

# Transport for West Midlands

**Annual Plan 2018/19**

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## Foreword

Transport for West Midlands (TfWM), was established as part of the West Midlands Combined Authority (WMCA) a little over 18 months ago. In that time we have undergone an unprecedented period of change in the region - politically, socially and economically.



As part of the Devolution Deal with Government, our first democratically elected Mayor took office in May 2017. This year heralded even more devolved powers, meaning local decisions being made by the people who know the West Midlands best, another clear vote of confidence from Westminster for the potential and ambition of the region.

Transport has been - and will continue to be - at the heart of that change, a catalyst enabling residents, commuters and visitors to travel across the West Midlands using an integrated network that allows seamless connectivity between modes: bus, rail, Metro, cycling and walking. It will also play a crucial role in realising the future capacity benefits of High Speed 2 and the associated job creation that such unprecedented infrastructure investment brings.

It is vital we have an integrated public transport system fit for the 21<sup>st</sup> Century that addresses congestion, air quality and capacity and creates a vibrant and thriving region that people in the West Midlands can be proud of. I believe that in the past year we have made great strides to achieve this goal.

The innovative West Midlands Bus Alliance was renewed for a further two years, with a recommitment from all major stakeholders, including private bus operators, councils and other partners to continue raising vehicle, emission, facilities and infrastructure standards, with direct passenger benefit the focus of all improvements.

The new West Midlands Trains franchise, jointly specified by the Department for Transport and the West Midlands Rail partnership of WMCA local authorities, was launched in December 2017. This will secure significant improvements until 2026, including more services, additional carriages, transformation of existing facilities and the development of new stations.

Funding was secured for Midland Metro extensions from Wednesbury to Brierley Hill (£207m) and Edgbaston (£60m) and the past year saw Metro record the biggest rise in passenger satisfaction (92%) in the UK. Patronage also reached 8 million for the first time on the line between Wolverhampton and Birmingham city centres.

During 2018, TfWM will take over the day-to-day running of the Metro, enabling millions of pounds of future profits to be put back into expanding the network which will triple in size over the next decade, with passenger numbers forecast to increase from around 6.5 million at present to more than 30 million.

Through the Swift smartcard, we are at the forefront of public transport ticketing technology with 94,000 regular customers testament to our forward-thinking approach to integrated solutions which this year will see Swift being used for other applications including hiring bicycles and fitness scheme memberships.

Being ahead of the curve, not just through technology, but also in providing new, innovative and practical ways of travel such as the bus-based Sprint rapid transit system being introduced in the coming years, will help the region become an exemplar of transport best practice.

This is more important than ever, and with Coventry being named City of Culture for 2021 and Birmingham hosting the Commonwealth Games the following year, we have a unique opportunity to showcase a world class public transport system the West Midlands can be proud of.

**Councillor Roger Lawrence**

**WMCA Portfolio Lead for Transport**

## Strategic context

Our overarching ambition is to deliver an integrated transport network which enables a positive change in the lives of millions of people. We aim to build a healthier, happier, better connected and more prosperous West Midlands.

There is a collective desire from all partners and stakeholders to deliver a transport system that will bring both economic rewards through the Midlands Engine for growth, and social benefits, including better quality of life through cleaner air and improved health.

The West Midlands Strategic Transport Plan 'Movement for Growth' sets out our vision and commitment to build a world class, sustainable infrastructure system. The plan is routed in two overarching principles: (1) Ensuring all parts of the West Midlands are 'plugged-in' to the two High Speed Rail stations in the West Midlands and the significant growth and development that is already happening at their locations (2) Steering transport investment into priority corridors for new jobs and homes, to ensure a joined-up approach to support the aims of the Combined Authority's Strategic Economic Plan (SEP).

In line with this plan, the WMCA has an agreed Devolution Deal with Government which, amongst other things, is focussed on making the most of the opportunities High Speed Rail Two (HS2) provides for the West Midlands.

The past year has seen a number of important strategic developments. In May 2017, a Metropolitan Mayor was elected to lead the WMCA. The joint West-East Midlands inter-regional Midlands Connect transport strategy was also published, and a new rail franchise took over the running of West Midlands trains.

The SEP sets out the overarching vision for the region which will be delivered through an aspirational and robust programme to drive and accelerate improvements in productivity and enable the West Midlands to become a net contributor to the UK exchequer, whilst improving the quality of life for everyone who lives and works in the area.

