

# Transport Network Resilience Plan



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# Foreword

**I am pleased to present this Transport Network Resilience Plan for the investment period 2022/23 to 2026/27. This plan will guide our work and response at a critical time for the West Midlands where we are facing unprecedented challenges. As we respond to these challenges and demands of our time, the ability to adapt and withstand disruptions is crucial to maintaining our social, economic and environmental well-being.**

The West Midlands has always been a hub of innovation, creativity, and leading revolutionary change. At the heart of this region has been a transport system supporting our industries, diverse communities and rich cultural heritage enabling our region to evolve and thrive. However, in an era characterised by constant disruptions through severe weather, infrastructure failures, threats of natural and man-made disasters, it is imperative that steps are taken to enhance the performance and reliability of our transport network.

In response to these challenges, this plan outlines how the Network Resilience directorate within Transport for West Midlands (TfWM) intends to realise the objectives set within the TfWM Annual Business Plan. We understand how the network performs during periods of vulnerability that potentially undermines the efficient operation of our critical transport infrastructure. We will therefore adopt a holistic, collaborative approach to strengthening the resilience of the transport network.

**Transport Network Resilience** in this plan is defined as; ‘the skills and capacity to prepare in an evidence-based manner for transport disruptions, to recover from the shocks and stresses introduced, and to adapt, grow and learn from one disruptive event to another in our ability to support our communities.’

This plan embraces the principles of the Rodin Resilience Framework and need for us to be; Aware, Diverse, Integrated, Self-Regulating and Adaptive. We recognise that resilience is not a static issue but requires continuous monitoring, assessment and adaptation.

## Our vision for Transport Network Resilience is:

**To keep the West Midlands moving, enabling our communities to create positive, safe, sustainable travel behaviours, building a well-informed, better-connected citizen, through trustworthy, accurate and timely communications.**

This vision supports the **UK Government's approach to resilience recognising the three core principles:**

- A developed and shared **understanding of the civil contingencies risks** we face is fundamental.
- Prevention rather than cure wherever possible: a greater emphasis on **preparation and prevention**; and
- Resilience is a **'whole of society' endeavour**, so we must be more transparent and empower everyone to make a contribution.

As the transport arm of **West Midlands Combined Authority**, TfWM is accountable for delivering against the Local Transport Plan (LTP) 'Reimagining Transport in the West Midlands' with a vision of being a 'better connected, more prosperous, fairer, greener and healthier region' considering economic, performance, social and environmental challenges across the Transport Network.

Ultimately, the success of this Plan relies on our collective efforts and shared responsibility. Working with our colleagues and stakeholders we will manage the network in line with the principles set out above, as it is only through collaboration and cooperation that we can truly achieve a resilient West Midlands.

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**Mark Corbin**  
Director of Network Resilience





# Introduction: Why is a resilient transport network important?

The transport network in the West Midlands includes the following modes; active travel, bus, train, tram and highways. Collectively this provides the transport that enables the region's economic, social, health, leisure and education activities to function. The socio-economic and environmental challenges that the West Midlands faces are framed in 5 motives and through the LTP Core Strategy and the 6 Big Moves. We want to deliver a safe, efficient and reliable transport network.

Due consideration of climate risks, their interdependencies and potential adaptation measures will build the transport network's resilience against the effects of climate change. The management and monitoring of disruptions to passenger journeys includes climate-related/induced disruptions; this inclusion of climate impacts will prevent

climate change from disconnecting residents from economic, social, health, leisure and educational opportunities. To sufficiently embed these environmental considerations into this Network Resilience Plan, the following definitions are provided;

**Decarbonisation** measures taken to reduce the carbon intensity or carbon emissions produced through projects and programmes.

**Environmental impacts** the affects that the Network Resilience directorate has on the region's natural and built environment.

**Climate adaptation** the measures taken to adapt and prepare infrastructure, communities, and services for the effects (climate impacts) that result from the planet's changing climate.

## West Midlands LTP5 5 Moves for Change



Examples of the climate risks that the West Midlands is exposed to include (but are not limited to): disruption to energy supplies, water scarcity, heat stress and overheating and flash surface water flooding. Interdependent climate risks refer to the impacts that, whilst occurring predominantly in one sector or industry, have a knock-on effect on the infrastructure and service delivery of another.

## What type of shocks and stresses are we faced with?

When we consider resilience of our transport system we are generally assessing two types of activities:

- Planned activities
- Unplanned activities

### Planned activities

These are projects being delivered that will likely have an impact on the infrastructure of the transport system, its users and be disruptive over an extended period. This could include; new cycling provision, junction improvements, HS2 works, Metro extensions, large scale events and impacts from new housing developments.

### Unplanned activities

Daily there are challenges that are beyond our control that occur on or near to the transport network that introduces disruption to users and nearby communities. This could include; broken down vehicles, infrastructure failures, road traffic collisions, rail disruptions and disruptions on motorway network.

These unplanned activities can often produce poor reliability of our transport network which affects the travel choices of people in the region. This is not just an issue for public transport services, it also affects businesses with unreliable journeys adding unplanned time and, in some cases, mileage onto journeys.

### Road Safety

We continue to pursue our long-term mission of Vision Zero (eliminating fatalities and serious injury). This will be supported by evidence-based actions to address targeted road safety objectives working alongside the Regional Road Safety Partnership aimed at keeping the transport system safe for all users. Looking beyond the personal trauma associated with road traffic crashes (RTCs) we must all be aware of the impacts on our residents and businesses as a consequence of RTCs causing delays on the network with an average annual societal cost of almost £300m. We recognise that the road network can be a barrier to walking, cycling,

scouting and wheeling. Our commitment to Vision Zero is to improve how people feel when using the road network.

To assist in minimising these impacts we promote a safe system approach (enabling safe vehicles, safe roads and roadsides, safe speeds, safe road use and effective post-crash care) across the region. This systematic method allows us to proactively manage road safety risk, recognising that humans make frequent mistakes resulting in RTCs and that the human body has limited ability to tolerate high physical forces experienced in an RTC. We encourage all partners to play an active role keeping the transport system safe and promote a shared responsibility where all road users recognise their role.

### Other environmental risks

Whilst steps have been made to decarbonise transport, and more recently transport infrastructure, there remains a need to increase efforts to address air quality across the highway network. Whilst we encourage a modal switch to sustainable or active travel, we recognise that private vehicles will continue to be the main mode for many of our residents and businesses. Consequently, to maintain resilience and avoid the imposition of Air Quality Management Area directives we need to ensure the network as a whole is used effectively and operates with maximum efficiency to avoid the build-up of Nitrogen Dioxide and Particulate Matter 2.5.

## Understanding how people travel

Within TfWM, data is owned by our Data Insight Service team who manage, support and build the tools required to analyse the infrastructure and modal responses to planned and unplanned activities on the transport network. This data analysis is applied to provide an understanding how people travel; what is available during these activities to our communities and how we can best support them.

