

West Midlands Local Transport Plan

Making the Connections

Local Transport
Strategy



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Local Transport Plan 2011-2026

The West Midlands Local Transport Plan 2011 – 2026

is a statutory document which sets out the transport strategy and policies for the West Midlands Metropolitan Area to 2026, including an Implementation Plan for the first five years (2011 – 2016).

Local Transport Plan 2011 - 2026 has been prepared in three clear and distinct parts:

- **Vision and Issues consultation, to identify challenges the LTP should address**
- **LTP Strategy (to 2026)**
- **LTP Implementation Plan (2011-2016)**

Consultation

Vision and Issues

The LTP process started by seeking views on the Draft Vision, and asking for suggestions for the key challenges the LTP should address. We did this over a 14-week period from 25 September to 18 December 2009.

Whilst this was not a requirement, it was felt that such a consultation would help to ensure stakeholder and public contributions were captured from the outset. This has proven to be the case. The comments and views of respondents

to the Vision and Issues stage have been fully taken into account in formulating the Local Transport Strategy.

This initial engagement and consultation stage set the framework for the next stage, which combined consultation on the Draft Strategy (2011–2026) and the Implementation Plan (2011–2016).

Consultation of the Draft LTP

Formal consultation on the Draft LTP Strategy and Implementation Plan was held over a 9-week period, from Monday 29th November 2010 to Monday 31st January 2011.

Full details of the consultation process, the dates and venues of events, and downloadable copies of all documents, including a Statement of Consultation and Engagement and a resulting Schedule of Proposed Changes can be found at the LTP Website:

www.westmidlandsltp.gov.uk

1: Introduction

This Local Transport Plan is subtitled ‘Making the Connections.’ It encompasses three important approaches.

Firstly, it is about making important connections at various levels, including:

- **The need for reducing carbon emissions and our agenda for new jobs and economic prosperity**
- **Connecting centres within the Metropolitan Area**
- **Connecting the Metropolitan Area nationally and internationally**
- **People and their everyday travel needs**
- **Businesses and their workforce and markets**
- **Transport and economic, spatial, health and social policy (“Quality of Life”)**
- **The Coalition Government’s national priorities and its localism agenda**

Secondly, it is about helping to rebalance our local economy by supporting increased employment, helping to increase our GVA and providing for housing growth to meet our demographic needs.

Thirdly, LTP is about how transport can make a real difference over the next 15 years in moving to a low carbon economy and helping to deliver our economic, environmental and social aspirations.

Transport is about providing good connectivity through efficient networks that support the everyday needs of people, businesses and organisations as they strive to meet their work and personal objectives. Consequently, this is more than just a Local Transport Plan - It sets out how transport will help play its part in the transformation of the Metropolitan Area’s economy over the medium to long-term, and how this could bring real benefits in terms of economic revival and quality of life.

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Travel and transport are essential to almost every aspect of our daily lives. Very little happens without us needing to walk, cycle, ride or drive, or use a car, bus, train, plane or lorry. There are also networks for the distribution of water, power and communications, all of which are crucial to our daily lives. Transport is therefore a key to economic prosperity.

We all want a better quality of life. But as each of us travels, we can create problems for other travellers, local residents and businesses, and for the environment as a whole. We therefore face huge challenges in improving travel for everyone, without at the same time creating congestion, noise or pollution that can adversely affect each of us. In the context of the public spending cuts already announced, there will be less public investment in transport than has been historically the case, certainly in the early years of this Local

Transport Plan. This factor alone underpins the importance of the Metropolitan Area having a clear, well thought-out approach, which provides a sound and robust basis for determining priorities, giving maximum value for money and finding innovative ways to solve transport problems.

Our existing transport infrastructure is a major asset, which needs to be properly maintained to allow the safe and efficient movement of people and goods across the Midlands. The Metropolitan Area requires major investment to ensure that infrastructure is renewed to a standard expected by the travelling public, both to reduce delays and to allow access to all parts of the network without incident.

