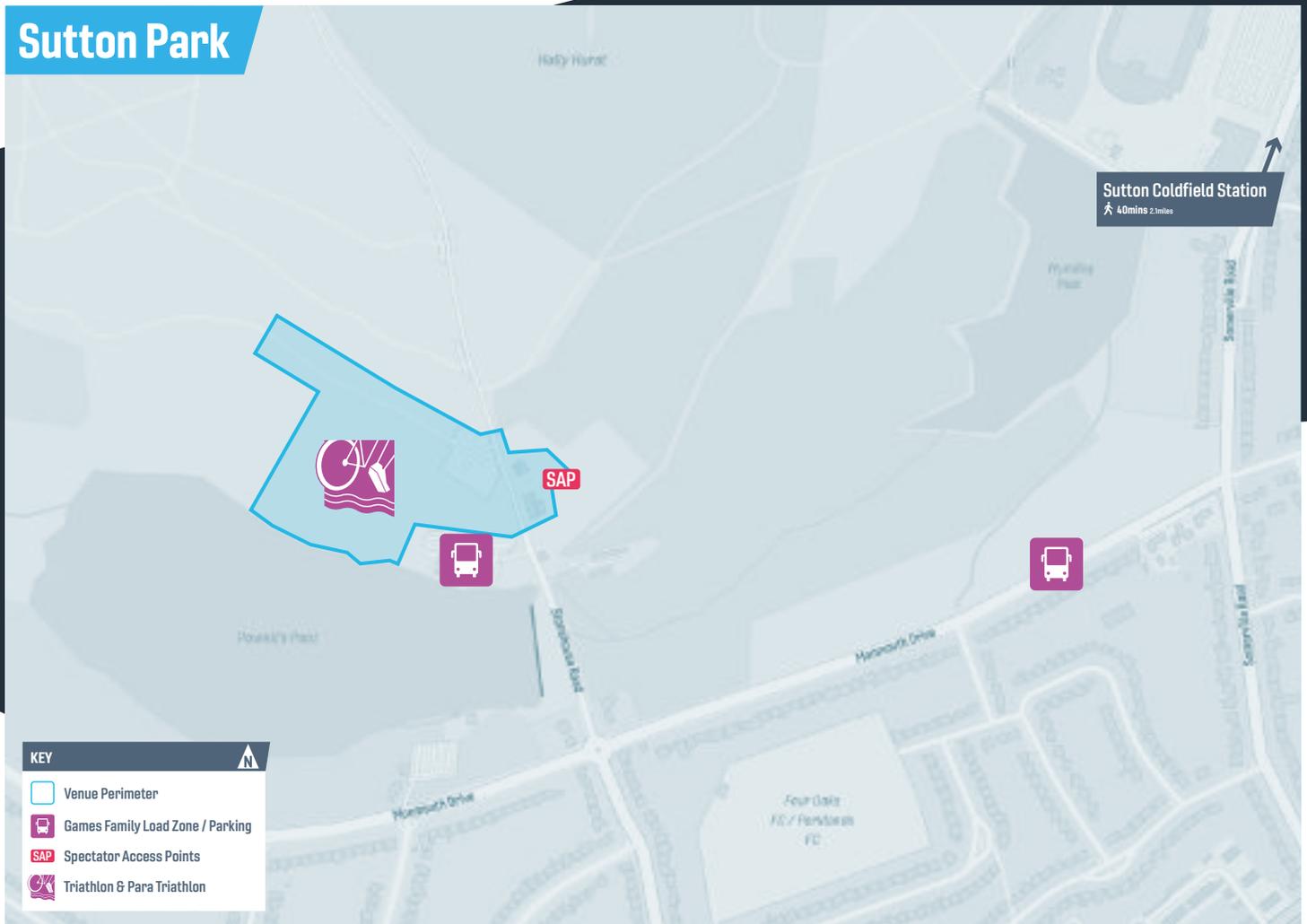


Figure 18: Daily competition schedule for Sutton Park venues

Sport/Discipline	Venue	July				August							
		T	F	S	S	M	T	W	T	F	S	S	M
		28	29	30	31	1	2	3	4	5	6	7	8
Triathlon (inc Para Triathlon)	Sutton Park												

THE NATIONAL EXHIBITION CENTRE VENUE CLUSTER

- The National Exhibition Centre
- Commonwealth Games Village NEC
- Birmingham Airport
- Birmingham International Station

The purpose-built **National Exhibition Centre (NEC)** complex located to the east of Birmingham, in Solihull will play host to numerous sports, the International Broadcast Centre and an Athletes Village. This institution at the heart of the motorway network will draw upon years of experience hosting events and introduce a few new arrangements.

Perfectly placed alongside Birmingham International Station, a special Designated Walking Route will be in operation between Birmingham International Railway Station and the spectator entrance point. Although public transport will be an easy and convenient way to get to the NEC, unlike other venues, spectators will be permitted to park within the NEC complex.

The Commonwealth Games Village NEC will provide high quality accommodation for approximately 1,600 athletes and team officials. A specifically designed transport mall will be created to cater for athlete services by car, bus and other services for supporting operations and visitors.

Figure 19: Transport Plan for the NEC

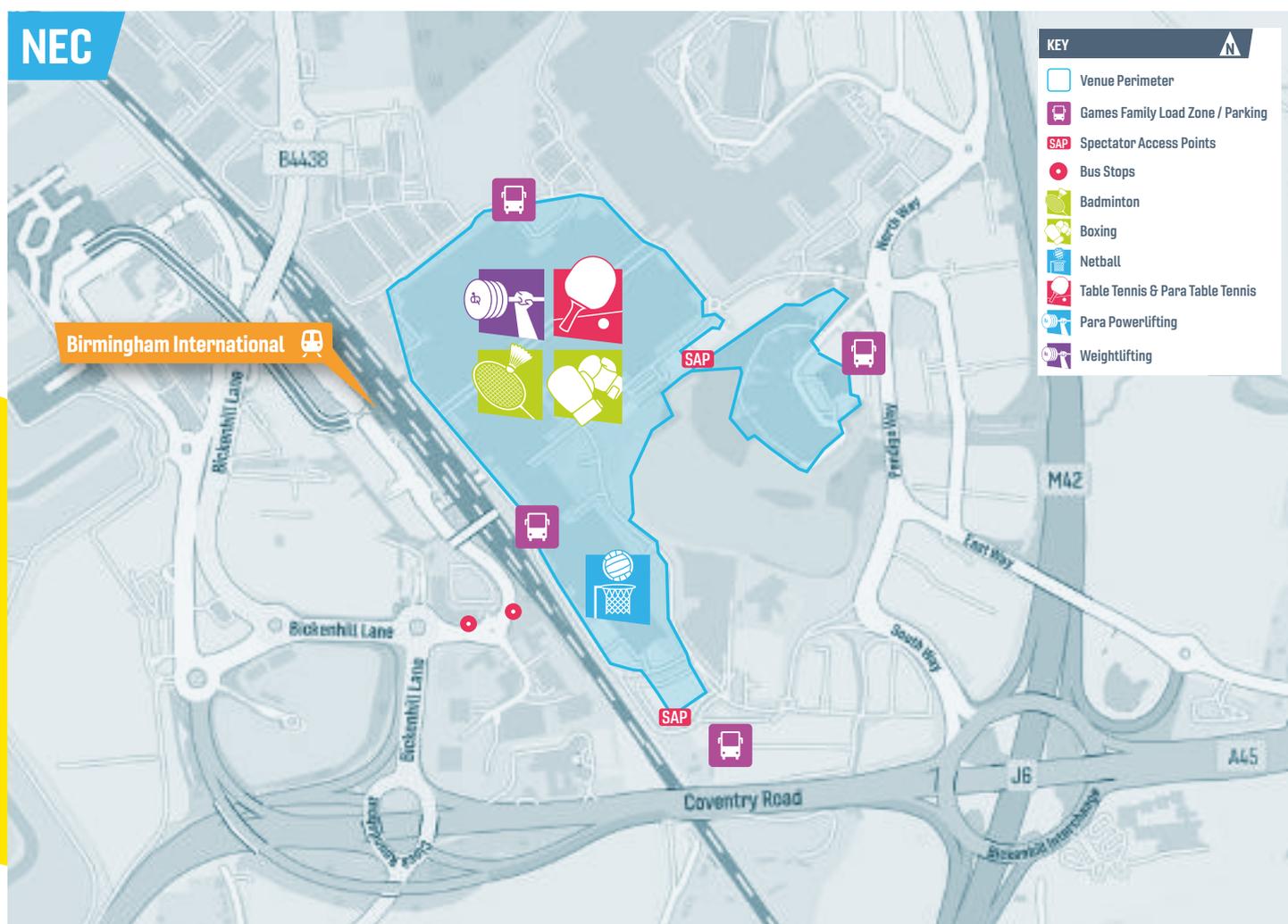


Figure 20: Daily competition schedule for NEC venues

Sport/Discipline	Venue	July				August							
		T	F	S	S	M	T	W	T	F	S	S	M
		28	29	30	31	1	2	3	4	5	6	7	8
Badminton	NEC												
Boxing	NEC												
Table Tennis (inc Para Table Tennis)	NEC												
Weightlifting and Para Powerlifting	NEC												

CYCLING EVENTS

- **Wolverhampton Time Trial**
- **Warwick Road Race**
- **Cannock Chase Mountain Bike, and**
- **Lee Valley VeloPark, London for Track and Para Track Cycling**

Each of the Midlands based venues will be made up of a 'Start and Finish Venue' with some spectator seating and back of house areas for the Athletes and Media along with a 'Field Of Play' that takes in the wider road network or surrounding area. The Lee Valley Velodrome is the award-winning Track Cycling venue built for the London Olympics and is a permanent feature of the Olympic Park in Stratford, northeast London.

Both the Road Race and Time Trial will take place on roads normally used by the public, and so will require significant traffic management measures (e.g. temporary closures, route diversions and changes to local bus services) to ensure safe, entertaining events can take place. There will be opportunities for the public to spectate at various points along the routes to watch athletes' pass by. It is important that those looking to catch a glimpse of the action use public and active travel to access the viewing area as there will be changes to the road network on event days.

Wolverhampton has an excellent public transport offer with a transport interchange in the city centre supporting bus, railway and Metro services. Public transport will therefore be the best mode of choice for spectators and workforce attending Games events in Wolverhampton. Likewise, the Lee Valley Velodrome (London) is also well served by public transport services.

Rail travel (via Warwick station) will be the most convenient mode of travel for spectators and workforce attending the Warwick Road Race. Likewise, rail will also be easily accessible for those attending events at Cannock Chase – with services operating via the Chase line and the Stafford Line.

LEE VALLEY VELODROME (LONDON)

Lee Valley Velodrome located within the Lee Valley VeloPark at the Queen Elizabeth Olympic Park in Stratford, East London was opened to the public in March 2014. The facility was one of the permanent venues for the 2012 Olympic and Paralympic Games.

Lee Valley VeloPark is at the northern end of Queen Elizabeth Olympic Park. It has a velodrome and BMX racetrack, which have been used for the London 2012 Olympic Games, as well as a one-mile (1.6 km) road course and 5 miles (8 km) of mountain bike trails.

The venue has continued to host world class cycling events post London 2012 Olympics and Paralympic Games including the Revolution Series, UCI Track Cycling World Cup, 2016 UCI Track Cycling World Championships and currently hosts the annual Six Day Series.

Rail travel is the most convenient mode of travel for spectators attending the cycling events at Lee Valley Velopark, with a number of stations located approximately a 20-minute walk from the venue.

Stratford station is served by the Underground (Jubilee and Central lines), the Docklands Light Railway (DLR) and Abellio Greater Anglia national rail services to Liverpool Street, Essex and East Anglia. Stratford International station is served by the DLR and national rail Southeastern High Speed 1 services to St Pancras International.

Several bus routes connect Stratford and Stratford International stations with the VeloPark. There is also an accessible shuttle serving both Stratford and Stratford International stations.



VICTORIA PARK

Victoria Park located in Leamington Spa will host the Lawn Bowls competition. The Leamington Spa bowls club is the resident club and the home of English Bowls. The venue hosts the annual Bowls England National Championships, held in August. The five greens in Victoria Park are used for County competitions, national events and for international matches and competitions. Multiple sessions per day across eleven days of competition will ensure this venue and the sport of Lawn Bowls are another key feature of this Games.

Rail will be the most convenient way to travel to this venue, with Leamington Spa Station located close by. TfWM have also confirmed P&W provision for this venue.

Figure 21: Transport Plan for the Victoria Park

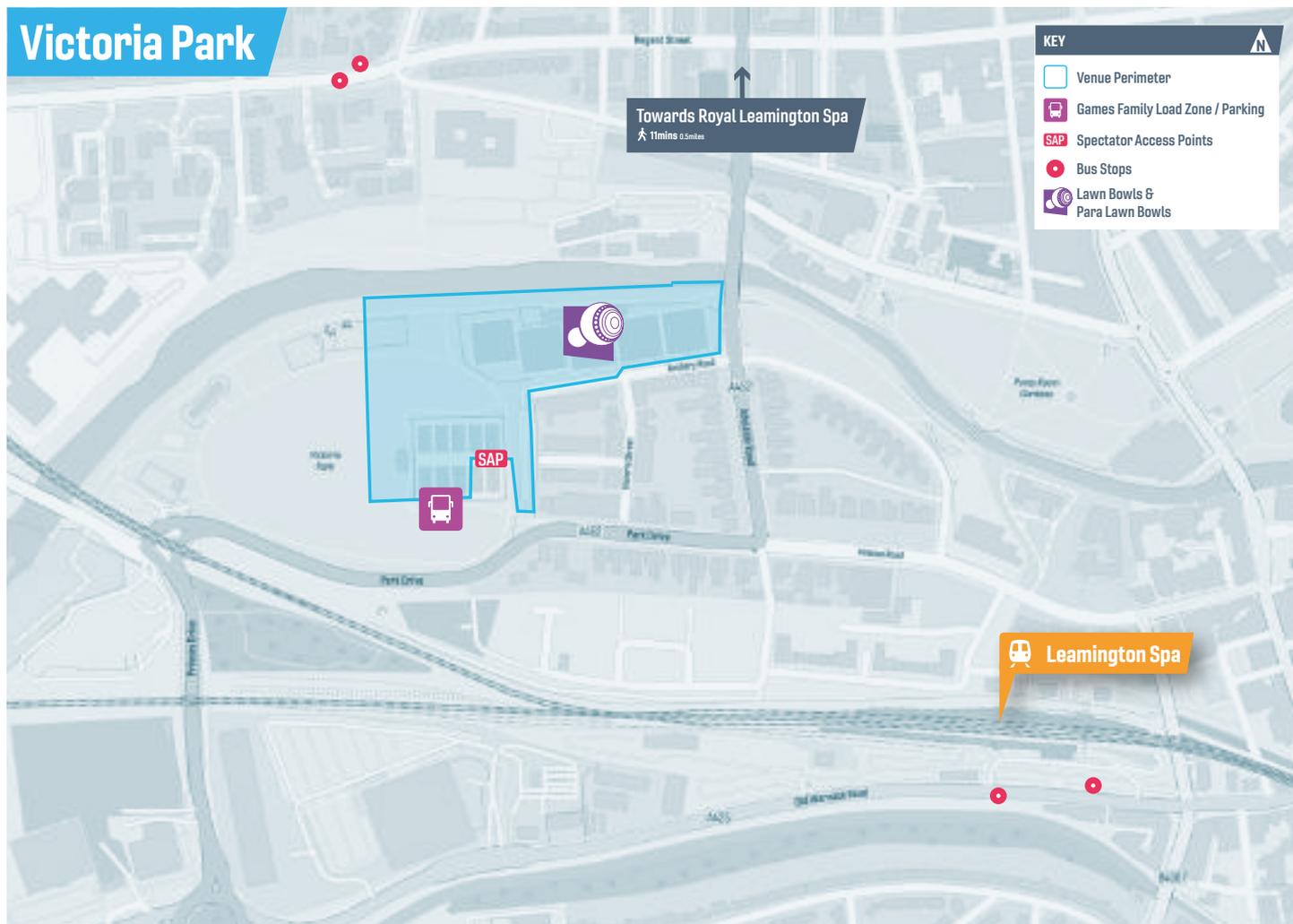


Figure 22: Daily competition schedule for Cycling Venues and Victoria Park Lawn Bowls

Sport/Discipline	Venue	July				August							
		T	F	S	S	M	T	W	T	F	S	S	M
		28	29	30	31	1	2	3	4	5	6	7	8
Cycling (Mountain Bike)	Cannock Chase Forest												
Cycling (Road Race)	St Nicholas Park												
Cycling (Time Trial)	West Park												
Cycling (Track inc Para Cycling Track)	Lee Valley Velopark												
Lawn Bowls (inc Para Lawn Bowls)	Victoria Park												

SANDWELL AQUATICS CENTRE

Sandwell Aquatics Centre is being constructed especially for the Games and will host the all-important Swimming and Diving Competitions through the eleven days of competition. After the Games, this modern facility will take full advantage of its residential location and provide leisure facilities to Sandwell residents and those from further afield.

TfWM will look to create an integrated transport hub around Hawthorns railway station where primary rail access from Birmingham city centre is combined with tram access via Hawthorns tram stop and P&R sites in the vicinity. Dedicated bus shuttles would then operate between the transport hub and the venue. The newly renovated railway stations at Smethwick Rolfe Street and Smethwick Galton Bridge, with improvements to the public realm and walking routes, will provide further access for inter-city services and local services with walking routes clearly signposted to guide visitors towards the venue. Several temporary changes to the road network will also be in place to help ensure the smooth running of the Games.

Figure 23: Transport Plan for the Sandwell Aquatics Centre



Figure 24: Daily competition schedule for Sandwell Aquatics Centre Venues

Sport/Discipline	Venue	July				August							
		T	F	S	S	M	T	W	T	F	S	S	M
		28	29	30	31	1	2	3	4	5	6	7	8
Aquatics (Swimming inc Para Swimming)	Sandwell Aquatics Centre												
Aquatics (Diving)	Sandwell Aquatics Centre												

COVENTRY STADIUM AND ARENA

Coventry Stadium and Arena will host the Rugby Sevens Competition (Stadium), Judo and Wrestling (Arena) and will follow much of the normal event-day transport operation. Rail will provide the best connectivity from Coventry city centre, from where dedicated bus shuttles will operate to transport spectators and workforce to the venues. Spectators accessing the venue from the East Midlands via Nuneaton will be able to access the venue via Coventry Arena Station - situated directly adjacent to the event.

For events at Coventry Stadium, TfWM is exploring options for potential P&R sites, including within the city centre, and P&W sites around the stadium.

Figure 25: Transport Plan for the Coventry Arena and Stadium

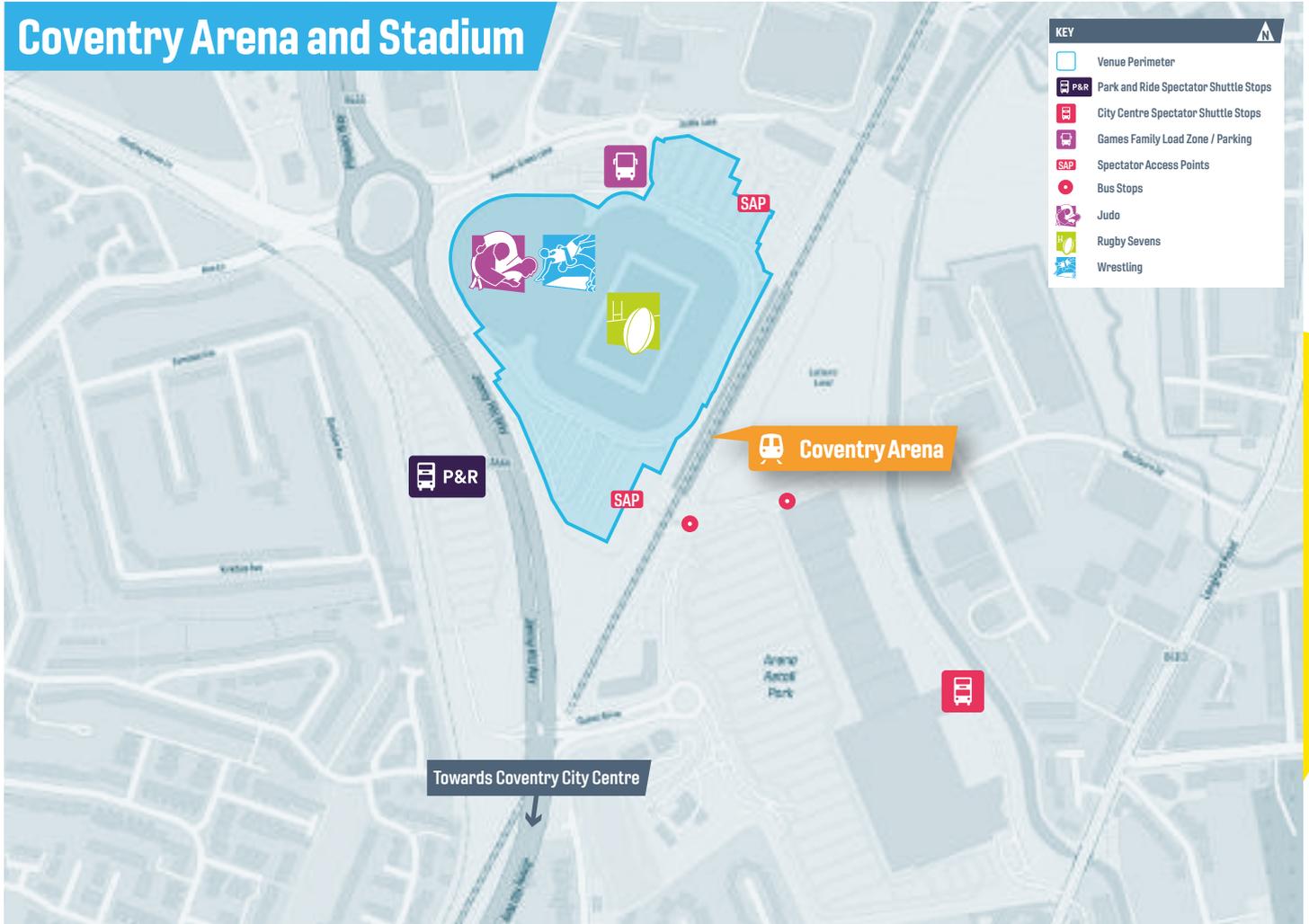


Figure 26: Daily competition schedule for Coventry Venues

Sport/Discipline	Venue	July				August							
		T	F	S	S	M	T	W	T	F	S	S	M
		28	29	30	31	1	2	3	4	5	6	7	8
Judo	Coventry Arena												
Rugby Sevens	Coventry Stadium												
Wrestling	Coventry Arena												

9. GAMES FAMILY TRANSPORTATION

The OC has the lead responsibility for planning detailed transport operations around each competition venue for the Games Family, which includes Athletes, media and technical officials travelling and staying in region during the period of the Games. Together, along with other key stakeholders, TfWM and the OC will produce detailed transport operation plans to connect the Games Family to competition and non-competition venues, taking into account the wider network demands. This will provide the Games Family with reliable journeys and timings which they can build into their planning and preparations to get the Athletes and officials to their competitions on time.