**Active travel** has an important role to play in keeping our network moving. Whilst we want people to make the natural choice of active travel for shorter day to day journeys, it is also useful in times of disruption. West Midlands Cycle Hire consists of 1500 hire bikes spread across all 7 local authorities, with significant use within the three cities. 150 ebikes provide a popular choice for longer or more hilly journeys. Active travel provides sustainable links between longer public transport journeys and has significant importance for the first and last mile of our journeys. TfWM are working towards the government's aim of half of all urban journeys to be cycled or walked by 2030.

When we reviewed disruptions to the transport network in the West Midlands, our data shows that the **bus network** moves more people in the West Midlands than any other public transport mode. Disruptions to this network have a major impact on our communities and businesses.

During periods of disruptions, we have witnessed uplift in tram, rail and cycle hire users. Journey times on roads tend to increase at the start of disruption but then return to normal in line with other modes.

**Metro users** tend to re-mode more to rail and to bus, perhaps due to parallel corridors of the metro line. This tends to have a knock-on effect on the road network in terms of increased journey times and from the Regional Transport Coordination Centre (RTCC) perspective, an increase in Waze alerted traffic jams and irregularities.

Our trends show that **rail users** tend to re-mode to bus and metro. Unlike metro there isn't a major knock-on effect on the road network regarding increased journey times and traffic jams witnessed. This may be due to the ability of rail users being able to work more flexibly.

**Private vehicles** (cars and goods vehicles) remain the primary transport mode for our residents and businesses to move around the highway network. In comparison to other modes, they are well served by existing infrastructure but there is still significant effort required to improve safety and efficiency of the network and reliable journey times.

Dominance of motor cars on the road network should not go unchallenged. Cars were involved in over 80% of all fatal and serious road incidents in 2022. While goods vehicles account for a much lower proportion of overall fatal and serious incidents (8%), over half of all fatal and serious injuries arising from goods vehicles involved in incidents in 2022, were pedestrians.

We will continue to explore how modes can operate in harmony within the defined highway space, and encourage behaviour change to build network resilience and promote collective responsibility for safe and effective use of the network. This includes maximising highway space to provide segregated facilities for vulnerable road users (e.g. cyclists and pedestrians).



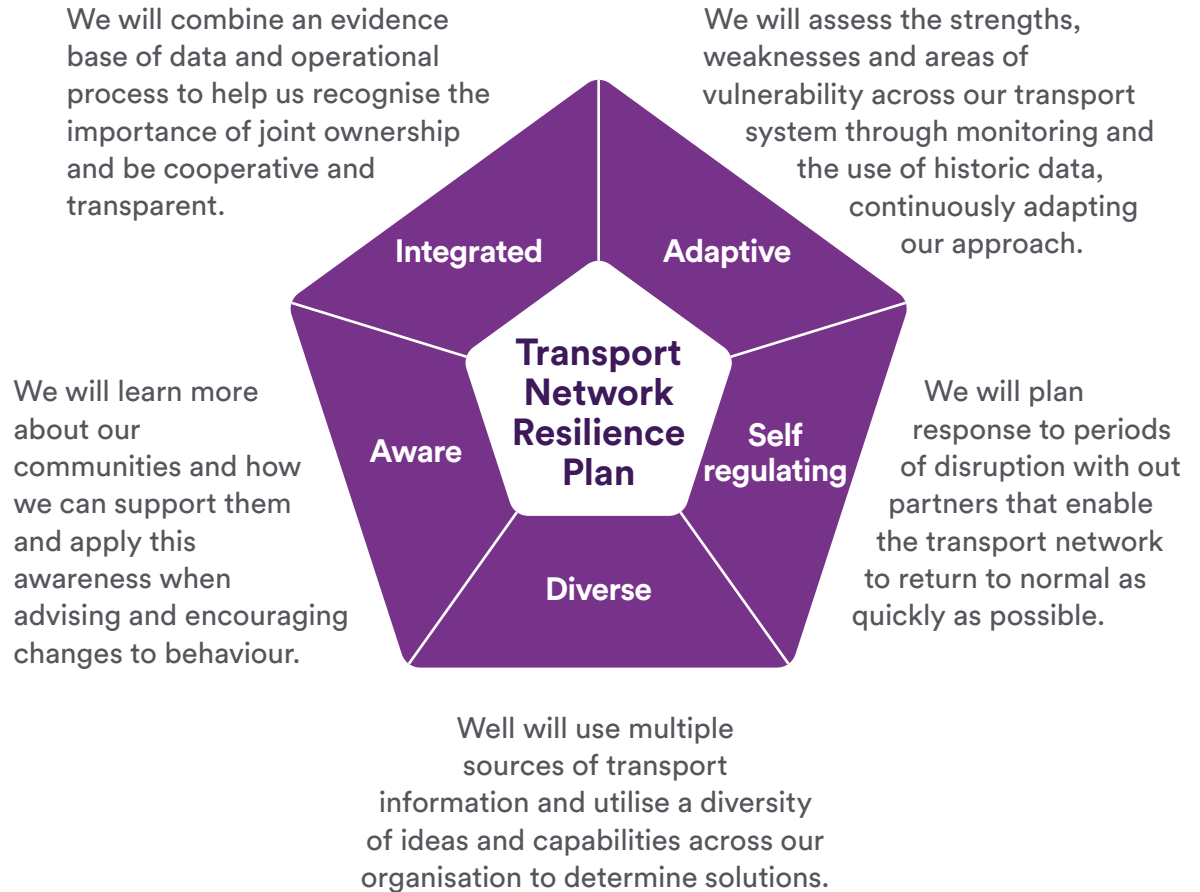
# How do we frame our response to these planned and unplanned activities?

Ultimately, this plan in supporting the aims of the UK government in delivering resilience, also delivers the objectives of the 5 Motives for Change of the new Local Transport Plan (LTP5) to deliver the outcome, of keeping the transport network moving. To achieve this outcome, we will adopt the five principles of the Rodin resilience framework<sup>1</sup>: Aware, Diverse, Integrated, Self-Regulating, Adaptive. We will continue to apply the Sustainable Transport User Hierarchy as set out in the LTP.

We will also continue to build on the successes of the Congestion Management Plan in further embedding our evidence-based Travel Demand Management approach. This recognises that our communities can make intelligent decisions given the right information. The basis for this approach will be the 5Rs.

- Re-mode journeys
- Re-route journeys
- Re-time journeys
- Remove journeys
- Reduce journeys

## 5 Core Principles of Network Resilience



1. Rodin, J., (2014). The Resilience Dividend: Being Strong in a World Where Things Go Wrong. Public Affairs/Perseus.



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# Collaboration and Network Resilience

We define collaboration as the ‘action of working with someone to produce something’ and as a team, we place collaboration at the heart of all our work. Throughout the life of this plan, we will make every effort to embrace this in our internal and external work and through our partnerships.

## West Midlands Combined Authority

### Net zero targets and environmental risks

Throughout this investment period we will work with the West Midlands Combined Authority’s Environment and Energy Capital teams to ensure that all Network Resilience projects and programmes sufficiently weave the organisation’s net zero ambitions (WM2041) and environmental agenda into planning, delivery, and operational phases of work where appropriate. Within TfWM we will provide essential internal services utilising all teams from within Network Resilience to support this ambition and encourage and develop the responsibility for a resilient network across TfWM. This will include raising the profile of all team activities and ensuring the West Midlands Combined Authority is kept informed.