An efficient and resilient transport system as described in the SEP will underpin future economic success – enabling wider labour markets, providing access to skills, education and training, unlocking high-value growth clusters and supporting regeneration and place making initiatives.

Our transport system needs to better serve existing demands and handle future pressures generated through growth and regeneration. Developments across the system must be planned in such a way that network resilience is ensured whilst improvements are delivered. Importantly our transport system must be ready to cope with the increased demand expected in 2021 when Coventry will become the City of Culture for 2021 and when Birmingham hosts the Commonwealth Games the following year.

## Network Resilience

The West Midland transport infrastructure needs to be made more resilient if increased capacity and connectivity is to be delivered effectively and efficiently through HS2 and the highways investment programmes. These major infrastructure works are expected to have a significant impact on the West Midland's Key Route Network (WM-KRN).

New devolved powers mean that the Mayor is now responsible for the WM-KRN – a 592km network of key highways across the region. The WM-KRN was defined in 2016 in consultation with the seven West Midlands Metropolitan Authorities and neighbouring highway authorities. It represents 7% of the non-trunk road network in the West Midlands and carries 50% of car, public transport and freight movements.



Major infrastructure investment is expected to bring many significant benefits to the region and unlock regeneration and growth opportunities. However, there is a risk during the delivery period that uncoordinated delivery undertaken by different agencies working in silos could generate significant disruption.

If poorly coordinated, as well as impacting on the ability for the labour market to move freely around the area, it has the potential to affect the manufacturing and logistics operations that underpin the regional economy.

## Key achievements in 2017/18

Government, the WMCA and TfWM are committed to delivering co-ordinated infrastructure improvements and ensuring our network remains resilient during the construction period. Our key achievements over the past year in delivering this agenda are set out below.

- The WMCA secured a second devolution deal which outlines Government's commitment to work in partnership with the WMCA (through TfWM) in leading a formal multi-agency collaboration including the Department for Transport, Highways England, Network Rail, HS2 Ltd and other key agencies. This will work to keep the West Midlands open for business and supporting growth during the extended construction period.
- The second devolution deal also secured funding to develop a business case to create a Regional Integrated Control Centre to improve resilience on the road, rail and tram networks.
- Carried out a comprehensive baseline assessment of operational performance and road safety across the region which showed that across the WM0-KRN during the calendar years 2014-2016, a total of 8,125 collisions were recorded and these resulted in 1,398 people being killed or seriously injured. This assessment will inform the highways investment programme.
- TfWM signed up to a Memorandum of Understanding with the Midlands Expressway/M6 toll to support joint working on ways to secure wider use of these roads.

## Key priorities for 2018/19 and beyond

TfWM will continue to work towards maximising the capacity and efficiency of the WM-KRN by developing an integrated road network. Its ambition is to improve the performance of the highway through better management and to encourage collaboration by forming a single view of highway improvement investments across our region's local authorities. Key priorities which will support TfWM to deliver this ambition are outlined below:

- TfWM will publish a Congestion Action Plan in 2018/19 which will help inform the investment programme and outline key tasks to tackle congestion over the next three years.
- TfWM will develop a Highways Investment Package for those scheme which are unfunded through the National Highways Investment Plan e.g. HS2 Connectivity Packages. The delivery of this package will support improvements in capacity and inclusive economic growth by connecting our residents to housing and employment opportunities.
- TfWM will develop our operational capabilities over the next 12 months to further support the management of the highways and investment programme. This will involve building a Network Resilience Team and developing staff through training and development opportunities.
- A new road safety strategy will be launched next year. This strategy will set out an ambitious target to reduce the number of road traffic accidents which lead to a

fatality and/or serious injury by 40% within 10 years and will inform the WM-KRN investment programme.

- The network emergency plan will be updated to include the WM-KRN.
- During periods of disruption public communications will be highly sensitive and will need to be handled clearly and consistently across all partners. Over the next 12 months a robust communications plan will be developed and put in place.
- The Combined Authority will ensure there is a joined-up approach to planned works by third parties across local authorities through collaborative permit schemes.

Explore options to provide CCTV services to other local authorities within the region. Where TfWM is already providing CCTV functions to local authorities it has improved safety, reduced crime and reduced costs.

- TfWM will work to ensure the WM-KRN is equipped for the Coventry City of Culture 2021 and the Commonwealth Games in 2022 in terms of temporary capability and capacity.
- A M6 optimisation study will be completed and work will continue with central Government over potential ways to secure wider use of the M6 toll.