THE GAMES ROUTE NETWORK

The successful management of the West Midlands road network is critical to the success of the Games. During the Commonwealth Games the road network will need to function efficiently to balance the travel movement priorities of Athletes, other Games Family and Spectators with minimal disruption to businesses, residents and everyday users of the network. Safe, reliable and efficient transport will be provided for the Games Family through the provision of a Games Route Network (GRN), on which journeys will be undertaken between their accommodation, competition and non-competition venues, and other official locations. The roads comprising of the GRN are designed in collaboration with the relevant authorities and are managed and maintained by local authorities in their capacity as Traffic and Highway Authorities.

What is the Games Route Network?

The GRN is a network of existing roads that will be proactively managed in the run up to, and during the Commonwealth Games to accommodate Games time traffic. It will operate from 22 July to 10 August 2022 and will be made up of routes that link the competition and key non-competition venues to provide timely and reliable journey routes for the Games Family.

Roads that form the GRN will remain open to general traffic although there may be some restrictions close to venues. It is important to manage the roads that form the GRN to ensure reliable and consistent journey times for the Games Family so events can take place on time. Where necessary, a variety of traffic management measures will be implemented on the roads forming the GRN to ensure the route is as free flowing as possible, this may include measures such as kerbside restrictions, banned turns or road restrictions, and priority turning lanes.

GRN COMPONENTS

The B2022 GRN will be divided into the following four categories:

CORE GRN

- This will provide the main links used by the Games Family covering access to and from the major competition venues, athletes villages, Games Family hotels, International Broadcast Centre and the Main Press Centre.
- The Core GRN will operate throughout the Games period.

VENUE GRN

- These routes will provide access to a competition venue if it is not already served by the Core GRN.
- These will only operate when the venues are in operation

ALTERNATIVE GRN

- These will provide contingency routes to the Core and Venue routes.

TRAINING GRN

- These will provide access to training venues for Athletes (Note: all locations to be confirmed).

The GRN will link the venues listed in Table 2. Games vehicles with appropriate OC issued Vehicle Access and/or Parking Permits will be encouraged to use the GRN.

Competition venues
Alexander Stadium, Birmingham
Arena Birmingham
Cannock Chase
Coventry Arena
Coventry Stadium
Edgbaston Cricket Stadium
NEC Arena and Halls
Sandwell Aquatics Centre
Smithfield, Birmingham
St Nicholas Park, Warwick
Sutton Park, Birmingham
University of Birmingham
Victoria Park, Leamington Spa
West Park, Wolverhampton

Non-competition venues
Birmingham City Centre Transport Hub
Coventry City Centre Transport Hub
Hawthorns Transport Hub
Stafford Transport Hub
Grand Hotel, Birmingham
Commonwealth Games Village NEC
Commonwealth Games Village Birmingham
Commonwealth Games Village Warwick
Training Venues

Traffic Management Measures on the GRN

A range of temporary traffic management measures will be implemented where required on the GRN to help provide reliable journey times for Games Family vehicles. These measures will be in place before the competition events begin in order to support Athletes and Officials transport movement around the network and to effectively integrate into the venue coordination. Before determining the measures and applying such restrictions, we will give special consideration to local business, freight deliveries and resident access requirements.

Potential temporary traffic measures include:

- Changes to intersections such as banned or restricted turns
- Road restrictions
- Diversion routes
- Suspension or relocation of bus stops
- Event-specific signage and messaging
- Traffic signal improvements and extensions
- Extensions to bus lane operational periods
- Traffic signs and line markings
- Kerbside waiting and loading restrictions
- Parking restrictions and changes to local access around venues

Some existing restrictions may be temporarily removed where there is a benefit to either GRN users, background traffic or emergency service vehicles. Impacts to public transport due to road restrictions including any temporary route changes and closures of bus stops will be consulted upon with key stakeholders and will also be discussed with the residents and businesses during the public engagement meetings. In addition, all information regarding the traffic management and temporary road restrictions will be communicated in advance of the Games through a range of communication channels.

WAYFINDING AND REGULATORY SIGNAGE

Temporary traffic signs will be placed along the GRN to advise motorists of restrictions that will be in place on the GRN during the Games and to provide advance warning of restrictions in place ahead of time to allow for journeys to be adjusted. Where practical, signs may also be placed as part of our strategy to respond to any incidents, providing information to motorists.

There will be clear communication to outline parts of the route where vehicle accreditation and permits will be necessary.



KEEPING THE REGION MOVING

Planning for the Commonwealth Games needs to ensure the wider network is prepared for additional or unusual demand and that safety, congestion and incidents can be effectively managed to keep the region moving and minimise impacts on event operations. The RTCC will help monitor and communicate information across the network and we will also be working bus, rail and metro operators to help keep the region moving.

To support the operation of the GRN, a Travel Demand Management programme will be in place for the Games to reduce or redistribute demand on the GRN and across the region's roads. This programme will provide information and guidance to the travelling public to support the Games through changing their travel behaviour. This will also assist in minimising the disruption to everyday users and allow them to plan ahead.

The primary objective for the GRN is to support Games Family traffic by:

- Ensuring reliable, safe and secure journeys for the Games Family
- Facilitating Games Family movements while keeping the region moving and minimising disruption to local businesses and residents during the Games
- Providing Games Family vehicles with access routes to all Commonwealth Games venues

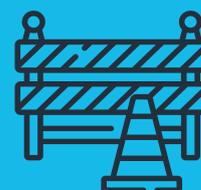


Figure 27: The Games Route Network - North

KEY

- Core Games Route Network
- Venue Games Route Network
- Alternative Games Route Network
- Venues

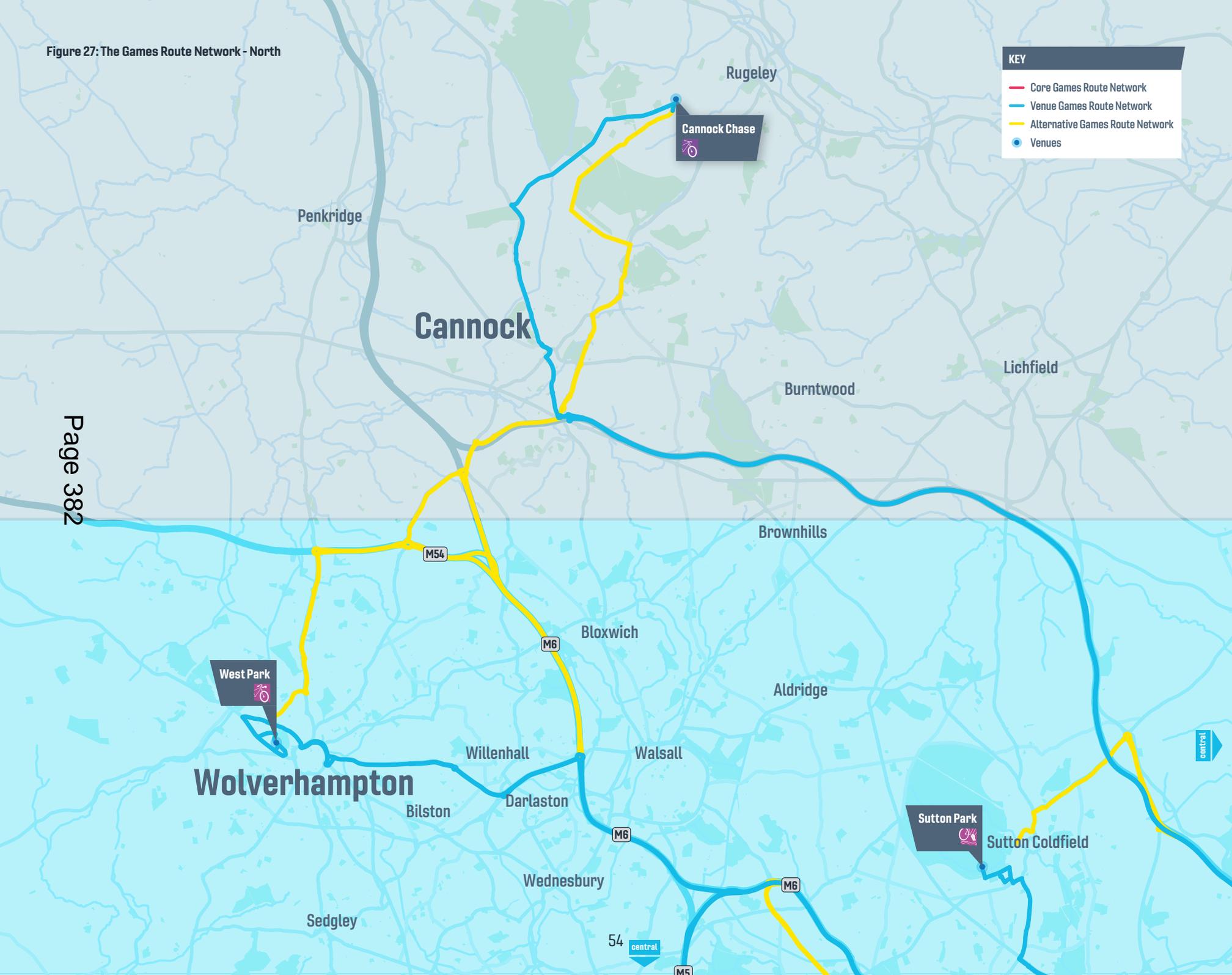
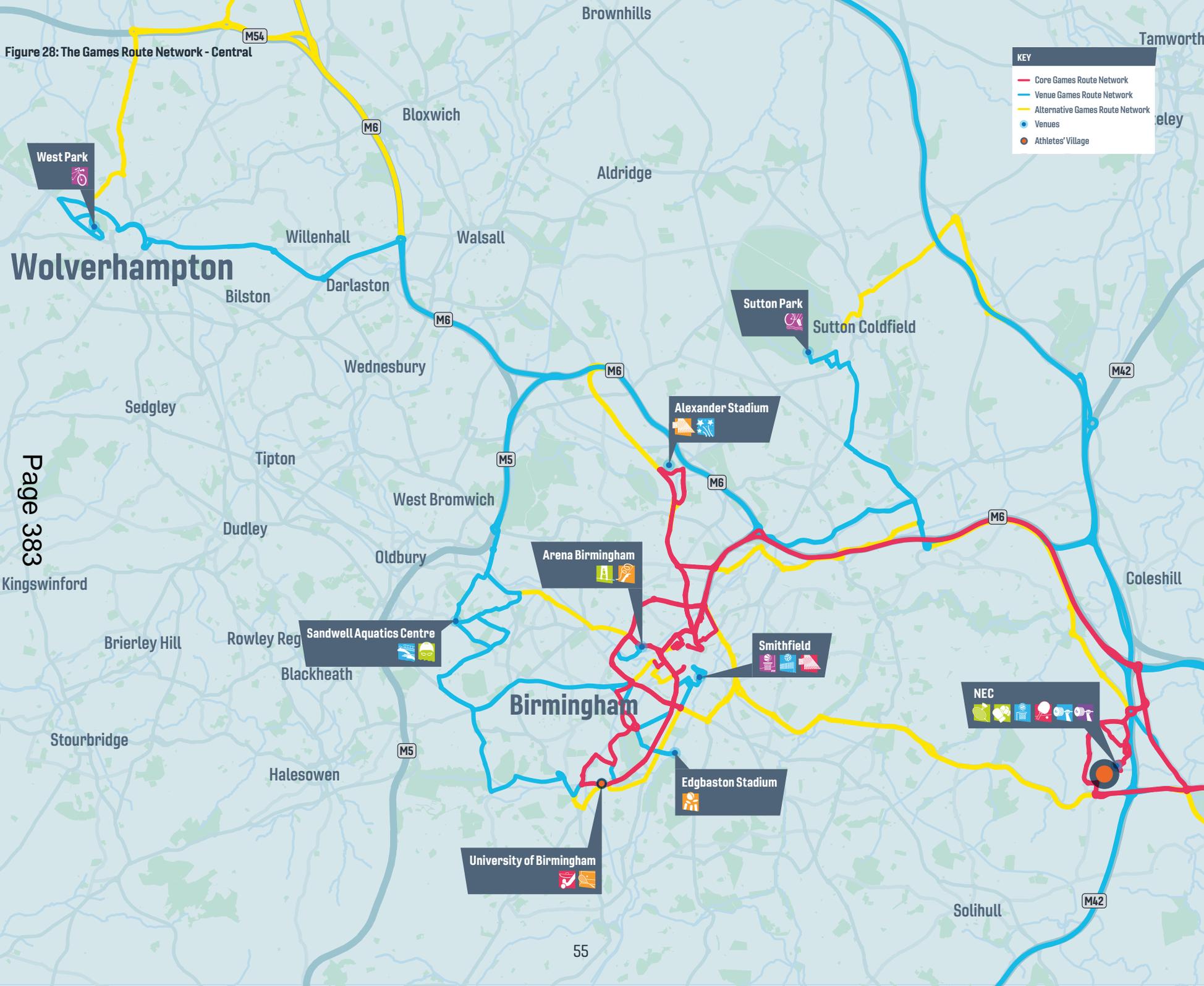


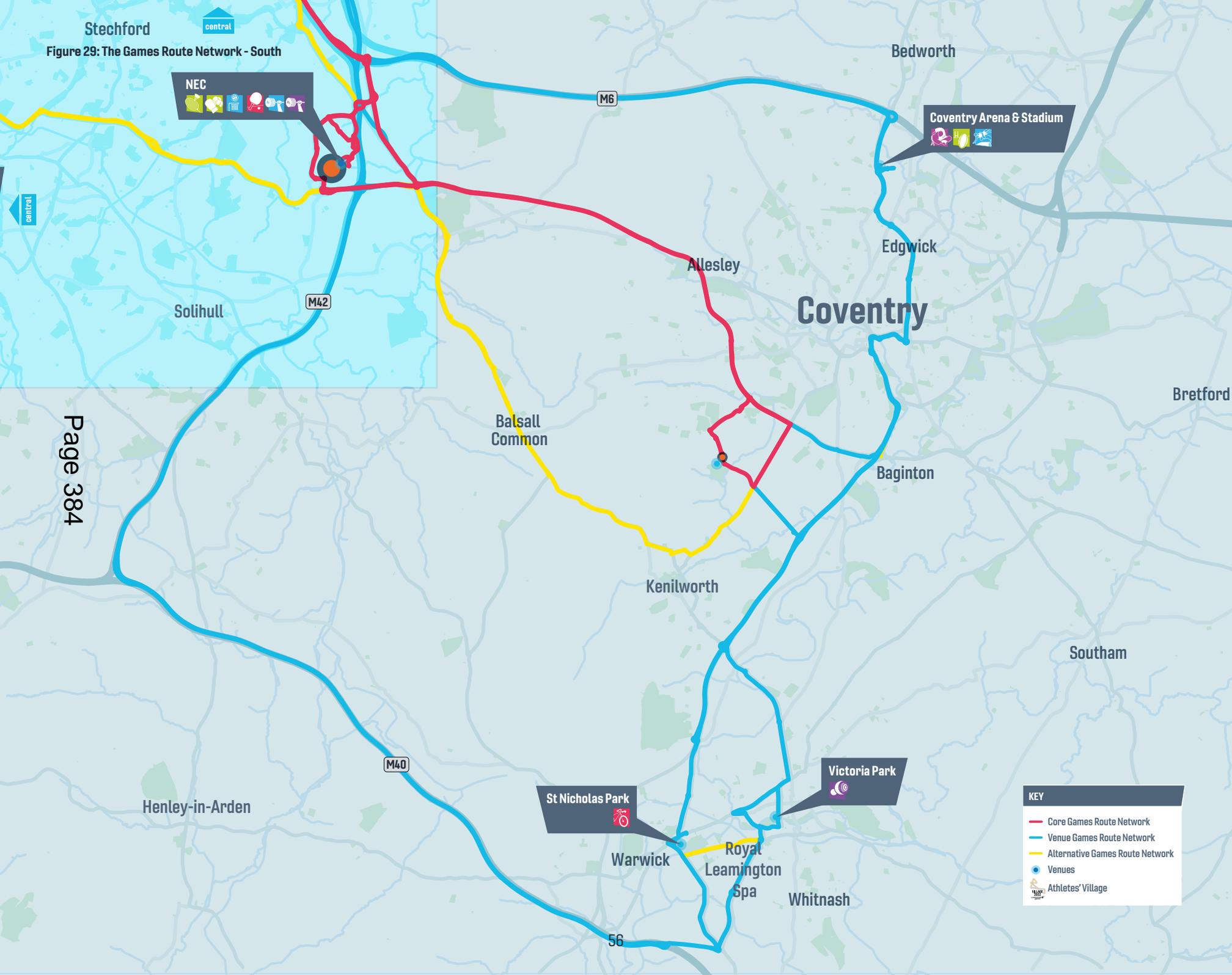
Figure 28: The Games Route Network - Central



KEY

- Core Games Route Network
- Venue Games Route Network
- Alternative Games Route Network
- Venues
- Athletes' Village

Stechford
Figure 29: The Games Route Network - South



NEC

Coventry Arena & Stadium

Victoria Park

St Nicholas Park

KEY

- Core Games Route Network
- Venue Games Route Network
- Alternative Games Route Network
- Venues
- Athletes' Village

FLEET OPERATIONS

The OC aims to meet the transport requirements of the Games in the most sustainable and cost-effective manner possible. Birmingham 2022 is taking an innovative approach to the provision of transport services for the Games Family with the aim of reducing the number of vehicles used and the overall vehicle-kilometres driven.

The aim is to optimise sustainability and cost, whilst delivering the transport services that are needed to deliver the Games. The OC aims to use larger vehicles such as buses and coaches instead of individual fleet cars to transport the larger 'bulk' movements of clients when circumstances allow.

B2022's aim is to meet the transport requirements of the Games in the most sustainable and cost-effective way possible.



The criteria for sourcing all fleet vehicles will include safety, accessibility, comfort, reliability, fuel efficiency and efficient noise and emission levels.

The vehicle fleet for accredited clients will be sourced by the OC. All vehicles will meet or exceed minimum standards for emission levels which will at least meet the standards of Birmingham's Clean Air Zone. The OC's intention is to create the most sustainable and electrified fleet ever used within a Commonwealth Games whilst balancing the operational requirements with what the market can supply.

The ongoing dialogue between the Commonwealth Games Federation, the Commonwealth Games Association Advisory Board and the OC will ensure that sufficient accessible vehicles are procured to meet the needs of accredited clients with mobility requirements.

The OC is also investigating other methods of providing the fleet services required for the Games.

The majority of fleet drivers will be volunteers. All drivers will undergo thorough training to ensure they are familiar with the GRN routes to and from venues. They will also receive training on security protocols and procedures, background of the Games, local information and 'eco-driving' or 'hypermiling' techniques that minimise fuel consumption and carbon footprint. Where required, specific training will be provided, tailored to their specific role, venue and client group they will be serving.