Our Economy

The West Midlands Metropolitan Area has been seriously affected by the recent recession, resulting in some of the highest levels of unemployment in the UK. Over most of the area, productivity has been falling for some years; this decline was exacerbated by the recession, creating a current output gap estimated at £15bn across the region, compared to other regions of the country.

Local Authorities, Government agencies, the business sector and the ITA all agree that tackling the barriers to growth in the Metropolitan economy and creating the conditions for revival and prosperity is the top priority. Investing in our infrastructure has an important role to play in creating those conditions.

Much has been done across the region in the areas of economic development, inward investment, skills, innovation, planning, housing, social cohesion and transport, to create a co-ordinated and integrated response to the challenges we face. LTP, with a long-term horizon of 15 years, is an important part of this vision and helps create and sustain the transport necessary to support growth, development and regeneration.

Providing the right transport, at the right time and in the right place, is key to helping people meet their everyday needs and to support business, which relies on employees and customers.

LTP will enable everyone, including Government, to understand the issues we face, to appreciate the opportunities for positive change, and to see how both individually and collectively we can all play a part in making the West Midlands Metropolitan Area a better place in which to live, work and enjoy life.

What Is the LTP?

This Local Transport Plan sets out a vision for our area; it analyses travel problems and opportunities, and then sets clear objectives and policies, which will tackle these issues. It also includes a programme of transport interventions that will help to achieve these.

Transport networks cross administrative boundaries, as do travel-to-work patterns. Therefore, this Plan has been prepared for the entire Metropolitan Area, comprising the Metropolitan Districts of Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall and Wolverhampton. In putting together the Plan there has been close collaboration with surrounding Local Authorities and other transport-related providers, operators and interest groups, as well as the business community. LTP is therefore a policy document developed in co-operation with local transport interests, in line with the Transport Act 2008.

Our work with adjoining Authorities, who have also produced their own Plans, has ensured a consistent approach to major issues within the broader Travel-to-Work Area. This is of great importance given the need to ensure improvements in connectivity if we are to achieve economic growth.

The West Midlands Integrated Transport Authority, Centro, has the statutory duty to prepare and approve the LTP. Delivery of the policies, projects and programmes set out in LTP is, however, only possible with the active co-operation and involvement of a wide range of partners. District Councils, in particular, will have a key role to play, given their statutory functions as Highway, Local Planning, Licensing and Environmental Authorities.

LTP deals with investment in and management of local transport networks. Responsibility for investment in motorways, trunk roads and strategic rail schemes lies with national bodies such as the Highways Agency and Network Rail. In order to achieve an integrated approach, therefore, LTP has been prepared in close co-operation with these organisations.

The Structure of LTP

LTP has two parts:

- **The Local Transport Strategy – covering the 15-year period 2011 - 2026**
- **Implementation Plan – which details how we will deliver the first five years of the Strategy (2011-2016)**

In addition, an Integrated Sustainability Appraisal has been undertaken. This is required in respect of Strategic Environmental Appraisal, Habitats and Equalities Regulations. To align this Appraisal more closely with the five objectives, it has been broadened out to take a more integrated approach, including Health and Economic Impacts.

LTP – Local Transport Strategy

This contains the Vision and Objectives, and sets out the overall Local Transport Strategy and the detailed policies required to deliver that Strategy. It covers the 15-year period from 2011 to 2026. It builds on the work already undertaken in preparing the Regional Transport Priorities, Regional Funding Advice, the development of Smarter Choices and our Sustainable Travel Cities submission, as well as the development of Core Strategies by the Metropolitan District Councils. It also reflects the aspirations of the Local Enterprise Partnerships.

This Plan places a clear emphasis on delivering what we are already committed to, striking a balance between transport modes, concentrating only on strategic transport interventions and moving towards the development of smarter travel choices, and the better management and maintenance of our existing transport networks.