## Rail

TfWM aims to deliver rail services that provide the connectivity and capacity to drive economic growth, and support future rail and wider investment programmes, particularly HS2, whilst meeting current and future market needs. TfWM aims to create a structure for the delivery of rail services that is truly focused on the needs of the West Midlands, promotes partnership working across all authorities with strong local accountability, and allows the benefits of rail to be spread across the whole region.

### Key achievements in 2017/18

2017/2018 has been a landmark year for rail as demonstrated by the achievements set out below.

- The commencement of the new West Midlands rail franchise in December 2017 marked a key milestone for West Midlands Rail (WMR) and its partner authorities. The creation of the WMR partnership will enable local authorities from across the wider West Midlands region to have a significant influence on the specification and delivery of local train services.
- Following the establishment of the franchise, a great amount of work has gone into creating a joint TfWM and WMR team. This has involved pulling all rail initiatives together to create one strong rail team and publishing a Single Network Vision for rail covering the passenger experience, all operator stations and services across the region to support collaborative working.
- A new 'West Midlands Railway' brand has been developed by the WMR partnership to create a tangible regional identity and an instantly recognisable brand. Over the next 12 months further work will be completed to develop the WMR brand and it will be rolled out across the WMR network.
- 2017/18 saw the beginning of feasibility studies for new stations at Moseley, Kings Heath, Hazelwell, Brierley Hill and West Midlands Safari Park.
- 2017/18 also saw the establishment of The West Midlands Station Alliance (WMSA) between Network Rail, WMR and the train operator in 'Shadow' form. The partnership will work together to develop stations so that they better serve communities and support the wellbeing and development of the areas they serve.

## Key priorities for 2018/19 and beyond

- Over the next year the WMR Rail Investment Strategy will be refreshed. This will be an all-encompassing document to focus rail investment and development in the region, and will reflect the Midlands Connect strategy, which is focused on both highway and rail connectivity linkages across the East and West Midlands.
- Feasibility studies regarding the introduction of rail services for Camp Hill and Willenhall, Darlaston will be completed during the summer of 2018.
- Work will continue on the scheme to redevelop University Station. This is now one of the region's busiest stations, with over 3 million passengers a year, and growth is set to continue alongside the continued expansion of Birmingham University and the adjacent Queen Elizabeth hospital.
- Work will continue to develop a proposal for a new entrance to improve access to Birmingham's Snow Hill station and connection with the Metro by 2019.
- Following Birmingham's successful bid to host the 2022 Commonwealth Games work will begin to develop much needed enhancement at Perry Barr station, which will serve the athletes village and nearby stadium. In future years we will work to develop enhancements at the nearby Aston and Witton stations.

## Bus and Bus Alliance

Over eight out of ten trips made on public transport in the West Midlands are made by bus, accounting for over a million journeys each weekday. The bus plays an indisputable role in supporting inclusive economic growth in the region by connecting employers and businesses to labour markets and local people to essential services and facilities, as well as to other transport modes. During 2017/18 significant progress has been made in terms of developing and upgrading the bus network as demonstrated by the key achievements outlined below.

### Key achievements in 2017/18

- The Bus Alliance has been refreshed to ensure it is structured in a way to deliver future objectives aligned with the wider economic goals for the region.
- Robust emergency planning processes are now in place and final testing and delivery of the Network Emergency Plan was completed working with the regional resilience teams.
- A proposal was developed for a Park and Ride facility at Longbridge which provided limited expansion with a limited budget. Through a visionary review of the proposal a scheme has now been developed and approved for a 644 space facility which supports regional resilience, increased train capacity, and supports modal shift and congestion reducing measures.

The scheme has received policy support for charging customers to offset the cost of the build. This bold scheme is unlike any other that has been delivered through the public sector in the West Midlands to date.

## Key priorities for 2018/19 and beyond

### Reviewing bus policy delivery options

In 2017 the Government passed new legislation through the Bus Services Act providing new powers and opportunities for way in which bus services are operated in England.

The legislation strengthens the arrangements for partnership working between local authorities and bus operators, introduces new enhanced partnership arrangements, and allows bus franchising powers for areas with an elected Mayor.

TfWM will be working with all district transport teams, bus operators and the West Midlands Bus Alliance to review the delivery options available for improving bus services across the region to achieve the Bus Alliance targets for passenger increases.

The review will look at the methods and cost of delivery, and assess the benefits and risks associated with each option, exploring if different options might work better for different services.