The Games Family vehicle fleet will be parked and maintained at secure depots before and during the Games. The depots will be strategically located across the West Midlands to provide coverage to all the official Games venues. They will all contain the facilities necessary to maintain the fleet to the highest standard and provide for the wellbeing of fleet vehicle drivers. Depots will adhere to all the safety and security criteria.

All fleet drivers will receive training on 'eco-driving' techniques to minimise fuel consumption and carbon footprint. These key techniques can be followed by all drivers after the Games.



GAMES FAMILY BUS SERVICES

Bus services are essential for transporting Athletes, technical officials, media personnel and client groups during the Games. The OC are seeking to provide bus and coach services in a sustainable manner to ensure the most fuel-efficient vehicles are in operation and where possible, alternative fuel vehicles are used.

- Vehicles will match demand rather than a 'one size fits all' approach to reduce fuel consumption
- The Games will operate a demand-responsive bus service to encourage the use of active travel and minimise vehicle mileage
- Depot and maintenance facilities will be located close to venues to minimise the movement of empty vehicles

Level access and low floor double and single deck buses, as well as, wheelchair accessible coaches and minibuses will be provided.



All vehicles used on Games services by the OC, TfWM and the West Midlands Police aspire to meet the Birmingham City Council Clean Air Zone standards as a minimum, regardless of whether they are operating within the Clean Air Zone or London's Low Emission Zone.



ARRIVALS AND DEPARTURES

On arrival into the United Kingdom, the OC will provide transport services for Athletes and the Games Family from their designated ports of entry to their official Games time accommodation.

Transport services will be provided from Birmingham Airport and likely other airports to the Commonwealth Games Villages at Birmingham, Warwick, the NEC and to the accommodation for the track cyclists in London.

Buses and coaches will be used wherever possible to transfer the Athletes and Games Family to and from the airports. These will be accompanied by logistics lorries to transport the teams' equipment and luggage. We also do not expect demand from air travel to be significant nor for it to add substantial pressure onto Birmingham Airport. It is likely that most Athletes and Team Officials from England, Scotland, Wales and the Channel Islands will arrive in Birmingham by non-air modes, including coach, car and rail. Arrangements will be put in place to facilitate the transfer of any clients arriving by rail from Birmingham New Street Station to their official accommodation venues.

After the Games, it is intended that all accredited clients will be transported back to the airports or Birmingham New Street station within two days after the Closing Ceremony. The Arrivals and Departures process is complex, the OC will work with all relevant partners to ensure the smooth movement of all accredited clients to and from their ports of entry.

- **DEMAND-RESPONSIVE BUS SERVICE**
- **MILEAGE CONTROL**
- **ALL FLEET DRIVERS TO RECIEVE 'ECO-DRIVING TRAINING'**
- **SHARED TRANSPORT TO REPLACE INDIVIDUAL FLEET VEHICLES**
- **CRITERIA FOR ALL FLEET VEHICLES INCLUDE: FUEL EFFICIENCY, LOW EMISSION AND REDUCED NOISE LEVEL**

TRANSPORT SAFETY AND SECURITY

Safer Travel Partnership

The Safer Travel Partnership is a cohort of over 100 staff from across TfWM, West Midlands Police, British Transport Police, operators and private security companies. The primary objective of the Partnership is to improve passenger safety, deliver the Safer Travel Plan and reduce and manage crime on public transport.

The Safer Travel Partnership is unique, as it has brought together a range of partners to deliver results. The Safer Travel Partnership utilises deployment models such as SARA (Scan, Analyse, Respond, Assess) and POP (Problem Orientated Policing), following the Police National Intelligence Model. This approach ensures the proper resources are in the right place, at the right times to minimise crime and increase passenger safety. The Partnership has received national and European praise for its innovative crime reduction methods.

The Safer Travel Partnership will also support the work of both Counter Terrorism Policing and the Serious and Organised Crime Unit - particularly in the Prevent and Protect strands whilst working to tackle County Line.

To meet the predicted increase of demand on the transport network during the Commonwealth Games, the Safer Travel Partnership will be enhanced with extra resources at key locations. The Safer Travel Partnership have recruited additional accredited officers to be available at key times to ensure safe travel for visitors and residents during the Games.

The region and its safety are at the heart of the work of the Safer Travel Partnership, as we aim to make travelling across the region even safer.



Games Route Network Security

The GRN will be subject to enhanced levels of traffic enforcement with West Midlands Police and civil enforcement officers providing support to the security and safety plans of the organisers and TfWM.

This will entail the use of Intelligence, CCTV and Automatic Number Plate Recognition to direct patrols with an increased visibility and capacity of police officers, including specialist resources. Vehicles parked in contravention on the GRN will be liable to removal to ensure the integrity of the network.

Passenger security

West Midlands Police is working closely with partners, including British Transport Police and the Safer Travel Partnership to provide further visibility and safety between travel hubs and the venues. Officers will make further use of CCTV and intelligence to ensure the integrity of bus, rail, metro, cycle as well as walking routes and the wider road network.

Venue Security

There will be an increase in visible and covert police resources around the venues to help deliver and support the OC's safety and security plan. There will be additional police resources, including armed officers and other specialist officers to provide visibility and reassurance.



10. CREATING A TRANSPORT LEGACY FOR ALL

As detailed within the Commonwealth Games Legacy Plan, the Games has the power to bring people together, improve health and wellbeing, act as a catalyst for change, help the region to grow, and put us on the international stage. The legacy ambition will be delivered by a strong partnership of organisations working together to maximise the opportunity and investment presented by the Games.

A GAMES FOR EVERYONE

	 Bring people together	 Improve health and wellbeing	 Be a catalyst for change	 Help the region to grow and succeed	 Put us on the global stage
Games Missions	These Games will embrace and champion the youth, diversity, humanity and pride of the region and the Commonwealth.	Inspire, engage, and connect communities and athletes to realise their full potential and live happier, healthier lives.	Transform and strengthen local communities, working together to deliver new and improved homes, facilities and transport links.	Drive sustainable growth and aspiration, creating opportunities through trade, investment, jobs, and skills.	Deliver an unforgettable, global Games in partnership, on time and on budget to showcase the best of Birmingham, the West Midlands and the Commonwealth.
Aligned Legacy Programmes	Community Cohesion, Inclusion & Pride Creative & Cultural Participation Learning Programme Physical Activity & Wellbeing Volunteering	Community Cohesion, Inclusion & Pride Creative & Cultural Participation Learning Programme Physical Activity & Wellbeing Jobs & Skills Social Value Sustainability Volunteering	Community Cohesion, Inclusion & Pride Creative & Cultural Participation Learning Programme Physical Activity & Wellbeing Jobs & Skills Social Value Sustainability Volunteering	Community Cohesion, Inclusion & Pride Creative & Cultural Participation Learning Programme Physical Activity & Wellbeing Jobs & Skills Social Value Sustainability Business & Tourism Volunteering	Community Cohesion, Inclusion & Pride Creative & Cultural Participation Learning Programme Business & Tourism Jobs & Skills Sustainability Volunteering 

Transport Legacy

The Games Transport Plan has presented the range of improvements that will take place across the transport system to manage demand, pollution and the efficient operation of the West Midlands transport system during Games time and thereafter.

The goal of delivering the first carbon-neutral Games requires ambitious strategies of how we plan to move people around. Therefore, TfWM is continuing to work with partners to ensure the measures proposed encourage greater public transport and active travel use and fundamentally, bring back the confidence in public transport following the Covid-19 pandemic.

The Games can help us deliver our vision of a better-connected region. Driven in part by planning for the Games, closer partnership working and improvements to our data collection, management and dissemination enables the transport network to work as one. Accurate, reliable information will enable residents to make the best possible travel choices, not just when they plan ahead but also as they move around the network.



“We will ensure the Games leaves this region with big legacies for us as a community and small legacies for thousands of us as individuals.”

-The B2022 Legacy Plan, 2021

Transport upgrades

Several key transport schemes are being delivered in time for the Games, these include:

- Cycling improvements: new segregated cycleways along key routes and canals and the introduction of a bike share scheme to reduce existing barriers to active travel.
- A Metro extension and rail station redevelopments at University, Perry Barr and Coventry rail stations.
- The infrastructure works for the Sprint corridor to support the new bus routes and improve connectivity to key venues such as the Alexander Stadium and the NEC.
- Road improvement schemes to enhance the transport experience for pedestrians, cyclists and public transport users.
- Greater investment into the West Midlands RTCC to enhance the coordination of transport networks and services for a more reliable, resilient and integrated transport network. This would also facilitate the improved collaboration between transport agencies and the overall upskilling of professional staff.

Enabling more walking and cycling after Games time

Supporting behavioural change is one of the most important legacy outcomes of the Games. Therefore, using the Games as the catalyst, we want to increase the amount of cycling and walking in the West Midlands and highlight the widespread active travel networks across the region.

Walking and cycling are key drivers to increasing the level of physical activity and improving mental health and wellbeing across the region, particularly after the Covid-19 pandemic. TfWM is therefore, looking to roll out programmes to target some of the region's most disadvantaged communities and provide a support package to help get more people cycling and walking regularly. This is set out further within the Active Travel Strategy.

Transport investment in Perry Barr

The Perry Barr rail station and bus interchange will be redeveloped to encourage active travel and public transport use for the Games. Equally, the delivery of Sprint and the existing segregated cycle lane to the city centre along the A34 will provide local people with greater and more efficient, sustainable travel choices.

11. CONSULTATION AND ENGAGEMENT

This Games Transport Plan outlines a wide range of adjustments to the existing transport network which will impact West Midlands residents and businesses at key times during the Games.

TfWM and partners will ensure anyone affected by these activities is informed of changes in a timely manner and that they have an opportunity to inform TfWM of any issues or specific circumstances that need to be considered.

We will be communicating further on aspects within this Games Transport Plan. This engagement will be more specific to people and businesses directly affected and includes such things as:

- The GRN
- LATMP
- P&R Locations
- Road Race Events
- Temporary Traffic Regulation Orders

WHO ARE WE COMMUNICATING WITH?

Engagement will take place within key affected communities-

Specifically, around each Games venue and key operational sites:

- approximately within 1km of each area
- surrounding areas or commuter routes

Along the GRN:

- where temporary access arrangements will be made
- where junction or road improvements will be made
- information for users and those travelling through

Every effort will be made to engage the whole community - including those whose first language may not be English. This will be done through local and community radio stations, events and publications. Accessibility is important to us and we will be engaging local disability and charitable services to support communicating any changes and gathering feedback.

We are also working closely with Games partners and stakeholders, including all affected Local Authorities and transport operators.

OUR APPROACH

When communicating with residents we will be:

Clear and consistent: The messages we give will be easy to understand and we will inform all members of the community in a consistent way.

Approachable and helpful: Our communications and engagement will be friendly, and always offer an open line of enquiry.

Open and Honest: We will not try and hide bad news but be upfront on the effects and deploy empathy and consideration in our approach to understanding and working through issues.

This is in support of Birmingham 2022's broader commitment to community engagement. They are clear that their approach is to:

Inform: Keep communities informed of the impacts and opportunities that the Games bring, through clear, well timed, relevant communications.

Respond: Operate channels that allow communities to have a dialogue with the Games Partnership. These will be free and accessible for all members of the community to use should they wish to contact us or want to find out more information or raise a concern.

Include, Inspire and Improve: We will create opportunities for local people and communities to get involved throughout the delivery of the Games. Where possible, this will be informed by what people have told us they want from the Games. We will also leave something positive behind. Not just turn up, engage, and leave without making an impact.

LISTENING TO YOU

We want to listen and understand any issues from raised by the Games Transport Plan and we will deploy a three-point approach to engaging local residents or businesses that raise any concerns or provide feedback.

LISTEN

Show we have listened and understand concerns via:

- Face to face meetings*
- Media opportunities
- Local community spaces
- Social Media

EXPLAIN

Investigate and provide alternatives if possible and explain via:

- Face to face meetings*
- Media opportunities
- Local community spaces
- Social Media

MONITOR

Ensure regular engagement is then maintained via:

- Phone calls
- Email
- Meetings

*Face to face meetings will be undertaken pending Covid-19 restrictions.

Specific channels and contact information will be available in all communication however, any concerns or feedback can be sent to customerservices@tfwm.org.uk at any time.

You can contact us at any time to request documents in additional formats such as easy read or large print and in any other language.

DATA PROTECTION

Under the Data Protection Act, we have a legal duty to protect any information we collect from you. When you submit information to us, it is treated in confidence and in accordance with data protection principles. We will use your personal information for a number of purposes including the following:

- To record accurately and analyse any questions you raise or feedback you have provided in response to this engagement;
- To report on our engagement, setting out what issues have been raised and how we have responded to that feedback (individuals will not be identified in any such reports).

Information from which you can be identified will only be used by us, our agents and service providers, and will not be disclosed or shared unless we are obliged or permitted by law to do so.

We will share information you provide with partners such as Birmingham City Council and Birmingham 2022 who are working with us to develop transport planning for the Birmingham 2022 Commonwealth Games.

The lawful justifications for collecting and using your personal information are that it is necessary in the public interest and also for our legitimate interests, to ensure the engagement process, analysis and reporting are accurate and informative, and carried out fairly and lawfully. For more information about what we do with personal information please see our privacy notice, available here: <https://www.tfwm.org.uk/privacy-cookie-policy>.

APPENDIX A

I. ROLES AND RESPONSIBILITIES

When the Games was awarded to Birmingham and the West Midlands, a Host City Contract setting out obligations and commitments was signed by the Commonwealth Games Federation, the UK Government and Birmingham City Council. However, delivering the Games requires the support of a range of partners to work collaboratively as one team, operating one transport network. Roles and responsibilities have been agreed between existing local and regional transport authorities and Birmingham 2022. This is to ensure clarity and accountability where appropriate. In summary:

- The Organising Committee - An arm's length body of the Department for Digital, Culture, Media and Sport, established for the purpose of organising and delivering the Games, is responsible for the delivery of transport for Athletes, officials, media and Games Family and for managing the transport operation upon arrival and departure at venues;
- TfWM - Its constituent authorities, alongside Staffordshire County Council, Warwickshire County Council and Transport for London will provide and facilitate transport services for the Games workforce and volunteers, spectators, and everyday users, such as residents, commuters and businesses. Responsibilities vary between authorities and include delivering infrastructure improvements to provide additional capacity, encouraging the use of sustainable transport, and implementing measures to manage traffic;
- For Central Government, the Department for Transport and the Department for Digital, Culture, Media and Sport will provide oversight of Games preparations;
- Network Rail and National Highways, who own the rail infrastructure and motorway network respectively, are responsible for ensuring these networks can cope with additional demand and that they are managed effectively, in cooperation with local transport authorities;
- Transport operators will deliver services that are efficient and reliable. We will work with operators to ensure services are enhanced to deal with the extraordinary demands of the Games; and
- West Midlands Police and emergency services will ensure the Games are safe and secure, and that incidents are responded to swiftly.

II. GOVERNANCE

Stakeholders

- The Games transport delivery partners have worked in close collaboration with all stakeholders to minimise any disruptive impacts created by the Games. Stakeholder engagement and collaboration has enabled TfWM to understand the needs of the residents, spectators, workforce and the Games Family to therefore create a transport plan that equally accommodates the needs of all.

APPENDIX B

EQUALITY IMPACT ASSESSMENT

The aim of the Games Transport Plan is to deliver successful transport operations to ensure everyone involved in competing, watching, administering and reporting on events are transported in a safe and efficient manner, whilst keeping any disruption to current users of the transport network to a minimum.

To support the delivery of transport services that are accessible for all, an Equality Impact Assessment (EqIA) has been completed. This has reviewed the Games Transport Plan to establish whether there is a differential impact on specific equality groups and to identify how the Games Transport Plan can promote inclusion and improve equality of opportunity for different groups of people. The full version of the EqIA can be found online.

Summary of the EqIA for the Games Transport Plan

The full EqIA outlines the key potential barriers to equal accessibility during the Games and presents an Action Plan of the practical measures required to promote inclusion and prevent any adverse impacts. Effective delivery of these measures will help ensure the Games offers a positive experience for all.

Table 3 below summarises a selection of transport measures considered to promote equality of opportunity and help foster good relations between people who will be most impacted.

Table 3: EqIA Summary

Key transport barriers	Protected characteristics most affected	Mitigation measures to overcome key transport barriers
Transport inaccessibility		Promotion of sustainable travel options, inclusive active travel schemes and greater investment in active travel infrastructure and signage.
Affordability of travel	<ul style="list-style-type: none"> Lower socio-economic groups Minority ethnic groups People with a disability Young people and older people 	For events in the West Midlands, Games tickets will include access to public transport in the local area on the day of the event. Games time volunteers, the OC workforce and all members of the Games Family will also be able to access the local public transport network.
Health and environmental inequalities		Enhanced information provision, improved network management and ticketing to support a more a responsive transport experience.
Active travel inequalities	<ul style="list-style-type: none"> Lower socio-economic groups Minority ethnic groups People with a disability Women 	Blue badge parking available at all venues.
Access to venues		Access audits will be undertaken for all cycling and walking routes and key infrastructure.
Higher demand for transport services	<ul style="list-style-type: none"> Lower socio-economic groups Minority ethnic groups People with disabilities Young people Women 	All venues will be accessible by public transport.
Increased travel disruption during the Games		Temporary measures and services will make efficient use of the network and alleviate pressure on the network by providing support for extra demand.
Information on changes and travel options	<ul style="list-style-type: none"> Lower socio-economic groups and people with disabilities 	Investing in new or/and improving existing infrastructure to help meet the extra demand during the Games.
Safety concerns	<ul style="list-style-type: none"> Minority ethnic groups People with a disability Young people Women LGBTQ+ 	Extension of peak time services and efficient management of the capacity across the Metro network with ambassadors providing journey planning information.

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Public Transport	
Consultation feedback	TfWM response
During Games time, all public transport should receive the same priority as the dedicated Games transport. Everyday users must not be delayed by the Games. Further engagement with transport operators to discuss the venue transport plans and local traffic management was requested to ensure the public transport network is prioritised and that local passengers and Games passengers are not delayed.	This is noted. TfWM are undertaking engagement with public transport operators, such as bus.
The Cannock Chase event may provide some challenges in terms of public transport and it is anticipated that the majority attending would be by car, due to the nature of the location. How will TfWM work around these challenges?	Cannock Chase has multiple small car parks and will be attractive to car users. P&W facilities provided will be close to the venue to support this. A free bus shuttle services will also operate from Stafford station and will be publicised, including in spectator guides.
Cycling and Walking	
Consultation feedback	TfWM response
Keen to see some genuine legacy benefits from the Games in terms of cycle parking infrastructure and pedestrian wayfinding improvements associated with the events in Warwick and Leamington Spa.	Opportunities will be taken to provide permanent cycle parking as legacy to the event.
Is Cycling for Everyone available in Birmingham only, or will it include other venues, too?	Cycling for Everyone is a West Midlands wide programme.
Electric Vehicle Charging	
Consultation feedback	TfWM response
Are there any intentions to install electric vehicle charging infrastructure around venues during the Games, understanding the legacy benefits it could provide?	There is generally no parking at Games venues and therefore, there are no plans to install EV charging infrastructure for spectators at venues. Consideration is being given to EV charging infrastructure at Park and Ride sites and at Games fleet depots.
Games Routes Network	
Consultation feedback	TfWM response
In the Games Transport Plan, 'keeping the region moving' needs to be about the wider network rather than just roads. Travel Demand Management programme is about other modes / networks. Although, it is recognised that this section focusses on roads and the GRN, and there are other references to keeping the region moving elsewhere in the plan.	This is noted, the Keeping the Region Moving section in the GTP now provides an outline of how we will help keep the wider network moving.
Are there plans where proposed measures will reflect the venue operation times, rather than for the whole period? If so, would that be worth saying more clearly?	The implementation of traffic management measures will reflect the particular operational requirements at each venue, for example, some road restrictions will be lifted overnight, while others will remain in place for the duration of the venue operation. These details will be stated in the information provided to the public for each

	venue. It is not considered suitable to provide such detailed information as part of the Games Transport Plan.
Should any restrictions, many of which are listed in the Transport Plan, be required, it would be helpful if the areas affected were listed as post-code data. This would make it easy for operators to enter this data into vehicle routing software so that the affected zones are avoided by their vehicles.	As our venue operation plans develop, we will finalise road restriction detail. Some of these may operate 24/7 for the duration of the Games and some may only be in place for one or two days. Additionally, some restrictions may be lifted at certain times of the day to assist with traffic movement around the network. To capture and share all of this information we are working with suppliers to ensure real time information associated with road restriction in the vicinity of venues is available and pushed out to mapping and journey planning platforms in a timely manner. Additionally, as part of the preparation for the Games we are preparing postcode and USRN data to our Highway Authority partners and works promoters who may be operating in the area to ensure network availability is maximised and can arrange for this information to be made available to you.
Traffic and Minimising Disruption	
Consultation feedback	TfWM response
Due to the COVID-19 pandemic, there is an increase of van traffic on roads which will impact traffic and overall road usage. Has this increase in vehicle usage been modelled into traffic management measures so that the new reality is fully recognised in the Transport Plan?	The effects of the Covid-19 pandemic have been and continue to be closely monitored and evaluated by TfWM. Transport modelling work has been updated with recent traffic surveys and a range of agreed Covid recovery scenarios will be tested in our strategic models to provide input to transport planning decision making.
The Travel Demand Management Programme which will provide information and guidance to the travelling public to support the Games could be useful to help influence commercial journeys during the Games period, for example advising HGV drivers of timing / location of expected additional traffic on network and of alternative routes to consider which may be more reliable.	This is noted and we welcome working together with our partners. We recognise the large volumes of freight activity in and around the West Midlands and there will be a specific freight engagement element to the TDM programme. We agree that this is a great opportunity to influence journeys and collaboration will be key.
Legacy	
Consultation feedback	TfWM response
What are the measures to ensure buses run quicker and more reliable even after the Games are over?	The Games has been a catalyst for major improvements to the road and transport network which will provide a legacy for the region. Improvements have been made to the A34 corridor and by introduction of Sprint bus routes for the A34 and A45. It has also accelerated the development of the Regional Transport Co-ordination Centre (RTCC) which responds to incidents and co-ordinates the management of