## Communities: our transport users

In keeping with the National Framework, it will be essential to empower our communities as they also have a role to play in delivering a resilient Transport network. Our TfWM purpose is creating Journeys for Everyone. We will be engaging with and listening to our communities (including organisations and key stakeholders) as we plan for and communicate about disruptions, and supporting change in their travel behaviour.

## Local authorities and National Highways

We will build on the existing stakeholder relationships with local authorities and National Highways, establishing more effective collaborations to support management of the transport network and delivery of planned activities and our response to unplanned activities.

## Transport operators, freight and logistics

Throughout this plan we will continue to mature our established procedures for managing disruption across the transport network and where required, establish new agreements to improve collaboration.

## Emergency services

Working with emergency services either through the Local Resilience Forum or directly in response to unplanned activities will be vital to the success of this plan. Our work with West Midlands Police through the Safer Travel Partnership and in response to seasonal disruption will continue and will be enhanced.

## Supply chain and other partners

We will place significant interest on our supply chain particularly through the Transport Skills Academy seeking to develop a new type of collaborative relationship that benefits our suppliers, TfWM, and the wider Combined Authority

## Schools, Colleges and Universities

Working with educational settings we will continue to increase awareness of the Transport Sector and the job roles young people can access. This will support our work experience programme by inviting young people into the organisation to experience an occupation they have interest in as well as changing perceptions of what we do in the region.



# Developing our understanding: Network Mitigations, Behaviour Change and Communications

## Multi-Modal Support

During periods of response for short term planned activities or unplanned activities (such as industrial action, severe weather or infrastructure failures), we will stand up our multi modal operations team to support the management of our response.

## Network Mitigations Forum (NMF)

The primary role of the NMF will be the forward planning and oversight for disruption mitigation strategies for major schemes and events in the West Midlands that are deemed likely to have a strategic impact upon transport. In the first instance, this will be driven by the ongoing development of a regional Single View Programme (SVP).

The criteria below will be the focus of the NMF in delivering any strategic tactical mitigation strategies to minimise the potential disruptive impacts on the network: -

- **Duration** – A project significant in programme duration with moderate to high sustained impacts on principal roads / transport infrastructure within the region and/or affecting the region.
- **Disruption** – A project or event creating high to severe levels of disruption on principal road / transport infrastructure within the region and/or affecting the region.
- **Interface** – Projects with interface and interaction where the cumulative impacts are likely to compound into high levels of sustained disruption on principal road / transport infrastructure within the region and/or affecting the region.

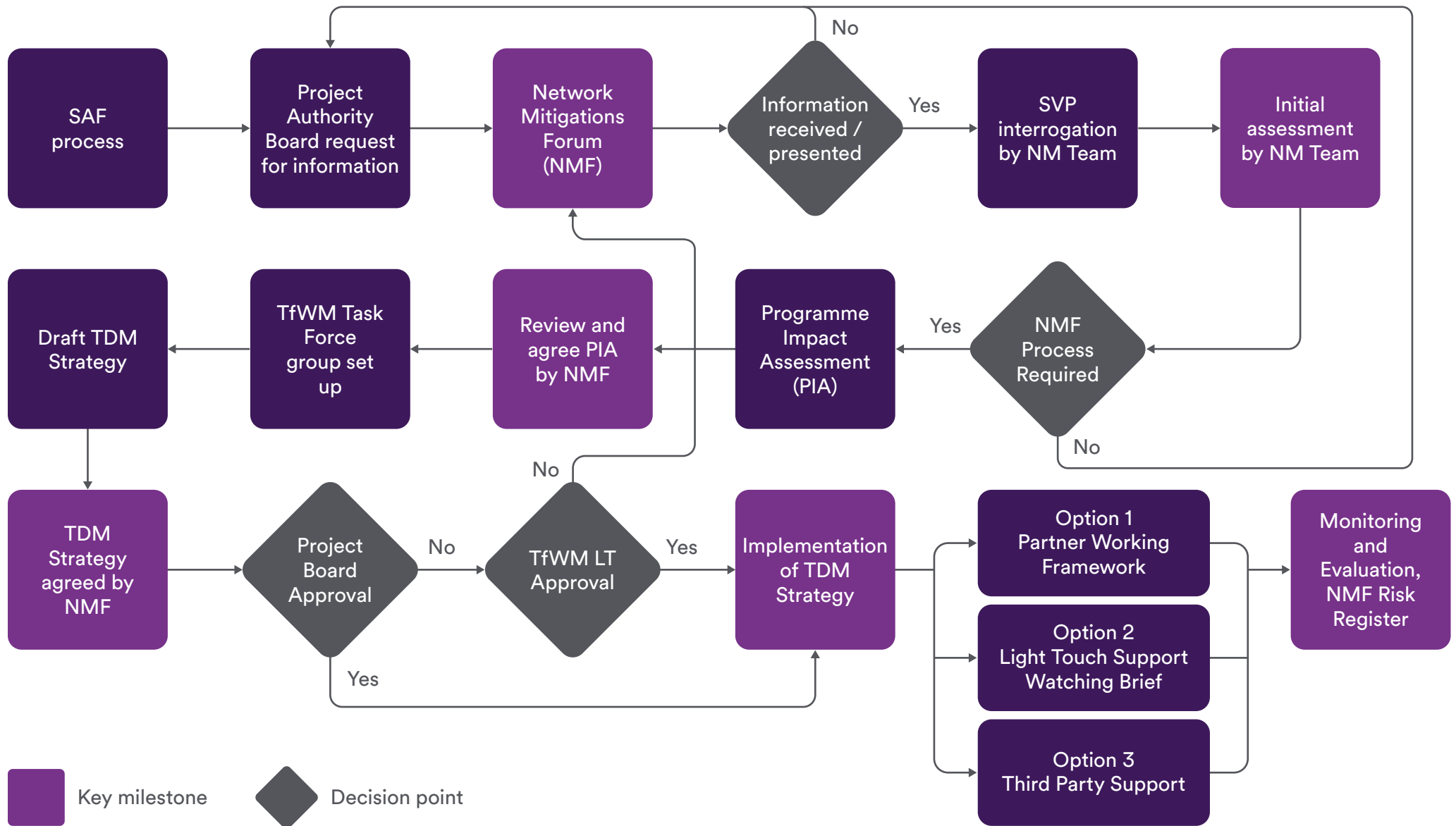
The NMF will be the forum for key officers involved in major scheme and event coordination to provide project updates that will cover programme, risk and issue interfaces.

In managing disruptions, it is vital for our communications with our communities to be a result of an evidence led TDM Strategy, which is one of the key outputs from the NMF. This

enables us to use our data and knowledge of our communities to advise of the best approach to mitigating disruptions and to work together with our communications team. The TDM Strategy will include research to support the most appropriate type and methods of communication for disruptions and inform this messaging. Our approach will be varied and tailored to the audience, and this will include a range of communications approaches, ensuring we are not digital by default.

The workflow for the NMF is shown below and focuses on an assessment of the programme using the criteria above, to determine the next steps.

