

# Bus Service Improvement Plan

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Transport for  
West Midlands



West Midlands  
Combined Authority

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**Mayor of the West Midlands  
Andy Street**



**Portfolio Leader for Transport  
Cllr Ian Ward**

The West Midlands does not grow without bus. Buses are the most essential part of our public transport network, reaching into all corners of our communities, towns, and cities. Across the West Midlands, they enable access to jobs, health, education, retail and leisure, as well as connecting people through affordable transport. The bus network is an essential integrator to our rail and metro and important as we decarbonise transport.

Excellent bus services are pivotal in delivering a transport system that the region can be proud of, and our Bus Service Improvement Plan sets out how we intend to deliver that. In the West Midlands 4 out of every 5 public transport journeys were taken by bus before Covid 19 hit in early 2020. Whilst the West Midlands Bus Alliance has worked extensively to develop a collaborative 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 the West Midlands Vision for Bus, much of which is echoed by the Government's National Bus Strategy Bus Back Better, to achieve a truly integrated network that is relevant and attractive for residents and visitors.

Bus Back Better has set out the leading role that it expects Local Transport Authorities to take and has asked us to match the Government's ambition for buses, in which we stand ready to play our part, trusting in the Government

commitment to put LTAs at the heart of leading the recovery in public transport.

Buses matter to our residents, our employers, our workers, and our visitors. To support this we will use our Bus Alliance to bring about;

- Better Buses – with more zero emission buses
- Better Journeys – through an enhanced network with more bus priority
- Better Fares – by keeping the lowest, simplest fares in England

We have put the customer at the heart of our ambition and will raise the profile of their voice to deliver Better Buses, Better Journeys and Better Fares.

We will deliver Better Buses - with 750 more zero emission buses by 2025 and the fastest region to 100% zero emission by 2030.

We will build Better Journeys - through an additional 106km of bus priority that supports a cross city and cross regional levelling up network of enhanced services, where Real Time Information, physically or virtually, will be able at every stop.

We will maintain Better Fares - with contactless payment across all operators' services to ensure best value for our customers.

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**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.**

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This prospectus sets out the West Midlands Combined Authority’s (WMCA) proposed Bus Service Improvement Plan (BSIP) programme of bus investment – to be delivered through our award-winning West Midlands Bus Alliance with Transport for West Midlands (TfWM), our local bus operators and our constituent Local Authorities.

The West Midlands is currently seeing one of the largest planned investments in fixed-line public transport infrastructure anywhere in the world, with £160 million on our first Sprint Bus Rapid Transit route and £1.05 billion through our City Region Sustainable Transport Settlement (CRSTS). This is in addition to HS2, which includes two new stations for our region. Ensuring buses are at the heart of an integrated network will be critical and will boost the current bus ridership in support of the region’s economic recovery.

This BSIP sets out our plans for continued investment to level up the West Midlands.

We will have **Better Buses** to cut carbon dependency and be the fastest to a 100% zero emission bus fleet.

We will create **Better Journeys** to tackle congestion with a massive 106km increase in bus priority, speeding up buses and making them reliable as part of a new cross-city and cross-regional bus network.

We will remove complication in ticketing to deliver **Better Fares**, simplifying our ticket range and keeping the lowest bus fares in England.

BSIP investment in the West Midlands, will provide a blueprint for how integrated urban transport systems should function and support inclusive economic growth and productivity. We are in a totally unique position to deliver this.

# Part A: The Current Situation

## Economic context and the importance of bus

This West Midlands BSIP covers the area of the WMCA, as defined in the WMCA Constitution. The WMCA as geographically defined is made up of the 7 constituent local authority areas of Birmingham City Council; Coventry City Council; Dudley Metropolitan Borough Council; Sandwell Metropolitan Borough Council; Solihull Metropolitan Borough Council; Walsall Metropolitan Borough Council and the City of Wolverhampton Council. The WMCA has responsibility for working with the constituent local authorities to make the region a better place and is best placed to make the right decisions for the region and this area.



The largest Mayoral Combined Authority in the country



2.5% annual growth between 2010 – 2018



Home to 3 million residents



¼ residents aged under 19



Supporting 91,150 businesses which employ 1.3 million people



440,000 additional people by 2035



£70.3 billion GVA per annum



215,000 additional homes by 2030



Buses carried 4 of every 5 trips by public transport in the region pre-Covid.



Investing in buses in the West Midlands is an investment in levelling up our economy.




Buses are the integrator of our transport network and working collaboratively for a single integrated system is essential for the whole network to succeed.



## Economic context and the importance of bus

Strong transport connectivity is vital to the economic prosperity of our region, supporting the productivity and growth of our key strategic sectors, as well as providing our most deprived communities with improved access to economic opportunities.

 Largest bus network in England (outside London)

 248 million boardings in 2019/20

 Over 300 bus routes

 2,000 buses

 12 managed bus stations

The region's bus network has an indisputable, but often undervalued, role in our transport system. It reaches every corner of our region, providing an essential mobility service to access employment, education, leisure and other key facilities as well as providing integration with other transport. Buses are the modern day workhorse of our public transport system performing a key role in serving low demand areas in the region and for specialised travel demand patterns from socially excluded groups.

WMCA believe that buses are going to be integral to supporting the post-pandemic recovery and achieving wider policy goals such as decarbonisation and supporting behavioural change.

As we recover from the Covid pandemic, bus will play a key role in supporting access to jobs, promoting inclusive economic growth, levelling up the region and helping to achieve #WM2041 environmental goals.

In the short-term, with revenue support, the bus network is flexible enough to adapt to changing travel patterns and drive the return in travel demand, providing critical connections to jobs, housing and education, to Build Back Better.



## Alignment with vision and policy

The West Midlands is well-placed to capitalise on the economic opportunity presented by further investment in our bus network through the BSIP.

We have been developing a series of long-term strategic plans setting out our ambitions for sustainable and inclusive growth. These policy documents – including our emerging Local Transport Plan (LTP), TfWM’s Strategic Vision for Bus, and #WM2041 – complement and build upon the wider bus policy agenda of Government.

### National Bus Strategy for England “Bus Back Better” objectives

- **More frequent, ‘turn-up-and-go’ services on major urban routes**
- **Faster and more reliable services, with greater priority on urban roads**
- **Cheaper fares, with more daily price capping**
- **Simpler, easier to understand networks, with co-ordinated, high-frequency services**
- **Greener buses, with more ultra-low-emission and electric vehicles**
- **Returning patronage to pre COVID-19 levels and raising buses mode share in the longer-term**





## LTP Motives for Change

Bus is also important to the current review of the West Midlands LTP. The published LTP Green Paper sets out five 'Motives for Change' - the reasons why we should consider changing the way we travel. These are focused on creating a fairer, greener, healthier, happier and more prosperous West Midlands, which is better connected and delivers on our #WM2041 carbon reduction pledges.



Delivering bus service improvements will play a key role in supporting our five motives for change, complementing new policy and pathways for regional and local transport. Whilst further work is still required to shape and develop the LTP, the role of land-use policy and demand management measures to restrain car use are critical to increase more sustainable travel behaviours.

The Motives for Change govern all our proposed transport investment programmes. They are the building blocks of the six investment themes of our CRSTS programme to ensure we deliver a single integrated transport programme for the West Midlands.

**CRSTS investment themes**

- Connecting Places
- Supporting Inclusive Growth
- Healthy Streets and Spaces
- Creating Resilient Networks and Communities
- Delivering a Green Revolution
- Making Behaviour Change Easy

Our BSIP is complementary to our CRSTS programme and other investment routes (i.e. Active Travel Fund, WM Investment Programme), as we aim to deliver this single integrated transport programme. This ensures our BSIP investment delivers for our region and key national priorities for economic growth and productivity, levelling-up and decarbonisation.

## #WM2041

#WM2041 is our action plan for decarbonising the West Midlands in response to the pressing climate emergency and the ambition for the region to be carbon neutral by 2041. It calls for substantial investment of the order of £40bn over 21 years (2020-2041) and a 10-point strategy for decarbonising the region.

This BSIP will support several key pillars of this strategy, including encouraging modal shift from private vehicles to bus, reducing congestion and therefore emissions from idling vehicles, and decarbonising the bus fleet.



The objectives in this BSIP reflect the priorities set out in the Transport for West Midlands Vision for Bus (VfB) which was published in 2018. The ambitious VfB was developed to ensure the delivery of a world-class integrated transport system, allowing convenient travel across the region by public transport that is affordable and accessible for all and reduces congestion on our roads. These objectives link directly to the National Bus Strategy, emerging LTP and wider CRSTS investment programme to underpin the policy direction for our BSIP.

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*A world-class integrated, reliable, zero emission 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.*

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## The Vision for Bus objectives:

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

## Local operators

Bus is the primary mode of public transport for West Midlands residents.

There are 24 operators which provide the bus services in the West Midlands. National Express (NX) – has the largest market share, accounting for 89% of scheduled mileage and 93% of bus journeys in 2019/2020.

Diamond Bus, Arriva, Stagecoach and First operate half of the remaining services; Diamond Bus operates a number of routes within the West Midlands area whilst Arriva, Stagecoach and First run cross-boundary services to/from Staffordshire, Warwickshire and Worcestershire respectively. The other half of the remaining services are operated by 19 operators and account for around 3% of the market.

The majority of service kilometres are operated commercially (90.4%) and the rest (9.6%) require public subsidy through the Transport Levy to operate. The number of commercial bus service kilometres (99m) decreased by -1.5% in 2019/20, whilst the number of subsidised bus service kilometres (10.6m) decreased by -5.7%. This was still the largest commercial bus network in England (outside London).

## WMCA financial support for bus services

TfWM is funded by a specific transport levy from the WMCA of £114.7m. Approximately half of the levy funds the statutory English National Concessionary Travel Scheme (ENCTS) for free bus travel, for those who qualify. TfWM also provides a discretionary child concessionary fare scheme, and funds subsidised bus services and accessible bus services with a budget of £24.5m in 2021/22.

TfWM issues tenders for subsidised bus services which are not provided on a commercial basis but are socially necessary. TfWM currently hold a total of 159 contracts supporting 219 routes. Approximately 8.4 million passenger journeys were undertaken on subsidised bus services in 2019/20. The cost of operating subsidised bus services has been increasing.

2018/19	2019/20	2020/21
£8.4m	£9.7m	£9.8m

Throughout the COVID-19 pandemic to the end of August 2021, commercial bus operators and TfWM received funding from the DfT COVID-19 Bus Services Support Grant (CBSSG) which was designed to ensure bus services can continue to operate at full-service levels despite significantly reduced patronage levels.

From 1 September 2021 to March 2022, a new Bus Recovery Grant (BRG) has been supporting operators and local authorities based upon a grant formula rather than ‘topping up’ operators to cover their costs.

The West Midlands bus network requires Government support to ensure the network remains stable up to and including the forthcoming Commonwealth Games in Summer 2022.

Following the Commonwealth Games the West Midlands bus network will be reviewed as part of the Enhanced Partnership process.

## Key corridors and the network

The West Midlands has a comprehensive bus network with a significant number of services on the core radial routes already operating on a turn up and go level of frequency.

Although not formally defined, the core network is made up of the key routes in the region that connect the main commercial centres and local communities. This core network operates 7 days a week and has long operating hours. The earliest weekday service starts at 0430hrs and the last weekday service ending at 0030hrs.

The geographical coverage of the bus network is extensive, with 61% of the built-up area within 400m of a stop with a weekday daytime service of at least 6 buses an hour and increasing to 91% within 800m. There are, gaps in the geographic coverage of this turn-up-and-go core network, especially in the Black Country, and Solihull.

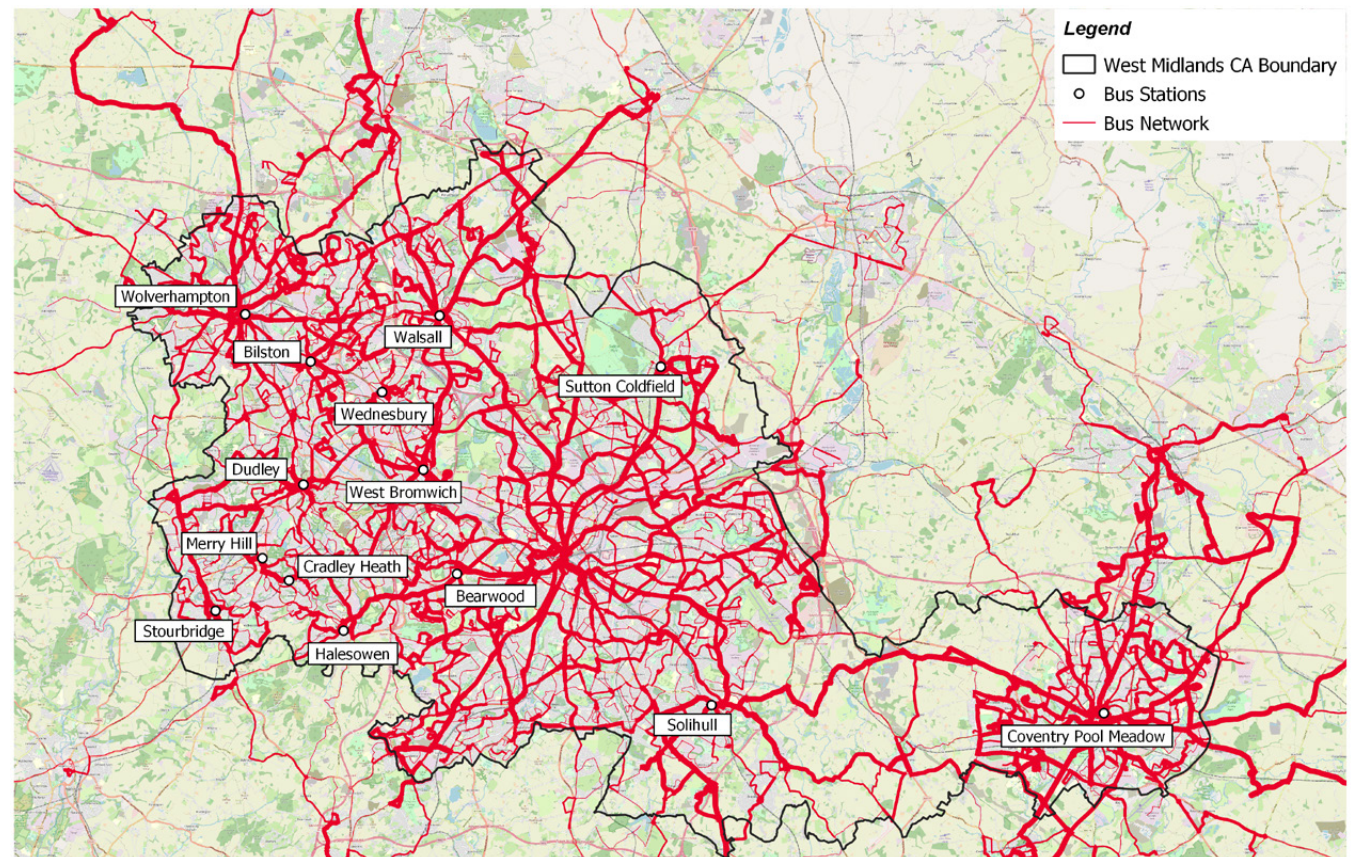
Due to challenges with how information is presented, the turn-up-and-go core network is easily mixed up with lower frequency routes.