	the regional transport network. Improvements to some traffic signals are being planned to assist in the efficient movement of Games vehicles and bus shuttles during the event. These will also provide general improvements and legacy for bus operations.
Freight	
Consultation feedback	TfWM response
Freight should be given special consideration in all planning decisions due the impact of the Key Route Networks (KRN) on freight routes. What measures will be taken to ensure diversion routes put in place for freight are secure and reliable?	Where diversion routes are required to support traffic management planning for the Games, appropriate consideration will be given to identifying routes with sufficient capacity and infrastructure to meet requirements.
Park and Walk	
Consultation feedback	TfWM response
There seems a lack of Park and Walk (P&W) availability at each venue. When will the P&R delivery plan be available for?	We are looking at providing P&W for the Warwickshire Road Race event and Sutton Park, these are likely to be confirmed. However, as the Birmingham 2022 Games has a strong focus towards active travel and public transport use, P&W will not be provided at venues where there are good, alternative transport links.
What are the plans for Park and Walk in Warwick?	P&W will be provided for events at Victoria Park and we are looking to also provide P&W services for the Warwick Road Race. P&W site will also be available at Warwickshire College.
Communication and Engagement	
Consultation feedback	TfWM response
The Regional Transport Coordination Centre (RTCC) will provide a focal point for transport operations across the region. What plans are being put in place so this could happen? How will you be pushing out messages through to the public and businesses in the region? Will there be Games specific transport channels?	A comprehensive travel demand management (TDM) programme and a communication and engagement programme are being developed - this will include advice to residents, businesses and road users. The freight industry will also be included in detailed advice regarding disruption arising from the event. In particular, there will be advice around road restrictions close to venues and for road races.
How will you work with other organisations such as HS2 and National Highways? Will you be sharing traffic data with these organisations?	Information will be shared with partners through regular engagement planning meeting.
Accessibility	
Consultation feedback	TfWM response
People with learning disabilities can often feel excluded and find the use of transport challenging. What are the plans for those who are neuro-diverse – (learning disabilities)?	There will be increased staff presence, clear signage, easy and accessible journey planning facilities and increased safety and security presence. The narrative around this has been strengthened within the GTP. The Equality Impact Assessment (EqIA) also states that we will ensure good equality and

	diversity practices are embedded in the training provision for the Games volunteers and public transport staff (also included within Jobs and Skills Academy EqIA).
The purpose of Equality Impact Assessment is to collate and analyse the baseline evident which exists in relation to the transport impact of the Games. Will TfWM complete an EIA?	An EqIA was completed for the draft GTP.
Positive impacts should be identified and recorded, as well as the negative impacts and how they will be mitigated. A few examples might be: a. Cost of travel for young and older people and low-income groups: Fares are often costly and difficult to understand b. Barriers to travel for disabled people. Specific concerns include physical infrastructure that is inaccessible and lack of consistent accurate information c. Concerns with safety on using the transport network d. Language and communication difficulties	This has been addressed in the EqIA and a summary of this is presented in Table 3 of the GTP, which can be found in Appendix B of the GTP. Here, the key barriers and the mitigations have been summarised. Table 3 has been updated to outline the groups that are most likely to be impacted by each issue.
The wording around how barriers to transport will be mitigated needs strengthening.	This is noted, the narrative in the GTP has been amended accordingly.
Arrival and Departures	
Consultation feedback	TfWM response
There is limited focus on visitors and spectators arriving via air. Is there any data to predict how many international visitors we will be expecting through to Birmingham Airport?	Experience from previous events and Games indicates that access of spectators by air is minimal - typically below 10%. We do not anticipate these flows will have material impact on key aviation gateways. However, at Birmingham airport, spectators will be able to access CWG services by the A34/A35 Sprint scheme and this will be promoted by the travel demand management and communications programmes.
Rail	
Consultation feedback	TfWM response
The GTP mentions 'trade offs' being necessary to balance the competing demands on the rail network during the Games, especially as the Games traffic will generate demand outside of rail's normal operating window. Rail freight traffic may see an unintended mode shift back to road transport if freight paths are removed or altered, rendering the route non-viable on rail. Deliveries will continue to be required to be made and operators will look to other modes to fulfil this demand.	We recognise the need to engage the wider rail industry, including freight, as the timetable process develops further, particularly where there may be impacts on other operators. Work to identify additional paths for passenger services is being done in recognition of the already established needs of freight.

EQUALITY IMPACT ASSESSMENT

An Equality Impact Assessment (EqIA) is a review of a new or existing policy which establishes whether the policy has a differential impact on specific equality groups and identifies how the policy can help promote inclusion and improve equality of opportunity for different groups of people. The term policy is interpreted broadly and refers to anything that describes what we do and how we expect to do it. It can range from policies and procedures, to strategies, projects, schemes and everyday customs and practices that contribute to the way our policies are implemented and how our services are delivered. An EqIA aims at improving the WMCA's work, by promoting equality and ensuring that the proposed or existing policy promotes equality can benefit a wide range of people.

NAME OR TITLE	Commonwealth Games Transport Plan
DATE OF COMPLETION	April 2021
DATE DUE FOR REVIEW	Not applicable – EqIA will help inform strategy plans

A. ABOUT THE POLICY

1. Describe the main aims, objectives, activities and outcomes of the policy. Who is expected to benefit?

The Birmingham 2022 Commonwealth Games will take place from 28th July to 8th August 2022 and will bring together athletes and officials from 72 Commonwealth nations in 19 different sports and 15 venues primarily in Birmingham and the West Midlands but also in Staffordshire, Warwickshire and London. Over a million spectators will attend, with an estimated 10% from abroad.

The purpose of the Games Transport Plan is to set out the approach to the planning, provision and management of transport services during the Games. The aim is to deliver successful transport operations to ensure everyone involved in competing, watching, administering and reporting on events are transported in a safe and efficient manner whilst also making sure that any disruption to current users of the transport network is kept to a minimum.

An Equality Impact Assessment of the draft Games Strategic Transport Plan in 2019 highlighted key equality considerations. This Games Transport Plan is a more detailed plan which provides guidance and information on the arrangements during the Games. Ultimately, it aims to ensure that transport during the Games is the best that it can be for residents, businesses and visitors alike. It also aims to demonstrate how the long-term benefits from the Games form a guide throughout the planning process.

Key principles include:

- Clean and Green; a public transport Games (ensuring sustainable travel such as public transport, cycling and walking are the most attractive way to travel through clearer signage, cycle parking, easy ticketing and other initiatives)
- Minimising disruption
- Long-term benefits of sustainable transport options and improved public spaces
- Access for all (socially inclusive, seamless, affordable and accessible transport across all modes to ensure everyone can equally participate)
- Safe, secure, reliable and efficient transport

Key themes:

- Effective use of the network
- Provision of temporary additional services
- Investment in infrastructure

Key actions taken to achieve transport aims:

- Engaging with businesses and communities to discuss transport options in the lead up to the Games
- Providing members of the public with up-to-date information so they can make well informed choices
- A robust communications campaign to state changes
- Consider a dedicated journey planner for travel during the Games
- Introduction of temporary measure to make efficient use of the network
- Encouraging visitors to use public transport to minimise disruption to the network.
- For events in the West Midlands, Games' tickets will include access to public transport in the local area on the day of your event. Games time volunteers, the OC workforce and all members of the Games Family will have access the local public transport network
- Ensuring all events are accessible by public transport
- Introducing temporary services to alleviate pressure on the network (for instance, bus shuttle services).
- Using the RTCC as a single source of data to help TfWM deliver better information and journey planning information to the public
- Implement traffic management measures for road network efficiency
- Investing in infrastructure to help meet the extra demand, including bike share and improved transport links on cycle routes, Metro, Sprint and the rail network that will have long term positive impact
- Working with the Safer Travel team to keep the network safe
- Ensuring venues are located within walking distance of rail stations and a £1 billion investment by West Midlands Rail franchise in services on the

West Midlands route, including new and refurbished trains, improved passenger information and accessibility, free Wi-Fi, station upgrades, flexible ticketing for part-time workers.

- Working with bus and train operators to understand the potential for providing extra temporary capacity and connectivity to accommodate increases in passenger numbers
- Implementation of route diversions and temporary bus stop relocations to improve access to the venues
- Enhancing the park and ride offer to ensure drivers can safely park their cars and use public transport to the venues
- Providing bus shuttles tailored to the competition schedule to ensure spectators, the workforce and volunteers can get to events on time
- Implementation of complementary services such as rideshare, taxis, coaches and ring and ride (for people unable to use conventional public transport)
- Implementation of potential measures in key Games routes, such as bus priority, traffic signal improvements, event-specific signage, temporary suspension of parking and temporary road closures
- Accessibility transport measures for people with disabilities, such as clearly signposted accessible walking and cycling routes; accessible transport services; new accessible transport infrastructure; blue badge parking availability in all venues; accessible shuttle bus services from key transport hubs and park and ride sites; complementary accessible services; conducting access audits; engagement with disability groups to identify needs.

Key infrastructure developments and improvements include:

- New Sprint Bus Rapid Transit schemes (A34 Walsall to Birmingham supporting access to Alexander Stadium; A45 Birmingham to Birmingham International and Solihull supporting access to NEC Halls and Arena)
- Improvements to the Metro through extensions to Centenary Square, Five Ways and Edgbaston and the delivery of a new multi-modal transport interchange at Wolverhampton
- University rail station upgrade which will support the hockey and squash venues at the University of Birmingham
- Perry Barr station enhancements to improve the passenger experience providing access to Alexander Stadium
- Coventry bus station capacity and accessibility improvements
- New segregated cycle way along the A34 and A38
- Improvements to the region's highways

Transport initiatives, new schemes and infrastructure improvements will bring improvements across the region. They will link communities to local facilities enhancing a thriving modern community hub for future generations to live, work and enjoy; they will provide more efficient access to future employment and

leisure facilities further afield. The legacy will include deduction in journey carbon footprint; investments in transport resulting in enhanced passenger experience; integrated network management and better demand management; additional walking and cycling routes and services and more responsive travel information.

A number of other strategies, tactical and operational plans are critical to the Games Transport Plan. These include:

- Venue Transport Operation Plans
- B2022 Sustainability Strategy
- Commonwealth Games Legacy Plan
- Games Transport Plan Communications and Engagement Plan
- Park and Ride Delivery Plan
- Taxi and Private Hire Vehicle Strategy
- Active Travel Strategy
- Public and Spectator travel information
- Local Traffic management measures
- Rail Station Management Plans
- Games ticket sales information

B. EQUALITY RELEVANCE/IMPACT

2. Does the policy affect the public or employees directly or indirectly? In what ways?

The plan affects the public and staff directly. The following are likely to be affected:

- Approximately 4 million residents and everyday users (commuters, businesses)
- 1.2 million spectators
- 12,000 athletes and games family (team and technical officials, sponsors, media)
- 45,000 workforce and volunteer

3. What information is available on the equality issues in the key target groups¹? (What inequalities, discrimination /and health inequalities currently exist in relation to the target groups? What information/data do you have that explains why these inequalities exist and how they are maintained?)

This section will present data, report findings and key demographic information for the West Midlands Metropolitan area to identify any potential impact on protected characteristics.

¹ Equality target groups: Age, gender disability, race, religion and belief, pregnancy and maternity, socio-economic, sexual orientation

Besides key demographic data, there will be a focus on transport, deprivation and socio-economic inequalities as these are the inequalities we need to be reviewing in relation to the transport plan.

It will also focus on transport related barriers as they are likely to have an impact on people's ability to access the games opportunities.

Other inequalities and data (i.e. employment, volunteering, environmental) will be briefly referenced but they are tackled in more detail as part of separate EqIAs (i.e. Skills Academy EqIA).

Input from this EqIA can also help inform separate games strategies and plan linked to the transport plan (i.e. ticketing, park and ride, engagement).

THE WEST MIDLANDS REGION AT A GLANCE (CENSUS DATA)

Population

The West Midlands Metropolitan Area comprises Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall and Wolverhampton.

The population was 2,916,458 in mid-2018 (estimates).

Population density is the highest in Birmingham, with 42.6 people per hectare and lowest in Solihull with 12.1 people per hectare.

The population has grown faster than previously anticipated, with the West Midlands having the second highest fertility rate of all UK regions. The population is projected to increase by 9.6% by 2038.

International net in-migration has continued at a high rate but with variations in the origins of migrants. The growing population is likely to become increasingly diverse. The changing population may result in the need for more infrastructure and pressure on the environment.

Race and Ethnic Background

The West Midlands Metropolitan area has the largest non-White regional population outside of London. Asian or Asian British is the ethnic group that makes up the biggest non-white proportion of the population.

69% of the population have a White British ethnic background, which compares to an average of 80.5% in England and Wales. Birmingham is the most ethnically diverse district (47% being minority ethnic groups), followed by

Wolverhampton, Sandwell and Coventry. The two biggest ethnic minority groups are Pakistani (at 7.3%) and Indian (at 6.8%)².

According to the University of Birmingham IRIS department, Birmingham is now classified as a 'Super diverse' city composing 187 different nationalities/ethnicities.

There are distinct concentrations of minority ethnic communities within the metropolitan area.

Faith or Belief

People in the West Midlands Metropolitan area have a greater level of religious affiliation than in England overall. 53.8% of the population declared that they are Christian. This compares to 59.3% in England and Wales. 20.3% of the population declared that they have no religion, whilst 12.2% declared that they are Muslim.

Sex

The split between the sexes (50.5% female and 49.5% male) is similar to England and Wales.

Age

The West Midlands Metropolitan area has one of the highest proportions of population aged under 16 and a lower proportion of people aged over 65 compared with other regions. The mean age is 37.4 which compares to 39.4 in England and Wales. The only districts that slant older are Solihull and Dudley. Walsall has got a higher proportions of younger aged groups but it also has a higher proportion of people above retirement age.

Birmingham specifically is described as the youngest city in Europe, with under 25s accounting for nearly 40% of the population.

The West Midlands Metropolitan area also generally has a lower percentage of people aged 65+ with the exception of Solihull and Walsall that have higher proportions of people above retirement age than nationally.

Sexual Orientation

2.3% of the West Midlands population identified themselves as gay, lesbian or bisexual in 2018³. However, key organisations such as Stonewall estimate the figure to be higher at 5-7%.

Disability

² These figures are based on Census 2011 data and are likely to be significantly higher once the next Census of 2021 is conducted

The West Midlands Metropolitan area has a larger percentage of people in households with a limiting long-term illness (6% of households compared to 4.7% in England and Wales). It also has a slightly larger proportion of disabled people than England and Wales (19% versus 18% in England and Wales). The Equality Act defines disability as any physical or mental impairment that has a substantial and long term effect on people's ability to carry out day to day activities. This includes people with mobility difficulties, sight loss, hearing loss, people with mental health impairments, dyslexia and other neuro diverse conditions, speech impairments and people with learning disabilities. Progressive conditions such as HIV, cancer, dementia and multiple sclerosis are also included.

TRANSPORT INEQUALITIES

In the West Midlands, transport poverty is widely dispersed across the region but is more concentrated in urban peripheral areas (Lucas et. al, 2019). Transport accessibility is a key issue across numerous demographics.

Car ownership, transport dependence and mobility options: The percentage of car ownership within the West Midlands Metropolitan area positively correlates with the English Indices of Multiple Deprivation. Levels of deprivation impact the likelihood of being able to purchase a car. 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 are: 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). The majority of bus and foot travel are made by individuals from the lowest income groups whereas train, metro and bicycle trips are mainly made by those who fall within the highest income groups. A significant percentage of West Midlands residents rely on public transport, primarily buses, to get around. White British people are more likely to live in a household with access to a car or van than any other ethnic group. Black people are more than twice as likely as white people to live in a household with no access to a car or van; there has been a marked drop in car ownership amongst young people. Even though car ownership can pose an advantage to many, 67% of car-owning households in the lower income groups report experiencing car related economic stress as running costs can be prohibitive. Car owners and main drivers in households are the least mobility constrained across all social groups. They make more trips over longer distance for all journey purposes giving them higher levels of access to activity, employment and other opportunities. Mobility and accessibility inequalities are highly correlated with social disadvantage. Lower income households travel much less and travel over much shorter distances than higher income household. They make nearly 20% fewer trips and travel 40% less distance than the average household (Lucas et. al, 2019). People who depend more on bus for work tend to be lower paid, live in

more deprived areas and are more likely to turn down jobs due to transport issues, than those on higher incomes, who tend to use cars and trains more often

Location: Inequalities in the provision of transport services are strongly linked with where people live, and the associated differences in access to employment, healthcare, education, and local shops. People with more money have more options in both where to live and how to travel and good transport links drive up the cost of housing. The lack of private vehicles in low-income households, combined with limited public transport services in many peripheral social housing estates, considerably exacerbates the problem.

Commuting costs and transport affordability: Lower income households tend to spend a relatively high proportion of their income on commuting costs (25% compared to 13% for higher income households). Transport costs can even exceed wages for some on very low incomes, after tax and benefit withdrawal. Public transport costs has been reported to be the biggest issue faced by young people when accessing employment, education or training. Research has shown that there is a marked relationship between job accessibility by bus and employment outcomes. Issues with transport have been linked to low participation in post-16 education and college dropouts – which mostly impacts low income households. One consequence of having no access to a car and poor transport links is an increased reliance on taxis, which tend to be more expensive per mile than other options. The poorest households take more taxi journeys than other income groups. Similarly, people relying on cash to buy daily tickets as and when required and not affording weekly/month/annual passes end up spending more on an annual basis in comparison to those who are more financially secure and can invest in a travel pass. A number of groups are especially affected as they are more likely to live in more deprived areas on lower incomes or be unemployed (Single parents, young and older people, black and minority ethnic, part-time workers, disabled people).

Network accessibility: Disabled people are more reliant on public transport in comparison to other groups, yet 1 in 5 disabled people within the West Midlands have reported having difficulty accessing the public transport network. Barriers such as a lack of integration between different modes of transport, inaccessible railway stations, poor staff and passenger attitudes, safety concerns and inadequate, inaccessible information provision contribute to difficulties for disabled people when it comes to using public transport.

Perceptions of safety: Perceptions of safety is a key barrier when it comes to accessing public transport. Young, minority ethnic people, LGBTQ+, disabled people and women are more likely to feel unsafe using public transport. Young people in particular feel anxiety around public transport safety. LGBTQ+ groups and women feel vulnerable and fearful of crime when waiting at stations, shelters and interchanges. Within the West Midlands, disabled and young people are more likely to be concerned by the behaviour of other passengers, such as rowdiness, abusive behaviour, smoking and the consumption of alcohol.

Cycling and walking inequalities: Between 2010 and 2018 there was a 5% increase in walking trips per year for adults for those on the lowest income and 14% for those on the highest income. Cycling is primarily popular with white, under 40, males with medium to high household income. Women, minority ethnic groups, disabled people, older people and people from deprived neighbourhoods are significantly under-represented in cycling.

Concessionary pass holders data regional Free travel passes are provided to some 510,000 senior citizens of eligible age and 30,000 disabled people in the West Midlands as part of the English National Concessionary Travel Scheme. All permanent residents of the West Midlands who are of the age of entitlement or disabled people who meet the application criteria are entitled to a free pass. The travel pass entitles holders to free travel on bus, rail and tram services in the West Midlands and free national bus travel. Children under 16 and those aged 16-18 in full time education holding a disabled pass are entitled to a free travel concession before 9.30 Monday to Friday. Reduced fare travel is also provided to young people under 16 years old and 16-18 year olds in full time education or an apprenticeship and reside within the West Midlands.

Blue badge statistics In 2019 there were 257,000 Blue badge holders in the West Midlands region.

DEPRIVATION

There is very strong correlation between deprivation, unemployment or poor employment and poor educational outcomes. This section outlines key national and regional deprivation statistics highlighting inequalities.

There has been little change in poverty (and persistent poverty) figures over the past decade. The proportion of the population (national figures) living in poverty was 22% in 2018/19 compared to 21% in 2010/11. However, poverty has shifted more toward in-work households (trapped in poverty by low wages, zero hour contracts and job insecurity with poor employment levels significantly higher) and those living in the private rented sector (housing costs have risen sharply). There has also been an increase in in-work child poverty (a significant percentage of which were minority ethnic children -45% compared to 20% white British) and low financial resilience with nearly 70% of families in the bottom quintile having no savings or very few savings.