# Network Mitigations Forum – Draft Governance



## Behaviour Change

We need to enable our communities to create positive sustainable travel habits, so that even in times of disruption they are well informed and able to undertake the journeys they need. This is an essential part of our role in creating a resilient network. Behaviour Change is one of the Local Transport Plans 6 Big Moves and we support this policy by ensuring our communications and engagement with communities follows these principles, whilst also incorporating our evidence led Travel Demand Management Strategy.

Developing a better understanding of our communities is crucial in delivering effective communications for all the teams within Network Resilience; from understanding travel patterns during and after disruptions, to delivering behaviour change projects, to developing the Skills Academy and being better prepared to deal with emergencies and events.

Encouraging people to change their behaviour in this way has its limits. Highlighting the options available to people won't change how well options meet citizens' needs. Public engagement to encourage behaviour change must go hand in hand with actions we take to materially change citizens' choice environment.

## Communications

Communication is at the heart of what we do and is key in ensuring that we keep our communities informed of any planned and unplanned activities that will affect their journey. We will continue to deliver communications to encourage behaviour change comprised of:

- Offering advice on alternative travel options by providing effective communications that are up to date and manage customer expectations.
- Targeting travel information so that it is tailored to the options available to people.
- Providing multi-modal journey-planning advice and communication alongside targeted marketing campaigns;
- Aligning targeted communications to wider programmes of interventions to improve citizens' choices and capabilities.
- Deploy communications to encourage citizens to re-mode, re-route, re-time, remove and reduce journeys in preparation for our response to planned and unplanned network disruption.
- We will work with partners to provide training and guidance to help customers travel via sustainable modes.

In managing disruptions, it is vital for our communications with our communities to be a result of an evidence led Travel Demand Management Strategy. This enables us to use our data and knowledge of our communities to advise of the best approach to mitigating disruptions and to work together with our communications team. The TDM Strategy will include research to support the most appropriate type and methods of communication for disruptions and inform this messaging. Our approach will be varied and tailored to the audience, and this will include a range of communications approaches, ensuring we are not digital by default.

Developing and applying this approach to all projects within Network Resilience will enable us to become a Trusted source for our communities, partners and stakeholders, providing a single version of the truth.

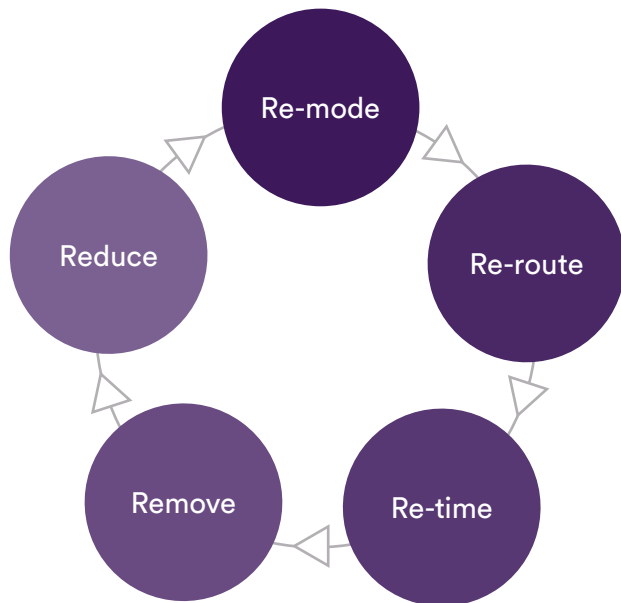
Working with partners and stakeholders we want to minimise the impacts of planned and unplanned activities through a package of communications that are relevant to the duration, disruption, interface and therefore overall impact of anticipated disruption.

To determine the level of response for a planned and unplanned activity, recommendations are made by the Network Mitigations Forum (NMF). This advises which of our gold, silver and bronze



communications packages we need to adopt for the activity. These provide a tiered approach delivered in partnership with the Behaviour Change Hub.

Gold will be used for high impact major roadworks and events, with silver and bronze following where the scale, impact and duration of disruption is deemed less impactful. Using the TDM Strategy, the relevant communications package is designed, utilising the 5Rs as the basis for our messaging.



## Unplanned activities

Primarily through social media platforms and direct communications with key stakeholders, we will provide reactive, effective communications, that are up to date, manage customer expectations, provide alternatives and are reliable in times of disruption and during an emergency response.

In times of emergency, we will implement our Network Emergency Plan, working with stakeholders to ensure a timely, consistent response and the message is disseminated to all impacted. This is to advise and influence the regions customers. By sharing this information, we aid the development of situational awareness and the integrity of that message.

# Network Resilience Directorate

**An essential part of the process to define the Transport Network Resilience Plan is to clearly express a set of Mission Statements to provide clear direction for each Network Resilience service area and to explain what their contribution will be in realising the Vision for Network Resilience.**

## **Behaviour Change Hub (BCH)**

Enabling people to enjoy travelling reliably across the West Midlands in the most sustainable way possible considering both their environmental impact and the increasing effects of climate change. We will do this by understanding and evaluating the impact of all disruptions and gathering an evidence-based knowledge of our communities and stakeholders to assist us in understanding appropriate mitigations. We engage with our communities (businesses, education sites, local residents, freight/taxis companies) by providing travel advice to manage disruption and support individuals with their journeys and encourage sustainable travel.

## **Transport Skills Academy (TSA)**

Providing a one-stop destination for the existing and potential workforce in the West Midlands to build capacity and capability across the transport infrastructure. Throughout this investment period, we will change perceptions of the transport sector, inspiring people from diverse backgrounds to build the skills required to enter or progress in the sector.





## Security & Policing (S&P)

Improving perceptions of passenger safety to increase trust and confidence in using public transport services. This involves working with British Transport Police, West Midlands Police and public transport operators (through the Safer Travel Partnership) to prevent and reduce crime and anti-social behaviour, promote safer travel both in and outside of periods of extreme weather, responsible and respectful behaviour and provide a visible, reassuring presence for travellers when using public transport.