Underpinning the core network is a series of local services which provide essential links to local commercial centres, employment, leisure and the core bus or rail networks. These services typically run at a lower frequency than the core network and operate

over a shorter period of the day based upon commercial demand, but still play an essential role in connecting our communities.

The current bus network has been developed in partnership with and by commercial operators over time to meet existing levels of demand and travel patterns.

However, the current delivery model incentivises operators to provide a higher level of services where there is sufficient commercial demand which is not always replicated at non-peak times without funding from TfWM. This has resulted in a network which does not always provide a comprehensive level of service to customers particularly on the shoulders of the operational day.





The West Midlands bus network also consists of vitally important accessible transport services such as Ring and Ride and community transport services. Accessible transport performs an essential service for people who find it difficult to use conventional public transport due to ill health and/or a disability.

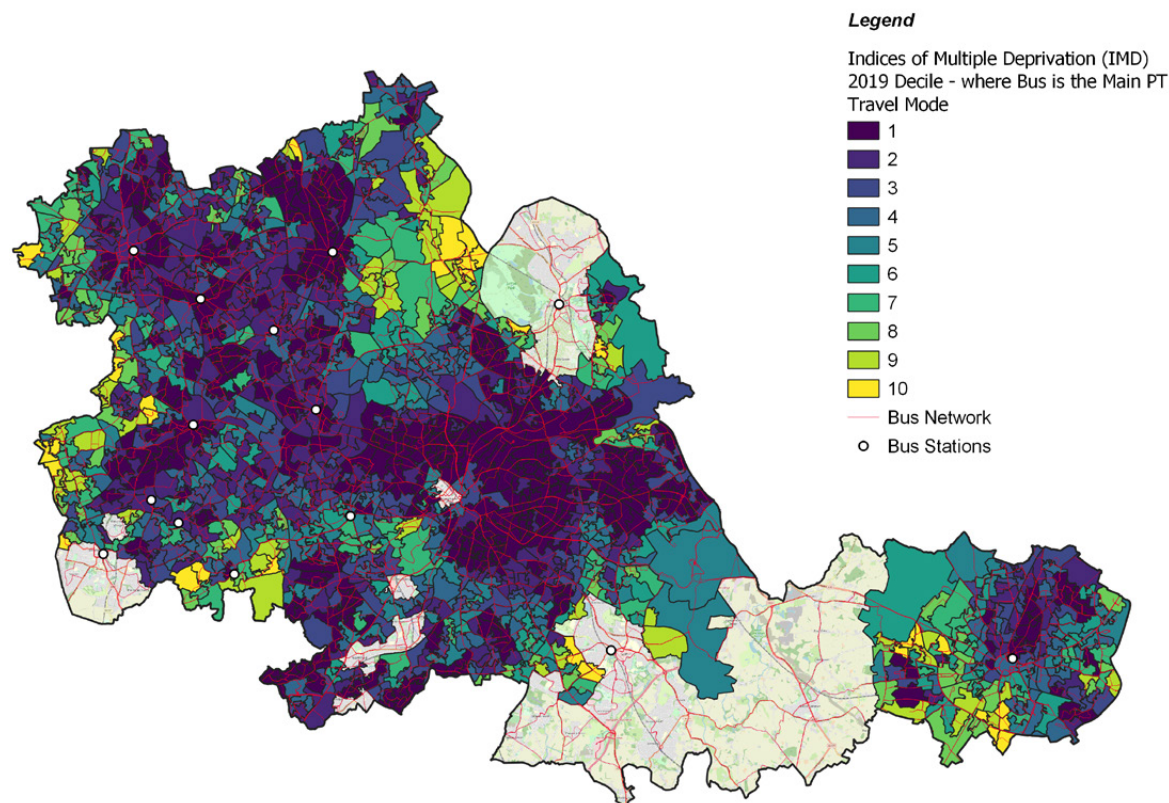
Demand Responsive Transport (DRT) is another area providing an opportunity for the West Midlands. We are currently trialling DRT serving the University of Warwick in the West Midlands Future Transport Zone (FTZ). A mobility credits scheme is also being trialled in this FTZ to see the impact of the Coventry scheme on customer travel choices.



## Bus network and deprivation

Buses are crucial for those who lack access to a private vehicle, those on the lowest incomes, and for those living in the most deprived communities. The West Midlands has some of the most deprived wards in England (19% of the West Midlands sits in the 10% most deprived areas in the UK) and circa 25% of residents do not have access to a car, with this increasing to 40% in some of our most deprived communities.

## Indices of deprivation where bus is the main mode of public transport



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 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 inclusive economic growth.

Without addressing major sources of congestion, buses will continue to see a decline in patronage and higher operating costs. Congestion makes journey times unreliable due to significant differences in the timetabled promise and the actual journey. Congestion also slows down the average speeds of buses, increasing operating costs and meaning that less people can access locations in a reasonable journey time. Bus speeds have been falling by around 1% annually. These factors not only make bus a less attractive option to existing and potential customers, but also pushes them into choosing private vehicles for journeys, which exacerbates congestion.

We currently have 53km of bus lane across the West Midlands. We have begun tackling the issue of congestion holding back the bus network.

Over £40m has been invested through the Bus Alliance to make bus journeys easier and quicker with more bus lanes, tackling congestion hotspots and seeing patronage increases.

- **£9.2m highway upgrades and new Platinum buses across the region = +14% patronage**
- **£4.7m Lode Lane Bus Priority, Solihull = +11% patronage**
- **£0.8m Harborne Road bus lane, Birmingham = 4% patronage**

More needs to be done - our first Sprint bus rapid transit route, operating from 2022 will provide a level of service, comfort and presence close to a tram, providing dependable, shorter journey times for customers.

Sprint will provide direct cross-city services between the Black Country, north and the west of Birmingham, Solihull, and links into the wider transport network. This route will

be a blueprint for other services to tackle congestion and deliver Better Journeys.

This £88m investment for Phase 1 of the Sprint network will provide a new reliable bus based rapid transit service and improved journey times for over 20 million bus passengers.

We are also planning additional investment in Sprint Phase 2 (A45 and A34) through our City Region Sustainable Transport Settlement.







TfWM has the largest and most comprehensive smart ticket solution in the UK outside of London and the largest multi-operator ticketing scheme (when measured on sales and revenue).

**We were the only region to reduce fares in July 2021 to support recovery. We were the first to introduce daily, 3-day and 7-day contactless capping.**

However, the operation of local bus services has resulted in a wide range of tickets, where many people don't know the price before they travel. This information is not currently provided on the network because, to remain impartial, TfWM would have to advertise all operator fares, which is too complex.

The complexity of the ticketing challenges is a known barrier to bus travel as is evidenced from passenger surveys in the West Midlands, where many customers reported concern and uncertainty regarding information on the cost of bus tickets. The local bus market is the only market where the price of the product the customer wished to buy is only revealed when they get to the till – or in this case, board the bus.

National Express is the largest operator in the West Midlands, and this has resulted in a competitive advantage over its rival operators with regards to season tickets, price differentials and the retail network. In addition to the wide range of tickets offered by National Express, a number of other operators such as Diamond, Stagecoach and Arriva also offer their own range of tickets. There is a multi-operator ticketing scheme (nBus) that offers the same tickets as National Express, enabling the customer to travel on all operators' services, and multi-modal ticketing with Metro and Train (nNetwork) – but at a premium price.

In addition to the differing commercial motivations of the operators, inconsistent technological resources present other challenges.

Despite the introduction of the Swift Go product – which offers best value capping for 1 day, 3 days and 7 days of travel – and the rollout of contactless payments across all operators, the solution is still sub-optimal. Contactless is currently not available between operators preventing customers from benefitting from the best price ticketing.

There is clearly scope for radical simplification and significant improvement to the ticketing aspect of service integration. Due to the strength of TfWM's partnerships with bus operators, we can make it easier and cheaper for more residents.

We are also uniquely placed to deliver a multi-operator and multi-modal contactless payment solution that will ensure best value capped fares for customers when travelling on various modes of public transport throughout the region. This solution will require significant funding in order to be implemented – our recent CRSTS prospectus included £20m to fund a back-office payment system that aggregates contactless payments across all operators and modes of transport.



The presentation of the local bus network as a single system – and providing connections and co-ordination with other modes – is one of our greatest areas of opportunity to “Inform, Reassure and Inspire”.



12,200 bus stops



13.6 stops per km sq (highest bus stop density in Europe)



1,400 real-time information (RTI) displays

We have had customer success through our £20m Regional Transport Coordination Centre (RTCC) for managing disruption communications and integration through consistent branding across bus, rail and metro and the provision of website information regarding multi-modal journeys. However, more needs to be done.

Our shelters have been designed to be “accessible for all” including wheelchair spaces, tactile paving and information being provided at the optimum height and size. These features were incorporated by working closely with our Equalities team and passenger groups.

The revamped TfWM website offers customers travel information for all operators. There is also consistent branding being rolled out across bus stop infrastructure. Three in four existing customers are satisfied with the available information at bus stops, on buses and Swift Go apps.

Beyond the website and bus stop infrastructure, customers can experience disjointed communication regarding functional information such as timetables and encounter different levels and types of information across the operators. Customers have noted difficulty in navigating the information provided at bus stations. Whilst some good improvements are underway delivering Better Journeys requires further change in the ease, access and simplicity of with which customers can access the right information, at the right time, which is a key proposal within this prospectus.

Our £2m Transforming RTI project is delivering a new “back office” functionality, via the integration of real time data feeds direct from bus operators and from the DfT Bus Open Data Service. This will create a platform on which we will be able to monitor the performance of buses in real time (supporting the operation of the RTCC), as well as using historic data to plan for the future and provide significantly improved information to customers.





Transport for West Midlands (TfWM) is the overarching brand for public transport in the area encompassing the bus, tram and rail networks.

The TfWM branding ensures consistent messaging across the different modes of transport and improves customer experience by providing unmistakable, simple signage and creating smoother journeys. The TfWM brand was developed in order to promote a single integrated transport system.

output, underpin and develop our brand and significantly enhance the overall passenger experience.

There is a clear opportunity here to streamline the branding and communication across the West Midlands bus network to align one brand which will considerably increase the clarity and quality of information to the customer and improving perception of the Network, to feel like a whole system.



To ensure customer experience is at its best, it is imperative that branding is consistent and removes confusion to support easier and Better Journeys. While this does occur across the different modes of transport, the TfWM bus network branding is still having to exist alongside individual operator branding. Individual operators still have autonomy over their own branding and communications.

As a result, bus network communications are not provided from a centralised source and therefore the messages being provided can be diluted or lost, which can have a domino-effect on customer experience and satisfaction. The ambitions of Bus Back Better allow us to improve our information

We need to brand and promote the bus network more effectively, so there is much more intuitive understanding of the integrated nature of the public transport system (including ticketing/fare structures) serving the West Midlands, a transport network with the tiers of core, local and supporting bus, more specialised bus services, integrating with the backbone of Sprint Bus Rapid Transit, metro and rail – all joined up with clear roles to form one integrated network.

Branding provides a clear opportunity to remove confusion and build on a 'one network' vision which supports Better Buses, Better Journeys and Better Fares across an integrated transport system.





## Modern buses and decarbonisation

WMCA has demonstrated a strong commitment to limit the impact of climate change, through #WM2041 which sets out our actions and the principles that underpin them. We have set a target for the West Midlands to be carbon neutral by 2041 – an ambitious target that will support the delivery of the Government’s national target to be carbon neutral by 2050, while ensuring no-one is left behind. For bus decarbonisation we have already delivered, or committed to, the following:

- Coventry as the UK’s first all-electric bus city by 2025, having already invested £125 million in new buses since 2015
- 29 electric double deck vehicles
- 20 hydrogen double deck vehicles operating on the first Sprint bus rapid transit route
- 5 re-powered electric buses for zero emission
- Bid to Government’s Zero Emission Bus Regional Areas scheme for more hydrogen buses
- UK’s first publicly owned pantograph, offering easier access to charging for operators
- Established a procurement framework through to 2027, for the purchase of pantograph charging infrastructure, that is available to all public sector bodies
- Over 1,000 bus retrofits to Euro VI across 14 different local bus operators

The West Midlands bus fleet is currently 2,000 buses strong, with a mix of minibus, single deck and double deck vehicles operating local bus services. The average fleet age is 10 years. We are clear we need to take further action to limit the impact of climate change by investing in more zero emission buses and prepare for the changes we cannot prevent.







**West Midlands Bus Alliance**  
Customer Charter

**Our promise is built on trust.  
You can rely on us to do the following things.**

**FOR OUR CUSTOMERS**

**WE ARE RESPONSIBLE**

Our staff will be approachable and knowledgeable making it easy for you to talk to us. We will take responsibility for solving problems you may have - always asking ourselves have we done everything we can.

**WE ARE INFORMATIVE**

We will tell you in advance when services are planned to change. We will keep websites, timetables and other important sources of information updated so that information is accurate and available when you need it.

**WE ARE LISTENING**

We welcome your feedback and actively consult local people before making major changes. We will improve our services where we can, creating opportunities for our customers voice to be heard.

**WE ARE HONEST**

Things sometimes go wrong and if they do we will try to resolve them and put them right. We will be honest about things we can't directly control and always try to put you in touch with someone who can help.

**We are a member of the West Midlands Bus Alliance, committed to working with others to deliver the best possible experience to our customers across the bus network in the West Midlands.**

**ACROSS OUR NETWORK**

**HIGH QUALITY**

The best possible experience for customers before, during and after your journey.

**SAFE**

An environment where you feel safe and secure.

**RELIABLE**

Services that you can trust to get you to where you need to be.

**CLEANER**

Buses, bus stations and stops that are well looked after and pleasant to use.

**GREEN**

Committed to improving the region in which we live, reducing bus vehicle emissions and improving air quality and health.

**ACCESSIBLE**

Services and facilities that provide inclusive travel for all.

The WMCA has a long-standing commitment and passion for promoting customer safety and ensuring that the voice of bus passengers across the West Midlands is not only heard but actively listened to.

This is demonstrated through the West Midlands Bus Alliance Customer Charter. The Charter, published in 2019, commits operators in the region to deliver a high quality, safe, reliable, cleaner, green and accessible local bus network. Not only this, but it ensures that Bus Alliance partners will act, through a responsible, honest, listening, and informative approach to our customers.

Our existing Charter provides clear evidence of WMCA's commitment to giving bus passengers a voice. However, the West Midlands Bus Alliance is continually looking for ways to prioritise the customer and keep them central to our service.

Disability Awareness Training Programmes are deployed by bus operators in the West Midlands. To further enhance this training, TfWM have worked with NX to develop a training DVD for drivers that highlights experiences from a range of individuals with different disabilities in order to help drivers better understand how they can support customers with different needs when using the bus network.