### Ring and Ride review

Accessible transport and community transport have long been an essential and pivotal part of ensuring access to health services, retail services and community services for many across our region through Ring and Ride. This service provides a lifeline to many who cannot access mainstream transport.

TfWM have commissioned a review of Ring and Ride services as the market and needs of residents have evolved. This review will look for opportunities for growth, synergies for further integration of the transport network, and ensure that the residents of the region continue to get value for money from the accessible transport network. The work will be undertaken in partnership with the Accessible Transport Group and the districts over the next year.

### Review of tendered network and contracts

TfWM tenders over 10% of all bus services across the Combined Authority area at a total cost of around £8m per annum. There is increased pressure on the subsidised network because of the commercial bus network reductions in patronage, increased journey times and the cost of improving emission standards. There are also increasing demands to review the bus network to see where it can assist with competing effectively with the private car.

The tendered bus network will be reviewed against the current access standards – providing residents in built-up areas with access to a minimum of an hourly bus service to a main centre between 7am and 7pm Monday to Saturday subject to minimum passenger numbers – and against the commercial bus network, rail and Metro to see if the investment of the Combined Authority provides the best possible passenger outcomes in helping to meet access to jobs, health and education at the right destinations.

### Bus contracts review

During 2018 we will review our tendered bus contracts to ensure they reflect the current operating environment and legislative changes. This will include such elements as improved monitoring and data provision, vehicle standards, improved safety and security and incorporation of branding requirements.

### Bus station review

The WMCA operates 12 bus stations in the region, many of which are owned by the Authority. Some of the stations have been upgraded to provide world class transport interchanges such as Wolverhampton, Stourbridge and Cradley Heath, whilst others have recently, or are in the process of scheme development such as Bearwood and Dudley.

Additional reviews of facilities are being undertaken in Coventry with the City Council, and a mid-life refurbishment will be carried out this year in Walsall.

The review will additionally look at commercial opportunities across all of the sites, operational management procedures and customer interface, as well as considering how effectively bus station procedures could be applied to some on-street facilities, where local

authorities are seeking greater management of bus operations such as Solihull and Sutton Coldfield.

### Estate delivery plan

TfWM manages a large estate on behalf of the WMCA including 12 bus stations, 39 Park & Ride sites, two travel centres and a substantial infrastructure estate across the bus and Metro network, including 5,000 bus shelters and 12,200 bus stops. During 2018/2019 TfWM will develop its first estate delivery plan to support the direction of future strategies in the region.

In more recent times travel shops and travel centres have reduced in number around the country as more services switch to online and digital. As these centres come under threat of closure from National Express, TfWM will review its wider customer delivery plan to see how we can best use our people and resources to deliver the most extensive customer service across the network.

Customer experience will be improved as the shelter estate is renewed across the network and sites are upgraded to digital, this will also help to stabilise the income stream.

The delivery plan will look to align this investment to the Bus Alliance and ensure that as investment is made in infrastructure, it supports the improvements in customer experience that the Bus Alliance is seeking.

### Asset management review

The transport assets of TfWM (excluding Metro) are a part of a wide ranging portfolio including stops, shelters, RIT, CCTV, car parks, bus stations, information boards, travel shops and other infrastructure.

The system required to manage and maintain the assets needs to be reviewed to ensure that it provides an easy to use management tool which also links to works order requirements and fulfils the necessary processes of a 21st Century asset management and monitoring tool.

Options for asset management packages will be considered and procured through this process.

### Health and Safety

A new WMCA health and safety strategy will be launched to support the growing WMCA functions and to progress improvements in Health and Safety performance, and promote a holistic approach to organisational Health and Safety.

The strategy will engender a culture whereby Health and Safety is integrated into all WMCA operational activities where all employees actively participate in and support the advancement of our Health and Safety practices, shared aims and objectives.

A core aim is to ensure that high standards of Health and Safety management are achieved and that Health and Safety is integral to the WMCA's wider objective of building a healthier, happier, better connected and more prosperous West Midlands.

However, a key challenge for 2018 will be to understand the implications of the wider WMCA agenda in order to ensure that appropriate governance, management systems and, critically, resources are sufficient in respect to Health and Safety.

### Park and Ride

We will work to deliver an expansion in Park and Ride facilities in the region supporting an objective to add a further 3,000 spaces to the Park and Ride estate by 2021.

During 2018-2019 the expansion of Longbridge Park and Ride will be delivered and opened, and further schemes will be developed in partnership with local authorities, rail, Sprint and bus.