## Key Route Network (KRN)

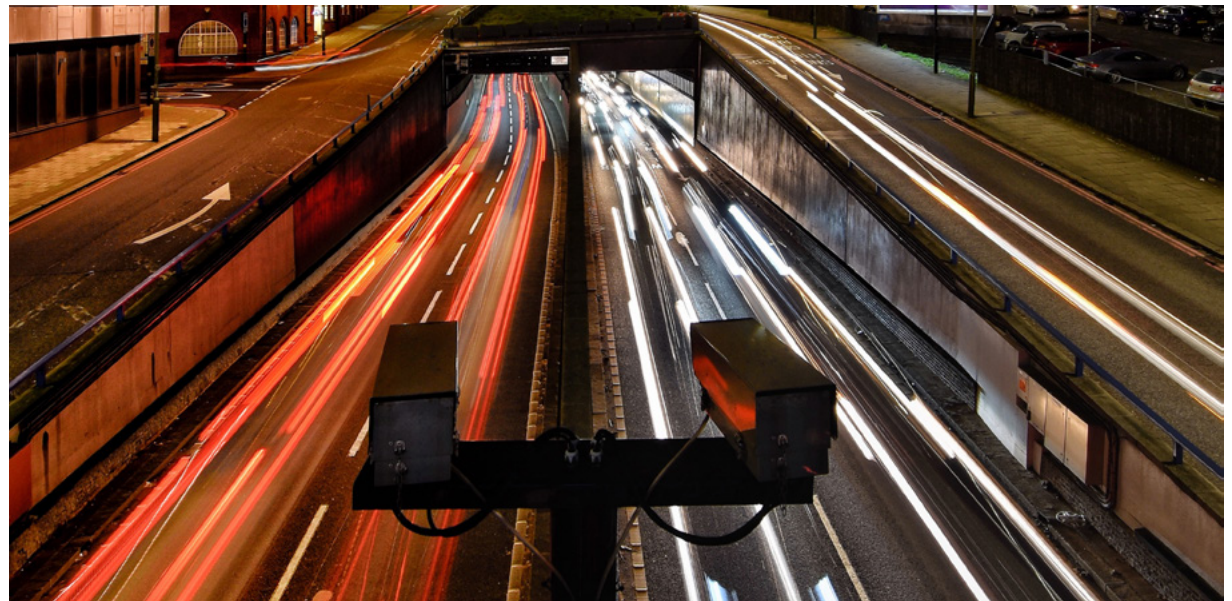
The KRN is a collection of local roads essential for movement of people, goods and services and comprising 7% of our local roads and carrying 50% of local traffic. We will work with partners and stakeholders to manage the performance of the KRN to a high standard and make sure it is reliable, well maintained and safe providing good access to employment opportunities, education, leisure and services for all road users. This will be achieved by ensuring investment in the required infrastructure, effectively managing and integrating all highway assets, establishing a centre of excellence for decarbonising roads, adopting ambitious targets for road safety and giving due consideration to measures that support climate resilience and the West Midlands Combined Authority's declaration of a climate emergency, maintaining the high-quality performance of the KRN despite the effects of climate change.

## Regional Transport Co-ordination Centre (RTCC), Events & Emergency Planning

Monitoring the performance of the Transport Network and ensuring a co-ordinated response to managing and mitigating the impact of planned and unplanned activities, across the region. This includes extreme weather events and interdependent climate impacts that cascade from other sectors to the transport network. Utilising the RTCC as the platform for local authorities and transport operators to coordinate their data and information; to ensure a single source of truth regarding Network disruption; and to support customers in their decision making so that they can travel as safe, sustainably and efficiently as possible across the region.

## Traffic Signals Technology Design (TSTD)

Collaborating with stakeholders and local authority partners to maximise the performance of the West Midlands traffic signals network to support the safe, sustainable and efficient operation of the Key Route Network. This involves managing the growth of the traffic signal asset to meet TfWM requirements, sustaining the continued development and maturity of the RTCC and supporting strategic planning for the KRN and the region to meet the organisation's TfWM goals.





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# Congestion Management Plan: How far have we got?

The table below provides a view of the relative success of TfWM's 2018 **Congestion Management Plan** in achieving its ten headline objectives to keep the West Midlands moving<sup>2</sup>. This provides important context for the definition of the this Transport Network Resilience Plan, indicates the scale of the challenge in realising the objectives for Network Resilience and highlights any issues still to be addressed within this investment period (2022/23 to 2026/27)

Congestion Management Plan Objective	Delivery Score	Justification for Delivery Score
1. Tackle congestion hotspots through further investment in roads	50%	Highways Investment Plan for the KRN still in development. Major investments made across KRN through RTCC Highways Investment Strategy programme
2. Push for greater traffic management powers, including moving traffic offences	80%	Considerable progress made, with powers for Moving Traffic Contraventions expected in summer of 2023
3. Invest in technology to help monitor performance and manage traffic	80%	Major investment (e.g. in sensor technology) but further data exploration required
4. Deliver a Regional Transport Coordination Centre for all modes to manage incidents and major events	90%	RTCC opened with stakeholder relationships continuing to evolve
5. Work with the Police and Crime Commissioner to manage road incidents safely and efficiently	70%	Worked on large events together (e.g. Commonwealth Games (CWG)) but not as a matter of course
6. Continue to build capacity into public transport networks	50%	Tram network extended by 2.7km and CWG led to some successes but faced COVID, patronage and funding barriers

2. Based on the results of a poll of NR Heads of Service in January 2023 subsequently refined by the Director of NR.

Congestion Management Plan Objective	Delivery Score	Justification for Delivery Score
7. Invest in communication tools and become a trusted source of travel advice	80%	Communications significantly improved, but proactive and targeted communications now required around 'Single View'
8. Co-ordinate the delivery of the transport investment programme & minimise impact through collaboration	60%	Strategic Resilience Partnership in place but Investment Plan not yet delivered (and now picked up at local authority level)
9. Make better use of the M6 Toll	30%	Better relationships forged but greater work to be done to mature this objective with the M6 Toll operator
10. Deliver a travel demand action plan to encourage re-modelling, re-routing, re-timing and removing journeys	70%	Plans in place for individual disruptions but not as a comprehensive Behaviour Change strategy

# Our Plan for this investment period: What's next and what continues?

**This section details the delivery priorities of the Network Resilience directorate over the course of the City Regions Sustainable Transport Settlement (CRSTS) investment period.**

The Deeper Devolution Deal was announced in 2023 and will maximise the West Midlands Combined Authority's current role and responsibilities and revolutionise how Government funding is implemented – providing the tools to deliver more inclusive growth and deliver transport in a more environmentally sustainable way. It will be important to work across TfWM and with our West Midlands Combined Authority colleagues to maximise opportunities for the Network Resilience directorate. Many priorities are cross cutting, reflecting the collaborative nature of our work. The responsibility and accountability for some of these priorities sits within specific teams, but this collaboration is important to note, and will be evidenced through our monitoring and evaluation framework.

Our overarching objectives are detailed here, and link directly to the individual service area priorities which are presented in the form of a set of high-level objectives in Appendix 1<sup>3</sup>.

Each of the 6 Network Resilience service areas will deliver on their Mission Statements in support of the new Local Transport Plan for the West Midlands from 2022/23 to 2026/27 particularly the Safe, Efficient and Reliable Big Move.

The short to medium term objectives of the Plan are then scheduled on the **Timeline** in Section 7, representing a definitive work programme for completion by the NR directorate over the next three financial years (2023/4 to 2025/26).

In addition, a **Network Resilience Monitoring and Evaluation Framework** is planned to be devised alongside the timeline to inform an assessment of the impact of the actions and contributions of each service area in achieving Transport Network Resilience over the full investment period.

3. Within this context it is recognised that aspects of the Congestion Management Plan that have yet to be fully delivered also need to be carried forward to this investment period. Where relevant these tasks have been linked to objectives of the appropriate NR service area in Appendix 1.

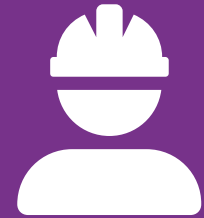


## Network Resilience Overarching Objectives

1. Enabling people to enjoy travelling reliably across the West Midlands in the most sustainable way possible, considering both their environmental impact, and the increasing effects of climate change.