The West Midlands has one of the safest public transport networks in the UK and the crime rate on the bus has seen a downward trend over the last decade of over 60%. The Autumn 2019 Transport Focus survey reported that 77% of respondents were satisfied with their level of personal safety while on the bus. Although these metrics are positive, there is always room for improvement as the safety of our customers is of paramount importance to us.

The value of passengers feeling safe cannot be underestimated. DfT figures suggest there would be 11.5% more public transport journeys made if passengers felt safer, which for the West Midlands would equate to an increase of 30 million journeys, helping reduce congestion and keep people moving.

TfWM and local bus operators have been proactive in addressing customer safety in partnership with the West Midlands Police and British Transport Police through the Safer Travel Plan, which introduced measures focusing on reducing crime and anti-social behaviour on public transport across the region. The overall objectives of the Safer Travel Plan are to:

- **Increase customer trust and confidence** in the Safer Travel Police through improved engagement ensuring that information is published about progress to address passenger concerns.
- **Continue to reduce crime, anti-social behaviour and offending** by using long-term problem-solving methods and by tackling anti-social behaviour and low-level nuisance, taking every opportunity to involve and communicate with passengers.
- **Improve passenger satisfaction in services** by listening to passengers and dealing with the issues that matter most.

- **Support repeat victims of crime** through a multi-agency safeguarding approach focusing on the Threat, Risk and Harm to those individuals
- **Increase the understanding of passengers' needs and concerns** by listening to and working with passengers to identify needs and understand how partner agencies can continually improve services
- **Keep passengers informed about policing on public transport** by keeping passengers informed about the work that is going on in local areas that affect local communities, listening to views and learning from them.

To date the partnership has successfully seen an 11% reduction in sexual offences and robberies on buses as well as reductions in theft and criminal damage. The partnership also has a dedicated Anti-Social Behaviour Team and currently runs a 'See Something Say Something' campaign where anonymous witnesses can report crime and nuisance behaviour on the bus network. In July 2021, two WMCA leaders were chosen by Government to lead on efforts to tackle violence against women and girls on transport. WMCA interim chief executive Laura Shoaf and TfWM interim managing director Anne Shaw are a part of the UK's first Violence Against Women and Girls Transport Champions.



We have identified the critical challenges in terms of decarbonisation, congestion on a complex network and complicated ticketing. We want to tackle these and other challenges to deliver Better Buses, Better Journeys and Better Fares. Only by doing this will we meet the long-term travel demands of passengers and increase patronage.

Through the strong Bus Alliance, we were beginning to achieve increases in bus patronage to address the years of decline (falling by 2% year-on-year in the 10 years) before the pandemic hit in 2019/20. Notwithstanding these 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) impact bus boardings.

Key external challenges impacting bus:



A growing reliance on car travel – resulting in congestion and slower bus speeds



Land-use changes leading to journeys being more dispersed



Accessibility and equality barriers

## Growing reliance on cars

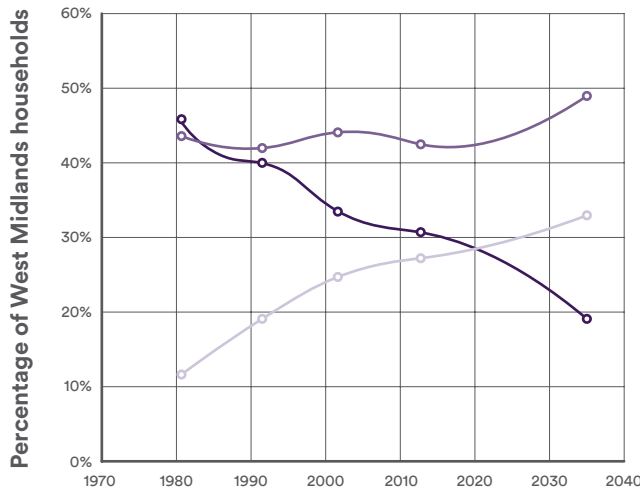
Despite our region’s efforts to invest in sustainable transport alternatives, car mileage has significantly increased (by 6 billion miles) across the West Midlands over the last 25 years. The reliance on car travel not only results in congestion, poor air quality and negative consequences for our environment, but also contributes to declining health outcomes more broadly in the region by reducing the share of walking, cycling and public transport. A preference for private vehicles over public transport is one of the key barriers for bus in the region.



# Increased car ownership and usage

Car ownership has vastly increased, with the West Midlands being one of the highest regions for car ownership in England.

Without the significant investment proposed in our public transport network (starting with bus) and our ambitious measures to promote behavioural change and targeted measures aimed at managing demand, these historic trends are set to increase over the next 20 years.



Source: Census and PRISM

○ No car  
○ 1 car  
○ 2+ cars

Car ownership has also been growing quickly among older women.

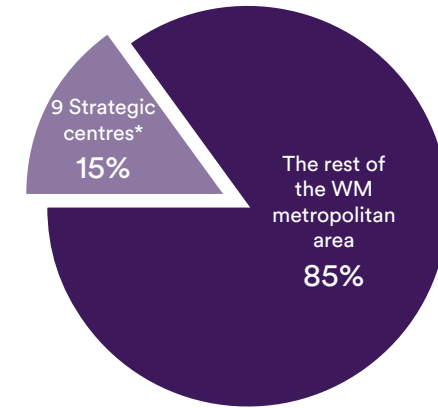
Only a quarter of women over 70 had a licence twenty years ago, but more than half did in 2020 and this is likely to be at 80% by 2030. These trends contribute to the reduction in bus travel by (older) concessions, despite larger numbers projected to become eligible for the benefit.

Continued long-term trends towards greater car ownership contribute to a reduction in bus demand and revenue which, combined with real increases in bus operating costs, ultimately result in either a smaller bus network and/or requiring significant increases in public sector funding for bus services.

Local people feel they are heavily reliant on their car with 94% saying they enjoy the independence car ownership gives to them and 87% claiming their current lifestyle requires them to own a car or van. This demonstrates the extent to which the scale and intensity of car ownership has become embedded in people's lives and perceptions of travel.

While public transport is a popular choice for accessing our strategic centres, private car is by far the most popular choice for travel across the wider region. Most travel is not to or from our centres, even in the peak travel periods.

## Destinations of car trips made in the morning peak

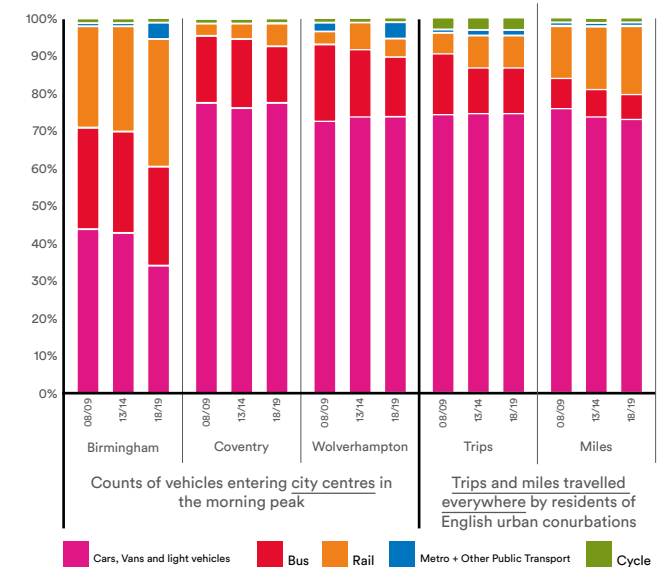


Source: PRISM

\*The strategic town and city centres are:

- Birmingham
- Brierley Hill
- Coventry
- Dudley
- Solihull
- Sutton Coldfield
- Walsall
- West Bromwich
- Wolverhampton

## Comparing mode shares to/from centres with mode share for all travel



Source: TFWM Cordon Counts and National Travel Survey (DfT)



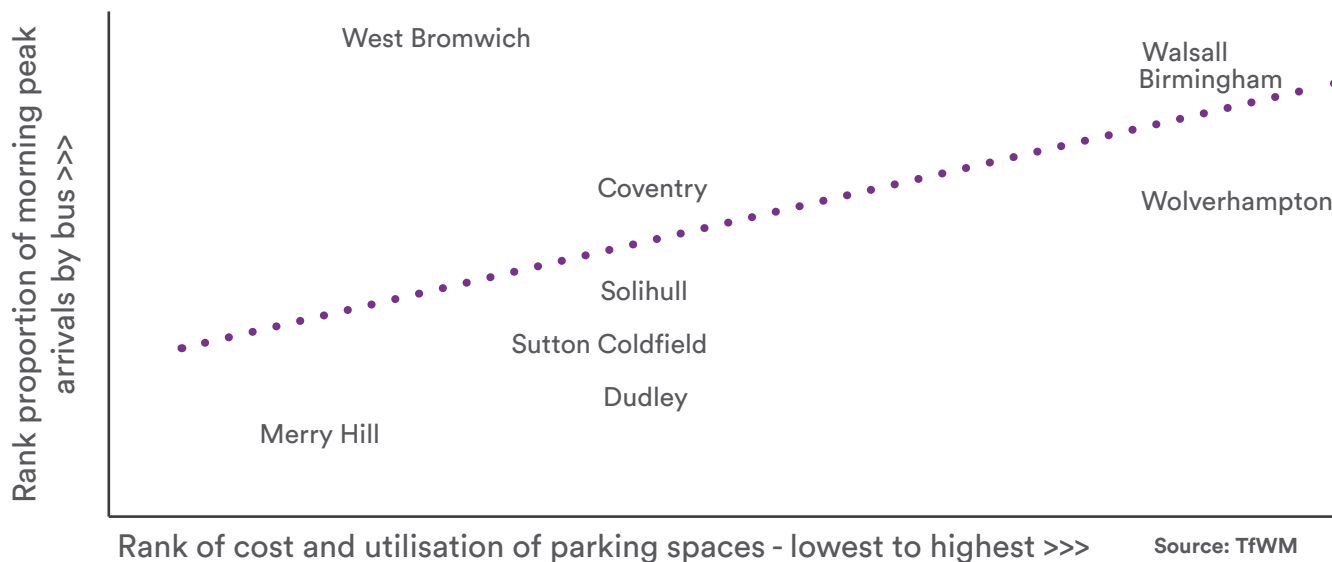
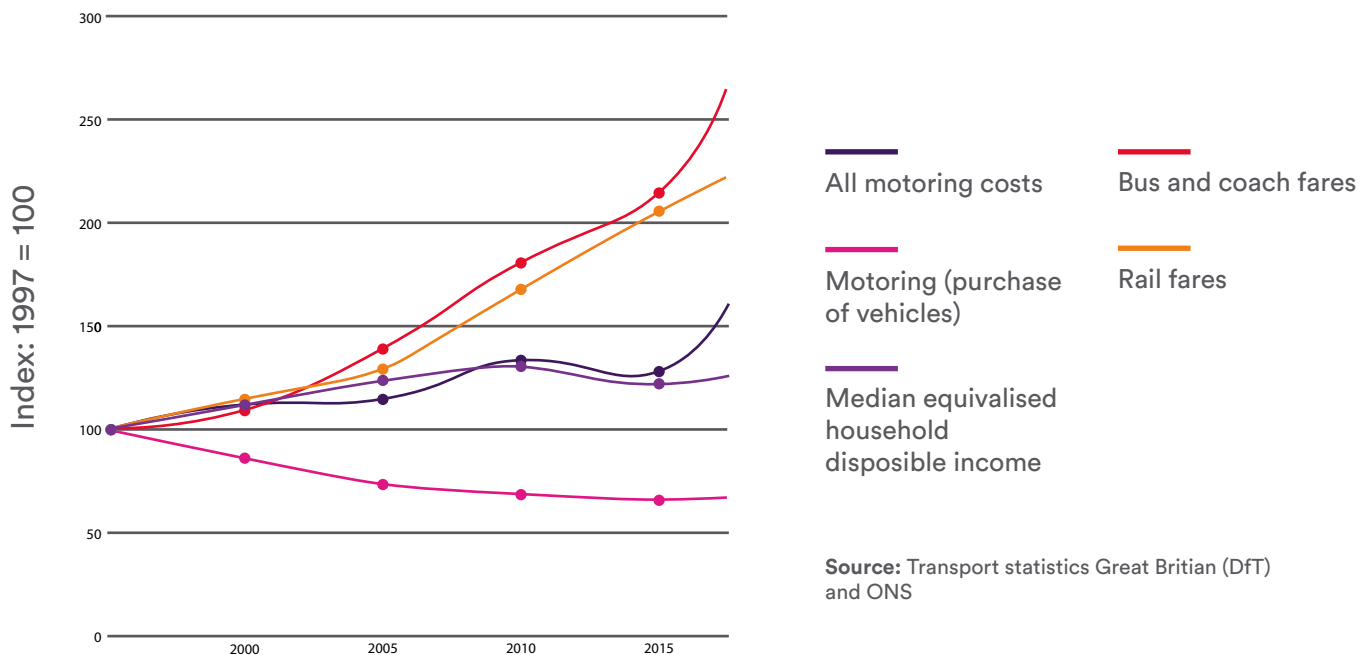
# Lower cost of car use and parking

On both a regional and national scale bus fares have dramatically increased compared to motoring costs which have remained comparatively level with the median household disposable income. This has resulted in public transport being viewed as the 'more expensive' way to travel compared to driving in the region.

Parking costs can also aggravate this issue, with free car parking compounding the perceived cost effectiveness of driving, leading to fewer people opting for public transport.

Birmingham's recently adopted Transport Plan acknowledges the need to reduce the reliance on cars, and that this will also reduce the demand for car parking. The Transport Plan includes travel demand measures to steer how people choose to travel more sustainably.

Parking will be used to manage demand for travel by car through availability, pricing and restrictions. We know local centres with strong parking controls promote higher bus use.



