



Name of meeting: Transport Delivery Overview & Scrutiny Committee

Meeting date: 8 July 2024

Report title: Transport Capital Delivery Programmes

Responsible Director: Anne Shaw, Executive Director, Transport for West Midlands (TfWM)

Report author: Jenni Mackenzie, Head of Transport Portfolio (TfWM)

Key Decision? No

Is the ability for the Combined Authority to make a decision internally reliant on Constituent or Non-Constituent Councils making a formal decision first?

Yes No

Public/private report: Public

1. Decision/s Recommended

The Transport Delivery Overview & Scrutiny Committee is recommended to:

1. Discuss the update and progress on key transport capital schemes progressing across the delivery portfolio.
2. Note further progress to develop and mature the monitoring and management of transport capital delivery programmes to support the creation of a single view of the portfolio.
3. Seek the committee's endorsement to schedule alternate reports on transport capital and operations progress to the committee in line with the new governance calendar.
4. Comment on the current working version of the Dashboard for transport capital delivery programmes and recent progress highlights for Metro schemes.

2. Voting Requirements

- 2.1 A majority of voting members, in attendance in the meeting room and indicating their preference, are required to vote in favour of any recommendation/proposition for it to become a decision of the Transport Delivery Overview & Scrutiny Committee.

3. Executive Summary

To provide the committee with an update on the status and recent progress of the transport capital delivery programmes. The financial aspects of the Transport Capital Delivery are included under a separate agenda item for Financial Monitoring Reports to this committee.

4. Matters for Consideration

As the Committee will be aware, WMCA is the accountable body for several grant funding programmes for transport capital delivery. This Committee therefore has an interest in the overall performance of projects being delivered by Transport for West Midlands and Local authorities funded through these regimes. This will ensure oversight and scrutiny overall in relation to performance against forecast, key milestones, risks, issues, and costs.

The committee should note that production of a single view of the capital portfolio is progressing forward, to include all City Regional Sustainable Transport Settlement (CRSTS) schemes, Active Travel Fund (ATF) schemes, Investment Programme (IP) transport projects and Local Authority promoted schemes funded by WMCA resources. This will enable full oversight and scrutiny of the delivery of the capital projects covered by the remit of this committee.

This and future reports will mature iteratively in line with progression of design and controls for the new Transport Portfolio Office (TPO). A commission was recently awarded to design and develop a new programme and project controls suite for the TPO over the summer, with outputs due in Autumn. This work is a critical dependency to implement consistent best practice across the portfolio and enable a single view to come to fruition which will support the work of this committee. Additionally, it should benefit the broader stakeholders in the portfolio and aid effective management of performance.

The maturation of this single view of the capital delivery portfolio will also align and support preparation for the increasing scope of the portfolio, future CRSTS programmes and the implementation of the single settlement transport projects which will emerge from place-based strategies from each Local Authority which are in development.

4.2 Summary of Capital Portfolio Performance

4.2.1 Progress Summary:

For CRSTS: Overall, the programme is progressing reasonably well, with two recent Strategic Outline Business Cases (SOBC) completing their approvals for active travel/cycling schemes for delivery by Birmingham City Council in the last quarter.

Most schemes in the programme are in development (60 projects & sub-projects across all authorities), 14 projects are in their delivery phase and 2 sub-projects have completed for Coventry related to Foleshill Transport Package and Coventry South Sustainable Transport projects.

Of the schemes in delivery some critical key milestones have been completed for Sprint Phase 2, clearing the way for ground works to commence on the A34 in Birmingham in the summer. Dudley Interchange had its bus stands removed and a deep clean of the site was performed in readiness for the next stage for works to begin.

Good progress is being made across the Metro extensions with Wednesbury Brierley Hill (WBHE) with a successful installation of the Hanson's Ale Bridge on 7th June and the Phase 2 full business case due to be submitted to Department for Transport (DfT) for approval subject to this being agreed at the WMCA Aboard on the 19th of July.

Recent work across Rail Package 1 (Willenhall and Darlaston Railway Stations) means that we are on site with piling works progressing well. On package 2 (Moseley, Kings Heath, and Pineapple Rd), the major build contractor has been working with local subcontractors on some re-processing work increasing sustainability for the project and realising benefits to local business and suppliers.

With Active Travel Fund (ATF) good progress is being made. There are 65 projects live across the programme. Recent completion of feasibility studies for Coventry (Foleshill Rd Cycleway), Wolverhampton (City Centre Cycleway) and Sandwell (Blackheath to Oldbury Cycleway) have resulted in their addition to ATF 4e.

With 22 projects of 25 complete for ATF2, this phase for ATF is due to conclude by March 25. With regards to projects for ATF 3 ,13 projects are now complete and ATF4 have 8 of the total of 9 funded to construction.