Nearly half of those in poverty in the UK in 2018, 6.9 million people, were from families in which someone had a disability. After housing costs, the proportion of working age disabled people living in poverty is higher than the proportion of working age non-disabled people.

Some ethnic groups also face much higher rates of poverty than others, particularly those who are Black and Bangladeshi and Pakistani origin where rates of poverty are as high as 50%. Poverty is twice as high in ethnic minority

groups on average, who are more likely to be in low skilled and low paid occupations and in precarious employment. Twice as many minority ethnic people live in deprived areas and more than 1 in 3 people from Black and Pakistani groups live in deprived neighbourhoods compared to 1 in 12 of which British people.

Regionally, deprivation is even higher. Average incomes in the West Midlands are 9% below the national average. Overall, the West Midlands Metropolitan area has a higher proportion of working age residents claiming out of work benefits compared to England and a higher percentage of working age residents who are economically inactive. 45.6% of households are located within the 20% most deprived areas in England. Household multiple deprivation is most severe in the Black Country and Birmingham. Birmingham, Sandwell, and Wolverhampton are the three most deprived authorities in the metropolitan area as per the 2019 Index of Deprivation. Specifically, they ranked 6th, 8th and 19th of the 326 authorities in England and Wales. Walsall (31st most deprived) and Coventry (81st most deprived) also have high levels of deprivation. 28% of Lower Layer Super Output Areas (LSOAs) within the West Midlands fall within the top 10% of the most deprived areas within England.

EMPLOYMENT AND UNEMPLOYMENT FIGURES/STATISTICS

Nationally, while employment rates had increased between 2010 and 2019, there was also significant increase in poor quality, insecure employment. There has also been a significant increase in the numbers of people on zero hour contracts (900,000 in 2019 compared to 168,000 in 2010) while in work poverty has also significantly risen. Those with lower socioeconomic position, younger people, those in lower paid jobs, disabled people and ethnic minority groups are all more likely to experience unemployment and poor quality work with attendant impacts on health.

The regional picture shows even starker inequalities. Regionally, The GVA per head is one of the lowest in the country (covid-19 impact on regional GVA will also be significant) and the unemployment rate is much higher than the national average (6 of the 10 constituencies in the country with the highest rate of unemployment are in the West Midlands). Employment rates are also lower. There is a prevalence in the region of low value, low wage and low skill work. The West Midlands Metropolitan area has smaller percentages of managers, professionals, small employers and self-employed workers. Conversely, it has higher percentages in the never worked and student categories, though there are differences by district. The WMCA performs especially poorly in relation to the employment rates of low activity groups, such as minority ethnic groups for example, those with lower levels of qualifications, single parents and disabled people. The difference in employment rate because these groups and the “prime” groups is 33.4% compared to smaller gaps in other regions - 24% in London, 21% in the West of England.

DIGITAL INEQUALITIES

An understanding of key digital inequalities is crucial as it may have an impact on people's ability to access transport related information or Games related opportunities. Digital skills are typically lower for those who are from deprived backgrounds. As society shifts more towards online systems and phasing out face-to-face interaction, those who do not possess sufficient skills or knowledge will struggle to adapt. As a result of this, the inequality gap will widen, with these individuals becoming more isolated. Just under 60% of individuals from lower income groups do not have access to the internet whereas 99% of individuals within higher income groups do.

Nationally, 7.5% of adults have never used the internet and within the West Midlands Metropolitan area, 13% of residents have never sent an online message or email. While around 90% of Londoners use the internet to send and receive emails, the share in the West Midlands is only 78%. Similar regional differences can be seen for the use of online banking or the cloud services to store and access files. 3% of the population within the West Midlands do not have a bank account. These individuals rely solely on cash as a means of purchasing goods and accessing services, such as public transport. Interestingly, even though over 90% of adults own a debit card, the percentage of those who utilise online transactions is much less. The West Midlands has got the highest proportion of people who are offline across England.

95% of non-disabled adults were listed as recent internet users whereas this was only 78% for disabled adults. Contrastingly, this is not consistent with the internet usage of young disabled adults in the 16 to 24 demographic; 98% of disabled young adults were listed as recently using the internet which is close to the 99% of non-disabled young adults. This suggests that disabled people from older age groups are more disadvantaged when it comes to digital inequalities. Moreover, this is applicable to the overall older demographic, regardless of disability.

Nationally:

- 4.1 million adults living in social housing are offline
- Around 60,000 11-18 year olds in the UK lack any internet connection at home whilst around 700,000 are in homes without any laptop, desktop or tablet.
- 5.9 million adults have never used the internet
- 20% of disabled adults have never used the internet
- There are 1.9 million households without internet access in the UK, and 9 million people can't use a device on their own
- Adults aged 16 to 24 have the highest rates of internet use
- 67% of those not in paid work or full/part time education said they had never paid for public transport tickets online (compared to 52% in full time work; 53% in part time work and 60% in education).

More generally, the internet is increasingly the channel by which services are publicised and accessed. However, the digital divide is also more likely to widen the poverty gap, as those who are digitally excluded are unlikely to receive the right information or access the right opportunities and even money saving deals. According to recent government estimates, predominantly offline households spend an average of £560 more per year on shopping and utility bills, compared to families which use the internet to compare prices and access better deals.

VOLUNTEERING INEQUALITIES

Volunteering participation rates differ and some groups appear to experience a broader range of barriers to volunteering. Age: The transition from adolescence to adulthood is associated with a decline in volunteering followed by a steady increase in volunteering with age up until the age of 70, where volunteering rates decline again. Students are more likely to volunteer and spend longer per day volunteering than those in paid work. Disability: The difference between the proportion of people with and without disabilities taking part in formal and informal regular volunteering is small Sex: A greater proportion of women in England volunteer formally and informally compared to men. Ethnicity: Asian groups are less likely to participate in formal volunteering compared to white and black groups. Socio-economic: People from lower socio-economic backgrounds are less likely to volunteer

Among older people, poor health and physical functioning, poverty, stigma, lack of skills, poor transport, time constraints, inadequate volunteer management, and other caring responsibilities are highlighted as potential barriers to volunteering. For younger people, a lack of institutional support and not being socialised into volunteering roles are barriers identified. Younger people may have negative perceptions of volunteering, as well as not having time to volunteer. A significant barrier to volunteering for people with a disability can be the disablist attitudes of others, including a stigma associated with impairment and perceptions that people with a disability have very little to offer or that supporting someone with a disability to volunteer will be too resource intensive. Some people with a disability may themselves express concerns about participating outside of 'safe' spaces and may sometimes require additional skills development to take part in volunteering. Men and women may have different motivations for volunteering and all identified barriers to volunteering appear to have a gender element. Women are constrained to a greater extent than men by housework and additional caring responsibilities (for children and elderly relatives) and are likely to receive less support from employers. People from minority ethnic groups may also experience limited access to volunteering infrastructures and have fewer resources to volunteer. Those with less personal and social resources are less able to volunteer and gain the associated benefits.

ENVIRONMENTAL INEQUALITIES

Environmental inequalities occur where specific communities experience a poorer environmental quality. Young children, young adults, minority ethnic people and households in poverty have the highest levels of exposure to air pollution because they are more likely to live in urban, densely populated areas with higher pollution sources (AQMRC, 2019). Socially and economically disadvantaged people and some ethnic minority groups may also experience increased susceptibility to the negative air pollution-related health effects, ranging from conditions such as respiratory irritation and cardiovascular disease to premature death, as a result of higher underlying baseline disease rates in deprived communities.

Children and older people are also more susceptible to certain health impacts. An example of this susceptibility is the higher rates of asthma in children, the symptoms of which can be exacerbated by poor air quality. Higher exposure to air pollutants increases the risk of lung cancer, respiratory infections, stroke, ischemic heart disease, chronic obstructive pulmonary disease and depression.

WELLBEING

- The life span of people in the most deprived areas are 10 years shorter than well-off households.
- Nearly a quarter of adults are experiencing a mental health problem but the risks of poor mental health are not uniformly distributed. They are influenced by social, economic and physical environmental factors and social inequalities.
- 25% of children in the WMCA area are obese by Year 6.
- Women living in poorer households are three times as likely as men living in the most well off households to be diagnosed with a common mental health problem.
- Mental health disorders for children are high (within the 20% for England).
- People with an increased risk of developing mental health problems are : looked after children and young people leaving care; homeless people and people living in poor quality housing; unemployed people; people from BME backgrounds; lesbian, gay, bisexual and trans people; people with disabilities; carers; people experiencing multiple disadvantage.
- Black/ Black British men are five times more likely to be diagnosed and admitted to hospital for schizophrenia; have disadvantageous pathways into mental healthcare; higher than expected rates of detention under the Mental Health Act (MHA); are more likely to be prescribed medication; and have difficulties accessing services and poorer outcomes when they do. Black Caribbean young men are also twice as likely to die as a result of suicide as White psychiatric in-patients
- BME groups are more likely to report ill health and experience ill health earlier than white British people.
- Disability: Disabled people are more likely to experience health inequalities and major health conditions, and are likely to die younger than other people. Disabled adults are more likely to report poor mental health

and wellbeing than non-disabled adults. Disabled people are more likely to be inactive because of their impairment or medical condition and more likely to develop secondary conditions such as diabetes, mental health conditions and metabolic dysfunction as a result of sedentary behaviour. 49% of disabled adults in the West Midlands are inactive

Sports and physical activity and inequalities:

- In the West Midlands approximately one third of adults are in the category of highest levels of physical inactivity in England – less than 30 minutes per week. This is below the England average.
- 64.7% of females are currently inactive compared to males
- If you have a disability you are more likely to be inactive than if you don't have a disability (80.6% of disabled people are inactive/don't take part in physical activity)
- Activity levels fall with age – 80% of over 65s are inactive
- People from lower socio-economic backgrounds are more likely to be physically inactive
- Ethnicity: many minority ethnic groups are less active than average and are less likely to achieve the recommended levels of regular physical activity. This is most pronounced for Bangladeshi and Pakistani women. Some BME groups experience worse health than others. For example, surveys commonly show that Pakistani, Bangladeshi and Black-Caribbean people report the poorest health, with Indian, East African Asian and Black African people reporting the same health as White British, and Chinese people reporting better health.
- Sexual orientation and gender identity: Research shows that half of all LGBT+ people say they would not join a sports club, twice the number of their heterosexual counterparts. One study noted not only the existence of prejudice, homophobia and discrimination in sport but a lack of expertise to address these barriers. The source of prejudice around LGBT+ issues in sport was traced to the application of gender stereotypes which may increase the risk of physical inactivity.

4. Is further research needed (i.e. consultations, working groups, surveys, data) to properly assess impact on the different equality target groups? If yes, how will it be undertaken and by when?

Existing equality impact considerations have been identified following research and information gathering (see question 3) and through previous engagement with equality target groups. This EqIA draft must be updated following further engagement and consultation with key equality groups and other stakeholders in the region, the Birmingham 2022 accessibility forum and local residents. The

timeline for consultation is outlined in the transport (engagement July-October with final plan published in January).

The consultation document will be communicated to a large database of community and equality groups, will be available in alternative formats (as well as print and digitally) and there will be opportunities for virtual or face-to-face (covid-19 dependent) consultation sessions, where needed. Toolkits will be produced and partners will be actively encouraged to share and promote across their channels; Webinars and briefings will also be offered to key businesses surrounding venues; door drops to residents/businesses on affected routes; social media (including paid) engagement; press releases; posters in public spaces.

Following extensive engagement activities planned any equality and access concerns will feed into this EqIA and, where feasible, will help inform transport plan measures.

5. What measures does, or could, the policy include to help promote equality of opportunity for and/or foster good relations between people who share a protected characteristic?

Key potential issues/barriers/disadvantage (as also identified in question 3) that the transport plan is likely to have positive equality impact on are outlined below:

Issue/Barrier	Protected Characteristics most affected	Games Positive Impact
Transport Inaccessibility (infrastructure, information provision safety concerns, affordability etc.)	Lower socio-economic groups Race (minority ethnic groups) Disability Age (young people and older people)	Active promotion of sustainable travel options, inclusive active travel schemes and investment in active travel infrastructure and public space and signage improvements are likely to help narrow the health inequalities and active travel inequalities gap and benefit some of the groups affected Investment in transport infrastructure (rail and bus station improvements, Metro extensions, cycle routes and Sprint routes), improved transport links and public transport improvements are likely to especially benefit those groups most reliant on public transport for education, employment and leisure.
Health and environmental inequalities	Lower socio-economic groups Race (minority ethnic groups) Disability Age	
Active Travel inequalities	Lower socio-economic	Games environmental legacy will result in

	<p>groups Race (minority ethnic groups) Disability Age Sex (women)</p>	<p>deduction in journey carbon footprint which is likely to especially benefit some of the groups in column 2 (details on health and environmental inequalities in question 3)</p> <p>Through improvements in information provision, network management and ticketing, the Games will support the longer-term provision of more a responsive and personalised transport experience which will likely positively impact those groups who face the biggest barriers – information and affordability wise.</p>
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Barriers that may have an impact on people’s ability to benefit from the Games or potential inequalities resulting from the Games transport strategy are outlined below along with accompanying considerations.

Issue/Barrier	How/Why	Protected Characteristics most affected	Considerations and mitigation
<p>Access to volunteering and training opportunities</p>	<p>Transport accessibility and affordability issues</p> <p>Data shows that transport affordability is one of the key deterrent for taking up volunteering, training and other opportunities for people from lower socio-economic groups and other protected characteristics most likely to be from a lower economic background</p>	<p>Lower socio-economic groups</p> <p>Race (minority ethnic groups – details in evidence, question 3)</p> <p>Disability</p> <p>Age (young people)</p>	<p><u>Mitigation</u></p> <p>Transport costs for volunteers will be covered during the games (along with transport costs for all workforce and the Games Family)</p> <p><u>Additional considerations</u></p> <p>While not directly linked to the transport strategy remit, it is important to consider <i>ways to support volunteers and trainees with affordability issues (not just covering basic travel but also (where needed) other expenses linked to training and volunteering)</i>. This would also help ensure we are attracting people from lower-socio economic</p>

			groups who are most likely to benefit from these opportunities. Considerations relating to supporting single parents and people with caring responsibilities is also crucial. This consideration forms part of the Jobs and Skills Academy's EqIA
Increased travel demand putting a strain on the public transport system with ensuing adverse impact on some groups	<p>Availability of services (higher demand than available services) especially problematic for groups reliant on public transport to get around</p> <p>Overcrowding in interchanges and on public transport especially problematic for disabled people, including people with hidden disabilities (mental health, neuro diverse conditions and learning disabilities)</p> <p>Availability of public transport seating for wheelchair users, parents with buggies and disabled people</p> <p>This may be exacerbated by the fact that people are actively encouraged to use public transport with venue parking restrictions. While this is crucial to avoid major congestion and other disruption to the network, it is also important to acknowledge that it may impact on regular public transport users (reliant on public transport to get around) as</p>	<p>Lower socio-economic groups</p> <p>Race (minority ethnic groups – details in evidence, question 3)</p> <p>Disability</p> <p>Age (young people)</p> <p>Women</p>	<p><u>Mitigation</u></p> <ul style="list-style-type: none"> - Engaging with businesses and communities to discuss transport options in the lead up to the Games and encouraging (where possible) flexible working arrangements - Introduction of temporary measures to make efficient use of the network - Introducing temporary event services to alleviate pressure on the network and provide surge support to cope with the extra demand (for instance, a number of dedicated spectator and workforce accessible shuttle services and temporary park and rides etc.). - Investing in new or/and improving existing infrastructure to help meet the extra demand, including bike share and improved transport links on cycle routes, additional cycling and walking routes, Metro, Sprint and rail network infrastructure improvements - Working with bus and train operators to understand the potential for providing extra temporary capacity and connectivity to accommodate increases in passenger numbers - Metro wise, services will be extended at peak times to ensure residents and visitors can travel at ease

	<p>well as disabled public transport users and disabled spectators</p>	<p>-With Metro, capacity across the network will be managed with the use of ambassadors on board and at stops who will provide journey planning information and advice to those travelling</p> <p>-Rail wise, considerations on how train crew and rolling stock remains balanced to not only meet Games demand but also maintain efficient rail operations for every users.</p> <p>-Station management plans for all those stations where significant numbers of additional passengers are expected</p> <p>-Blue badge parking availability at all competition venues</p> <p><u>Additional considerations</u></p> <p>-Staff availability and presence in key, high demand locations (bus and rail stations etc.) is crucial as there will be visitors with no understanding of the local network; there will also be a number of regular commuters or and local games spectators who may need additional support due to overcrowding and network capacity issues. The effective deployment of volunteers in key interchanges (similarly to what is being planned with the Metro operations) is crucial and will help increase confidence in public transport use during the Games</p> <p>-Consider implementation of complementary services such as rideshare, taxis, coaches and ring and ride (for people unable to use conventional public transport)</p> <p>-Message consistency and clear messaging across the network is crucial to ensure disabled public</p>
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		<p>transport users and other groups are not marginalised during the Games. There are likely to be access issues for wheelchair users, parents with small children, disabled public transport users with hidden disability and other public transport users with mobility difficulties. A combination of over-demand, under capacity, language barriers and overcrowding may have a detrimental impact on public transport usage for some groups – a number of considerations include clear messaging across the network; consistency of messaging across all operators; staff understanding of potential issues and a clear comms strategy of how they can be dealt with; promotion of voluntary visual aids that can help highlight that people may need additional support or/and may have a hidden disability.</p> <ul style="list-style-type: none">-Transport Hub Integration Group is developing Games time Station/transport hub plans for all of the designated stations or transport hubs. These will need to take into account key accessibility considerations and contingencies if things go wrong (i.e. lift breakdown and alternatives for wheelchair users).-Blue badge parking availability in venues acknowledges that a number of disabled people are either not able to use conventional public transport or/and may find it difficult with increased demand. Pre-bookable spaces in venues can help address this issue (along with other measures such as availability of alternative services)
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			but it is really important to model potential blue badge demand and ensure blue badge availability can, as far as practically feasible, help meet demand
Travel disruption caused by the Games is likely to impact some groups disproportionately	Travel disruption likely to negatively impact those groups heavily reliant on public transport to get around for employment, education or leisure who are likely to use or reside in key routes. This is not just due to increased travel demand (covered earlier in this table) but also in relation to disruption and journey delays as a result of diversion routes, stop relocations, parking restrictions and access to local access, road restrictions, loading restrictions etc.	<p>Lower socio-economic groups</p> <p>Race (minority ethnic groups – details in evidence, question 3)</p> <p>Disability</p> <p>Age (young people)</p> <p>Women</p>	<p><u>Mitigation</u></p> <ul style="list-style-type: none"> -Information campaign to raise awareness of changes (detailed in the information section of this table) so that people are aware and have contingency plans in place, where possible, in advance - Controlled parking zones to allow access for residents and local businesses - Engaging with businesses to discuss transport options in the lead up to the Games and encouraging (where possible) flexible working arrangements <p>-Local residents engagement in relation to any temporary measures and input into final design ensuring access to properties is a key consideration</p> <p>-Temporary traffic regulation orders and traffic road notices to allow enforcement</p> <p>-Accessibility related resident needs will be identified and protected (blue badge, load zones etc.).</p> <p>-Greater investment into the West Midlands RTCC can help enhance the co-ordination of transport networks and services and minimise impact of disruptions.</p> <p><u>Additional considerations</u></p> <p>It is crucial that any temporary infrastructure and other changes</p>

			still meet key accessibility standards (i.e. temporary stop relocations) and that even individual changes are effectively and proactively communicated in a number of ways (for instance signage on a discontinued stop may not be spotted by visually impaired bus users)
Access to venues	<p>Accessibility of cycling and walking Games' options (routes, signage, infrastructure)</p> <p>The protected groups described in question 3 (also see column 3 of this table) are under-represented in cycling, affordability and living conditions (locality etc.) as well as physical accessibility being issues</p> <p>Public transport or cycling/walking may not be a viable option for some disabled people especially if demand increase makes it harder to use public transport</p> <p>Public transport accessibility is already a concern for disabled people and that could be exacerbated under Games conditions (full or over capacity, congestion etc.)</p> <p>Accessibility of venues by public transport or/and car – definition of walking distance, drop off points for</p>	<p>Lower socio-economic groups</p> <p>Race (minority ethnic groups – details in evidence, question 3)</p> <p>Disability</p> <p>Age (young people)</p> <p>Women</p>	<p><u>Mitigation</u></p> <p>--All events accessible by public transport which supports lower socio-economic groups</p> <p>-Introduction of temporary measures to make efficient use of the network makes transition to the venues faster and more efficient</p> <p>-Most venues located within walking distance of rail stations (though people with mobility or orientation difficulties may not benefit equally)</p> <p>-Implementation of route diversions and temporary stop relocations to improve access to the venues</p> <p>-Developing a park and ride offer to ensure drivers can safely park their cars and use public transport to the venues (hence enhancing options for residents/visitors who don't live in close proximity to transport links)</p> <p>-access audits of cycling and walking routes and key infrastructure which can help enhance information provision (i.e. to raise awareness of any access barriers that are identified that cannot be mitigated through a personalised journey planner)</p> <p>- Introducing additional temporary</p>