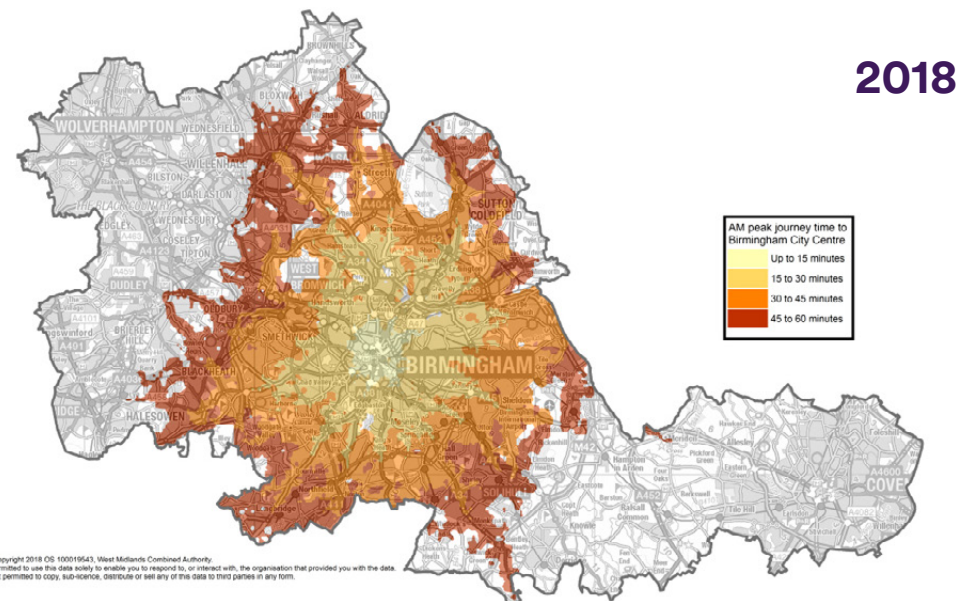
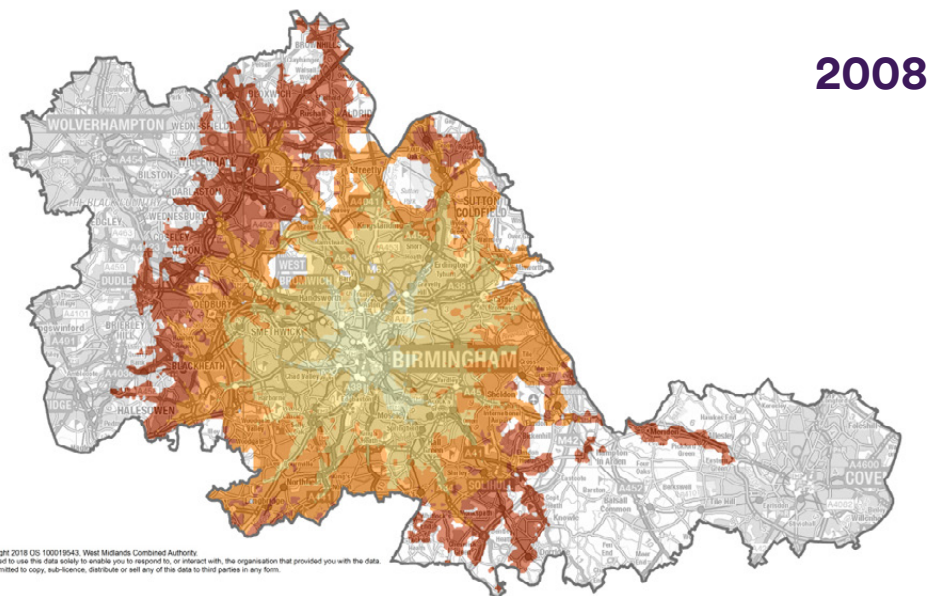
# Congestion leading to declining bus speeds

The increase in private car trips and high levels of on-street parking has led to increased congestion on our roads, and a long-term trend of slowing bus journeys and reduced reliability, further pushing up bus operating costs that in some instances leads to a reduction in service provision to passengers.

216,000 fewer people are within a 45 minute bus journey time of Birmingham city centre compared to 2008 because of congestion.

## Birmingham Bus Survey, 2019 showed:

- 80%** strongly agreed or agreed that bus journeys take too long.
- 78%** strongly agreed or agreed that they preferred to travel in another way.
- 73%** strongly agreed or agreed that bus services are unreliable.





## Land-use changes

Changes in land use and the segregation of services have led to journeys being more dispersed. As a result, people have increasingly turned to their cars as these destinations may not be well-served by bus. Examples of this can be seen in the rise of out-of-town supermarkets and shopping centres with large, often free, car parks and limited or no bus.

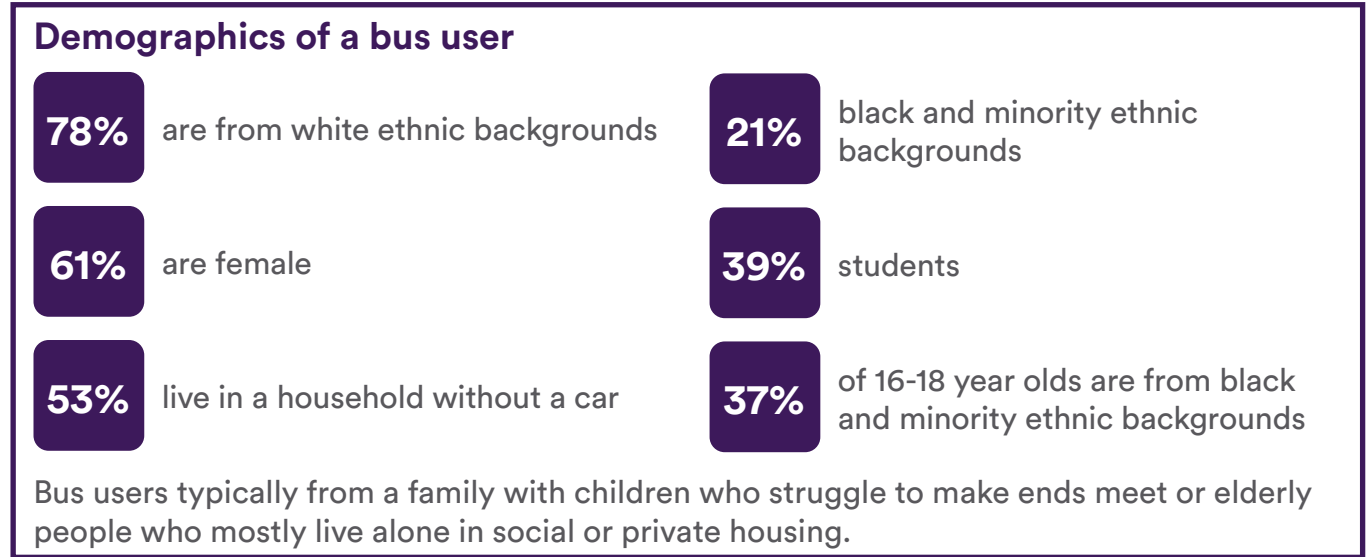
Without investment to strengthen and expand our bus network, car use will become increasingly entrenched part of people's lives making it difficult to then create a behavioural shift towards sustainable transport choices.

## Accessibility and equality barriers

For some members of society accessing public transport is extremely challenging, and it is often those who heavily rely on public transport who are most affected by accessibility barriers. A national report has shown that funding reductions, and the prioritisation of car and train over bus, has also led to increasing inaccessibility with fewer people able to reach essential services, employment, education and social interaction.

Within the West Midlands one in five disabled people have reported facing a significant barrier in accessing public transport as a result of their condition. Women, single parents, care leavers, children, those on low income, unemployed and young adults can also often feel excluded from public transport due to accessibility issues. Physical, emotional financial and digital barriers must all be considered, as accessibility issues are unique for every individual.

The Equality Act 2010 covers certain protected characteristics and ensures that they are not discriminated against. However, for some, fear of discrimination can be a major hindrance for using public transport. Ensuring no individual feels uncomfortable or scared to use the bus system due to their personal characteristics is something that must be addressed.



1) DfT's Inclusive Transport Strategy: <https://www.gov.uk/government/publications/inclusive-transport-strategy>

2) WMCA (2020) Equalities Impact Assessment Work / ONS Data

Overall customer satisfaction with bus in the West Midlands is 85%. With so many people within the West Midlands relying on the bus network, and a major aspect of our new LTP being to shift people's travel behaviours to more sustainable modes, the BSIP offers huge scope to make the necessary changes and improvements to our bus services to both retain and enhance bus patronage and passenger satisfaction levels. Our BSIP aims to compare our region against the highest levels of customer satisfaction and capitalise on the opportunity to deliver Better Buses, create Better Journeys and have Better Fares to make bold targets for, and improve customer satisfaction.

### West Midlands v other areas



### De-mystifying the bus network passenger survey, 2018 showed:

- That during the ticket purchase process, they were **unsure of which ticket type they needed, how much the tickets cost and how to pay** for the ticket.
- **Uncomfortable during the ticket purchase process on the bus**, for fear of holding up the queue of people boarding the bus by asking the driver questions and not being able to hear the bus driver's response through the security panel.
- That they don't have a good understanding of bus routes and timings, due to a **lack of full information, or inconsistent information with a lack of clarity on a confusing network**.
- Walking and cycling were potentially faster and cheaper travel options when there was **traffic congestion**.
- **Unsure of where to alight the bus** when approaching their destination.
- **Personal safety concerns** whilst waiting on or using bus services.
- Perceived **attitudes and driving styles of bus drivers** as reasons for not using the bus.
- Private cars (and in some cases taxis) perceived as being more convenient



## Acknowledging the uncertainty in the long term

This BSIP comes at a time of significant uncertainty in local transport. We face all the changes and challenges for bus previously described, but also must look ahead to anticipate the impacts of new technologies, like automation and electrification, the impacts of new ways of working, and of paying for and sharing mobility.

Future economic, environmental and social challenges are not confined to bus or transport in general. How other sectors deal with these may have as much effect on the demand for travel, and cost of providing it, as any actions within the transport system. Meanwhile we continue to deal with the uncertainty of Covid-19 recovery – a major theme of Bus Back Better.

Our emerging LTP will set out the needs of all our modes to support an integrated transport system. As an integrated and funded bus investment programme we are confident that we will meet the ambitions for passenger demand recovery set out in the National Bus Strategy. Further, we are acutely aware that if the future proves more challenging at first, our planned improvements will be vital in maintaining an attractive and sustainable offer for bus travel.



# How we have developed our BSIP collaboratively

The West Midlands BSIP has been developed in collaboration with local bus operators, local highway authorities and other relevant stakeholders including Transport Focus and Bus Users UK under our existing West Midlands Bus Alliance. Engagement has been held with neighbouring local transport authorities, including Staffordshire, Worcestershire, Warwickshire and Telford & Wrekin to ensure synergies for cross-boundary bus services due to the vast geographical converge of West Midlands bus services.

Passenger Engagement and Surveys	Development	West Midlands Bus Alliance	Governance	
Transport focus bus passenger survey 2014 - 2019	Transport for West Midlands (Lead)	<b>West Midlands Bus Alliance Board</b> <ul style="list-style-type: none"> <li>• Transport Focus (Independent Chair)</li> <li>• TfWM</li> <li>• Local Bus Operators</li> <li>• Confederation of Passenger Transport</li> <li>• Bus Users UK</li> <li>• Safer Travel Partnership</li> <li>• Members of Constituent Authorities</li> </ul>	<b>WMCA Board</b> <ul style="list-style-type: none"> <li>• Mayor of the West Midlands</li> <li>• Leaders and Deputy Leaders of Constituent Authorities</li> </ul>	
De-mystifying the bus engagement survey, 2018			Local Bus Operations	<b>West Midlands EP/BSIP Reference Group</b> <ul style="list-style-type: none"> <li>• Bus Users UK (Independent Chair)</li> <li>• TfWM</li> <li>• Local Bus Operators</li> <li>• Confederation of Passenger Transport</li> <li>• Transport Focus</li> <li>• Officers from Constituent Authorities</li> <li>• Officers from Neighbouring Authorities</li> </ul>
Birmingham Bus Survey 2020	<b>Constituent Authorities</b> <ul style="list-style-type: none"> <li>• Birmingham City Council</li> <li>• Coventry City Council</li> <li>• Dudley Metropolitan Borough Council</li> <li>• Sandwell Metropolitan Borough Council</li> <li>• Solihull Metropolitan Borough Council</li> <li>• Walsall Metropolitan Borough Council</li> <li>• City of Wolverhampton</li> </ul>	<b>WMCA Transport Delivery Committee</b> <ul style="list-style-type: none"> <li>• Members of Constituent Authorities</li> </ul>		
All Traveller Segmentation Study – Bus Network Analysis, 2020		<b>Neighbouring Local Transport Authorities</b> <ul style="list-style-type: none"> <li>• Warwickshire County Council</li> <li>• Staffordshire County Council</li> <li>• Worcestershire County Council</li> <li>• Shropshire County Council</li> <li>• Telford &amp; Wrekin Council</li> <li>• Stoke-on-Trent City Council</li> </ul>	Bus Passenger Satisfaction Group	
Public Perceptions of bus, rail journey time, 2020	Enhanced Partnership public consultation 2020			



# Part B: Our Objectives and Targets

## How we are addressing the challenges we face

The previous section set out the biggest current challenges facing bus in the West Midlands. We intend to address these by:

- Alleviating congestion which is slowing buses across the region and restricting access to economic opportunities
- Evolving the network to support existing, new and developing economic hubs
- Allowing passengers to seamlessly travel between bus operators and other modes for the lowest 'capped' fare
- Evolving a bus network that takes advantage of new technology to meet the needs of young people and adults
- Transitioning to a zero-emission bus fleet by 2030, to be at the forefront of the response to the climate change crisis
- Making sure that the bus passenger receives excellent customer service and remains safe, and the network is perceived as safe
- Providing a customer centric approach to service delivery, passenger charter, and a transformation in customer information, digital or paper

We are already working at pace to tackle some of these challenges, including:

- Working to deliver the UK's first all-electric bus city in Coventry, after investing £125m in new buses since 2015 to improve bus emissions standards and delivering the largest bus retrofit programme in England (outside of London)
- Making bus journeys quicker with £40m to tackle congestion hotspots across the bus network and £88m in the region's first Sprint Bus Rapid Transit route
- A Regional Transport Coordination Centre (RTCC), providing a unified and single view of the transport network to keep the West Midlands moving
- Quicker and easier access to bus with Swift, revolutionising our fares and payment function with contactless payment on all buses and daily, 3-day and 7-day fares capping
- Cheaper bus journeys as the only MCA region to cut fares in July 2021, with the cheapest fares in England and prices back to 2013 levels. New low fares zones introduced saving people 35 per cent on a standard regional day ticket, half price travel for all apprentices and trainees under 19 and £1 pre-9.30am travel for concessionary pass holders
- Safer travel by continuing the Safer Travel Partnership, with a dedicated Police Team that has seen criminal damage on the bus network reduce by 25 per cent as well as the introduction of 'bus byelaws' to tackle anti-social behaviour on the bus network

We must and want to do more. This BSIP sets out our further plans, for Better Buses with more zero emission buses, Better Journeys by connecting thousands more people to new opportunities by speeding up and integrating buses across the region and Better Fares with lower and simpler fares.



# Key objectives for our BSIP

We have drawn all the challenges and opportunities discussed into four objectives, that have informed the development of our BSIP - Better Buses, Better Journeys, Better Fares. They reflect the NBS, VfB and LTP 'Motives for Change'.