4.2.2. Risk:

The risk profile is increasing in some areas of the programmes owing to an increase in the number of projects commencing and progressing through their main delivery/construction phases. An increase in risk is a common upward trend during this phase and as we look at the portfolio as an aggregate picture.

In line with improving visibility, risk representation at a programme level is now maturing and will enable the remainder of both programmes to delivery successfully within their funding envelopes. For CRSTS there are four key programme risks identified in the summary dashboard where mitigation actions and support will be driven forward over the course of the summer to enable key decisions and increased momentum to progress the programme confidence in delivery to time and budget.

Budget pressures are being actively mitigated for projects already in delivery and pragmatic cross-programme mitigations are recommended to ensure they remain achievable.

Delivery performance will now see more pro-active programme management given the remainder of the timeframe sees most projects completing in the last 36 months. Cross-partner work on dependencies and an increase in visibility will support any remaining risk management and allow the programme to successfully deliver.

The improved programme and dependency work for CRSTS should enable risks associated with dependency management and concurrent delivery to be mitigated and increase delivery confidence for remaining projects.

ATF programme risks are improving, and cross-programme work with TfWM is proving fruitful with new 'design reviews' enabling LA projects to move forward with more pace and increasing confidence.

4.2.3 Considerations:

The committee should note that the summary dashboard is iterating into maturity and RAG statuses are indicative only as we work across programmes to establish consistent criteria regarding performance.

The positive work done so far with a maturing delivery directorate is resulting in better visibility and improved completion on major deliverables. Whilst programme and project management capability and capacity improvements for ATF and TfWM projects continue to be implemented attention will now broaden out to include cross-programme activity with LA projects across CRSTS and Investment Fund (IP) programme.

This work will be commencing through the summer and into early autumn with the TPO commission coming forward and planning underway with Local Authorities to strengthen partnership working and ensure delivery confidence.

The result of current and future maturity activities will also prepare teams for alignment and future planning related to CRSTS 2 and the impending single settlement arrangements.

Future reports will continue to mature and expand alongside the above work.

5. What options have been considered and what is the evidence telling us about them?

5.1 N/A

6. Reasons for recommending preferred option

6.1 N/A

7. Implications and Considerations

Priority:	Contribution:
Delivery of Strategic Transport Plan	All projects delivered as part of the capital programme are delivering against the key objectives of the local transport plan (LTP).
Promote inclusive economic growth in every corner of the region	The Transport Capital Programme covers the region and supports a number of connectivity improvements that enables sustainable journeys providing access to opportunity and encouraging inward investment within other programmes of activity. These investments also address the decarbonisation of the transport system either directly or by transferring some journeys from private car to public transport or active travel.

Priority:	Contribution:
Ensure everyone has the opportunity to benefit	As above
Connect our communities by delivering transport and unlocking housing and regeneration schemes	As above
Reduce carbon emissions to net zero and enhance the environment	As above
Secure new powers and resources from central government	N/A
Develop our organisation and our role as a good regional partner	The report updates TDOSC members on progress by WMCA/TfWM with Local Authorities as on improved cross-partner working in the region as our transport capital portfolio grows. The report deals with schemes that will improve connectivity across the wider West Midlands Combined Authority (WMCA).

8. Internal Consultation and Scrutiny:

8.1 Paper to be considered by TDOSC on 8 July 2024.

9. External Consultation and Scrutiny:

9.1 N/A

10. Financial implications:

10.1 Finances related to Transport are presented in a separate report, setting out the Capital and Revenue finance position for Transport as of the 31st of March 24. These will be under a separate agenda item for consideration.

11. Legal implications:

11.1 None as a result of this report. Legal will support with any Legal Agreements required for the activities contained within the 3-6 MONTH LOOKAHEAD (Milestones) on the Capital Programme Dashboard

12. Single Assurance Framework implications:

12.1 None as a result of this report.

13. Risk implications, including Risk Appetite:

13.1 None as a result of this report.

14. Procurement Implications:

14.1 None as a result of this report.

15. Equality implications:

15.1 None identified because of this paper. Equality impacts are assessed within each scheme.

16. Inclusive Growth Implications:

- 16.1 Schemes progress through the transport capital portfolio directly contribute to the Connected Communities fundamental through improving connectivity through more sustainable choices for the region's communities. This then benefits other fundamentals through access to employment opportunities (inclusive economy), education and learning, health and wellbeing, and other services.

17. Local Authority Impact:

- 17.1 None as a result of this report.

18. List of appendices referred to:

- 18.1 Appendix 1: Summary Capital Portfolio Dashboard V2
- 18.2 Appendix 2: Project Progress Highlights: Metro

19. Background papers used to compile this report:

N/A

20. List of Other Relevant Documents

- 20.1 N/A