4. Inspire the future workforce to consider transport as a viable option for career choices and generate positive attitudes towards the diversity of roles within the West Midlands transport sector



2. Improving perceptions of passenger safety to increase trust and confidence in using public transport services.



5. Monitoring the performance of the Transport Network and ensuring a co-ordinated response to managing and mitigating the impact of planned and unplanned activities, across the region.



3. Work with partners and stakeholders to manage the performance of the KRN to a high standard and make sure it is reliable, well maintained and for all road users.

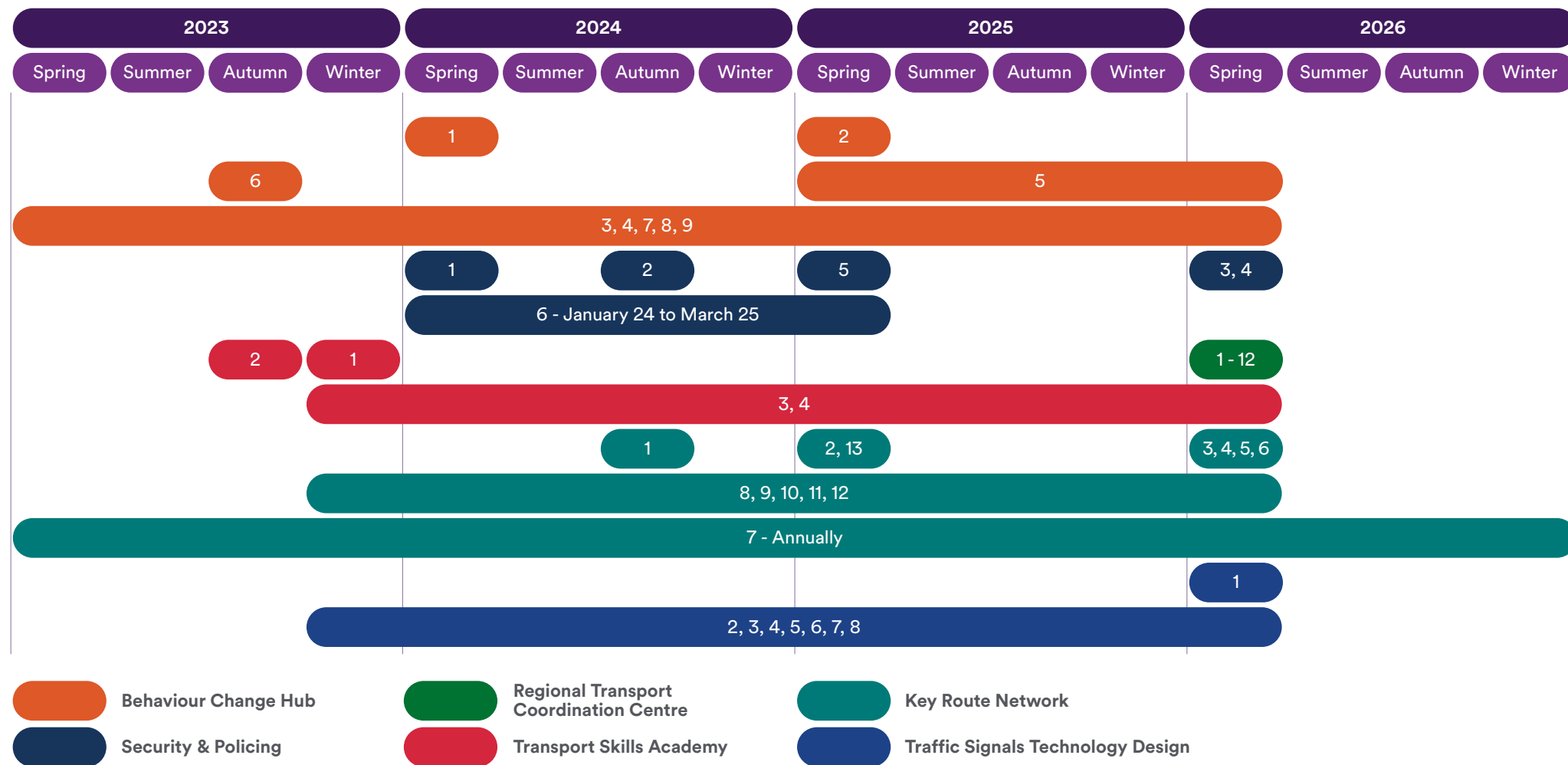


6. Collaborating with stakeholders and local authority partners to maximise the performance of the West Midlands traffic signals network.



# Timeline of key actions: April 2023 to March 2026

Taking account of the commitments outlined in the previous section, the **TNRP Timeline** below provides an overview of the key actions to be fully completed by each NR service area within the next 3 years of the City Regions Sustainable Transport Settlement (CRSTS) investment period (financial years 2023/24 to 2025/26) to enable each of the 6 NR service areas to deliver on their Mission Statements in support of in support of the 5 Motives for Change of LTP5.



## Behaviour Change Hub

1	New Behaviours Change Hub Strategy	Spring 24
2	Establish BCH	Spring 25
3	Matrix of Travel Behaviour Change projects	Spring 23 to Spring 26
4	TDM strategies for planned and unplanned disruptions	Spring 23 to Spring 26
5	TfWM Staff Travel Plan	Spring 25 to Spring 26
6	Network Mitigation Forum	Autumn 23
7	Scope out and bid for grant funding	Spring 23 to Spring 26
8	Mitigate impacts of transport investment programmes	Spring 23 to Spring 26
9	Support Influencing Transport Lab	Spring 23 to Spring 26

## Security & Policing

1	Safer Travel Partnership staffing and priorities review	Spring 24
2	Provisional Safer Travel Plan (2024-2027)	Autumn 24
3	Stronger relationships with transport agencies	Spring 26
4	Security & Policing CCTV - Review environmental opportunities	Spring 26
5	Develop S&P service offering	Spring 25
6	Support national development of TSO's	January 24 to March 25

## Regional Transport Coordination Centre

1	Support Combined Authority's Enhanced Partnership	Spring 26
2	Monitoring and Evaluation framework	Spring 26
3	Major Events Strategy and Forum	Spring 26
4	Develop multi-agency Engagement Strategy	Spring 26
5	Monitor and co-ordinate network performance	Spring 26
6	MML partnership for metro integration with wider network	Spring 26
7	Bids for large events	Spring 26
8	WM Conurbation Local Resilience Forum	Spring 26
9	TfWM's Network Emergency Plan	Spring 26
10	Make better use of M6 Toll	Spring 26
11	Support management of HN, UTCs and outdoor assets	Spring 26
12	Business case for LRTN in response to DDD	Spring 26

## Transport Skills Academy

1	Launch Young People Plan	Winter 23
2	Establish TSA website	Autumn 23
3	Generate positivity around diversity of transport roles	Winter 23 to Spring 26
4	New Standard to push apprenticeship opportunities	Winter 23 to Spring 26