**A More sustainable and attractive service offer, including to motorists (Better Journeys, Better Fares)**

- to retain, regain and attract new trips; via a stable, legible, better-integrated network, at optimal frequencies for the entire day and week, with excellent value cross-operator/mode ticketing

**B Consistent, good delivery of the service offer (Better Journeys)**

- reliably faster, and more punctual services, via more and better bus priority, with improved arrangements for performance and network management

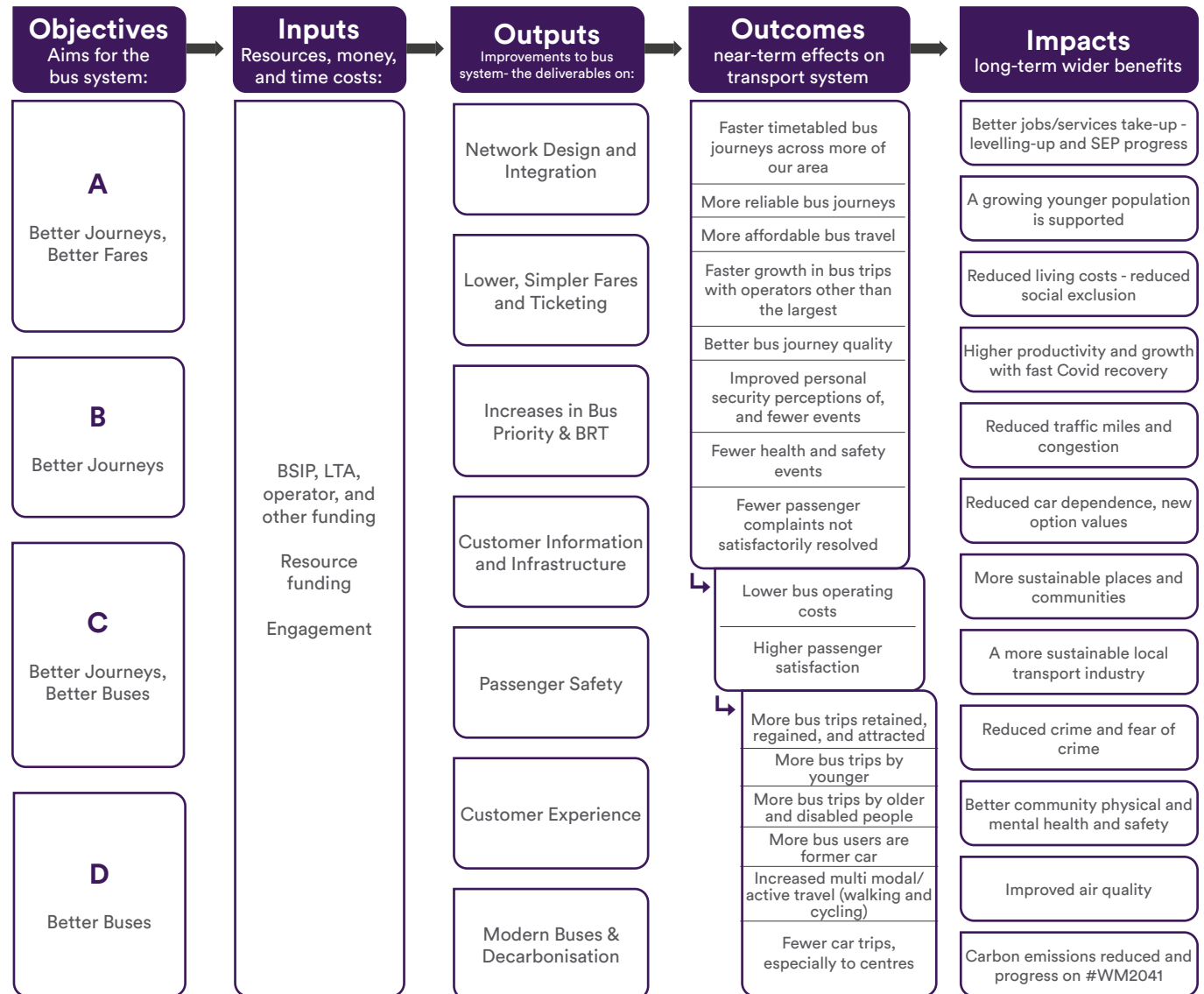
**C Ensuring a good passenger experience for all (Better Journeys, Better Buses)**

- raising passenger satisfaction, with marketable improvements to; vehicles and facilities, branding and information and safety and personal security – with a whole-system passenger charter to ensure these standards are met

**D Reducing environmental impacts (Better Buses)**









- cutting carbon, and the other emissions that worsen air quality and damage health, with a move to zero emission buses

A logic map (Appendix) that is summarised below links these objectives to the ultimate positive long-term impacts for our region. It also shows the shorter-term outcomes for the transport system which form the basis for our BSIP investment programme – the deliverable outputs are described in Part C with outputs linked to our six CRSTS investment themes.



# Targets and Monitoring

We will monitor those outcomes shown using the targets in the table below – which, in addition to the four mandatory NBS areas, include targets in four additional areas linked most closely to local challenges with our current bus offer.

Target Area	To monitor outcomes	Headline target	Baseline, either of		Target years		Outputs contributing most to outcomes monitored by headline targets	
			19/20	20/21	24/25	29/30		
 <p>1. Passenger numbers and growth (mandatory)</p>	<ul style="list-style-type: none"> <li>Faster growth in trips with operators other than largest</li> <li>More bus trips retained, regained, attracted, and by younger people, and older and disabled people</li> </ul>	Growth in boardings (millions) overall	248		268	295	<ul style="list-style-type: none"> <li>Network Design &amp; Integration</li> <li>Lower &amp; Simpler Fares &amp; Integrated Ticketing</li> <li>Increases in Bus Priority &amp; BRT</li> </ul>	<ul style="list-style-type: none"> <li>Customer Information &amp; Infrastructure</li> <li>Passenger Safety</li> <li>Customer Experience</li> <li>Modern Buses &amp; Decarbonisation</li> </ul>
 <p>2. Journey time and network access (mandatory)</p>	<ul style="list-style-type: none"> <li>Faster timetabled bus journeys across more of our area</li> </ul>	<p>Bus speeds kph (MF 0700-1100), network overall</p> <p>Bus speeds kph (MF 0700-1100), strategic centres</p>		16.8	+2.5%	+6.0%	<ul style="list-style-type: none"> <li>Network Design &amp; Integration</li> <li>Increases in Bus Priority &amp; BRT</li> </ul>	
 <p>3. Reliability improvements (mandatory)</p>	<ul style="list-style-type: none"> <li>More reliable journeys</li> </ul>	<p>Punctuality (MF 0700-1100), network overall</p> <p>Punctuality (MF 0700-1100), each strategic centre</p>	85%		95%	>95%	<ul style="list-style-type: none"> <li>Increases in Bus Priority &amp; BRT</li> </ul>	
 <p>4. Average passenger satisfaction (mandatory)</p>	<ul style="list-style-type: none"> <li>Better journey quality</li> <li>Fewer complaints not resolved</li> <li>Higher satisfaction (for all, and older, younger, and disabled people)</li> </ul>	Average passenger satisfaction with service overall		85%	89%	93%	<ul style="list-style-type: none"> <li>Network Design &amp; Integration</li> <li>Lower &amp; Simpler Fares &amp; Integrated Ticketing</li> <li>Increases in Bus Priority &amp; BRT</li> <li>Customer Information &amp; Infrastructure</li> <li>Passenger Safety</li> <li>Customer Experience</li> <li>Modern Buses &amp; Decarbonisation</li> </ul>	
 <p>5. Affordability (additional)</p>	<ul style="list-style-type: none"> <li>More affordable travel</li> </ul>	Average fare p/km (in baseline prices)	23.2p		22.5p	21.4p	<ul style="list-style-type: none"> <li>Lower &amp; Simpler Fares &amp; Integrated Ticketing</li> </ul>	
 <p>6. Safety and personal security (additional)</p>	<ul style="list-style-type: none"> <li>Improved personal security perceptions, and fewer events</li> <li>Fewer health and safety (H&amp;S) events</li> </ul>	<p>Slips, trips, &amp; falls per million boards (five-year average)</p> <p>Crime rate per million boards</p>	0.14		0.13	0.12	<ul style="list-style-type: none"> <li>Passenger Safety</li> </ul>	
 <p>7. Carbon and other bus emissions (additional)</p>	<ul style="list-style-type: none"> <li>Reduced emissions from bus</li> <li>Lower bus operating costs</li> </ul>	Annual GHG saving (ktCO2e) over diesel buses		5	60	90	<ul style="list-style-type: none"> <li>Network Design &amp; Integration</li> <li>Increases in Bus Priority &amp; BRT</li> <li>Modern Buses &amp; Decarbonisation</li> </ul>	
 <p>8. Mode shift (additional)</p>	<ul style="list-style-type: none"> <li>More passengers former car users</li> <li>Increased multi-modal/active travel</li> <li>Fewer car trips, esp. to centres</li> </ul>	Car mode share to strategic centres	68%		66%	61%	<ul style="list-style-type: none"> <li>Network Design &amp; Integration</li> <li>Lower &amp; Simpler Fares &amp; Integrated Ticketing</li> <li>Increases in Bus Priority &amp; BRT</li> <li>Customer Information &amp; Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Passenger Safety</li> <li>Customer Experience</li> <li>Modern Buses &amp; Decarbonisation</li> </ul>

## Proposed Investment Programme to 2025



### Network design and integration

- Provide a stable network to welcome the world to the Commonwealth Games
- Sustain and enhance frequencies on over 110 services
- New cross-city and cross-regional 'levelling up' core network, connecting all parts of our region to jobs and growth, giving 40% of passengers direct links to more places



### Increases in bus priority and Bus Rapid Transit (BRT)

- Trebling the amount of bus priority, providing £700m of economic benefits
- 106km of new bus lanes providing a foundation for our Sprint BRT network



### Lower, simpler fares and integrated ticketing

- Keeping England's cheapest bus fares, already reduced in July 2021
- Thousands of ticket variants down to just six
- Capped fares and lower fares with £4 day fare
- Passenger Incentive Programme to target 500,000 people with bespoke offers



### Modern buses and decarbonisation

- 750 additional zero emission buses by 2025
- More electric and hydrogen buses
- Fastest city region to fully zero emission fleet by 2030



### Customer information and infrastructure

- Local network presented as a single integrated system
- Completed roll out of West Midlands Bus branding
- Real Time Information screens or virtual RTI at every stop



### Customer experience

- Single Bus Passenger Charter for the region
- Giving passengers a stronger voice
- Enhanced driving training programmes



### Passenger safety

- Targeted campaigns to reduce offences, particularly for women and young people
- New CCTV at key locations for enhanced staff and public safety
- Increased presence and patrols on the network



### Longer-term transformation of the bus network

- Continue to explore complementary measures to support bus network growth
- Investigate further enhancements based on global best practice for a better single integrated transport system



## We Will:

Maintain a stable bus network in the lead up to and during the 2022 Commonwealth Games

Deliver enhanced frequencies on over 110 services to support better customer accessibility and provide passenger growth

Significantly expand the new cross-city and cross-regional network of bus services supporting over half a million people to new journey opportunities, connecting communities, and better integration with metro and rail

Set minimum service levels and review our network in full from October 2022 after the Commonwealth Games

Invest in a package of new additional Demand Responsive Transport services to feed an integrated bus, metro and rail network

The West Midlands Bus Alliance aims to connect every resident to every job in the region within 90 minutes by public transport by 2030 working with the Metro and Rail Alliances

### CRSTS investment themes:

- Connecting our places
- Creating resilient networks and communities
- Supporting inclusive growth

The West Midlands Bus Alliance will deliver an enhanced bus network that provides connections that people need for better access to life changing opportunities and essential services including existing and future skills, jobs, retail and leisure.

We will achieve this by defining and delivering a core network of turn up and go services with enhanced frequencies which is easy for passengers to understand and navigate. This core network will be fed by a network of local and supporting services.

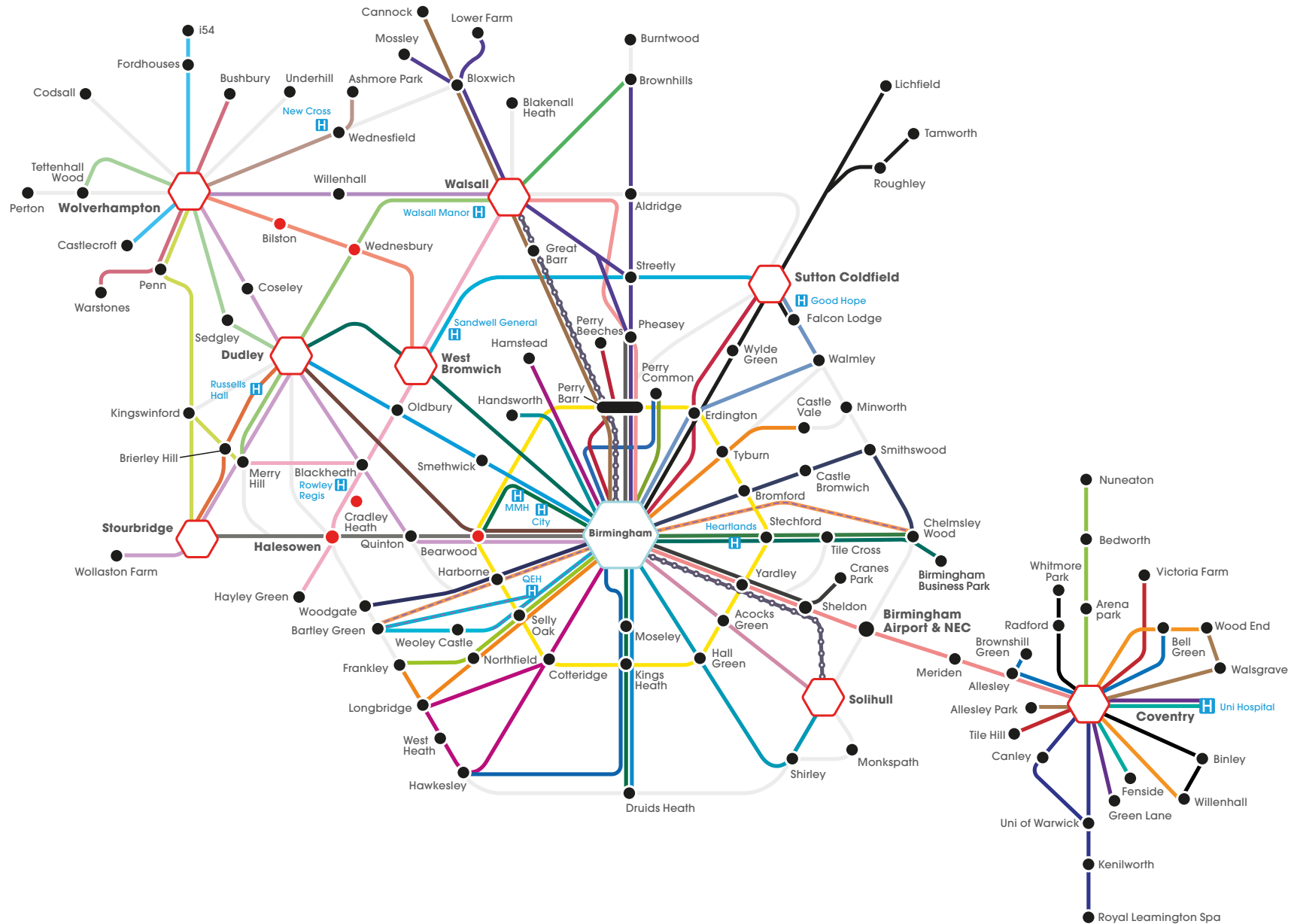
The core network will build on the delivery of cross city services, to link bus services to all parts of our central areas as well as the surrounding suburbs. These cross-city and cross-region services will significantly increase the number of people with direct cross-regional links to more places, and improved connection to metro and rail.

