

Recovery Objectives	Programme and Lead Director	Sub Programmes	Sub Programme - Description
Immediate post-crisis response:			
Travel that is safe and secure	Network Operations and Planning -Provide/make available a safe, clean and functioning transport system for those that need it, increasing transport capacity in line with national and regional recovery and exit strategies. [PETE BOND]	Remobilization	Ensuring that staff, vehicles and infrastructure is available / operational.
		Service Frequencies / Capacities	Ensuring a level of service which provides essential connectivity and can allow for social distancing to be respected. What does this look like for each mode area. Vehicles, Stations, Stops, Travel Centres?
		Management of social distancing / protocols	Health & Safety policies / Operational policies
		Equipment / PPE	Ensuring that staff, vehicles and infrastructure are equipped as necessary
		Fares / Ticketing	Exploring new flexible tickets and / or supported travel policies for a recovery period and beyond.
		Highway Resilience	Monitoring and managing in partnership with Highways Authorities the operation of the road network to ensure that critical and vulnerable economic businesses and enterprises are able to function reliably without adverse impact from potentially increased car borne commuting, leisure & education travel.
		BAU activities	Customer Services, Bus Station Maintenance / Metro Traction Power / MML Lifecycle / Metro Comms.
		Safety & Security	Maximising the input of the safer travel partnerships in supporting the adherence to social distancing at key transport infrastructure and services in collaboration with the police plan for the West Midlands
		Safety & Security	CCTV - monitoring of the network and gathering intelligence of hotspots to support the development and delivery of recovery plans across the public transport modes
		RTCC Operations	RTCC - monitoring of the transport system, liaison with other transport authorities (Local Authority and Highways England Traffic Control Centres and public transport control rooms) Providing tactical intelligence of the network to support the development and delivery of recovery plans and support the management of incidents
Emergency Planning linked to LRF structures	Setting up and steering the Transport Cell to guide immediate recovery of the transport system working with the regions transport community spanning Public Transport and Highways		
RTCC Delivery	Accelerate the roll out of the Highways Investment plan to provide greater visibility of the network for monitoring purposes, upgrade of traffic signals and replacement of life expired kit to facilitate remote management of traffic to assist with improving capacity and management of the network with the expected increase in car journeys as a result of less capacity and less desire to use public transport.		
Getting workers and businesses back up and running (where safe)			
Getting workers and businesses back up and running (where safe)	Funding - Ensuring a financially secure essential transport system and developing a revised financial model for delivery of schemes and operation of transport services, in particular for bus, rail and metro [SANDEEP SHINGADIA]	Revenue Funding	The basic cost base of public transport is going to increase to provide a safe, clean, reliable service. The public sector will need to intervene as the lack of useable capacity due to social distancing and increased cleaning costs will not sustain commercial operations.
		Capital Funding / Investment Programme	Establishing a clear view of the impact on all transport Investment Programme schemes. Establishing a set of prioritised response options based different funding availability and delivery scenarios which are cognisant of contractual and political commitments.
		Securing new funding support	Develop a clear overarching case for additional funding support from HMG for capital programme delivery, enhanced maintenance of transport infrastructure and service operation, include detailed individual business cases
Getting workers and businesses back up and running (where safe)			
Getting workers and businesses back up and running (where safe)	Creating a transport information campaign and behaviour change programme aligned to the National and Regional recovery strategy which builds and restores trust and use in public transport - working with operators and government and seeking to encourage sustainable transport behaviours [ANNE SHAW]	Developing a shared transport comms strategy to support the 'Exit from lockdown strategy' and emerging WM Economic Recovery Strategy	Suitably timed in relation to lessening of social distancing restrictions, a large marketing campaign to encourage people back onto public transport.
		Travel Demand Management	Leading by example in refreshing travel plans and helping to suppress demand for travel by their (local authority) employees and suppliers via agile working / split shifting and promoting sustainable travel, public transport and multi-occupancy vehicle trips to premises. Additionally working with a number of key 'case study'/demonstrator large employers to demonstrate the benefits of cementing new positive impact travel habits.