New Park and Ride sites will be investigated across the WMCA region in partnership with relevant organisations and temporary Park and Ride facilities for major events and links will also be developed.

## Metro

2017 saw the Midland Metro carry over eight million passengers in a 12 month period for the first time ever, demonstrating how crucial developing the Metro network is to public transport in the region. Over the past 12 months significant progress has been made in terms of developing the network as demonstrated by the key achievements outlined below.

### Key achievements in 2017/18

- A new wholly-owned subsidiary, Midland Metro Ltd has been established to take over the day-to-day operations of the Midland Metro light rail system from National Express. This will allow profits to be reinvested back into the network providing better value for tax payers.
- In a first for the UK, the West Midlands will introduce trams capable of running using overhead lines or batteries. The first modified tram was delivered to Metro's depot in Wednesbury and the modification of the remaining 20 trams will take place over the course of 2018/9 in time for the modified vehicles to go into service on the 'catenary free' Wolverhampton and Centenary Square extensions in 2019.
- The WMCA secured £250m over four years from the Transforming Cities fund to be spent on local transport priorities. This will enable the WMCA to fund the Wednesbury to Brierley Hill Metro extension. This extension will integrate the new Dudley Bus Station and proposed Canal Street extension and part of its route will run along the former South Staffordshire Railway. Talks have begun with Network Rail over the possibility of transferring the redundant sections of the railway that are required for the Metro extension to WMCA ownership.
- The WMCA committed to providing funding for the Wolverhampton Interchange project. The Interchange will create a new railway station connected to an extended tram network via new stops outside the railway and bus stations. Alongside improving transport links the programme will support the regeneration of Wolverhampton City Centre.
- The Birmingham City Centre extension works have been completed and the access between St Chad's tram stop and Queensway is now open to the public.
- Track replacement and upgrade work on Bilston Road in Wolverhampton, to ensure the track is ready for the modified 'catenary free' trams in 2018, has been completed on time and to budget.
- The first phase of the Wolverhampton City Centre extension work was completed on time ensuring that the rest of the extension can be completed with minimal disruption to the operation of Line One.
- Government funding of £59m was secured for the Birmingham Westside extension that will take Metro from its existing terminus at Grand Central in stage via Victoria Square, Centenary Square and Five Ways to the Hagley Road. Construction of the main tramway works has commenced between Pinfold Street and Centenary Square.
- The Public Inquiry into the Birmingham Eastside extension, a short street running tram route that will run between Bull Street and Digbeth was successfully held with all objections addressed before the Inquiry.
- The Midland Metro Alliance's Development Team won Team of the Year at the prestigious Global Light Rail Awards.

## Key priorities for 2018/19 and beyond

- Very Light Rail (VLR) utilises lightweight technology to create a low-cost, lightweight tram that is capable of on-street and negotiating tight corners. Coventry will be the initial area of exploration for a publically operating modern system and the first application will be tested and developed over the next 12 months. We are looking at options to accelerate the scheme so that VLR will be operational by 2021 in time for Coventry City of Culture.
- Work will progress to accelerate the Wednesbury Brierley Hill extension with a view to becoming operational in time for the Commonwealth Games in the summer of 2022. This will involve structural investigation, utility diversion work, preparing for the public enquiry and developing proposals for the transfer of ownership of the South Staffordshire Line from Network Rail to the WMCA.
- Construction work will continue on the Westside extension with a view to opening the first phase to Centenary Square in 2019. Utilities and enabling works will be progressed on the second phase between Centenary Square and Hagley Road, including works to strengthen the canal bridge on Broad Street.
- Phase 2 of the Wolverhampton Interchange Programme will commence in 2018 with work due to be completed within 12 months. Phase 3 will take place once the reconstruction of Wolverhampton Station has sufficiently progressed to allow the Metro infrastructure to be installed in the new station forecourt.
- Over the next year we will progress with the detailed design work for the Digbeth Eastside Metro extension and we will submit a Final Business Case to the Department of Transport. Further work will be completed to investigate the integration of the Metro, bus and coach facilities and we will continue to liaise with HS2 around the design of the interface with Curzon Street station.
- We will continue to develop the preliminary design work and outline business case for the East Birmingham Solihull Metro extension. As part of this our Development and Delivery team will progress the economic case for the East Birmingham to Solihull Tramway to reflect the wider regeneration and development opportunities along the corridor.