The network will be numbered to remove any duplication of service numbers in local areas to provide greater clarity for passengers.

The core network will be supported with comprehensive bus priority measures, improved waiting facilities, branding, information and integrated ticketing. It is envisaged this investment coupled with the stated frequency levels will give this core network the best chance to be commercially viable in the medium term.



## West Midlands Core Network



Better Buses, Better Journeys, Better Fares

The bus network has been designed around key principles of guaranteed service levels at different times of day including enhancements during the evenings and Sundays, across different categories of the core network, and the local and supported network.

### Monday to Saturday

- 12 to 15 mins between 0500 to 0700
- 8 to 10 mins between 0700 and 1830
- 12 to 15 mins between 1830 and 2330

### Sunday

- 15 mins 0630 to 0830
- 10 to 12 mins 0830 to 1700
- 15 mins 1700 to 2200

POTENTIAL CORE NETWORK SERVICE LEVELS BY DAY AND TIME

### Monday to Saturday

- 15 to 30 mins between 0630 to 0800
- 10 to 20 mins between 0800 and 1830
- 15 to 30 mins between 1830 and 2300

### Sunday

- 60 mins 0700 to 0900
- 15 to 30 mins 0900 to 1700
- 60 mins 1700 to 2200

POTENTIAL LOCAL NETWORK SERVICE LEVELS BY DAY AND TIME

Having maintained a stable network for the Commonwealth Games in July 2022 when the eyes of the World will be on the region, we will undertake a review of the entire network to deliver these principles with operators and other partners. This network will provide the foundation on which we can build to deliver the aspirations of the National Bus Strategy.

The network will be delivered in partnership with and between operators to ensure that resource levels are appropriate for the level of demand and to enhance service provision and prevent scaling back to only the most commercial routes.

The Covid-19 pandemic has meant there are a greater number of services that are no longer commercially viable but that will be essential in delivering our aspirations and those of the National Bus Strategy. There will need to be more services supported by TfWM through the BSIP to deliver these aspirations. TfWM will seek to adopt registrations powers for bus services in the region and explore other options within our Enhanced Partnership to prevent any reduction of the network.

We will deliver a bus network which is better integrated with other modes, including walking, cycling, metro and local rail, to provide seamless and reliable travel choices.

This will include physical integration at key interchanges as well as ensuring that buses meet the times of trams and trains and most significantly, the first and last journeys. This will encourage seamless interchange between bus and other modes and seek to solve the first / last mile conundrum.

Points of interchange will be designed for customer ease to move seamlessly between active and sustainable travel modes, supporting the Bus Alliance objective to connect every resident with every job in the region within 90 minutes by public transport.

We will work to ensure that service changes are minimised and coordinated such that passengers can build their trust and journey patterns around a stable multi-modal network.



## Network Design and Integration

### Demand Responsive and Community Transport

We will continue to trial new and innovative forms of public transport underpinning a multi-modal transport system. Demand responsive transport services, incorporating Ring & Ride and other Community Transport services, will provide feeder services into the core bus and fixed metro and rail networks.

Community Transport operators are an active part of the Bus Alliance and provide a number of specialist services to support people with specific requirements and to meet a very local need. We will seek to give Community Transport services a mainstream identity within the wider bus network.

### Cross Boundary Services

The towns and cities of the West Midlands are destinations for many journeys starting outside of the transport authority's boundaries, and the opposite is also true. In establishing this BSIP we have engaged with our local neighbouring authority partners to understand how our respective BSIPs come together and

support each other. We will continue with this engagement as we collectively finalise our network and go forward to ensure that any network aspirations provide continuity across boundaries and do not stop at any administrative borders.

### Bus Performance and Reliability

Bus performance and service reliability is a big driver of customer satisfaction and use. Currently services are managed independently by individual operators and with differing results, even on corridors where operators run together and sometimes in partnership.

Through our BSIP (and supported by the EP) we need to coordinate this network management by bringing together operators and local highway authorities to ensure headways are managed and network resilience is maintained across the network and between operators. We will look at protecting the core network from unplanned disruption to ensure reliable services. We propose to implement and coordinate technologies and people into a single system to work alongside the already established Regional Transport Coordination Centre to achieve this.



## We Will:

- Introduce an additional 106km of bus lanes across the region. This will provide the foundation for our BRT plans.
- Provide an additional £700m in economic benefits through the delivery of bus priority and better connecting our communities and towns across the region.
- Develop a wider bus priority programme across the region ready for delivery beyond 2025 to further speed up buses and make them more reliable and dependable.

### CRSTS investment themes:

- Connecting our places
- Creating resilient networks and communities
- Supporting inclusive growth

Buses will be given greater priority through a step-change in investment and road space re-allocation to ensure bus priority infrastructure and the network supports the anticipated scale and shape of growth across the region.

Our BSIP proposes a 200 per cent increase in the length of bus lanes, with 106km of new bus lanes up to 2025;

- **Birmingham City Centre – Northfield – Longbridge (2023) / BCR 4.4**
- **Birmingham City Centre – Sutton Coldfield (2023) / BCR 2.0**
- **Perry Common / Hamstead – Hawkesley / Longbridge (2024) / BCR 2.5**
- **Harborne – Castle Bromwich (2024) / BCR 3.1**
- **West Bromwich – East Birmingham (2024) / BCR 1.5**
- **Birmingham City Centre – Halesowen (2025) / BCR 2.5**
- **Outer Circle (2025) / BCR 1.6**

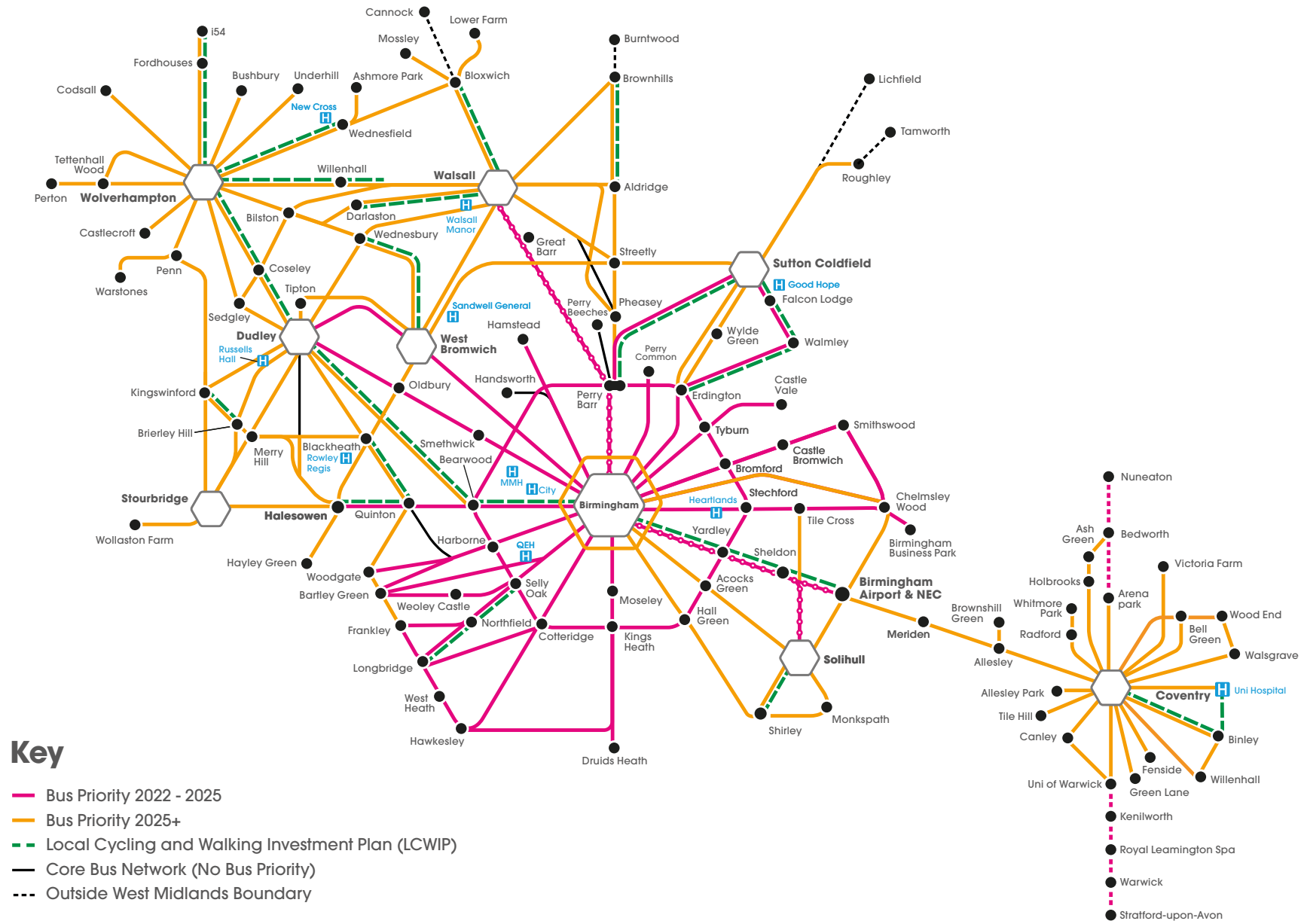
We will provide Better Journeys through the expansion of more bus priority across the region to speed up buses and improve reliability on more services as part of the core network.

The network for greater bus priority, through more bus lanes where there is congestion and space along high frequency routes, will provide the foundation for a larger bus rapid transit network in the future.

We will integrate delivery with our Local Walking and Cycling Investment Plans (LCWIP) where complementary and improve physical access to inaccessible transport interchanges (e.g. Olton Station).

We will also continue to plan and develop more bus priority measures across the West Midlands through our Bus Priority Development Programme. The programme will look at further solutions for the highway network to unlock bus from the vicious circle of congestion that negatively impacts the quality and efficiency of services including operating costs.

## West Midlands Bus Priority Network



**Better Buses, Better Journeys, Better Fares**



## Increases in bus priority and Bus Rapid Transit (BRT)

### Strengthening the KRN approach

The West Midlands Key Route Network (KRN) is a 605km network of key highways across the West Midlands, defined in consultation with constituent local authorities and neighbouring highway authorities. Our KRN is a diverse network serving a range of travel demands and functioning across a range of place types with different characteristics that carries more people on buses than cars on the KRN each day.

As we look forward, there is a need to take a strategic view on the competing pressures across the KRN corridors to deliver optimum solutions from a variety of road-based modes that will help us achieve the emerging LTP Green Paper outcomes, and national policy objectives for bus and active travel as well as decarbonisation of the transport system. The LTP will offer an opportunity to clearly define the role of the KRN, along with policies and measures to ensure that it is developed and well-managed.

## Achieving a modal shift through our Sprint Bus Rapid Transit (BRT) network

Sprint is our planned Bus Rapid Transit (BRT) network that will offer a similar level of service and comfort to a tram. It will operate on the highway like a bus with a limited stop service and dedicated bus lanes on key corridors.

Sprint will enable greater accessibility and quicker, more reliable journey times, helping the region to increase productivity whilst decreasing congestion on the region's roads. It provides the opportunity to encourage a greater modal shift from private cars with its enhanced level of service and comfort. It will link residential and employment areas. It will also connect to HS2 and new tram extensions. Our first corridor – ready in time for the 2022 Commonwealth Games – will link Walsall with Birmingham, Solihull and Birmingham International Airport.



## We Will:

- Maintain the cheapest fares in England at £4 a day and £15 per week for adults; and £2 a day and £7.50 per week for children.
- Radically simplify our ticket range moving from over 3,000 options to a structure of just 6 making it simpler than ever before and enabling prices to be displayed at over 12,200 bus stops for the first time ever.
- Build on the amazing work we have already done with the delivery of 1 day, 3 day and weekly capping to enable those using their bank card across multi-operator services to achieve the same capping benefits.

TfWM and its partner bus operators will deliver a revolution in its fares and ticketing. This will be delivered through simpler, easier and cheaper fares, targeted incentives, that will set the West Midlands above all other areas in the UK in terms of access to, and payment for public transport.

### Simpler

We will replace the thousands of ticket options with a streamlined and cheaper set of just 6 ticket types that will be accepted on all operators' services with aligned pricing. This will include single, day and season tickets making it much easier for customers to understand which ticket offers them best value.

For the first time, TfWM and its partners will be able to promote the price of tickets throughout all its retail channels. This will remove the information barrier that restricts usage.

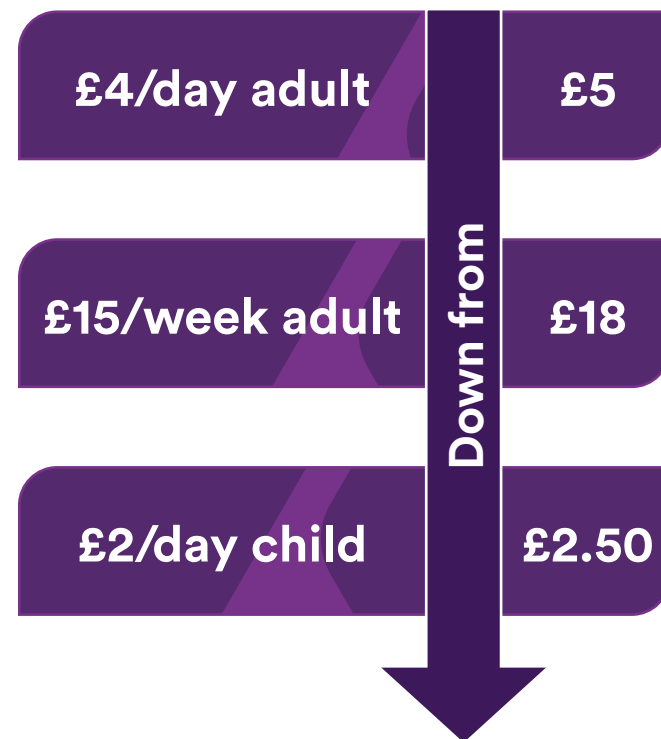
### Easier

We will make it easier than ever before to pay for bus travel. We will deliver a contactless solution so that customers can achieve a best value cap when using their bank card across operators' services.

TfWM will also continue to develop and promote its Swift Go solution which will become a vital component of its passenger incentive programme.

### Cheaper

The interventions will change fares and ticketing in the West Midlands. Customers will be able to use their tickets on all operators' service at no added cost.



#### CRSTS investment themes:

- Making behaviour change easy
- Connecting our places
- Supporting inclusive growth





## Lower, simpler fares and integrated ticketing

### Retail Proposal

Ticket retailing will be aligned to ensure both consistency and efficiency. TfWM, in partnership with local bus operators, will take over the retail network to ensure that customers can access the tickets they need, where and when they need them. This will see a hybrid of physical and digital channels that are customer optimised and efficient to also ensure value for money for bus operators.

### Marketing Proposal

Marketing will be aligned, with TfWM and local bus operators working together to ensure that customers are fully informed on local bus services. This new approach will see a guarantee of 0.5% of ticket sales revenue allocated to marketing activity.