LTP Implementation Plan (2011 - 2016)

The Implementation Plan contains our programme for delivering the first five years of the Strategy. Once further resources are identified, the Implementation Plan will be updated so that a full 15-year programme period will be covered. The Implementation Plan covers existing commitments, identifies funding sources, makes detailed proposals for investment and sets out how and by whom the policies will be delivered. Recognising the need to monitor progress made in delivering the Strategy, the Implementation Plan will ultimately contain five-year targets and indicators. These will be closely monitored to ensure we make progress towards achieving the goals set out in the Strategy.

The Implementation Plan covers the five-year period 2011-2016 and has a single purpose - to set out proposals for how, when and where specific aspects of the LTP Strategy will be delivered.

2: Our Shared Vision

The Shared Vision is based on the premise that transport is fundamental to our local economy, enabling growth and the movement of people and goods, helping achieve our partners' wider policy objectives for the development of the Metropolitan Area and, in particular, to help stimulate and grow the economy in low-carbon ways to assist regional and national recovery.

Our Shared Vision is:

“To make the West Midlands Metropolitan Area more prosperous, healthier and safer, offering a high quality and attractive environment where people will choose to live, work and visit, and where businesses thrive and attract inward investment.

This will be achieved by offering sustainable travel and transport choices with improved connectivity within and between the whole range of centres, large and small, which makes up the Metropolitan Area. Improved technology and local accessibility can help to reduce the need to travel, whilst supporting economic growth, within a low carbon environment.

By improving our transport system we will work towards equal opportunity for everyone to gain access to services and facilities, reflecting our strong ethnic and cultural diversity, positively building on this distinct competitive and social advantage. We will also seek to ensure that the improvement of our transport system has a positive impact on the health and wellbeing of the population.

As the Area continues to develop its role as the economic and service hub for the West Midlands Region, the Plan sets out how an active and sustainable transport system that takes full account of its location at the Heart of England can be developed.

Our Vision has five main goals:

- **To support economic growth, reflecting the Area's major contribution to the regional and national economies**
- **To tackle climate change**
- **To improve safety, security and health**
- **Is accessible to all, in an area of wide cultural and ethnic diversity, and**
- **Enhances quality of life and the built environment**

Our Shared Vision is consistent with the approach that the region and the Local Authorities have taken towards regeneration and urban renaissance, and in drawing up the Regional Transport Priorities, which are required to deliver sustainable physical and economic growth.

Delivering the Plan

Our Shared Vision for the Metropolitan Area in 2026 is comprehensive and ambitious and, we believe, realistic given the current economic circumstances. LTP sets out the challenging policies and proposals that are necessary to deliver that Shared Vision. This requires innovative approaches to funding and programme development, and close co-operation and partnership working. It is particularly important to ensure a joined-up approach between transport, public health and spatial planning, as the latter is often a key delivery mechanism.

The ITA and Local Authorities will implement the Plan in partnership with our broad range of stakeholders - including Central Government, the Homes and Communities Agency, Local Strategic Partnerships, Local Enterprise Partnerships, Business, freight operators, public transport operators, health professionals, cycling and walking groups, and environmental and other interest groups.

The LTP has sought to align transport strategy with those of our partners, where appropriate, including Core Strategies and Local Investment Plans.

The Integrated Sustainability Appraisal of LTP demonstrates that some 150 plans, strategies and policy documents prepared by stakeholders have been taken account of in the preparation of LTP.

This partnership approach is essential to ensure we make the most effective and co-ordinated use of the Area's limited financial resources, and to reflect the over-arching principle that transport is an important catalyst in helping advance wider policy objectives.

Examples of effective collaborative working include Local Authority shared service provision, such as joint project work on major schemes in the Black Country, and widening the scope for joint procurement with partners.

Our Undertakings

Our Shared Vision is underpinned by fundamental commitments on our behalf. These are as follows:

- **We will use our influence and persuasion to ensure delivery of those elements of LTP that lie outside our direct control**
- **We will demonstrate value for money and maximise funding opportunities**
- **We will display good governance and stewardship of resources at all times**

3: The Context for LTP

A Sense of Place

The Metropolitan Area comprises the Cities of Birmingham, Coventry and Wolverhampton and the Boroughs of Dudley, Sandwell, Solihull and Walsall. Taken together, these form the largest urban area in the country outside London. The Area also lies at the geographical centre of England and at the heart of the West Midlands Region - England's only completely land-locked region.