	<p>car users, venue car parking options for blue badge users unable to use public transport etc.</p> <p>Accessible transport options for spectators who are not car users and cannot use conventional public transport</p> <p>Park and Ride accessibility – affordability, accessible connection services, walking distance to public transport or/and venues</p> <p>Journey times may be longer for disabled users</p>	<p>services to alleviate pressure on the network and provide support for extra demand (for instance, a number of accessible shuttle services to venues, park and rides etc.).</p> <ul style="list-style-type: none"> -Investing in new or/and improving existing infrastructure to help meet the extra demand, including bike share and improved transport links on cycle routes, Metro, Sprint and rail network infrastructure improvements -Assigned walking and cycling routes from transport hubs to venues supported by temporary signage, wayfinding and cycle parking - Working with bus and train operators to understand the potential for providing extra temporary capacity and connectivity to accommodate increases in passenger numbers -Metro wise, services will be extended at peak times to ensure residents and visitors can travel at ease -With Metro, capacity across the network will be managed with the use of ambassadors on board and at stops who will provide journey planning information and advice to those travelling -Rail station management plans for all those stations where significant numbers of additional passengers are expected -Blue badge parking availability at all competition venues -Dedicated areas for PHVs (as well as rideshare and demand responsive travel) -Identified pick-up and drop-off points for venues -Extension to bus lane operational
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		<p>periods</p> <ul style="list-style-type: none"> -Specific cycling measures to target those typically under-represented in cycling through schemes such as “cycling for everyone” -Park and ride and park and walk facilities -Investment in improvement to the canal network to make it easier to walk/cycle <p><u>Additional considerations</u></p> <p>A number of considerations included in previous sections. Additionally:</p> <ul style="list-style-type: none"> -While walking options are feasible for the majority of public transport users, such options are limited for people with mobility issues, especially when walkways are inaccessible. Key accessibility requirements for park and ride and park and walk or/and other interchange facilities need to be considered for people with mobility difficulties or/and who are not able to walk long or short distances to venues. -Accessibility considerations need to form part of all elements of transport planning and all infrastructure projects (i.e. proximity of parking spaces to shuttle services, clarity of information, accessibility of drop off points). A checklist of key considerations in line with key access standards can help support the auditing process -While taxis and PHVs have a great role to play in terms of meeting accessible transport requirements, not all taxis/PHVs
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		<p>are accessible. That combined with low regulation levels may result in negative impact for some customers. However, as taxis account (as per the taxi and private hire strategy) for nearly 5% of trips during the games it is crucial that, through early engagement, they are integrated into wider transport planning. Due to the number of spectators (and the relatively low number of available taxis/PHVs in the West Midlands compared to other major cities) it is also key to ensure efficiency of taxi utilization is maximized. All these considerations are captured within the taxi strategy which also highlights the need for integration with venue accessibility transport plans and with the broader accessible transport strategy, taking into account a number of issues and requirements (i.e. driver training and awareness – taxi driver behaviour being a long standing issue, especially for disabled customers)</p> <ul style="list-style-type: none">-While a number of rail projects have been designed with accessibility in mind, ideally out of scope accessibility issues (platform edge tactile) should be considered for Perry Barr and University Station rail stations-cycling parking/facilities to consider accessibility for adapted bikes-Rail station management plans to consider staffing accessibility requirements (i.e. supporting increasing demand for wheelchair users) and whether a no booking system could be supported during the Games
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<p>Affordability of travel</p>	<p>Affordability of travel is an issue for a number of groups more likely to be on the lower socio-economic spectrum.</p>	<p>Lower socio-economic groups</p> <p>Race (minority ethnic groups – details in evidence, question 3)</p> <p>Disability</p> <p>Age (young people)</p>	<p><u>Mitigations:</u></p> <p>Volunteer provisions were covered in earlier sections</p> <p>Public transport included in the event ticket for spectators. Event staff and volunteers to have access to public transport</p> <p>Multi-modal capped ticketing can help inform better ticketing choices</p> <p>Concessionary tickets still valid during the games</p> <p><u>Additional considerations</u></p> <p>Transport ticketing provisions aside, Games ticketing affordability options should be considered (though not within the remit of this transport strategy)</p> <p>Ensure park and ride and other blue badge parking is available free of charge</p>
<p>Information on changes and travel options</p>	<p>A number of service and temporary infrastructure and parking changes may be required in the lead up to and during the Games which is likely to have an adverse impact on a number of groups as per question three – these groups are less likely to access mainstream communication channels, standard formats etc. so may be unaware of the changes or/and may find it difficult to adapt and may</p>	<p>Lower socio-economic groups</p> <p>Race</p> <p>Disability</p>	<p><u>Mitigation</u></p> <p>-Communications campaign to state changes through a range of channels (digitally, in print and through resident leaflet drop off in affected routes – more details above)</p> <p>-Engagement with equality groups in the region, local and community based stations etc.</p> <p>-A dedicated journey planner for travel during the Games</p>

	<p>need additional support to adapt</p> <p>Likewise, spectator information on the Games may not be equally accessible for all</p>		<p>-Using the RTCC as a single source of data to help TfWM deliver better information and journey planning information and to facilitate the coordination of transport networks</p> <p>-Spectators and workforce will have access to public transport within their event ticket, simplifying ticket purchasing options</p> <p>-Journey planning information communicated to spectators with their Games ticket</p> <p><u>Additional considerations</u></p> <p>-Ensure the journey planner app is fully accessible and that all modes of transport are integrated within it The journey planner should offer accessible travel information to include information such as accessible walking routes, walking distance, wheelchair access options, designated pick-up and drop-off points etc. The journey planner should be tested with a number of access groups to ensure it is fully accessible</p> <p>- In consultation with access groups, ensuring signage and information is easy to understand, accessible for all (readability, colour contrast etc.) and available in a number of different formats (print, digital etc.) is key</p>
Safety concerns	Some groups are more likely to have safety concerns when using public transport	Race (minority ethnic groups – details in evidence, question 3) Disability	<p><u>Mitigation</u></p> <p>-Additional resources deployed at key locations</p> <p>-Enhanced staff and volunteer presence to offer reassurance</p>

		Age (young people) Women LGBTQ+	
Enhancing spectators' and visitors' experience	<p>Games spectators, athletes and the Games family will come from a wide range of backgrounds and are also likely to have language barriers – communication difficulties</p> <p>Disabled transport users or/and spectators may need additional support or/and may face additional barriers due to increased demand (which may also exacerbate other passenger negative behaviours), One of the key barriers to public transport for disabled passengers is staff and passenger behaviour</p>	Race Disability LGBTQ+	<p><u>Considerations</u></p> <p>-Ensure good equality and diversity practice is embedded in training provision for games volunteers and public transport staff (also included within Jobs and Skills Academy EqIA)</p> <p>-The public transport system in the region is not regulated – this means that there is a plethora of bus, train operators. Moreover, there is also minimal regulation for taxis and PHVs. It is crucial that the need for staff awareness is communicated to all operators. However, identifying what equality awareness is needed for Games purposes and providing operators with relevant resources and material can help support a consistent approach to training</p>

6. Do you think that the policy in the way it is planned and delivered will have a negative, positive or no impact on any of the equality target groups (please tick as appropriate)?

Positive impact: where the impact on a particular group of people is more positive than for other groups

Negative impact: where the impact on a particular group of people is more negative than for other groups

Neutral impact: neither a positive nor a negative impact on any group or groups of people, compared to others.

EQUALITY TARGET GROUP	AGE	GENDER (including gender reassignment)	DISABILITY	MATERNITY	RACE	RELIGION/BELIEF	SEXUAL ORIENTATION	SOCIO-ECONOMIC
POSITIVE IMPACT	Yes	Yes	Yes		Yes		Yes	Yes
NEGATIVE IMPACT								
NEUTRAL IMPACT				Yes		Yes		

The aim of the transport plan is to deliver successful transport operations to ensure everyone involved in competing, watching, administering and reporting on events are transported in a safe and efficient manner whilst also making sure that any disruption to current users of the transport network is kept to a minimum. To support access for all a number of actions have been considered (see mitigations in question 5) and a number of additional considerations have been included within this EqIA (see question 5 and question 8 – action plan). Effective delivery of these will help ensure the Games offers a positive experience for all and any negative impact is averted, as far as practically possible.

7. If adverse/negative impact is noted to any of the listed equality target groups, can it be justified, i.e. on the grounds of promoting equality of opportunity for any other group/s?

Not applicable

8. ACTION PLAN

What practical actions can be taken to promote inclusion and reduce/remove any adverse/negative impact?

Issues to be addressed	Actions required	Timescales	How would you measure impact/outcomes in practice
Addressing increased travel demand and travel disruptions	<ul style="list-style-type: none"> • Explore ways to ensure sufficient staff and volunteering availability and presence in key, high demand locations (bus and rail stations etc.) is crucial • Access and inclusion issues in relation to over-demand, under-capacity, language barriers, access needs and overcrowding should be considered in relation to transport operations and effectively communicated to transport staff—both in terms of mitigating risks and clear and consistent messaging across operators. • Promote voluntary visual aids that can help highlight that people may need additional support or/and may have a hidden disability • Station management plans to take into account key accessibility considerations and contingencies. Similar station management plans should be considered for bus 	Now – embed within plans and strategy	<ul style="list-style-type: none"> -Sufficient staff presence in key venues and interchanges -Customer satisfaction and reduced number of incidents -Transport staff confident in their understanding of games access and inclusion considerations -Visual aids used on public transport during the games -Accessibility embedded within station plans -Blue badge availability in venues covers demand -All infrastructure (temporary or otherwise) meets key accessibility standards

	<p>stations likely to be heavily used during the Games and for Metro operations</p> <ul style="list-style-type: none"> • Work with the venue planning teams to highlight the need to model potential blue badge demand and ensure blue badge availability can, as far as practically feasible, help meet demand • Ensure accessibility considerations included for all temporary infrastructure measures/changes (i.e. temporary bus stops) 		
<p>Access to venues for all</p>	<ul style="list-style-type: none"> • Consider and communicate travel alternatives to park and walk for passengers with mobility difficulties or/and who are unable to walk long or short distances to venues • Develop a checklist of key considerations for infrastructure project to help support the auditing process and to help ensure accessibility considerations form part of all elements of transport planning • Ensure taxi and PHVs strategy is integrated with venue accessibility transport plans and the wider transport strategy • Consider (currently out of scope) 	<p>Now – embed within plans and strategy</p>	<ul style="list-style-type: none"> -Customers with mobility difficulties able to travel the venues without additional effort and within a reasonable time frame -Checklist of access needs developed and used -Effective taxi operation during the games that meets demand and offers an accessible service -New/refurbished rail projects fully meet accessibility requirements -cycling infrastructure accessible for disabled cyclists -free parking for blue badge holders

	<p>accessibility enhancements for Perry Barr and University Station (platform edge tactiles) in time for the Games</p> <ul style="list-style-type: none"> • Ensuring cycling parking facilities are designed with accessibility considerations in mind • Liaise with train operators to ensure rail station management plans consider infrastructure and staff accessibility requirements (i.e. staff availability to support customers who need additional support) • Ensure blue badge parking in park and rides is free 		
Inclusive information provision	<ul style="list-style-type: none"> • Ensure full user accessibility of the journey planner app and that all modes of transport are integrated within it (including taxis and PHVs). • Ensure the journey planner offers accessible travel information to support an enhanced, trouble-free travel experience for disabled users • The journey planner should be tested with a number of access groups to ensure it is fully 	Now – embed within plans and strategy	<p>-An accessible journey planner that meets user needs (meeting key app accessibility standards)</p> <p>-testing with disability groups taken place and recommendations embedded in design and development</p> <p>-inclusive information provision and signage developed</p>

	<p>accessible</p> <ul style="list-style-type: none"> • Games signage and information needs to be easy to understand and accessible. Testing with key equality groups can help support this 		
Enhancing spectator and visitor experience	<ul style="list-style-type: none"> • Ensure good equality and diversity practice is embedded in training provision for games volunteers and public transport staff (also included within Jobs and Skills Academy EqIA) • Effectively communicate to operators the need for staff awareness on equality and inclusion issues. Develop and communicate a number of resources or/and principles for operators that can help support a consistent approach to training 	Now – embed within plans and strategy	<ul style="list-style-type: none"> -customer satisfaction -fewer complaints/incidents -transport staff abreast of equalities and confident in their ability to support customers



West Midlands Combined Authority

Transport Delivery Committee

Monday 15 November 2021 at 1.00 pm

Minutes

Present

Councillor Kath Hartley (Chair)	Birmingham City Council
Councillor Pervez Akhtar	Coventry City Council
Councillor Samiya Akhter	Sandwell Metropolitan Borough Council
Councillor Robert Alden	Birmingham City Council
Councillor Linda Bigham	Coventry City Council
Councillor Christopher Burden	City of Wolverhampton Council
Councillor Robert Grinsell	Solihull Metropolitan Borough Council
Councillor Celia Hibbert	City of Wolverhampton Council
Councillor Timothy Huxtable	Birmingham City Council
Councillor Mohammed Idrees	Birmingham City Council
Councillor Ziaul Islam MBE	Birmingham City Council
Councillor Rizwan Jalil	Sandwell Metropolitan Borough Council
Councillor Morriam Jan	Birmingham City Council
Councillor Chaman Lal	Birmingham City Council
Councillor Mark Parker	Solihull Metropolitan Borough Council
Councillor David Stanley	Dudley Metropolitan Borough Council
Councillor Alan Taylor	Dudley Metropolitan Borough Council
Councillor Richard Worrall	Walsall Metropolitan Borough Council

In Attendance

Pete Bond	Transport for West Midlands
Matt Lewis	Transport for West Midlands
Anne Shaw	Transport for West Midlands
Sandeep Shingadia	Transport for West Midlands
Kate Taylor	West Midlands Combined Authority

Item Title No.

26. Apologies for absence

An apology for absence was received from Councillor Adrian Andrew (Walsall Metropolitan Borough Council).

27. Chair's Remarks (if any)

The chair formally congratulated Laura Shoaf on her permanent appointment as Chief Executive of the West Midlands Combined Authority, this appointment was due to be ratified at the West Midlands Combined Authority Board on Friday 19 November 2021.

The chair updated the board in relation to the Bus Service Improvement Plan which had been submitted to Government on Friday 5 November 2021. The Bid set out the regions bid to transform bus services, reforming ticketing for customer, additional bus priority across the region and introduce a target of 100% zero emission buses by 2030. The feedback from Government on this submission was due later in the year and would be shared with committee members in due course.

The committee noted that National Express West Midlands Travel Centres had all been closed on the 29 October 2021. Both Transport for West Midlands and National Express ensured that staff were at the closed locations to support customers using the new channels for information and ticketing. A positive uptake had been seen in people using the Swift self-service ticket vending machines.

In regard to the Zero Emission Bus Regional Area Funding bid it was noted that following discussions with the Department for Transport a resubmission of the business case was made following their request. It was hoped that an announcement would be made shortly and shared with the members of the committee as appropriate.

28. Minutes - 13 September 2021

The Governance Services Officer sought to ensure that any outstanding actions which arose from the last meeting be completed.

The minutes dated the 13 September be approved subject to an amendment to the apologies list as Councillor Mark Parker was in attendance and had not submitted his apologies.

29. Forward Plan

The committee requested that an item on Rail Freight be included and possibly scheduled into this year's forward plan of items. Councillor Robert Alden also requested that at the either the February or March meeting a substantive item on University and Perry Barr Train Station be considered by the committee.

That the items to be reported to future meetings be noted.

30. Capital Programme Monitoring Delivery Report

The committee received a report outlining the progress monitoring update on the approved TfWM led 2021/2022 programmes and projects, the financial aspects of the TfWM Capital Programme were reported separately under the Financial Monitoring Report.

The Director of Development & Delivery also provided information on the WM Cycle Hire Scheme developments whereby e-bikes would be introduced shortly into the scheme. Councillor David Stanley requested further detail on how popular the scheme was and if any problems arose from the bikes not being returned. The Director of Development & Delivery felt that currently the scheme was successful but was still in the early stages of operation and therefore the scheme continued to be in a rebalancing phase, he also highlighted that work was being undertaken to ensure that there was good availability of the scheme across the region. Data on usage continued to be sought to understand the popularity of the scheme and the regions hot spots. Members of the committee also now received dashboards on the overall usage of the scheme. In relation to the return of bikes the Director of Development & Delivery commented that this had not been much of an issue however a penalty would be charged to the user if not correct returned with a five mile radius of the docking stations. All bikes are fitted with GPS trackers, therefore can be located very quickly and returned to the service provider.

Councillor Timothy Huxtable referenced item 5 of the Capital Programme Dashboard relating to University Station and the commentary of additional scope for the project been identified. The Director of Development & Delivery noted that the work with the contractor had been undertaken to accelerate the baseline date of official entry into service, he provided some detail on the reasoning behind the additional scoping work taking place to enhance the facility. He also assured Councillor Timothy Huxtable that the relevant Ward Councillors were being engaged and updated on the changes.

Resolved:

- (1) The achievements since the September 2021 meeting of the Transport Delivery Committee be noted.
- (2) The progress of deliverables and outturn of the 2021/2022 Capital Programme be noted.
- (3) Where indicated, any variations from the baseline programme be noted.

31. Financial Monitoring Report

The committee received a report which outlined the financial position as at 30 September 2021, the contents related to the financial position of the Combined Authority's Transport Delivery Revenue and Capital budgets.

Councillor Robert Grinsell commented that the report demonstrated how little capital investment was occurring in Solihull and ask officers to look at readdressing his comments.

Resolved:

- (1) It be noted that the year to date position as at the end of September 2021 against the TfWM Revenue Budget showed an overall favourable variance of £1.911m as detailed in Section A.

(2) The TfWM Capital Programme expenditure as at the end of September 2021 totalling £121.9m, which was £47.6m below budget, as detailed in Section B, be noted.

32. Metro Operations Monitoring Report

The committee received an update on the operational performance of Midland Metro Limited, operator of West Midlands Metro network. The report outlined the operational performance and patronage recovery following the COVID-19 pandemic.

Councillor Christopher Burden referenced point eight of the report relating to the zonal fares structure and queried as to how the structure was agreed, why it was decided and who the recommended body suggesting the zonal system due to be introduced. Officers agreed to respond via a briefing note to this query. Councillor Christopher Burden felt that the current approach would not work and requested that the integration of Bilston into Wolverhampton zone for the benefits of the residents be considered.

Following Councillor Chaman Lal's comment on crew availability both the Interim Managing Director Transport for West Midlands and Director of Integrated Transport Services confirmed and assured the committee that there was a full complement of resources not only just drivers but mechanics and other support around the entire operation was in place. The organisation was also working with relevant schemes such as Kickstart to drive recruitment.

Councillor David Stanley noted that he was aware of issues relating to the conductors ticketing machines running out of battery during service and requested that this be looked at.

The committee received an update from the Interim Managing Director Transport for West Midlands on the Metro Suspension to service following recent announcement. The suspension was due to safety concerns relating to a number of cracks identified on the tram. She noted that although the announcement came at short notice the safety of customer was paramount. Work was being undertaken to support customers and ensuring that they have access to other forms of public transport.

All committee members voiced the importance of ensuring the tram service resumed as soon as possible but also in a safe manner. They sought assurances that rigorous checks would be maintained and even enhanced. The Interim Managing Director Transport for West Midlands informed the members that all trams would be checked, and they would be working with various colleagues and an independent regulator to ensure a safe service resumed. She understood the members concerns, noting that the organisation would be working hard to implement a full repair programme.

Following Councillor Christopher Burden query on the recent delivery of the third generation trams the Interim Managing Director Transport for West Midlands confirmed that the specification was different to the trams identified in current service. She went on to explain that those newly delivered trams were required to go through a lengthy programme of entry into service and therefore could not be rushed into service.

Resolved:

The contents of the report be noted.

33. Swift Delivery Monitoring Report

The committee received a report from the Head of Swift updating them on the progress made towards delivering the Swift Programme and an overview of the transport ticketing matters. The report was broken down into section relating to the project that had been delivered, planned projects in the delivery phases, projects in the planning phase prior to delivery and the project concepts that were being explored before commitment to planning. Information was also provided on ticketing options being considered through the Bus Service Improvement Plan.

Councillor Robert Grinsell highlighted that Solihull had recently retendered their car parking contract and therefore proposed an opportunity for Swift in Solihull and asked that the Head of Swift contacted Paul Tovey.

Councillor Pervez Akhtar raised his concern over the closure of the Travel Centre and in particular for Coventry's main bus station Pool Meadow. The Head of Swift noted his concerns but highlighted that dialog had been undertaken with National Express prior to the closure of the centres, Transport for West Midlands continue to ensure staff across those stations were prevalent and available for customers.

Resolved:

- (1) The progress achieved within the Swift Programme be noted.
- (2) The projects in delivery be noted.
- (3) The progress towards developing the intended future projects be noted.
- (4) The general update in the area of transport ticketing be noted.