This extension will link growing residential areas and key community destinations such as St Andrews, Bordesley Green and Heartlands Hospital with existing and new growth areas including Curzon HS2, Paradise Circus and Brindleyplace. The scheme will link people in the east of the city to major centres for employment and the future jobs and growth hubs in the Birmingham City Centre Enterprise Zone and UK Central.

- In order to operate the extended Metro network TfWM will need to increase its fleet size by approximately 50 trams. During 2018 we will launch the procurement of the new, 3<sup>rd</sup> Generation trams with a view to awarding the tram supply contract in 2019.
- To operate the trams additional depot facilities will be required together with upgraded control and communications systems. These will need to be procured, delivered and commissioned in parallel with the procurement of the trams. TfWM will launch the procurement of the systems and depot facilities upgrades in 2018 with a view to awarding the new systems supply and depot upgrade contracts concurrently with the award of the tram supply contract.
- Midland Metro Limited will take over responsibility for the operation and maintenance of the Midland Metro network from National Express. This will see staff TUPE across from National Express to Midlands Metro Ltd and support, in the medium term, profits being reinvested back into the network providing better value for tax payers.

With the transfer of operation of the network to Midland Metro Limited, TfWM will relaunch the network under the new customer facing brand of West Midlands Metro.

## Customer experience

Public transport is a consumer choice as much as any other product and in order to support the delivery of a healthier, happier, better connected and more prosperous West Midlands we must work tirelessly to provide a customer experience that meets the expectations of our citizens.

The Combined Authority and TfWM are committed to creating an integrated transport network that enables a positive change in the lives of millions of people. A critical element of this is the use of intelligent transport systems to give people the right information to enable them to make the right decisions. The West Midlands has the largest real time passenger information (RTPI) outside of London and this is just one element that is helping to improve the customer experience.

### Key achievements in 2017/18

2017/18 has seen significant progress made against ambitions to improve customer experience, and some of the key achievements are highlighted below:

- As part of efforts to support young people and encourage use of public transport, 2017/18 saw the launch of the Apprentice Scheme. This offers 16 to 18 year-olds not in full time education a 50% fare reduction across rail, bus and tram services.
- At the request of customers the 'Baby On Board' scheme was launched which supports pregnant women travelling by public transport by providing a badge that encourages other passengers to offer them a seat. This demonstrates TfWM's ability to listen to customers and deliver solutions quickly.
- 2017/18 has seen the wider rollout of Swift onto the rail network with all nTrain and nNetwork direct debit customers now using a Swift card, including those travelling from as far away as Shrewsbury and Northampton. Through these enhancements we now have over 16,000 regular Swift card holders using the railway.

The introduction of child ticketing onto Swift means children now have access to secure ticketing that can easily be replaced if lost and access to a much wider network of retail opportunities, including online. This has been hugely popular and has helped to significantly grow Swift in terms of take-up and usage, with 94,000 customers now regularly using Swift and undertaking around 3.6 million journeys per month.

The introduction of Swift vending at Wolverhampton Bus Station has allowed people to obtain a Swift card and purchase Swift tickets outside of the usual opening hours of the Travel Information Centre. This has been a significant technical and commercial success and will be rolled out to a further 20 machines across the network.

### Key Priorities for 2018/19 and beyond

TfWM will continue to work towards delivering an integrated intelligent transport system that will enable a positive change in the lives of millions of people. Key priorities which will support us to deliver this ambition are outlined below:

## Defining an integrated transport system

TfWM will continue to work with all stakeholders to define and deliver an integrated transport system that can enable a positive change in the lives of millions of people, and support the economic growth and prosperity of the region. TfWM aims to improve journey times by delivering high-quality, reliable local bus services, integrated frequent rail and rapid transit lines with hassle-free interchange and ticketing. This will transform the ability of people to access a wide range of job opportunities and enable a thriving economy.

TfWM's ambition for an integrated transport network will incorporate connectivity between different transport modes, integrated timetabling and connections, smart ticketing supported by contactless and best value capping with easier access to travel information especially when things go wrong.

## Brand roll out

Commencing in 2018 TfWM will roll out the largest regional transport brand outside of London and begin the process of building trust and confidence in TfWM as a customer centric organisation. This will further support the ambition to deliver an integrated transport system.

## Improving access to information

TfWM will develop the next generation of the website to allow customers to have a single view of the network and use this to keep them informed of any changes to the network as the significant investment in the region evolves.

As part of this, TfWM will look to further enhance the availability and reliability of real time information and makes this consistent with all other channels of customer communication.