		Cycling & Walking infrastructure	Co-ordinating West Midlands Emergency Active Travel Fund Proposals
		Road Safety	Traffic speeds have risen during lock-down and poor driver behaviour could perpetuate into the post lock-down period as traffic levels increase beyond pre-COVID levels, with consequent poor road safety impacts
Getting workers and businesses back up and running (where safe)			
Getting workers and businesses back up and running (where safe)	Infrastructure Delivery Programme [MICHAEL ANDERSON]	Metro Construction	Re-commencement of construction projects, subject to social distancing regulations. [CONTINUED: XXX; PAUSED: XXX]
		Rail Construction	To be completed [CONTINUED: XXX; PAUSED: XXX]
		SPRINT Construction	To be completed [CONTINUED: XXX; PAUSED: XXX]
		P&R and bus infrastructure	To be completed [CONTINUED: XXX; PAUSED: XXX]
		Innovation	Continued delivery of high value technology, sensing equipment and digital connectivity has high economic impact and provide enhanced capabilities for understanding the behaviour and usage of the transport system [inc ADEPT, FTZ, SG, MFM, ConVex, Autoplex, ULEV]
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Getting workers and businesses back up and running (where safe)	TfWM business / staff [LAURA SHOAF]	Reopening of Summer Lane	Policy and guidance around return to Summer Lane, Working From Home
		Financial Impact Assessment	The changes to travel behaviour and contract management/construction pricing during and post-COVID have a profound impact on the OpEx and CapEx of TfWM and may required changes to scope of operations and delivery in the short to medium term. Additionally a number of immediate financial impacts will have direct in-year implications and will require funding support from HMG/Others
Consolidation into Acceleration			
Keeping the clean air, reduced carbon emissions and physical exercise	Transport Data & Intelligence [MIKE WATERS]	Behavioural insights	Understanding and mapping public sentiment and perceptions in response to the COVID crisis is critical in order to understand the potential shape of the 'new normal' and likely rate of adoption of this.
		Network and system impact	A consistent and shared quantitative understand of the current transport network data and analysis on a progressively closer to live basis has proven critical before and during the crisis and will remain so in order to inform operational and strategic decision making.
		Best practice and lessons from elsewhere	Collaborating with partners to develop a central shared evidence base of what does and doesn't work and to share best practice will improve the efficiency and effectiveness of the region's response plans

		Strategic Business Case Impacts	The 'new normal' post COVID 19 is likely to include changed behaviours such as significantly reduced long distance and business trip making, as well as reduced traffic growth rates as a result of retail and economic factors. These will effect existing and future business cases and BCRs and this change needs to be understood.
		Forecasting Demand	Demand for travel will be fundamentally changed going forward and understanding the rate of return by mode to what new normal is critical to inform all levels of planning and management. Working to a consistent set of assumptions across all transport eco-system stakeholders will be critical.
Supporting a green recovery	Transport Recovery Strategy [MIKE WATERS]	Transport Recovery Vision	The changes to the transport supply chain and travel behaviour create new challenges and opportunities for medium-long term achievement of outcomes for people, place and economy. A refreshed overarching narrative will provide a more relevant and compelling setting for the key issues and asks for the recovery of the WM transport system, including revitalising the biggest ever transport infrastructure investment programme and regulatory/convening powers and freedoms.
		WMCA Economic Recovery Strategy and Prospectus	Provision of direct support development of the WMCA's 'Economic Recovery Prospectus' and wider Economic Recovery Strategy e.g. WM LIS refresh.
		Transport Recovery Scenarios	The significant and multi-factored range of changes to the economy, commerciality of transport operators, traveller attitudes and critical externalities such as oil price mean there can be no certain single view of the future, now even less so than pre-COVID. A series of future scenarios which have a compatible framing
		Development of refreshed WM Transport Plan	The on-going refresh of statutory transport plan remains critical and will in effect form the comprehensive strategic response to COVID. The evidence case and strategy will need to reflect the impact of Covid-19 on the transport network and this will also influence continued contributions existing regional and local strategies, such as the WMCA's #WM2041 (e.g. exploit growth in new markets, such as electric vehicles and battery both for transport and economic recovery).
		Review of 2026 Delivery Plan	Refresh of Delivery Plan set out in 2018 aligned to the emerging Transport Plan, CSR and Covid-19 impacts on WM Investment Programme
		Review of TTWM Business Plan as appropriate	Ongoing review and consolidation of TTWM activity in light of Covid-19 impacts and other matters arising from the transport COVID action plan