34. COVID-19 Recovery Update

The Director of Integrated Transport Services provided the board with an update on the commercial recovery to Bus, Rail and Metro. He noted that bus data currently reflected recovering patronage levels of around 75 – 80 %. He provided some detail on the operational challenges relating to driver shortage affecting both bus and rail. In regards to the highways network the data continued to show an increase in traffic levels and volumes with issues relating to congestion being managed in partnership with the RTCC and local authorities. Information was also provided on the changes to funding elements relating to bus services would be supported until April 2022 through the Bus Recovery Grant but no further commitment from Government had been provided.

Resolved:

The update be noted.

35. WMCA Board Transport Reports (for information only)

The Director of Integrated Transport Services provided the committee with a brief overview of the single WMCA Board Transport related report which related to Compulsory Purchase Order for Rail Package 1.

Resolved:

That the transport related report submitted for information only being considered by the WMCA Board on 19 September 2021 be noted.

36. Report back from Member Engagement Groups

The committee noted the recent developments and meetings of the six Member Engagement Groups.

Councillor Timothy Huxtable requested that the attendance of the Member Engagement Groups be noted in future reports.

Resolved:

The update in relation to recent meetings of the committee's Member Engagement Groups be noted.

37. Date of Next Meeting

Monday 10 January 2022 at 2.00pm.

The meeting ended at 3.00 pm.



**West Midlands
Combined Authority**

Environment & Energy Board

Thursday 1 December 2021 at 10.15am

Minutes

Present

Councillor Ian Courts (Chair)	Portfolio Lead for Environment, Energy & HS2
Matthew Rhodes	Energy Capital

Participating via Microsoft Teams

Jim Davies	Environment Agency
Councillor Steve Evans	City of Wolverhampton Council
Councillor Waseem Zaffar	Birmingham City Council

In attendance

Councillor Peter Fowler	Overview & Scrutiny Committee
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17. Apologies for Absence

Apologies for absence were received from Councillor Oliver Butler (Walsall), Councillor Maria Crompton (Sandwell), Councillor Andy Mackiewicz (Solihull), Councillor Simon Phipps (Dudley) and Suzanne Ward (Environment Agency).

18. Chair's Remarks

(a) Visit to Tyseley Energy Park

The Chair thanked Tyseley Energy Park for the guided tour of the facilities that had been given to members ahead of the meeting, and for hosting this particular meeting of the board.

19. Minutes

The minutes of the meeting held on 9 September 2021 were agreed as a correct record.

20. WMCA COP26 Briefing Note

The board considered a report of the Director of Inclusive Growth & Public Service Reform and the Head of Environment setting out the international outcomes that were agreed during the COP26 meeting in Glasgow held between 31 October - 12 November. The report also covered the Mayor's activities at COP26 in Glasgow and the 'COP26 Regional Roadshow' event hosted at the University of Wolverhampton.

One hundred and ninety-six countries met in Glasgow for the 26th Conference of the Parties (COP26). The negotiations confirmed the importance of tackling climate change and the urgent need for drastic emission reductions. The COP resulted in an agreement referred to as the 'Glasgow Climate Pact'. The Government considered that this pact had kept the critical 1.5°C global warming goal alive, although the Nationally Determined Contributions continued to fall short of this target.

The Chair stressed the importance of maintaining the momentum created by the COP26 conference, including by taking advantage of the central location of the West Midlands in promoting local supply chains. The Director of Inclusive Growth & Public Service Reform indicated that work was being undertaken on a behaviour change programme and he would bring a report on this to a future meeting. Matthew Rhodes highlighted the role of food distribution in reducing carbon emissions, and the Director of Inclusive Growth & Public Service Reform also committed to bringing a report on this to a future meeting. Councillor Waseem Zaffar highlighted the importance of the HydroFLEX hydrogen-ready passenger train in helping Birmingham in its ambitions to promote and develop the hydrogen economy.

Resolved:

- (1) The report outlining the implications of the COP26 conference in Glasgow be noted.
- (2) The next steps to build on the work at COP26 be noted and supported.

21. Natural Environment Update

The board considered a report of the Director of Inclusive Growth & Public Service Reform and the Head of Environment on progress in delivering the Natural Environment Plan, particularly on Local Nature Recovery Strategies, a bid to the Woodland Trust to establish a West Midlands Forest Partnership and progress on the Community Green Grants.

The Natural Environment Plan articulated a vision for the region, bringing together different initiatives covering a broad range of natural environment projects focusing on tree and hedgerow planting, improving access to green space for all communities across the West Midlands and developing wildlife corridors. The aim of the plan was to improve these environments in their own right, promoting biodiversity net gain, as well as for all the region's communities to enjoy.

The Chair stressed the importance of this work linking with local authority planning policies. The Natural Capital Programme Manager indicated that Natural England was yet to fully understand how Natural Environment Plans aligned with, and influenced, Local Development Plans. Councillor Waseem Zaffar highlighted how the pandemic had increased the value local communities now placed on green and blue space, and he welcomed the work outlined within the report. The Chair recognised that defining communities was an important part of this work, and the Director of Inclusive Growth & Public Service Reform explained that the New Economics Foundation had undertaken a mapping exercise in support of this which he would share with the board.

Resolved:

- (1) The progress of the different elements of the natural environment programme be noted.
- (2) The West Midlands Forest Partnership concept be supported.
- (3) The progress of conversations with Natural England on the Local Nature Recovery Strategy be supported.

22. Energy Capital Governance

The board considered a report of the Director of Inclusive Growth & Public Service Reform and the Director of Energy Capital seeking to ensure that the consultation that Energy Capital would be undertaking with constituent authorities regarding its future governance was formally considered and supported by the WMCA. The issues raised within the report would be discussed with constituent authorities directly over the next three months.

Energy Capital was established in 2016 as part of the creation of the WMCA to develop and take forward energy devolution asks, set out in the original devolution deal, as originally advocated by the Black Country LEP. Since 2016, the Energy Capital Board, containing strong energy sector and local leadership representation, had reported into the Strategic Economic Development Board and, more recently, this board. With the increased emphasis on climate change mitigation, the approval and focus on delivery of the #WM2041 five year plan, and developments in national energy system governance, the Energy Capital Board felt that it was timely and important to set out what it believed was the most effective governance model to achieve these goals going forward.

The Chair welcomed the report but stressed the importance of constituent authorities understanding clearly the current governance mode of the Energy Capital Board and why the proposed changes would lead to better outcomes. The Director of Inclusive Growth & Public Service Reform highlighted the vast infrastructure that underpinned energy production and supply within the country, and the proposed governance changes were being driven by a desire to enable local authorities to become engaged and involved in this work to a greater extent.

Resolved:

It be noted that Energy Capital was undertaking a review of its governance in the light of national and regional energy system developments, and the outcomes of this review be considered by the WMCA as part of its own current governance review.

23. Energy Collaboration Days

The Director of Inclusive Growth & Public Service Reform reported that plans were currently being developed that would enable energy sector representatives to work out of Tyseley Energy Park on a monthly basis to help improve engagement, collaboration and network opportunities between them.

Resolved:

The proposals to create energy collaboration days be noted and supported.

24. Any Other Business

(a) West Midlands Climate Risk Assessment and Adaptation Plan 2021-26

Jim Davies reported that Sustainability West Midlands had worked with the Environment Agency to produce a West Midlands Climate Risk Assessment and Adaptation Plan. The plan set out the climate change adaptation actions that should be considered for implementation by decision makers in the West Midlands, to ensure that the natural environment, people, infrastructure, buildings and businesses were prepared for the impacts of climate change, including greater incidence and severity of flooding, a higher likelihood of water scarcity and more intense and prolonged heatwaves. He undertook to circulate to board members a copy of the plan for their information.

25. Date of Next Meeting

Thursday 3 March 2022 at 10.00am.

The meeting ended at 11.40am



**West Midlands
Combined Authority**

Investment Board

Monday 13 December 2021 at 11.00am

Minutes

Present

Councillor Bob Sleight (Chair)
Councillor Tristan Chatfield
Councillor Karen Grinsell
Sue Summers

Portfolio Lead for Finance
Birmingham City Council
Solihull Metropolitan Borough Council
West Midlands Development Capital

In Attendance on Microsoft Teams

Nick Abell

Councillor Cathy Bayton
Councillor Mike Bird
Henrietta Bruekelaar

Paul Brown

Councillor Steve Clark
Councillor Gurdev Hayre
Councillor Matt Jennings
Councillor Stephen Simkins
Mark Smith

Coventry & Warwickshire Local
Enterprise Partnership
Overview & Scrutiny Committee
Walsall Metropolitan Borough Council
Greater Birmingham & Solihull Local
Enterprise Partnership
Black Country Local Enterprise
Partnership
Dudley Metropolitan Borough Council
Coventry City Council
Non-Constituent Authorities
City of Wolverhampton Council
Audit, Risk & Assurance Committee

Item Title No.

82. Apologies for Absence

Apologies for absence were received from Councillor Maria Crompton (Sandwell), Councillor Tony Jefferson (Non-Constituent Authorities), Councillor Jim O'Boyle (Coventry) and Gary Taylor (Greater Birmingham & Solihull LEP).

83. Minutes - 18 October 2021

The minutes of the meeting held on 18 October 2021 were agreed as a correct record.

84. Investment Programme Update

The board considered a report of the Director of Investment & Commercial Activity on the status of the Investment Programme to help set the context for any investment decisions being made by the board.

Approved grant funding awarded and administered by the WMCA to programmes within the Investment Programme totalled £858.5m as at 31 November 2021. These commitment values excluded the provisional 'ear-marked' allocations agreed by the WMCA Board in March 2021. Commitments for some of these ear-marked items would be confirmed via the approval of further reports to the WMCA Board. Investment Programme funding actually drawn/incurred by projects against these funding commitments as at 31 October 2021 totalled £373.6m.

In respect of potential programme slippage due to COVID-19, the Director of Finance confirmed that none had yet been reported, and this was being checked on a regular basis. However, WMCA contributions to these schemes were mostly capped and so would not be susceptible to price inflation arising from the pandemic.

Resolved:

- (1) The approval under delegated authority by WMCA officers of the two business case submissions relating to HS2 Jobs & Skills and Smart Resilient Assets be noted.
- (2) The Investment Programme funding status and current affordable limit be noted.
- (3) The status of the City Region Sustainable Transport Settlement be noted.
- (4) The Investment Programme delivery update (including the project-level summary within the Investment Programme dashboard) be noted.

85. Collective Investment Fund - Dashboard

The board considered a report setting out dashboard reporting for the Collective Investment Fund.

Resolved:

That the report be noted.

86. Brownfield Land & Property Development Fund - Dashboard

The board considered a report setting out dashboard reporting for the Brownfield Land & Property Development Fund.

Resolved:

The report be noted.

87. Revolving Investment Fund - Dashboard

The board considered a report setting out dashboard reporting for the Revolving Investment Fund.

Resolved:

The report be noted.

88. Enhancing the Collective Investment Fund and Revolving Investment Fund

The board considered a report of the Director of Investment & Commercial Activity outlining proposed measures to increase the efficiency and effectiveness of the Collective Investment Fund and the Revolving Investment Fund.

The key focus of the Collective Investment Fund had been to accelerate commercial development within the West Midlands region. Initially a revolving loan fund of £70m, the primary objectives were a brownfield-first approach driving regional investment, with strong economic outputs of job creation, new commercial floorspace and economic wealth generation. The Revolving Investment Fund was launched to accelerate overall housing supply, with a minimum of 20% on-site affordable housing on each project on brownfield land only amongst other examples of best practice, including design and construction methodology.

The funds invested had been a clear success, however a review by the WMCA had resulted in West Midlands Development Capital, as fund manager, recommending some changes and enhancements to the fund guidelines to increase deployment and value to the region, developers and the WMCA. The report set out in detail these proposed changes.

Councillor Stephen Simkins stressed the importance of ensuring that investment decisions aligned with the WMCA's environmental strategies, especially in respect of house building and employment. Councillor Tristan Chatfield supported the proposals, but highlighted the importance of ensuring that there was a clear financial assessment made of the companies submitting bids to these funds. Nick Oakley confirmed that West Midlands Development Capital undertook due diligence on all developers and that no money had yet been lost on these funds. Nick Abell confirmed that he had been content with the degree of security that the WMCA had sought on the schemes funded to date.

Recommended:

- (1) The success of Collective Investment Fund and the Revolving Investment Fund to date be noted.
- (2) The Collective Investment Fund and Revolving Investment Fund be allowed to flexibly expand beyond their respective funding ceilings of £140m and £70m, provided that at no time the combined commitments exceeded the existing £210m limit.

- (3) An increase in the delegated authority of the Investment Board to approve individual loans, or the sum of loans to companies in the same control, up to £20m (from £10m) be approved, provided that these were endorsed by the WMCA and the Investment Panel and with the proviso that the Investment Board may always refer loan applications to the WMCA Board for guidance, and that the WMCA Board would receive notification of decisions contained within the minutes of Investment Board meetings.
- (4) It be approved that loans could be made to borrowers with investment properties where they sought to improve the environmental credentials of the building(s) over a period of up to five years.
- (5) It be approved that loans could be made to borrowers seeking finance for 'green industry' projects such as solar farms, where this was asset backed lending that shared similar characteristics to the real estate sector.
- (6) An increase in loan term to up to five years to allow developers to build in the confidence that they had a stabilisation period to generate income and sell the asset be approved.
- (7) Revolving Credit Facilities, that were not currently explicitly recognised as available within the Collective Investment Fund or the Revolving Investment Fund, be now explicitly approved as available.
- (8) Loans to owner occupiers, not currently explicitly recognised as available within the Collective Investment Fund, be now explicitly approved as available.
- (9) Participation with other lenders to fund large projects, not currently explicitly recognised within the Collective Investment Fund or the Revolving Investment Fund, be now explicitly approved as available.
- (10) The small number of technical amendments proposed for the timely processing of loan applications, whilst still applying the principles of the Single Commissioning Framework, be approved.

89. Exclusion of the Public and Press

Resolved:

In accordance with s100A4 of the Local Government Act 1972, the press and public be excluded from the meeting during the consideration of the following items of business as they involved the likely disclosure of exempt information relating to the business affairs of a particular person (including the authority holding that information).

90. West Midlands Co-Investment Fund Full Business Case

The board considered a report of the Director of Investment & Commercial Activity providing outline information regarding proposals for a new business friendly investment fund, aligned to the specific strategy and needs of the West Midlands region and designed to promote economic growth post-COVID-19.

At its meeting on 23 July 2021, the WMCA Board approved the setting up of the proposed West Midlands Co-Investment Fund, a co-invest equity fund designed to facilitate investment into growth SMEs to aid the recovery of the West Midlands economy. Following this approval, the business case had been developed, finalising the funding structure and delivery options. The West Midlands Pension Fund had indicated that it would provide funding, subject to its own approvals process. The delivery vehicle options had now been revisited and appraised, with the preferred option being to utilise West Midlands Development Capital as an existing vehicle, sub-contracting investment management services to a third-party fund manager.

Councillor Tristan Chatfield welcomed the report, but sought assurances that the fund would not support projects that did not align with the values of the WMCA or its constituent authority members. The Director of Investment & Commercial Activity confirmed that officers were alert to these concerns and that the fund would not be required to support applications that the WMCA was not able to endorse. He also confirmed that the proposed fund would not launch as planned if West Midlands Pension Fund ultimately decided not to join.

Resolved:

- (1) It be noted that on 23 July 2021, the WMCA Board approved the Outline Business Case for the West Midlands Co-Invest Fund, which allocated £12.5m from the Investment Programme, and that these principles had not altered and that no further funding was being requested from the WMCA.
- (2) It be noted that the West Midlands Pension Fund had indicated they would provide, as a minimum, the remaining £12.5m required to launch the West Midlands Co-Invest Fund, subject to its own approvals process, and that the West Midlands Co-Invest Fund would not launch until funding was in place for the full £25m.
- (3) It be noted that the risks and rewards arising from the fund between the WMCA and the West Midlands Pension Fund were intended to be split equally, and that any deviation from this principle would need to be agreed by the Director of Finance, in consultation with the seven constituent authority Directors of Finance.
- (4) It be noted that a delivery vehicle options appraisal had been undertaken, with the preferred option being to utilise West Midlands Development Capital, sub-contracting investment management services to a third-party fund manager (subject to a procurement process).

- (5) Approval be delegated to the Director of Finance (supported with adequate advice and in consultation with the seven constituent authority Directors of Finance) for the fund to flex its equity/debt investment ratio based on market evidence from the Ecosystem, noting that such approval might be desirable during the life of the fund.
- (6) The request for the potential increase to the investment size of the fund post-launch be approved, subject to:
 - The WMCA's investment of £12.5m not increasing (ie. no further funds being required from WMCA sources, this being as a result of third-party investor interest).
 - There being no detriment to the rewards the WMCA was expected to achieve.
 - The expansion resulting in no increased risk and delivering the objectives and target outputs indicated in the Full Business Case.
 - WMCA Statutory Officers agreeing to the amendments (supported by expert advice and in consultation with the seven constituent authority Directors of Finance) following an appropriate level of due diligence on potential investors.
- (7) The negotiation and approval of commercial terms with the funding partner and fund manager be delegated to the Director of Finance.
- (8) It be noted that the WMCA had the potential to recycle the majority of its £12.5m grant contribution (subject to fund performance).

[NB. Councillor Stephen Simkins declared a non-prejudicial interest in this item as he was a member of the West Midlands Pension Fund Board, who were proposing to contribute financially to this fund.]

91. Update on Help to Own Scheme

The board received a presentation from Sue Summers and Chrissy Hince (Operations Director, Help to Own), on recent developments with the scheme, including one hundred units that had recently been allocated at The Marches in Wednesfield as part of a pilot project. Work was now being undertaken with the Director of Housing & Regeneration to see how the scheme could be rolled out to other sites in the region.

Councillor Stephen Simkins welcomed the work undertaken to date, and stressed the importance of factoring in availability for local key workers, who might otherwise be unable to secure a property of their own. The Chair enquired as to how construction costs were being met. Sue Summers explained that the WMCA, City of Wolverhampton Council and the West Midlands Pension Fund had funded the cost of the Wednesfield development, although work was now being undertaken as to how this would be funded as it rolled out across other locations.

Resolved:

Sue Summers and Chrissy Hince be thanked for their informative presentation.

92. Murdock & Pitman Aparthotel, 153 - 161 Corporation Street, Birmingham

The board considered a report from the Director of Housing & Regeneration seeking approval of funding from the Brownfield Land & Property Development Fund to enable the redevelopment of the Murdoch & Pitman Aparthotel. Approval would enable MP Devco Ltd to unlock the equivalent of 45 new homes, 8,132m² of commercial floorspace and a total of 72 fulltime equivalent jobs.

In response to a question from Councillor Stephen Simkins, the Director of Housing & Regeneration confirmed that Birmingham City Council had supported the progression of this particular project and considered it to be the best development for the site. The WMCA was the funder of last resort in this instance and the project would not be able to be progressed if it were needed to rely on the commercial sector.

Resolved:

- (1) A WMCA grant up to the amount specified within the report, to support the re-development of the Murdoch & Pitman Aparthotel in Birmingham city centre as an exemplar heritage regeneration project, be approved, unlocking the equivalent of 45 new homes (136 aparthotel rooms), 8,132m² of commercial floorspace and a total of 72 fulltime equivalent jobs.
- (2) It be noted that the funding was fully compliant with the WMCA's Single Commissioning Framework previously approved by this board, the Housing & Land Delivery Board and the WMCA Board in March 2019.
- (3) It be noted that the grant funding ask from the WMCA was on the basis of 'funder of last resort', based on all third-party grant funding avenues being exhausted.
- (4) It be noted that Birmingham City Council was fully supportive of this application.
- (5) It be noted that the funding allocation represented an absolute maximum, and that further negotiation would take place that would seek to reduce the allocation, it being considered to represent a maximum scenario for Single Commissioning Framework grant funding.

[NB. Councillor Tristan Chatfield declared a non-prejudicial interest in this item as Birmingham City Council was the landowner of the site that this application related to.]

93. Build Fify5, Housing 21 Golden Brick Facility

The board considered a report from the Director of Housing & Regeneration seeking approval of funding from the Revolving Investment Fund to enable the delivery of Housing 21 affordable units across multiple sites throughout the West Midlands. The scheme would delivery housing across sites in Bilston, Broseley, Coventry and Hednesford.

Resolved:

The provision of a development loan for the amount set out in the report via the Revolving Investment Fund to fund the delivery of multiple brownfield sites to Golden Brick to facilitate the development of Housing 21 affordable units, including co-housing, social rent and shared ownership be approved.

[NB. Nick Abell declared a non-prejudicial interest in this item as Housing 21 was a client of his employer. Councillor Stephen Simkins declared a non-prejudicial interest in this item due to his involvement with the Bradley Arm Canal Development, near one of the sites proposed for development.]

94. Collective Investment Fund - Dashboard

The board considered a report setting out dashboard reporting for the Collective Investment Fund.

Resolved:

That the report be noted.

95. Brownfield Land & Property Development Fund - Dashboard

The board considered a report setting out dashboard reporting for the Brownfield Land & Property Development Fund.