The Area is home to some 2.6 million people and it is one of the most ethnically and culturally diverse parts of the country. Like the rest of the country it has an aging population overall, though Birmingham itself has a very young age profile.

Since the Industrial Revolution, the Area has been the centre of the UK's manufacturing industry, bringing it wealth and international prestige. During the 20th Century it was the focus of Britain's automotive, aircraft, machine tool and other metal-based industries. Much of this was due to the readily available minerals and coal resources in or adjacent to the Metropolitan Area.

Over the last 30 years, the Area has lost thousands of manufacturing and mining jobs due to globalisation and other factors, offset by economic restructuring which has created employment in the service and logistics sectors.

The recent recession has, however, led to significant overall increases in unemployment, compounding the historical problem of low levels of skills within the workforce compared to many other regions of the country.

The region's output gap compared to the average for other English regions, measured in Gross Added Value (GVA), has been increasing, and is now estimated to be around £15 billion per annum. As the economic heart of the region, the Area has a major role to play in helping to reduce this gap, and in re-establishing the region as a major economic driver of the national economy. There is, therefore, a regional competitiveness issue to address, within the context of national economic recovery. Transport has a key role to play in this challenge.

The Area lies at the hub of many of the country's transport networks, including rail, motorway/trunk roads, freight and air travel via Birmingham Airport (BHX). It is crossed by two Trans-European Routes and has one of the most extensive canal networks in the UK, focused on the Black Country and Birmingham. The area can justifiably be called 'the Crossroads of England' with these networks being crucial to the effective movement of people and freight nationally and internationally.

Many of these networks are, however, near or at capacity and are frequently subject to congestion, which in turn increases journey times. This places additional costs on business, which then adversely affects the region's productivity and output, to the disadvantage of both national and regional economies. A 'vicious circle' is therefore created by these capacity issues, which have a negative impact on the area's underlying competitiveness and its attractiveness as a location for future inward investment.

Although the individual parts of the Metropolitan Area have much in common, there are areas of marked physical, social and economic contrasts and health inequalities. Coventry and Solihull score well in terms of their GVA, but the Black Country scores significantly below the regional and national average, contributing disproportionately to the productivity gap.