## Key Route Network

1	Best Practice Review - temporary traffic management & air quality	Spring 24
2	Moving Traffic Contraventions implementation	Spring 25
3	Review road safety aspirations for the KRN	Spring 26
4	Centre of Excellence for Net Zero Roads	Spring 26
5	Digitising Traffic Regulation Orders	Spring 26
6	Develop KRN strategy	Spring 26
7	Annual Network Resilience Summit	Annually
8	KRN Action plan	Winter 23 to Spring 26
9	Review KRN Maintenance Strategy	Winter 23 to Spring 26
10	Collaboratively provide a safe, efficient and reliable network	Winter 23 to Spring 26
11	Consistent customer experience through innovative tech	Winter 23 to Spring 26
12	Support Introduction of consistent traffic enforcement	Winter 23 to Spring 26
13	Development and co-ordination of 'Single View'	Spring 25

## Traffic Signals Technology Design

1	Invest in emerging traffic signal technology	Spring 26
2	TSTD recruitment	Winter 23 to Spring 26
3	Develop Traffic Signal Technology Design team	Winter 23 to Spring 26
4	Input into development of highways schemes	Winter 23 to Spring 26
5	Positively influence travel behaviour on KRN	Winter 23 to Spring 26
6	Provide support to RTCC and KRN during large events	Winter 23 to Spring 26
7	Assess improvements required for KRN	Winter 23 to Spring 24
8	Develop KRN traffic signal asset	Winter 23 to Spring 24



13:51 Library  
27 Feb Library 8 min  
Library 16 min

Bull Street  
Platform 1 towards Library

Bull Street →  
Cathedral Square  
Snow Hill  
Colmore Business District

West Midlands Metro

# Appendix 1

**Objectives of our teams  
throughout the investment  
period 2022/23 to 2026/27**

## Behaviour Change Hub (BCH)

Objective	Delivery by:	In collaboration with	Lead/Support	Links to CMP objective:
1. To develop a New Behaviour Change Hub Strategy to support and drive the work of the Behaviour Change Hub within Network Resilience and Transport for West Midlands considering environmental impacts, the effects of climate change and the devolution deal as key factors	Spring 2024		Lead	
2. To establish the BCH as a nationally recognised centre of excellence for Network Mitigation Travel Demand Management, and Behaviour Change best practice	Spring 2025		Lead	
3. <b>Develop, deliver and promote a matrix of Travel Behaviour Change projects in line with LTP5 to avoid, shift and improve travel behaviour across the West Midlands</b>	Spring 2023 to Spring 2026		Lead	10
4. Keep the West Midlands moving by developing and implementing evidenced based TDM Strategies for planned and unplanned disruptions.	Spring 2023 to Spring 2026	KRN, RTCC Events and Emergency Planning	Lead	
5. To revise and implement the Transport for West Midlands Staff Travel Plan to continuously improve and support staff in making positive sustainable travel choices	Spring 2025 to Spring 2026		Lead	
6. To set up, manage and support a Network Mitigation Forum to govern disruption mitigation strategies for major schemes, transport investment programmes and events (including climate-related events) in the West Midlands through forward planning	Autumn 2023	KRN, RTCC Events and Emergency Planning	Lead	
7. Scope out and bid for grant funding to support the work of the Behaviour Change Hub.	Spring 2023 to Spring 2026	KRN, RTCC Events and Emergency Planning	Lead	

Objective	Delivery by:	In collaboration with	Lead/Support	Links to CMP objective:
8. Keeping the West Midlands moving by mitigating the impacts of transport investment programmes through developing and delivering tactical transport strategies alongside our key strategic partners through the Network Mitigations Team	Spring 2023 -Spring 2026	KRN, RTCC Events and Emergency Planning	Lead	
9. To support the Influencing Transport Lab in building an evidence base to better understand how people use the Transport Network and how to encourage Avoid, Shift and Improve travel behaviours	Spring 2023 - Spring 2026	Influencing Transport Lab, Customer experience team	Lead and Support	

## Transport Skills Academy (TSA)

Objective	Delivery by:	In collaboration with	Lead/Support
1. To launch a Young People Plan that will inspire our future workforce to consider transport as a viable option for career choices and generate positive attitudes towards the diversity of roles within the West Midlands transport sector	Winter 2023	Transport for West Midlands/Careers Networks	Lead
2. To establish the TSA website as a one stop destination for raising awareness of the variety of vocational, technical and professional roles and upskilling opportunities within the West Midlands transport sector	Autumn 2023	WMCA/Transport for West Midlands/Local Authorities	Lead
3. To generate positive attitudes towards the diversity of roles within the West Midlands transport sector and provide routes to entry and progression to the existing workforce, learners and parents living in areas of deprivation	Winter 2023 to Spring 2026	Existing workforce/ Learners	Lead
4. To work across the transport sector to develop and deliver new standards to grow and drive take-up of apprenticeship opportunities offered by various regional institutions	Winter 2023 to Spring 2026	IfATE/Partners/ Employers	Lead

## Security & Policing (S&P)

Objective	Delivery by:	In collaboration with	Lead/Support	Links to CMP objective:
<p>1. To work with the Safer Travel Governance Board to review the staffing and priorities of the Safer Travel Partnership to ensure resources are available to:</p> <p>a. Reduce and deter violence against women and girls;</p> <p>b. Address strategic ‘in road’ issues to improve the reliability of public transport, minimise congestion and reduce pollution and improve durability and maintain service provision during extreme weather events and climate impacts;</p> <p>c. Maximise the use of drone technology to assist ‘in road’ issues; and</p> <p>d. Support the RTCC to minimise congestion using Transport Safety Officers</p>	Spring 2024	Safer Travel Governance Board	Lead	
2. Draft a provisional Safer Travel Plan (2024-2027) for consultation and publish in March 2024	Autumn 2024	Safer Travel Governance Board	Lead	5
3. To build stronger relationships with relevant transport related agencies by bringing them into the CCTV Control Room, identifying opportunities to co-locate staff and recruit additional Transport Safety Officers	Spring 2026	External Transport Agencies	Lead	3
4. Examine the Security and Policing CCTV infrastructure to identify opportunities to reduce energy consumption and improve our carbon footprint	Spring 2026	CCTV Contractor	Lead	
5. To develop the S&P service offering in support of the strategic objectives of Network Resilience and the RTCC, helping to minimise congestion and maximise the opportunities for future modes of travel by utilising drone analytics, artificial intelligence and body-worn video	Spring 2025	Artificial Intelligence Companies	Lead	
6. Support the National development of Transport Safety Officers within 5 Local Transport Authority Areas in England	January 2024 to March 2025	Department for Transport	Lead	