Resolved:

The report be noted.

96. Revolving Investment Fund - Dashboard

The board considered a report setting out dashboard reporting for the Revolving Investment Fund.

Resolved:

The report be noted.

97. Black Country Land & Property Investment Fund - Dashboard

The board considered a report setting out dashboard reporting for the Black Country Land & Property Investment Fund.

Resolved:

That the report be noted.

- 98. Date of Next Meeting**
Monday 10 January 2022 at 11.00am.

[The meeting ended at 12.40pm]

CHAIR

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West Midlands
Combined Authority

Overview & Scrutiny Committee

Wednesday 15 December at 10.00am

Minutes

Present:

Councillor Cathy Bayton (Chair)	- Association of Black Country Authorities
Councillor Lisa Trickett (Vice-Chair)	- Birmingham City Council
Councillor Naeem Akhtar	- Coventry City Council
Councillor Maya Ali	- Coventry City Council
Councillor Mike Chalk	- Worcestershire Non-Constituent Local Authorities
Councillor Liz Clements	- Transport Scrutiny Sub-Committee
Councillor Tony Dickey	- Solihull Metropolitan Borough Council
Councillor Peter Fowler	- Birmingham City Council
Councillor Ian Kettle	- Dudley Metropolitan Borough Council
Councillor Nigel Lumby	- Shropshire Non-Constituent Local Authorities
Councillor Charn Padda	- Sandwell Metropolitan Borough Council
Councillor Paul Sweet	- City of Wolverhampton Council
Councillor Vera Waters	- Walsall Metropolitan Borough Council

In Attendance:

Dan Essex	- Governance Services Manager
Kashmire Hawker	- Young Combined Authority
Councillor Barbara McGarrity	- City of Wolverhampton Council
Councillor Gurdev Hayre	- Coventry City Council
Councillor Adam Hicken	- Walsall Metropolitan Borough Council
Linda Horne	- Director of Finance
Councillor Thabiso Mabena	- Sandwell Metropolitan Borough Council
Councillor Martin McCarthy	- Solihull Metropolitan Borough Council
Lyndsey Roberts	- Scrutiny Officer
Laura Shoaf	- Chief Executive
Councillor Bob Sleight	- Portfolio Lead for Finance
Mark Smith	- Chair of Audit, Risk & Assurance Committee
Andy Street	- Mayor of the West Midlands

35. Welcome and Introductions

The Chair welcomed the Mayor and members of the committee to the second mayoral question time for 2021/22 that would be focussing on the proposed draft 2022/23 budget.

36. Apologies for Absence

Apologies for absence were received from Councillor Kate Booth (Birmingham).

37. Mayor's Opening Statement

The Mayor provided an opening statement focussing on the achievement of a four year balanced budget to date, the uncertainty in respect of the transport revenue due to the withdrawal of the COVID-19 recovery funding post-April 2022, and the ability of the budget being able to leverage in further capital investment.

Councillor Bob Sleight added that a balanced budget would be submitted to the WMCA Board on 14 January 2022, and although the WMCA was producing a one-year budget for 2022/23, due to strong financial management within the organisation it would again be a balanced budget.

38. Questions to the Mayor and Portfolio Lead for Finance

The committee pursued a number of general lines of enquiry with the Mayor and the Portfolio Lead for Finance, including the sustainability of the budget, Mayoral precept, transport revenue, housing, environment and the Adult Education Budget.

In terms of the sustainability of the budget for 2022/23, the WMCA would be able to fund the key areas of activity from its non-transport budget and with regard to transport, the budget sustained all of the current transport services and concessions. However, if patronage declined next year and the Government ceased to provide financial support, the WMCA would have to fulfil the shortfall on the tram network and indirectly on the bus network, as the WMCA would have to decide whether it would fund those services that National Express West Midlands were no longer willing to operate on a commercial basis.

The Mayor answered questions in relation to addressing the housing needs within the region and the committee's concerns that the pace of delivery of affordable housing. The WMCA was making progress on the delivery of affordable housing but had yet to make progress on the provision of social housing. The Government had now agreed £8.1bn in funding, which had been allocated to housing associations across the country and, of that, £1.1bn had been allocated to housing associations within the region. The WMCA would be working closely with housing associations to help accelerate this expenditure. In terms of the housing delivery vehicle, the committee sought confirmation as to whether it captured all of the housing associations with a significant allocation of the £8.1bn and questioned how they had been chosen. The Mayor agreed to provide a briefing note on this matter that provided the transparency sought by the committee. The nature of the £8.1bn and how it fitted with the delivery vehicle and housing need would be referred to the Overview & Scrutiny Housing Review for further investigation.

With regard to the possibility of a Mayoral precept, a collective decision involving constituent authority leaders had been made not to set a precept for 2022/23 due to the impact that this would have on households during these difficult times. However, the WMCA may have to consider the introduction of a precept in subsequent years if the risks emerged in relation to transport.

The Mayor and members of the committee agreed that the current bidding process for funding from Government could be improved by adopting a 'single pot' funding model. The WMCA continued to lobby Government on the need to change the funding model.

Questions were raised in relation to the reliability and provision of public transport during the Commonwealth Games, concerns around the transport funding gap beyond 2022/23 and the delivery of the Local Transport Plan, the City Region Sustainable Transport Settlement, bus franchising, future of non-statutory travel concessions and the impact of the farebox revenue reductions in terms of the longer term plans for extending the Metro network, particularly the Wednesbury to Brierley Hill Metro extension, the current suspension of the Midland Metro services, the importance of connecting people to jobs and WMCA payments to National Express West Midlands for concessionary travel.

The committee noted the transport revenue challenges and the challenges in maintaining subsidised bus services if commercial operators chose to withdraw a route if it was unviable, along with the impact that this would have on the budget and those communities of most need of bus services. There needed to be greater clarity on how bus, train or metro connectivity was to be improved for those areas with the greatest need. In terms of bus franchising, there would be a report going to WMCA Board in January 2022. The committee welcomed and hoped that the lobby of government for the continuation of the COVID-19 Recovery funding was successful.

In terms of the current closure of the Midland Metro services and the implications that this would have on future extensions, in particular the Wednesbury to Brierley Hill Metro extension, members were assured that the WMCA would seek to mitigate the losses incurred over the last four weeks and dialogue continued to be had with regard to the investment funding model used for Midland Metro.

The Mayor assured members that within the 2022/23 budget, non-statutory travel concessions were maintained. However due to the deficit, in subsequent years the WMCA might need to make some difficult decisions. Members stressed the importance of maintaining the bus network that provided a vital service for the poorest communities. Further to the concerns raised by Councillor Vera Waters regarding National Express West Midlands, the Mayor agreed to ensure that she was provided with the opportunity to join National Express West Midlands Customer Panel.

In respect of the recently published Environment Act, there was a requirement for the WMCA to work with local authorities on air quality plans, although there was concern that the Act appeared to give additional responsibilities without the additional resources required to exercise these responsibilities. The Mayor added that a report would be submitted to the WMCA Board in February 2022 on this matter.

The Mayor explained the changes made following the devolution of the Adult Education Budget to the WMCA, including the reduction in contracts and the improvements made in the quality of the level of the workforce across the region. The Mayor welcomed dialogue with the Young Combined Authority on the issues around the Kickstart Programme and the take up of apprenticeships.

Resolved:

The following observations be shared with the Mayor for considerations and response:

- (i) What steps are to be taken to ensure that the WMCA and Transport for West Midlands review how Metro services came to be suspended, and that lessons would be learnt to ensure that a similar situation did not occur again?
- (ii) Can further assurance be provided that the key transport infrastructure being developed for the Commonwealth Games will be operational in time so as to ensure that connectivity and sustainability of the region's transport network was able to meet the challenges of hosting an international sporting event of the scale of the Commonwealth Games?
- (iii) What specific measures are Transport for West Midlands currently looking at that will seek to mitigate the potential removal of the Government's pandemic support funding for public transport from April 2022?
- (iv) Can further information be provided as to the considerations currently being undertaken regarding the financial viability of the Wednesbury - Brierley Hill Metro extension and any impact that these considerations may have on the construction timetable?
- (v) What specific decision-making role does the WMCA have within the proposed Affordable Housing Vehicle, and how might this vehicle help deliver more social housing supply within the region?

[The meeting ended at 12.30pm]



**West Midlands
Combined Authority**

Employment Committee

Friday 17 December 2021 at 11.30am

Minutes

Present

Andy Street (Chair)	Mayor of the West Midlands
Councillor Ian Brookfield	City of Wolverhampton Council
Councillor Kerrie Carmichael	Sandwell Metropolitan Borough Council
Councillor Ian Courts	Solihull Metropolitan Borough Council
Councillor George Duggins	Coventry City Council
Councillor Ian Ward	Birmingham City Council

In Attendance

Linda Horne	Director of Finance
Councillor Brigid Jones	Birmingham City Council
Satish Mistry	Interim Director of Law & Governance
Laura Shoaf	Chief Executive
Councillor Bob Sleight	Deputy Mayor of the West Midlands

3. Apologies for Absence

Apologies for absence were received from Councillor Mike Bird (Walsall) and Councillor Patrick Harley (Dudley).

4. Minutes - 9 November 2021

The minutes of the meeting held on 9 November 2021 were agreed as a correct record.

5. Exclusion of the Public and Press

Resolved:

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.

6. Appointment of Executive Director of Transport for West Midlands and Update on Appointment for Director of Law & Governance

The committee considered a report from the Head of HR setting out the proposed arrangements to appoint to the role of Executive Director of Transport for West Midlands, along with an update on the outcome of the recruitment process for the permanent appointment of the Director of Law & Governance.

In respect of the Executive Director of Transport for West Midlands, the WMCA received a number of applications for this post and the Chief Executive, with advice from the Head of HR, reviewed the applications and was recommending that two of them be taken forward to interview and selection process by the Employment Committee. The committee would be the core decision making appointment panel and would conduct the interviews of the shortlisted candidates and make the decision, taking into account feedback from the Stakeholder Panel and results of the psychometric testing.

As previously agreed by this committee, a recruitment process had also been carried out for the permanent appointment of a Director of Law & Governance, which was currently being fulfilled on an interim basis. An executive search agency was employed to advertise and attract appropriate candidates for a preliminary interview process. Seven candidates were interviewed by the Director of Finance and Head of HR, with technical advice from the Interim Director of Law & Governance. After further consultation with the Mayor and Chief Executive, the decision was taken not to continue with the recruitment process and it had been agreed that the current interim arrangements would be extended, with a view to revisiting the permanent recruitment process in Summer 2022.

Resolved:

- (1) The arrangements and timetable in respect of the recruitment of the permanent role of Executive Director of Transport for the West Midlands be agreed.
- (2) The position in relation to the extension of the contract for the Interim Director of Law & Governance be noted.

[The meeting ended at 11.45am]



Young Combined Authority

Young Combined Authority (YCA) update, December 2021 – January 2022

Developing a YCA Charter

Following on from the induction of new members in November, the YCA Board agreed to focus its initial meetings on developing a new 'YCA Charter.' The Charter sets out how the YCA will work together as a team, and their expectations of each other, the WMCA and the independent delivery partner, Aspire4U.

Initial ideas were captured in a survey and the YCA Board meeting on 1 December 2021. A group of members then volunteered to draft the Charter, which was approved by the YCA Board on 5 January 2022.

We're not a tick box exercise! We're here for our ideas to shape real change, not just to be heard. It can't just be a listening exercise.

Diverse representation! We need to make sure that we REALLY represent and understand the young people we speak for.

Transport Safety

At their January meeting the YCA Board was also joined by Helen Davies (TfWM) for a discussion about how transport can be made more safe for women and girls. YCA members shared their views and experiences, which will be fed into the final 'Transport Champions' recommendations.

This is only possible if you have that engagement with policy makers. Young people aren't always aware of opportunities to make an impact - so it's important that policy makers are proactive about engaging us.

Looking ahead...

The next step for the YCA Board will be to decide their priorities for subgroups and agendas for future meetings.

I like the language of keeping the WMCA on their toes! Keeping the board effective and impactful needs to be central to our values!

But we need to be realistic, work towards achievable aims!

Stay up to date with the YCA!

Follow us on social media: @wmyoungboard
For any questions, please email: Lucy.Gosling@wmca.org.uk

Listening - making sure everyone is heard and no-one is left out.

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West Midlands Young Combined Authority Charter

The YCA Charter sets out how we will work together as a team and what our expectations are of each other, the West Midlands Combined Authority and the independent delivery partner, Aspire4U.

Who we are...

Around one third of people living in the West Midlands are aged under 25 years when, nationally, only 15% of councillors are aged below 45. The Young Combined Authority (YCA) was launched in 2019 to make sure the voices of young people are heard in regional decision-making. It brings together a diverse group of under-25's to guide and challenge the WMCA as it makes decisions about the future of the region – a future that will directly affect the younger generation.

Our aims are to...

1. Help the WMCA to see the world through the eyes of young people and **inform, shape, scrutinise and challenge** the decisions that will affect the futures of young people in the region.
2. Be independent and **raise awareness** of the issues that matter most to young people in the West Midlands.
3. **Champion and unite** the voices of young people, and lead by example by demonstrating a collaborative and inclusive approach to debate.
4. **Empower and engage** young people in politics, improve upon their political education and enable people to learn how to shape the decisions that affect their lives.

Our values are to...

1. **Make sure we really represent**, understand and work with the young people we speak for, by reaching out to all communities and collating feedback on the problems they do and should care about. We will work together to make joint decisions and involve other young people in our work where possible.
2. **Respect and include everyone**, regardless of who they are, where they come from or whether we agree with their views and opinions. We will always strive to be inclusive and want young people to be impacted in a positive way by our decisions.
3. **Make an impact**. We are here to make change and know that it will take many small steps to make the positive differences that will be most beneficial

to as many young people as possible. Our changes should be measurable, realistic and benefit all.

4. **Speak up and engage** in discussions whilst being mindful of the views of others and allowing everyone a chance to speak. Every voice matters, and it is important that we are authentic and accountable.
5. **Challenge the WMCA** and any other organisations or persons on decisions we do not agree with and debate with them on their responses. We are youth led and our role is to give a voice to the voiceless.

Ground rules for our meetings

Respect is at the heart of all of our ground rules. We will:

1. Respect everyone, no matter who they are.
2. Listen to everyone and make sure no voice is left out. We will join every discussion ready to listen and respect everyone's perspective.
3. Be good team players and join the monthly YCA Board meeting or let the group know when we cannot as early as possible.
4. Respect the decisions made by the group, even if we do not agree with them.
5. Be politically neutral.

These are our expectations...

Of each other:

1. All YCA members will **follow our shared values and ground rules** of respecting and supporting everyone, no matter who they are and whether we agree with their opinion.
2. We will **give everyone the opportunity to be their best** – by listening to their views and giving them time to express their thoughts. We will help people to develop their confidence and skills in expressing their ideas. We are collaborative and want to hear everyone's voice.
3. We **will be open with each other**, so people can let us know if they are upset or need space, and help us respond to them in the right way.

Of the WMCA:

4. **The WMCA will give us the opportunity**, tools and access to decision makers that we need to make a difference. This means proactively engaging with the YCA at an early stage of policy development and supporting the YCA's own project activity.

5. **The WMCA will take on board our views**, experience and feedback. This means explaining how the WMCA has considered our ideas, what action they have taken in response and to clearly justify their reasoning. We are here to shape real change, not just to be heard.
6. **The WMCA will respect our opinions**. This means not using us as puppets, but rather seeing the YCA as colleagues who work alongside them and, where necessary, constructively challenge them on certain issues. YCA members should be treated like other representatives of WMCA boards.
7. **The WMCA will be responsive** to our questions, concerns and requests. We expect that the WMCA project manager for the YCA will respond within 2-3 working days, and that decision makers at the WMCA will respond to our letters or emails within 1-2 weeks.

Of the independent delivery partner, Aspire4U:

8. **Aspire4U will offer flexible and independent support** to YCA members. This includes a point of contact who will respond to our emails within 2-3 working days and someone who we can talk to about any personal problems.
9. **Aspire4U will provide guidance and a development offer** to help us fulfil our YCA roles and aims. This includes helping YCA members to develop the tools we need to do our work, such as community engagement.
10. **Aspire4U will be advocates and youth champions**, advising and supporting the YCA and WMCA to work together in the most effective way.

When something goes wrong...

We have a clear approach to resolving any problems or conflict, and know that problems will be managed 'at the lowest level.'

1. The first step to resolving a problem is to **speak up!** It is really important that everyone feels safe and confident to share their worries, concerns or issues.
2. The next step is to **decide who to share the concern with**. We have agreed that if a problem occurs, we will talk privately with a mediator to limit any drama and hurt feelings.
3. **For small disagreements**, the right mediator may be another member of the YCA Board. This could be a person who chairs YCA meetings, or is involved with the same projects. It is important to remember that YCA members are volunteers, so it may be helpful to speak to a member of staff.
4. **For most concerns and problems**, the right mediator is probably a member of the project team at either the WMCA or Aspire4U. They can work with you to understand your concern and find the best way to resolve it. The normal

way of addressing issues will be through conversations with the people involved to find a fair way forward.

5. If the problem has been raised with the WMCA or Aspire4U and **is not being solved properly or quickly enough**, then there is a whistleblowing email address. This will be a WMCA manager: Claire.Dhami@wmca.org.uk who is the WMCA Head of Public Service Reform and Prevention.

Other policies...

The West Midlands Combined Authority also has corporate policies which relate to the YCA including the Privacy Policy and Safeguarding Policy, and YCA Board members will additionally be asked to complete consent forms to support their participation. The WMCA and our commissioned partners are committed to ensuring that all Young Combined Authority members feel safe, included and supported in fulfilling their YCA role. The YCA are volunteers and are unpaid; they do not make decisions on behalf of WMCA and therefore we do not place their addresses on general release.

How the YCA works...

YCA Board	
#1	Decisions will be made collectively by the YCA Board, which will have one meeting each month. We will respect and follow the decisions that we make together as the YCA Board.
#2	Everyone on the YCA Board has an equal say: <ul style="list-style-type: none"> • Meetings will be facilitated by a chair / co-chair from the YCA Board. Their role is to make sure that everyone has the chance to speak, and that the meeting is led by young people. • The YCA Board may also choose to have member(s) act as a lead or coordinator for certain issues, for example where the YCA Board has chosen a priority or is working on a project. They have the responsibility to drive forward progress and keep the rest of the group involved and updated.
#3	All YCA Board members are leaders and representatives... <ul style="list-style-type: none"> • We have a responsibility to facilitate discussions, drive forward action and report on our activity to the full YCA Board. • We will communicate and work as a team. This means following through on our commitments, and to ask for help or let others know when we need more support to meet our goals.

#4	The YCA Board can shape its own agendas and priorities – the WMCA can offer guidance by identifying where there are opportunities to influence regional policy development.
#5	<p>The YCA Board must be politically neutral at all times...</p> <ul style="list-style-type: none"> • This is important because the YCA needs to be a space where everyone is welcome, and we are funded by public money. • As ‘the YCA Board or YCA members’ we cannot publicly discuss or endorse political parties, politicians or opinion. • We can campaign on policy areas or even voter turnout, if this is done in a politically neutral way (not siding with a political party).

YCA Board – subgroups and project work

#1	As well as the monthly YCA Board meetings, we will arrange optional check-ins or extra discussions for project work and development.
#2	<p>Subgroups can be set up with the agreement of the YCA Board.</p> <ul style="list-style-type: none"> • These groups will lead work on certain projects or priority areas, but must report back to the YCA Board with progress and when decisions need to be made. • The groups will involve YCA Board and YCA Community members, however YCA Board members have the responsibility to coordinate and drive forward the subgroups.
#3	<p>We will take a flexible and focused approach to setting up subgroups and projects.</p> <ul style="list-style-type: none"> • We want to make sure that we have the capacity to respond to opportunities and priorities as they arise. • The YCA Board will need to decide which issues to focus on – for example... <ul style="list-style-type: none"> ○ Whether to cover all of the WMCA’s policy areas. ○ Whether to focus on different priorities that matter to the YCA. ○ Thinking about what size subgroups should/need to be. ○ Whether to have time-limited subgroups which are set up and then disbanded once the project is done.

Engaging with our communities	
#1	<p>The YCA Board will work with the YCA Community – which is a much wider forum for youth engagement which gives more young people a flexible way to have their say. This could be through...</p> <ul style="list-style-type: none"> • Inviting YCA Communities to get involved with subgroups. • Leading events and surveys where YCA Community members can have a say on specific issues.
#2	<p>We will also explore a few of new ideas...</p> <ol style="list-style-type: none"> 1. Setting up a YCA inbox where we can collect and amplify the ideas of young people, and use our platform to give others a stronger voice. 2. Challenging or encouraging politicians to listen to their communities and young citizens. Our aim is to build a culture of listening to young people across all decision making in the West Midlands. 3. How we can better use the YCA's social media channels and show that we are an authentic, youth-led group.

Agreed by the YCA Board on 5 January 2022.

This Charter has been produced and approved by the West Midlands Young Combined Authority. Thank you to all the YCA Board members who led and contributed to its development.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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