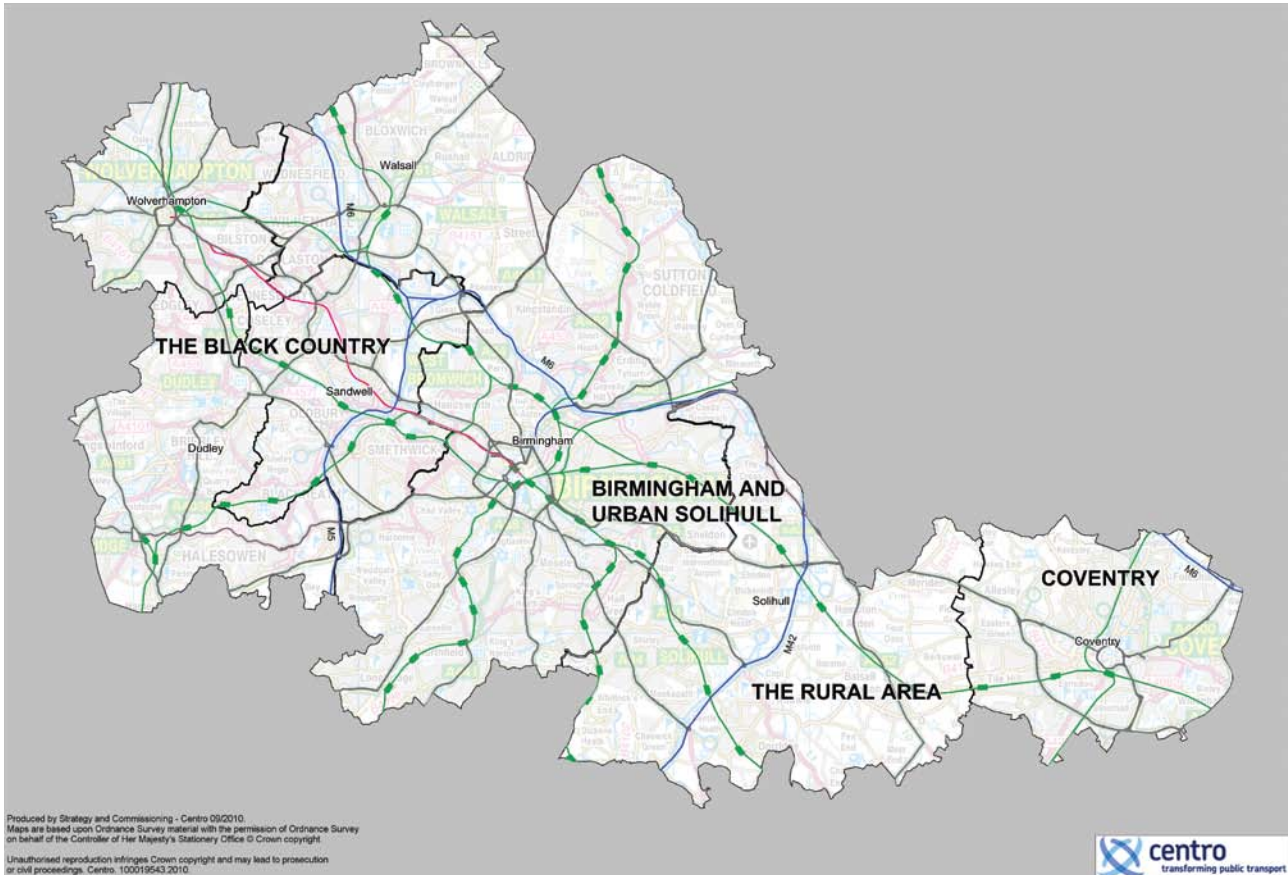
In preparing LTP, we have worked closely with the neighbouring Shire County Councils to ensure a 'joined-up' and complementary approach to the issues that affect the Travel to Work Areas lying immediately next to the Metropolitan Area, whose prosperity is fundamentally linked with that of the Metropolitan Area.

Physically, the Metropolitan Area is not a single, continuous urban area. It is made up of many individual centres of differing population, size and character. These sub-areas have quite varied characters and, therefore, different transport needs. This lack of consistency presents additional challenges. It is important to recognise these characteristics, because different areas require different interventions to achieve the same policy goals. LTP seeks to develop bespoke solutions, within a consistent and clear overall policy context.

Broadly speaking, the Metropolitan Area comprises four sub-areas, each with its own distinctive set of relationships with its hinterland in the adjacent Metropolitan Districts, Unitaries and Shire Counties. These sub-areas are:

- **The Black Country**
- **Birmingham and Urban Solihull**
- **Coventry**
- **The Rural Area**

The West Midlands Metropolitan Area



Black Country

The Black Country lies on the western side of the Metropolitan Area, and comprises the boroughs of Dudley, Sandwell and Walsall and the City of Wolverhampton. There are some 440,000 households and, after years of decline due largely to out-migration, the population has started to increase again. The total now stands at 1,080,000, of which some 15% are from Black and Ethnic Minority (BME) origins.

The Black Country was the cradle of the Industrial Revolution, leading to a rapid expansion of many

villages and communities, often with their own industrial specialism, creating what is now a dense and almost continuous urban area, with a very complex spatial pattern.

Today, there are some 25 towns, and 4 'Strategic Centres':

- Brierley Hill
- Walsall
- West Bromwich
- Wolverhampton

The density of the area and the large number of individual centres (a polycentric settlement pattern) has created complex movement patterns and a particularly intricate transport network. Travel to Work relationships with Birmingham, as well as with parts of Worcestershire, Staffordshire, Shropshire and Telford & Wrekin, add to this and produces a particularly challenging situation for LTP to address. The need for effective freight access to, and within, the Black Country also requires addressing in LTP.