### Ticket Discounting

As part of the launch of the new simplified ticket range, TfWM will support all operators in maintaining discounted ticketing to ensure customer best value across the complete product range and sustaining a real term reduction in ticket prices for customers across all operator services.

### Passenger Incentive Programme

TfWM will work with bus operators to deliver a comprehensive passenger incentive programme that will use data to provide bespoke discounted and free travel offers that both encourage people to return to public transport whilst also generating new users.

### Passenger Incentive Programme - non-exhaustive list of activities



Targeting previous customers that are yet to return following the Covid-19 pandemic



Incentivising non-users through promotions – for example, offering discounted or free travel to those people that use our Swift system to pay for their parking in the region



Free bus travel week to promote the bus to everyone



Social prescribing trials to show that access to transport is a key part of recovery and healthy living. The aim here is to create a legacy where future funding will be accepted to move from a trial into mainstream if the trials are successful



Free travel for new home-owners encouraging them convert to public transport use



Discount and offers to encourage take up of new ticketing technologies such as Swift Go that offers flexible best value capping which is perfect for workers returning to hybrid arrangements



## We Will:

- Transform multi-modal information across the network and bring about effective and enhanced disruption information across all bus services to match that of rail and Metro
- Provide Real Time Information screens, or virtual Real Time via smart phone to every stop across the region
- Make our bus infrastructure cleaner, and greener and provide new enhanced branded infrastructure at all key centres across our network by 2024
- Publish statistics on the performance of our bus network to build confidence in its use to promote patronage growth

### CRSTS investment themes:

- Making behaviour change easy
- Connecting our places
- Creating resilient networks and communities

Our ambition is to “Inform, Reassure and Inspire” the customer experience by providing higher-quality, and wider reaching information that is accessible to all.

Building on our current provision of bus information, we will deliver enhanced integrated information so that the customer can make more informed decisions regarding their journey.

We will work in partnership with operators of other modes to ensure that improved multi-modal information is provided at all interchanges and managed bus stations on printed and digital platforms.

Access to real time journey information will be provided at all stops across the network, via “virtual” displays, such as through a QR code or NFC tag, ensuring information is accessible for those with disabilities. We will install more electronic information screens at locations, focussed on the core network and working with suppliers of new technology ensure that these deliver information to assist visually impaired customers.

We will provide useful, up-to-date and accurate digital information that can assist customers along their journey, either via our network platforms or customer’s mobile devices, giving them greater confidence

to use the system and potentially assisting with onward travel.

We will continue to deliver information through a variety of channels including at the point of getting on the bus as well as onboard the vehicle itself, to ensure that smartphone ownership is not a barrier to information.

We will support travel demand management through information and deliver systems, software and processes that support the RTCC. This will include enhanced disruption information and tools to give customers more information as to why and what alternatives are available, and support operational management of the network to improve bus performance and use.

We will continue to deliver our local TfWM branding across the network and support the vision of a core network that is easily recognised and contributes to a good customer experience. We will continue to work with our local bus operators to retain successful existing brands. Streamlined local branding, marketing and communications will improve the clarity and quality of customer information. This will ensure a more intuitive understanding of a single integrated public transport system across Bus, Sprint, Metro and Rail.

## Customer Information and Infrastructure

We will make our transport assets cleaner, greener and accessible for all. Bus shelters, interchanges and our managed bus stations are the “shop window” for new customers. We will ensure that these facilities across the core network are enhanced and branded to attract new users and encourage modal shift.

We will work with local authorities to enhance the public realm around bus stops to ensure that the locality is safe and provides a positive stepping off point to improve the overall bus journey.

We will enhance our current marketing strategies and promote and provide sustainable travel information that promote the benefits of sustainable transport compared to driving.

We will publish statistics on the performance of the bus network to tell a “good story” through information outputs , particularly focussing on reliability.

We have already made investment into understanding bus “real journey times” , with the intention of including this information on electronic passenger information displays across the bus network.

**Better Buses, Better Journeys, Better Fares**





## We Will:

- Aim to achieve a 100% zero-emission bus fleet by 2030
- Seek an 750 additional zero emission buses by 2025
- Plan to have over 1,000 zero emission buses by 2025
- Continue the delivery of pantograph charging infrastructure to support all operators in accelerating to zero emission

## CRSTS investment themes:

- Making behaviour change easy
- Delivering a green revolution
- Supporting inclusive growth

We plan to have more new electric buses, new hydrogen buses and electric re-powered buses operating across the region. Our continued commitment to improve bus emissions in the region would see all buses zero emission by 2036. Through additional Government funding to our BSIP ask, we can accelerate this timeframe towards 2030 for all remaining 1,750 vehicles (after this BSIP investment) to be zero emission. An average annual investment of £134m in zero emission buses and associated infrastructure is required to meet this goal.

## Our current roadmap for zero emission buses

2021

- First 20 hydrogen double deck buses
- First 5 electric re-powered buses

2022

- First public owned pantograph at Wolverhampton Bus Station
- First subsidised zero emission bus service in the West Midlands

2023

- 100 additional hydrogen double deck buses
- World's largest hydrogen bus rapid transit system (24 vehicles)

2025

- First fully zero emission local bus fleet operator on West Midlands services (Stagecoach)
- Coventry's all-electric bus city

2030

- National Express's entire fleet zero emission target
- All WMCA subsidised bus services zero emission target
- Network of 36 pantograph charging infrastructure across the West Midlands for use by local bus services and cross-boundary services, with the opportunity for multi-modal use





## Modern Buses and Decarbonisation

Alongside our zero emission bus ambitions, our immediate action in 2022 would be to make all buses in the region at least Euro VI. Our successful retrofit programmes have improved the emissions for over 1,000 buses in the last 3 years. The remaining 120 buses across local bus services and the community transport sector would be targeted to ensure cleaner air for all.

As more new buses operate in the West Midlands, our vehicle standards would improve. Enhanced passenger features will be stipulated on all new buses including next-stop audio and visual information, an induction hearing loop, a second wheelchair space and on-board CCTV for enhanced passenger and driver safety and incident reporting.

We would also work closely with operators to improve the passenger information on existing buses. In 2020, we completed a successful project to retrofit on-board next-stop audio and visual information to existing buses. This would be expanded across the existing bus fleet to make buses accessible for all.

Through the investment in new buses, we will commit to improving vehicle safety standards. We will look to develop a Bus Safety Standard for the West Midlands in collaboration with local operators, vehicle manufacturers, the Urban Transport Group and wider bus industry. This will be delivered and initially applied to new buses and on our subsidised bus network.



## We Will:

- Give passengers in our region a stronger voice
- Ensure passengers can easily have their say and that they feel listened to
- Work with partners to act quickly if things go wrong
- Promote an environment in which feedback is actively encouraged and used positively to improve the customer experience

### CRSTS investment themes:

- Making behaviour change easy

## The Customer Charter

We will develop a single Bus Passenger Charter for the region that gives customers information about what they can expect from the bus service in the West Midlands, including tangible outputs, and how to complain where expectations are not met.

The Charter will:

- Confirm the geographical scope of the bus service
- Explain the responsibilities of TfWM and the bus operators
- Set the standards that passengers can expect to receive with regards to punctuality, vehicle cleanliness, service distribution, information standards and accessibility of buses and bus infrastructure
- Include details of inclusive transport provision and specific customer support arrangements for disabled people
- Offer help when things go wrong by signposting sources of support, and summarise the complaint handling process

## Passenger Engagement Opportunities

The Bus Charter and related standards will be partially informed by customers through engagement with passenger representatives and advocacy groups. We will ensure passengers have a range of ongoing opportunities through which to engage with TfWM and the bus operators.

### Mechanisms for redress

We will ensure our Bus Passenger Charter is easy to understand through engagement with passenger representatives and advocacy groups, including those with insights into accessibility and equality barriers. We will make it easy for all passengers to provide feedback and ensure that processes are in place to put things right if they go wrong. Giving passengers a stronger voice will support improvements in overall satisfaction.

### Driver Training Programmes

We will also work closely with operators to improve staff engagement and customer satisfaction and standards, through enhanced driver training programmes.

## We Will:

- Deliver targeted campaigns that focus on education and intervention to reduce offences
- Roll out CCTV at key locations for enhanced staff and public safety
- Improve lighting at bus stations, stops and interchanges
- Increase our presence and patrols on the network

It is imperative that the Safer Travel Partnership (our collaboration with West Midlands Police, British Transport Police and Transport for West Midlands) gives passengers confidence as they use the bus. It is important that the safety and security of customers is considered from the ‘whole journey experience’ point of view. Increasing security measures at stops and interchanges is as important as improving key routes to those stops and interchanges.

Feedback has shown the primary interventions that are requested and needed in this area, and it is these interventions, along with key linked deliverables within the Safer Travel Plan, that have informed the actions to be taken. This fits well with the Violence Against Women and Girls strategy being developed locally by the Police and Crime Commissioner, to address concerns, where transport has been highlighted as a place where women and girls feel less safe.

### Targeted campaigns that focus on education and intervention

Young people are more likely to be victims of crime and focus on education and intervention needs to be considered in this space. Research shows that education can reduce the offences that young people are exposed to. We plan to deliver this through

the Education Officer engaging with a minimum of 30,000 young people and women per year on education programmes.

### The roll out of CCTV at key locations

Technology has also proved to be an extremely cost-effective tool in relation to both staff and public safety on the transport networks. In a CCTV-rich environment, the opportunities for evidence gathering and real-time interventions and incident reporting are clear. This will be delivered by installing remote access CCTV to over 50 shelters and HD CCTV on 11 routes.

### Improved lighting at stations, stops and interchanges

Well-illuminated areas tend to improve people’s perception of safety and lower their fear of crime. Upgrading lighting and reducing dark spaces will deliver this improvement.

### Increased patrols

All demographics favour an increase in capable guardianship on the network, with all cohorts seeing this as their preferred top intervention in making them feel safer. We plan to add 9 more TSO’s onto the network delivering 18,720 additional hours per year.

#### CRSTS investment themes:

- Healthy streets and spaces
- Making behaviour change easy
- Creating resilient networks and communities



## We Will:

- Develop an ongoing pipeline of costed proposals to evolve the integration and transformation of the bus network through enhanced services, more bus priority and better passenger infrastructure.
- Work with our local highway authorities to continue exploring complementary measures to support bus growth including parking controls, better prioritisation of bus and capital investment in bus-based Park & Ride.

## CRSTS investment themes:

- Healthy streets and spaces
- Making behaviour change easy
- Creating resilient networks and communities

The delivery of this BSIP forms the latest stage of an ongoing transformation of bus services and transport investment in the West Midlands. Buses have to act as the critical component in a major network of integrated sustainable and active travel.

This BSIP sets out the ambition to 2025 but the West Midlands intends to keep up this ambition and prepare for the next stages once this initial investment programme is implemented.

TfWM is currently undertaking an analysis of how integration between modes can be further improved as part of the evidence base for the emerging Local Transport Plan. This work, titled 'Project Fuse', will further consider global best practice for the essential elements of integrated transport services.

As well as traditional approaches, this will consider future technology such as 5G communication systems to ensure the transport network is managed more efficiently and effectively, and passengers are kept well informed of the choices available to them and encouraged and incentivise active and sustainable travel.

We have to stay on top of the ambition to maintain Better Buses, Better Journeys and Better Fares in levelling up the West Midlands.





## BSIP Funding

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### Our BSIP funding ask to March 2025 is £662 million.

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If provided in full, it would leverage a further investment of £406m of local and private sector contributions that we could raise on the back of this investment for Better Buses, Better Journeys and Better Fares.

Our BSIP prospectus contains our ask for bus priority to develop the largest network of cross-city and cross-regional services ever developed, which underpins all of the other asks to Bus Back Better and build trust and confidence in our bus network.

Our BSIP investment complements our wider £1.05 billion City Region Sustainable Transport Settlement (CRSTS). Our CRSTS prospectus identified complementary ‘bus’ funding for some of our key priorities for bus rapid transit, simpler ticketing, enhanced public transport interchanges and demand-responsive network enhancements.

There is no duplication between the two. Together, they set out the need for over £1 billion for bus investment in the West Midlands. Both investment asks are aligned and provide strong synergies that, if nationally backed, would generate a real chance for levelling up of the West Midlands economy and “Building Back Better”.



## Making it happen at pace

The West Midlands has led the way on making positive change for bus through public-private partnerships, delivering over £500m of bus improvements through the West Midlands Bus Alliance since late 2015.

The award-winning West Midlands Bus Alliance is made up of local bus operators, local highway authorities, Transport for West Midlands, Confederation of Passenger Transport, Transport Focus and Bus Users UK. A Bus Alliance Board is responsible for setting objectives, overseeing work programmes and making sure work gets done and performance improves. The Bus Alliance Board is accountable to the WMCA Board. This has become the benchmark for public-private partnerships for bus services in the UK.

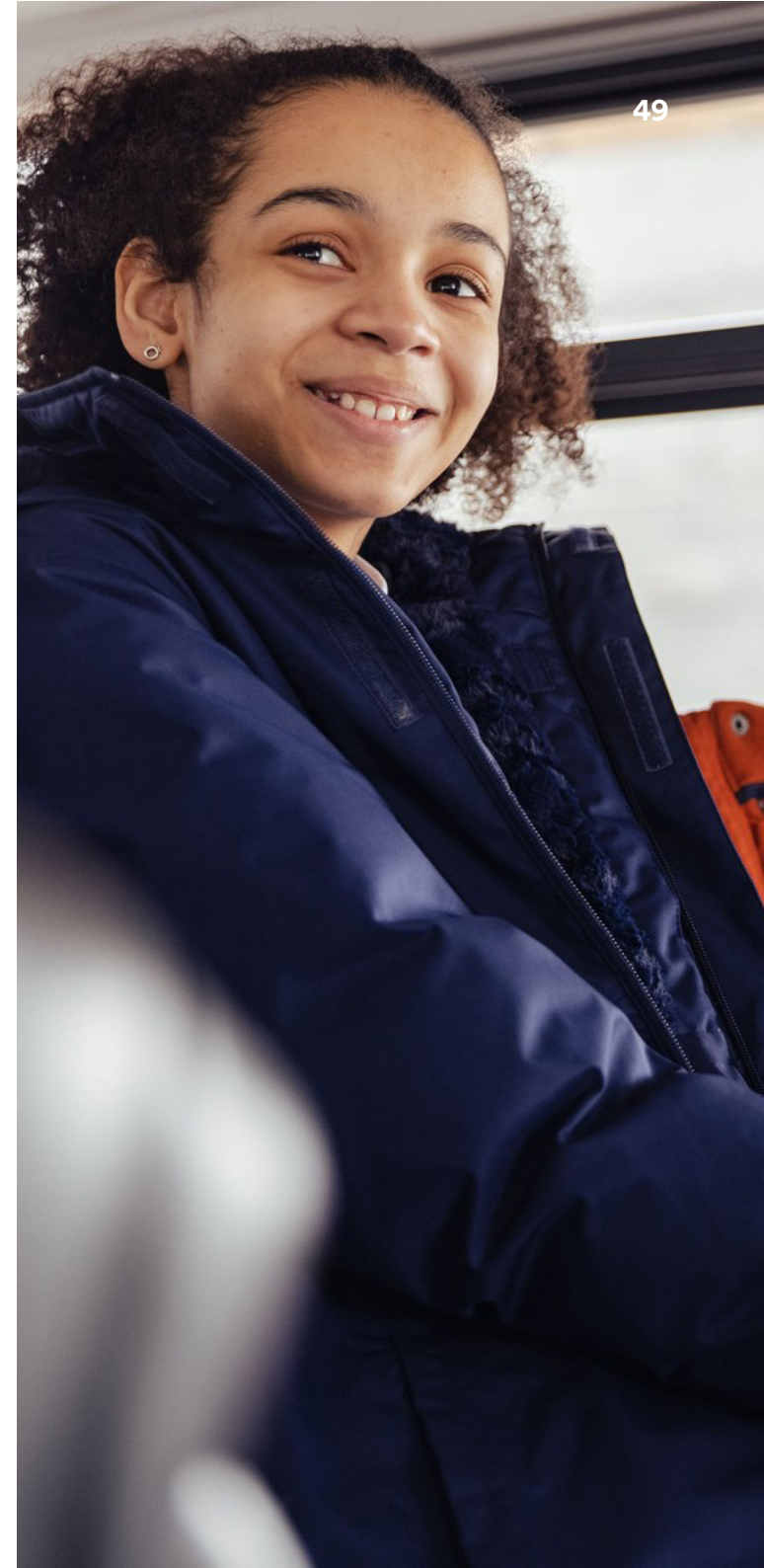
Nationally, TfWM are leading the way as the first, and currently (October 2021) only Mayoral Combined Authority with an Enhanced Partnership (EP).