## Key Route Network

Objective	Delivery by:	In collaboration with	Lead/Support	Links to CMP objective:
1. To conduct a Best Practice Review of the efficiency and environmental impacts and climate resilience of temporary traffic management measures	Spring 2024	LA partners	Lead	
2. To secure and facilitate the implementation of powers for Moving Traffic Contraventions across the CA area	Spring 2025	LA partners	Lead	2
3. To review the road safety aspirations for the KEY ROUTE NETWORK, working with the West Midlands Road Safety Partnership to deliver the Regional Road Safety Strategy refresh, Regional Road Safety Action Plan and region-wide Speed Limit Review	Spring 2026	LA Partners, OPCC, Mayor, WMP & WMFS	Lead	
4. To create The Centre of Excellence for Net Zero Roads through the Live Labs 2 project	Spring 2026	North Lanarkshire Council and LA partners	Lead	
5. To support the completion of digitising Traffic Regulation Orders to facilitate future innovation associated with kerbside management and maximise opportunities afforded by the Devolution Deal's transport sandbox	Spring 2026	LA Partners and PSI Directorate	Lead	3
6. <b>To develop a KRN Strategy with a focus on informing investment decisions based on the economic and environmental benefits and emerging risks and opportunities of operation</b>	Spring 2026	PSI Directorate	Lead: KRN Support: TSTD & RTCC	8
7. To host an Annual Network Resilience Summit to assist with the coordination of planned works on the Network	Annually		Lead: KRN Support: BCH	

Objective	Delivery by:	In collaboration with	Lead/Support	Links to CMP objective:
8. <b>To develop and implement existing and future KEY ROUTE NETWORK Action Plans targeted at congestion hotspots and high risk locations and promote their implementation across the region through the current City Region Sustainable Transport Settlements 1 funding and prepare for the committed round 2 funding in 2027</b>	Winter 2023 – Spring 2026	LA Partners and Strategic Partnership and Delivery Integration Directorate	Lead	1
9. To review the KEY ROUTE NETWORK Maintenance Strategy to assess and report on the condition and lifecycle of the region’s assets and develop appropriate mitigations incorporating learning from the Live Labs 2 project	Winter 2023 – Spring 2026	LA Partners	Lead	
10. To collaborate with stakeholders to provide an efficient, reliable and safe network including reviewing the CA and National Highways Partnership Agreement to support impact mitigation associated with RIS2 and 3 and planned an unplanned activities (including climate-related events) on the KEY ROUTE NETWORK	Winter 2023 – Spring 2026	LA Partners and National Highways	Lead: KRN Support: RTTCC	
11. <b>To work towards providing a consistent customer experience using innovative technology to maximise opportunities for road users to make informed decisions</b>	Winter 2023 – Spring 2026	Transport Innovation Team and Road Users	Lead: KRN Support: BCH	3
12. To support the introduction of a consistent traffic enforcement approach across the region	Winter 2023 – Spring 2026	LA Partners	Lead	
13. <b>To support the development and co-ordination of ‘Single View’ via a platform to better manage activity on the network</b>	Spring 2025	RTCC, Events and Emergency Planning	KRN Team	

## Regional Transport Coordination Centre, Events & Emergency Planning

	Delivery by:	In collaboration with	Lead by:	CMP:
1. <b>To support the Combined Authority's Enhanced Partnership with bus operators to build capacity into the bus network</b>	Spring 2026	Integrated Services	RTCC, Events and Emergency Planning	6
2. To refine and apply a Monitoring and Evaluation Framework to demonstrate the value of the Network Resilience directorate	Spring 2026	Network Resilience Directorate	RTCC, Events and Emergency Planning	
3. To collaborate with local authorities and event organisers to inform the development of a Major Events Strategy and Forum	Spring 2026	Network Resilience Directorate	RTCC, Events and Emergency Planning	
4. To collaborate with key stakeholders to develop a robust multi-agency Engagement Strategy with local authorities and event organisers that also supports training and development	Spring 2026	Transport Skills Academy, All Key Stakeholders	RTCC, Events and Emergency Planning	
5. <b>To monitor and co-ordinate network performance, working and evolving relationships with key stakeholders to assist the region's passengers and customers</b>	Spring 2026	Network Resilience Directorate	RTCC, Events and Emergency Planning	
6. <b>To work in partnership with Midland Metro Limited to manage how the Metro interfaces with other sections and modes of the network</b>	Spring 2026	KRN Team, West Midlands Metro	RTCC, Events and Emergency Planning	
7. To collaborate with local authorities and event organisers to bid for large events to take part within the region	Spring 2026	Network Resilience Directorate	RTCC, Events and Emergency Planning	
8. To support the West Midlands Conurbation's Local Resilience Forum to inform members and stakeholders of transport considerations and mitigations	Spring 2026	Network Resilience Directorate	RTCC, Events and Emergency Planning	
9. To maintain and evolve TfWM's Network Emergency Plan, ensuring the capture of new processes, training and legislation	Spring 2026	Network Resilience Directorate	RTCC, Events and Emergency Planning	
10. <b>To make better use of the M6 Toll</b>	Spring 2026	Network Resilience Directorate	RTCC, Events and Emergency Planning	9

	Delivery by:	In collaboration with	Lead by:	CMP:
11. Support Regional authorities in the management of their Highways Network, Urban Traffic Control Centres and outdoor assets	Spring 2026	Network Resilience Directorate	RTCC, Events and Emergency Planning. KRN Team and Traffic and Signals Technology	
12. Developing the business case for the Local roads and Transport Network service in response to the Deeper Devolution Deal	Spring 2026	RTCC, Events and Emergency Planning	KRN Team, Security and Policing, Traffic Signals and Technology	

## Traffic Signals Technology Design

Objective	Delivery by:	In collaboration with	Lead/Support	Links to CMP objective:
1. To build relationships with local authority and National Highways traffic signals and Urban Traffic Control teams to identify opportunities to <b>invest in emerging traffic signal technology</b> to enhance KEY ROUTE NETWORK performance	Spring 2026	LAs, NH, Contractors, Industry Forums	Lead: TSTD Support: KRN	3
2. To build capacity and capability in TSTD through recruitment	Winter 2023 – Spring 2026		Lead: TSTD Support: TSA	
3. To undertake technical learning and development across the Traffic Signals Technology Design team to promote traffic signals interest, position and capability	Winter 2023 – Spring 2026	Contractors	Lead: TSTD	
4. To provide input to the development of highways schemes, ensuring that the design elements of traffic signals technology meets Transport for West Midlands requirements	Winter 2023 – Spring 2026	Contractors, Industry Forums	Lead: TSTD	
5. To use the traffic signals asset to positively influence travel behaviour on the KEY ROUTE NETWORK to support journey time reliability improvements and generate environmental benefits	Winter 2023 – Spring 2026		Lead: TSTD Support: KRN, BCH	
6. To provide traffic signals/network management operational support to the RTCC and KRN teams for real time operations and large events	Winter 2023 – Spring 2026		Lead: TSTD	
7. To assess and identify areas of the KRN where improvements in traffic signal performance are required particularly to support public transport priority and promote action plans to bring about such improvements	Winter 2023 – Spring 2024	LAs, NH	Lead: TSTD Support: KRN, RTCC	
8. To develop a KRN traffic signal asset monitoring strategy to identify where refurbishments or upgrades are necessary and create an asset improvement programme	Winter 2023 – Spring 2024	LAs, NH	Lead: TSTD Support: KRN	

# Appendix 2

## Investment programme

<https://maps.tfwm.org.uk/portal/apps/webappviewer/index.html?id=f66aebfd46e8466dabdabea8fb1079b3>



[tfwm.org.uk](https://www.tfwm.org.uk)

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