Transport is a key aspect of delivering the future vision for the region and to support our increasing commitment to the customer TfWM will develop an integrated customer contact centre for the Combined Authority with a single point of contact for customers. As part of this TfWM will embed a multi-channel front door approach to improve access to information for customers. This will involve the better utilisation of available technologies such as machine learning to ensure the information available online to customers is the most relevant it can be. This will support the Mayor's ambition to be as transparent as possible.

## Swift

Over the course of 2018/19 TfWM will further develop Swift by working towards developing a comprehensive West Midlands-wide enhanced contactless 'Oyster' style ticketing and payments scheme on the bus network which will introduce fare capping to ensure customers always pay the optimum fare.

Through West Midlands Trains, there will be significant investment in smart infrastructure on local rail network that will see each station equipped with Swift enabled validators and ticket vending machines. This will allow us to roll out more rail tickets onto the Swift system including season tickets for those not using the direct debit scheme and potentially Pay-as-you-go.

Swift will also diversify into different modes and sectors with 2018/19 likely to see Swift as a payment method to hire bikes, pay for parking and also a pilot for Swift taxi payments. Furthermore, Swift will be merged with other cards provided by Local Authorities such as the WV Active leisure card in Wolverhampton which will mean that customers will be able to access leisure with the same card they use on public transport.

## Development and Delivery

TfWM are committed to utilising an evidence based approach to developing transport projects, which ensures alignment with strategic direction as established with 'Movement for Growth' and its associated ten year delivery plan. TfWM work collaboratively with partners to take forward the development and delivery of transport projects which deliver an integrated and sustainable transport network which meets the needs of those who live, work, invest and visit our region.

### Key achievements in 2017/18

Significant progress has been made over the past 12 months, highlights of our achievements are outlined below:

- Work was completed to define the region's Key Route Network and studies were carried out for the 23 corridors across the West Midlands Metropolitan Area.
- Work has progressed to define the Sprint network and develop the provision of 18 metre street-running vehicles. Sprint is a bus-based rapid transit mode which will deliver improved public transport journey times, greater reliability, a higher-quality and greener public transport environment and easier access to transport for our communities.
- A joint proposal has been developed to upgrade Dudley bus station to include a Midland Metro interchange, as part of the Metro extension to Merry Hill. This will integrate the Wednesbury to Brierley Hill Metro Extension and Dudley Town Centre regeneration proposals.
- The award-winning WorkWise project has moved to an online platform to continue supporting people back into employment. The scheme offers free public transport tickets and expert journey planning advice to Jobseekers.
- A common approach for a West Midlands bike share scheme has been developed and agreed for the West Midlands Metropolitan Area.
- A number of walking and cycling programmes have been delivered in partnership with Cycling UK and Living Streets.
- Successful delivery of the 2017/18 Minor Works programme including asset management programmes.

### Key priorities for 2018/19 and beyond

TfWM have a number of key priorities for 2018/19 which focus on taking priority transport projects through the development and delivery lifecycle and are set out below. A number of the transport projects being progressed are of a significant scale and therefore work will continue on these beyond 2018/19 and into future years.

- TfWM will deliver the 2018/19 Capital Programme including asset maintenance and upgrades to the network which support capacity enhancement and network resilience.
- TfWM will continue to progress the business cases through the development and approvals for priority Sprint routes that will support the Commonwealth Games so that the projects can advance to the design stage. As part of this TfWM will explore the operator and commercial models required for the successful delivery of Sprint routes.
- TfWM will progress the detailed design of Dudley Interchange to support the wider regeneration and growth objectives of Dudley Town Centre through the provision of a world class interchange with Metro.

- TfWM will continue to work with our partners on developing the proposals within the HS2 Growth Strategy including the HS2 Connectivity Package which will ensure that the benefits of HS2 and associated growth are maximised within the West Midlands.
- TfWM will progress with Local Authority partners a delivery approach to ensure that TfWM can respond to the scale and pace of required infrastructure delivery across the West Midlands.
- TfWM will develop the Local and Cycling Infrastructure Plan (LCWIP) in conjunction with Local Authority partners.
- TfWM will deliver the second Managing Short Trips (MST) initiative for improving cycling infrastructure in the Black Country following the successful delivery of the initial investment programme.
- TfWM will implement the very first West Midlands wide Bikeshare scheme which will be integrated to Swift ticketing for seamless integration into transport networks.