We have a proven delivery track record spanning several decades. The skills, processes and mechanisms we have in place have been refined and strengthened over many successfully delivered small and large-scale capital projects.

Our project experience includes delivering the first part of our Bus Rapid Transit network – Sprint. It is critical that funding is secured to retain our local experience and expertise so that we can continue our bus service improvements to “Bus Back Better”.

Sustained investment and delivery at pace will be accomplished through our existing West Midlands Bus Alliance and associated Enhanced Partnership delivery model. As the BSIP is published, our Bus Alliance governance will be reviewed, alongside necessary updates to our existing EP. There is no end date to the BSIP – it will be reviewed at least annually through the Bus Alliance to ensure alignment with the emerging LTP and any other relevant national or regional plans.

Through delivery, if the BSIP vision and outcomes cannot be delivered in partnership, franchising is identified as a mechanism to which LTA’s can turn to deliver the BSIP. TfWM is undertaking an assessment of the wider bus service reform options available through the Bus Services Act 2017. This ongoing assessment includes bus franchising options and will detail how the BSIP vision could be pursued and delivered using the 2017 Act.





## Overview of the West Midlands Bus Service Improvement Plan (BSIP)

<b>Name</b>	West Midlands Combined Authority
<b>Enhanced Partnership or Franchising (or both)</b>	Enhanced Partnership (Separate Bus Delivery Options Assessment including Franchising being undertaken)
<b>Date of Publication</b>	5 November 2021
<b>Date of next annual update</b>	October 2022
<b>URL:</b>	<a href="https://www.tfwm.org.uk">West Midlands Bus Service Improvement Plan   Transport for West Midlands (tfwm.org.uk)</a>

Targets	2018/2019	2019/20	2024/2025	Description of how each will be measured
<b>Journey Time</b>	16.5kph overall 14.4kph slowest centre 18.5kph fastest centre	16.2kph overall 13.8kph slowest centre 18.0kph fastest centre	17.2kph overall 16.4kph slowest centre 18.6kph fastest centre	Bus speeds kph (MF 0700-1100). Network overall and by strategic centre, using operator AVL data
<b>Reliability</b>	83% overall 78% lowest centre 88% highest centre	85% overall 80% lowest centre 89% highest centre	95% overall 95% lowest centre 95% highest centre	Bus punctuality (% within 1 min early and 5 late (MF 0700-1100). Network overall and by strategic centre, using operator AVL data
<b>Passenger Numbers</b>	262 million	248 million	268 million	Boardings measured using operator journeys in their Operator Return ('OP1') forms (used for concessionary reimbursement).
<b>Average Passenger Satisfaction</b>	84%	85%	89%	Average passenger satisfaction with service overall, measured using Transport Focus Bus Passenger Survey data.

Delivery – BSIP policies to:	BSIP Funding to March 2025	Explanation (max 50 words)
<b>Make improvements to bus services and planning</b>		
<i>More frequent and reliable services</i>		
Review service frequency	£136.3m	<ul style="list-style-type: none"> <li>Provide a stable network to welcome the world to the Birmingham 2022 Commonwealth Games</li> <li>Sustain and enhance frequencies on over 110 routes, including evenings and Sundays</li> <li>New cross-city and cross-regional ‘levelling up’ network connecting all parts of our region to jobs and new opportunities, giving 40% of passengers direct links to more places</li> </ul>
Increase bus priority measures	£246m	<ul style="list-style-type: none"> <li>Trebling the amount of bus priority, providing £700m of economic benefits</li> <li>106km of new bus lanes</li> <li>A shovel-ready programme of priority for delivery both before and beyond 2025</li> <li>Full alignment with CRSTS and other funding streams</li> </ul>
Increased demand responsive services	See review service frequency	<ul style="list-style-type: none"> <li>Package of new additional DRT services, incorporating Ring &amp; Ride and Community Transport</li> <li>Repositioning Community Transport and DRT with a mainstream identity within the wider bus network</li> <li>Ensuring DRT feeds the core bus, metro and rail networks and active travel</li> </ul>
Bus rapid transit (BRT) network	See increase bus priority measures	<ul style="list-style-type: none"> <li>First Sprint BRT corridor opens ahead of the 2022 Commonwealth Games</li> <li>New cross-region links, helping level-up the Midlands by connecting Walsall, Birmingham city centre, Birmingham Airport, Solihull and HS2 in the future.</li> <li>Delivering more bus priority to provide the foundation for our BRT plans.</li> </ul>

<i>Improvements to planning / integration with other modes</i>		
Integrated services with other transport modes	See more frequent and reliable services	<ul style="list-style-type: none"> <li>Seamless and reliable travel choices to better integrate with other transport modes</li> <li>Physical integration at key interchanges and with active travel modes</li> <li>Ensuring buses meet train and tram times, especially first and last journeys</li> </ul>
Simplify services		<ul style="list-style-type: none"> <li>A core network of 110 turn-up-and-go services</li> <li>Enhanced frequencies and minimum service levels</li> <li>Local and supported services</li> </ul>
Review socially necessary services		<ul style="list-style-type: none"> <li>Review and support more services impacted by covid to help recover the customer base and usage</li> </ul>
<i>Improvements to fares and ticketing</i>		
Lower Fares	£53m	<ul style="list-style-type: none"> <li>Keeping England’s cheapest bus fares, already reduced in July 2021</li> <li>£4/day and £15/week capped low fares (down from £5/day and £18/week)</li> <li>Continuing daily, 3-day and 7-day capped fares</li> <li>Passenger Incentive Programme to target 500k people with bespoke offers</li> </ul>
Simplify Fares		<ul style="list-style-type: none"> <li>Goal of no premium for multi-operator tickets</li> <li>Massively simplified fares and ticketing offer of just 6 ticket types</li> <li>Prices shown at every stop for the first time ever</li> </ul>
Integrate ticketing between operators and transport	£0.5m	<ul style="list-style-type: none"> <li>New multi-modal capping back office</li> <li>Customers will always get best value whichever mode they use</li> <li>Goal shared by all operators of no premium for multi-operator tickets</li> <li>Builds upon highly successful Swift Go and nBus / nNetwork schemes</li> </ul>

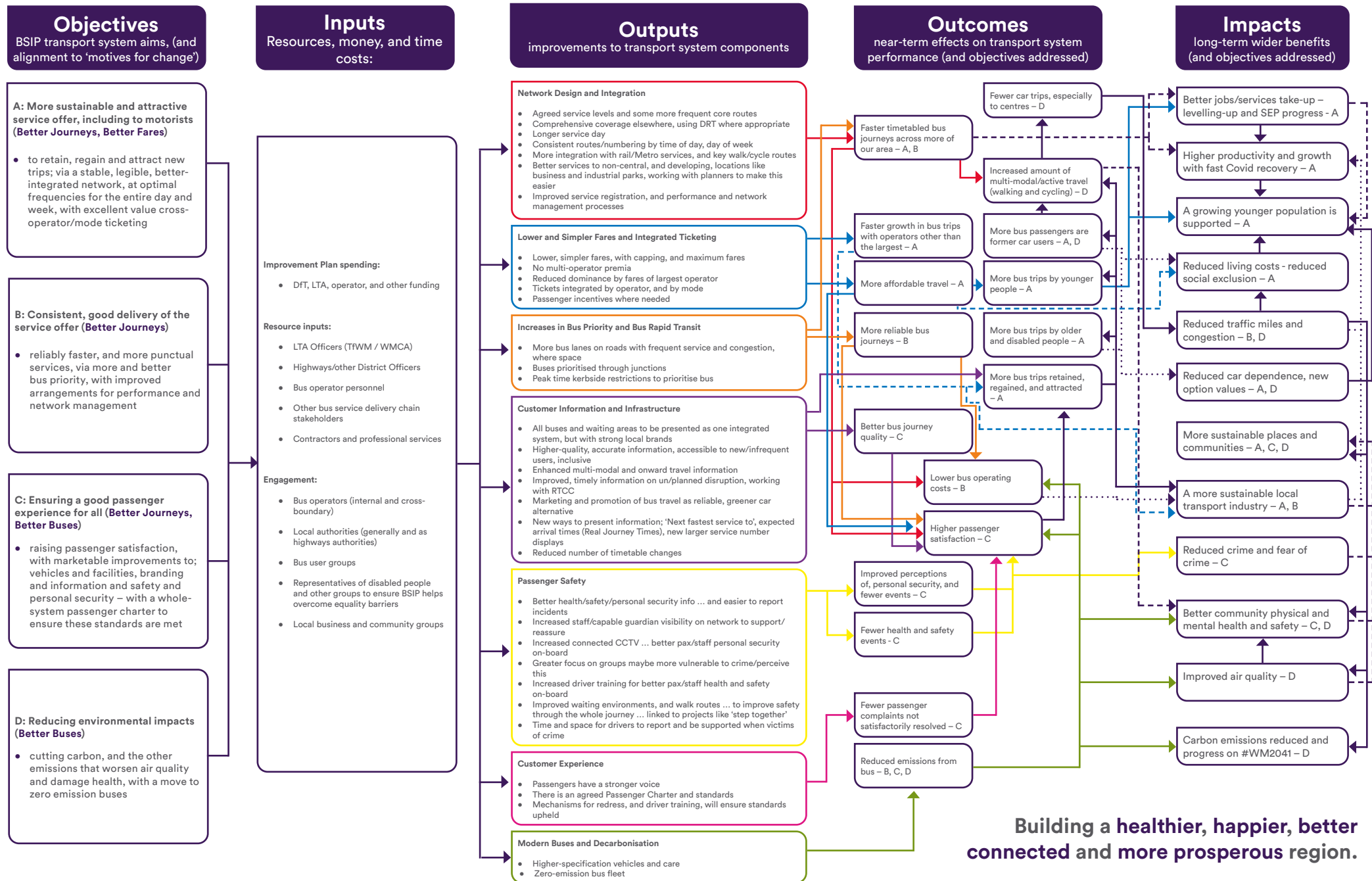
Delivery – BSIP policies to:	BSIP Funding to March 2025	Explanation (max 50 words)
<b>Make improvements to bus passenger experience</b>		
<i>Higher specification buses</i>		
Invest in improved bus specifications	£3.9m	<ul style="list-style-type: none"> <li>Enhanced passenger information and safety standards on new and existing buses.</li> </ul>
Invest in accessible and inclusive bus services	£1m	<ul style="list-style-type: none"> <li>Trialling new and innovative forms of public transport underpinning a multi-modal transport system</li> <li>Enhanced driver training programmes to improve staff and customer engagement and satisfaction</li> </ul>
Protect personal safety of bus passengers	£1.1m	<ul style="list-style-type: none"> <li>Targeted campaigns to focus on education and intervention to reduce offences, particularly for women and young people</li> <li>New CCTV at key locations for enhanced staff and public safety</li> <li>Improved lighting at bus stations, stops and interchanges</li> <li>Increased presence and patrols on the network</li> </ul>
Invest in decarbonisation	£161m	<ul style="list-style-type: none"> <li>Additional 750 zero emission buses by 2025</li> <li>100% zero emission fleet by 2030</li> <li>Fastest city region to fully zero</li> <li>£313m of match funding from private sector</li> </ul>

<i>Improvements to passenger engagement</i>		
Passenger Charter	£0.3m	<ul style="list-style-type: none"> <li>Single Bus Passenger Charter for the region</li> <li>Giving passengers a stronger voice and ensuring they can easily have their say and that they feel listened to.</li> <li>Working with partners to act quickly if things go wrong and promoting an environment in which feedback is actively encouraged and used positively to improve the customer experience.</li> </ul>
Strengthen network identity	£5.6m	<ul style="list-style-type: none"> <li>Completing the West Midlands Bus branding roll out across the network</li> <li>Alignment with equivalent brands for other modes to give single integrated transport network</li> <li>Supporting the vision of a core network that is easily recognised and aids clarity and simplicity</li> <li>0.5% of fares revenue invested in marketing</li> </ul>
Improve bus information	£17.7m	<ul style="list-style-type: none"> <li>Transformed availability of multi-modal information across the network</li> <li>Effective and enhanced disruption information across all bus services to match that of rail and Metro.</li> <li>Real Time Information screens, or virtual Real Time via smart phone, to every stop across the region.</li> </ul>



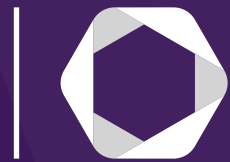
## Appendix: BSIP Overview

Delivery – BSIP policies to:	BSIP Funding to March 2025	Explanation (max 50 words)
<b>Other</b>		
Customer infrastructure	£23.9m	<ul style="list-style-type: none"> <li>• We will make our bus infrastructure cleaner, and greener</li> <li>• New enhanced branded infrastructure at all key centres across our network by 2024</li> </ul>
Network Management	£5.3m	<ul style="list-style-type: none"> <li>• Improved network management by bringing together operators and local highway authorities in a single system through the established Regional Transport Coordination Centre</li> <li>• Manage headways and network resilience across the network between operators and highway authorities</li> </ul>
Marketing	£4.5m	<ul style="list-style-type: none"> <li>• At least 0.5% of fares revenue re-invested in marketing</li> <li>• New and exciting marketing campaigns to encourage ridership and get people back to bus</li> </ul>
LTA Delivery	£1.8m	<ul style="list-style-type: none"> <li>• Strengthening of staff resources and capabilities to deliver the ambitious BSIP investment delivery programme</li> </ul>





Transport for  
**West Midlands**



**West Midlands**  
Combined Authority