## Policy, Strategy and Innovation

TfWM is committed to ensuring its policy and strategy are routed in a strong evidence base alongside ensuring the performance management of the transport system is data-driven. TfWM works to ensure that developments in technology and innovation are encouraged and harnessed effectively to ensure the West Midlands develops a transport system which is fit for the future.

### Key achievements in 2017/18

Significant progress has been made over the past 12 months, highlights of achievements are outlined below:

- The first 10-year delivery plan of the long-term strategy - 'Movement for Growth' has been approved and published. The plan sets out our transport investment plans which have been worked up with local authorities.
- Transport performance dashboards have been established covering the Mayor's manifesto commitments and to support delivery.
- The strategic case and evidence base for the devolution of Moving Traffic Contraventions has been developed and presented to Government. Local enforcement of moving traffic contraventions will enable TfWM to better combat dangerous manoeuvres, improve road safety and reduce congestion.
- TfWM successfully bid for grant funding from Government to support a £31 million project to upgrade testing infrastructure for connected and autonomous vehicle (CAV) technology. This will help ensure that the West Midlands operates as a major hub for CAV development and the supporting technology.

### Key priorities for 2018/19 and beyond

TfWM has a number of key priorities for 2018/19 which focus on improving intelligence, intelligent mobility, air quality, and policy and strategy development as outlined below. Due to the scale of the work programmes it is unlikely full delivery of these priorities will be achieved in 2018/19 and work will continue to be progressed through to 2020/21.

#### Improving our intelligence

- TfWM will complete the successful in-housing and relevant procurement of the transport, planning and environment Joint Evidence and Data Initiative. The contract encompasses local transport plan surveys, traffic surveys, accident data,

planning development, the spectrum system and the PRISM model. PRISM is a strategic transport model that helps inform transport policy and related decisions in the Metropolitan area. Data collection, whilst focussed on transport modelling and analysis, is already collecting planning, transport, demographic, infrastructure, safety and economic data, and will be increasingly used to inform the wider policies and strategies of the Combined Authority over the coming years.

- A single framework will be developed to enable monitoring and evaluation practices to be undertaken centrally in a cost effective best value service. This will support evidenced based decision making moving forward.

### Intelligent Mobility and Connected Autonomous Vehicles

- TfWM will continue to develop and trial Mobility as a Service (MaaS). MaaS allows customers to have all of their comprehensive transport services available through an app. We will work with Government to develop standards and tools to support the exploitation of MaaS systems.
- TfWM will complete an exercise to scope where the largest potential markets are for Demand Responsive Transport (DRT). DRT is a bus or, more often, a minibus service that varies its route in response to pre-arranged customer demands. This scoping exercise will look at how DRT might impact existing transport provision and potential exploitation strategies.
- TfWM will continue to focus on delivering the UK Central CAV Testbed. This will involve building on existing planned infrastructure developments, the region's innovative manufacturing base and the wealth of research and development capabilities within the academic sector. First steps will be to develop an operating model and ensure there is ongoing research and development support in place.

### Air quality and low emissions

- Poor air quality is a major issue in the West Midlands with most of the region designated an Air Quality Management Plan. TfWM will work with others to develop a Joint Air Quality Transport Action Plan which will focus on reducing transport's impact on the environment and cutting carbon emissions.
- TfWM will develop a clear single view of what infrastructure investment and other actions are needed to ensure the West Midlands has the appropriate skills, infrastructure and energy supply available to the support the exploitation of new low emission vehicle technologies.

### Policy and Strategy Development

- A review of the current provision of accessible transport has been undertaken. Over the next 12 months TfWM will develop a collaborative approach with existing suppliers and potential new suppliers to improve outcomes for all who are not able to access conventional private or public transport services for access to employment, services and training.
- TfWM will carry out a collaborative piece of work to explore unified approaches to taxi licencing through a single set of standards which reflects current and future operational, commercial and vehicle issues.
- TfWM will complete a social policy review which will inform updates to the Combined Authority's policies for transport and young people, inclusion, health and social need.
- TfWM will work towards developing a detailed case for a third devolution deal. This work will focus on developing the case for new asks and better evidenced cases for asks which have previously failed.

## Governance

This annual plan has been approved by the West Midland Combined Authority's Board. Delivery against the plan will be scrutinised on a quarterly basis by the Combined Authority Board. A full list of deliverables which will be used to monitor delivery against the plan are provided in Appendix B.

## Appendices

Appendix A: Finances

Appendix B: Monitoring and Delivery