The decline of the Area's manufacturing and mining industries in the latter part of the 20th Century has resulted in parts of the Area having amongst the highest indices of deprivation in the country, with a low skills base and a resultant low level of economic activity. Being the most deprived part of the region leads to specific transport needs, often resulting in a high level of reliance, both economically and socially, on public transport.

The Black Country has some of the lowest levels of economic activity within the region, but it also the second largest population. Therefore, achieving economic growth within the Black Country is seen as a major objective if the regional productivity gap is to be narrowed. It is rightly the focus for considerable local, regional and national activity to address the underlying causes of these gaps.

The density and polycentric nature of existing Black Country development means that there is a need to deliver smaller-scale highway schemes within the Area.

The Regional Spatial Strategy (through the Phase One Review), the Black Country Study and the Black Country Strategy for Growth and Competitiveness all supported the undeniable case for the regeneration and growth of the Black Country to reverse years of decline.

The principles of urban renaissance established by the RSS process, and the growth levels sought by the Black Country Authorities, set out further in the Black Country Joint Core Strategy, remain relevant and form a key part of the evidence base for this LTP Strategy.

The Area is also a focus for intervention through 'Connecting to Success', the Regional Economic Strategy, by addressing multiple market failure through the establishment of the Black Country Regeneration Zone and the Wolverhampton-Telford Technology Corridor.

The Homes and Communities Agency (HCA) supports housing and regeneration, and the Black Country Spine is one of the Regional Transport Priorities.

The whole of the Black Country area is designated a Growth Point, with seven Impact Investment Locations (IILs):

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- **Bilston Urban Village**
- **Dudley Town Centre/Brierley Hill**
- **Icknield Loop/Birmingham-Sandwell Western Corridor (part)**
- **i54 (part)**
- **Walsall Waterfront/Housing Regeneration**
- **West Bromwich Town Centre**
- **Wolverhampton City Centre**

Transport infrastructure serving the Black Country includes 4 passenger rail lines serving town and district centres and the strategic centres of Wolverhampton and Walsall. Metro Line 1 connects Wolverhampton, West Bromwich, smaller centres and Birmingham. The M5, M6 and M54 motorways also serve the Black Country.

Local traffic is significantly affected by diversionary routing of motorway traffic when incidents occur on the motorway network. This is a challenge for an effective transport system serving the Black Country.

Improved operation of the Black Country's highway network is necessary to support growth of the sub-regional economy, whilst limiting the environmental effect of excessive congestion. This is especially applicable to the highway network serving the Black Country's regeneration corridors and its strategic centres, such as Brierley Hill.

Car ownership levels vary across the four Boroughs. This is indicated in the tables below, showing car ownership across the whole Metropolitan Area:

Growth in Car Ownership in the Region (DfT Statistics)

	2000			2007		
	0	1	2+	0	1	2+
Household car ownership	0	1	2+	0	1	2+
West Midlands region	25%	45%	29%	21%	42%	37%

2001 Census Household Car Ownership

	0	1	2+
Birmingham	38.5%	41.7%	19.8%
Coventry	33.1%	44.2%	22.7%
Dudley	25.3%	43.2%	31.5%
Sandwell	37.5%	43.2%	19.3%
Solihull	20.6%	41.0%	38.4%
Walsall	31.0%	42.8%	26.2%
Wolverhampton	35.2%	42.9%	21.9%

2001 Census Mode of Travel to Work

	Car driver	Car Passenger	Public Transport	Walk	Bicycle	Other
Birmingham	51.8%	6.2%	22.8%	8.8%	1.4%	9.0%
Coventry	56.7%	8.4%	13.3%	10.7%	2.8%	8.1%
Dudley	63.4%	7.5%	10.1%	8.6%	1.3%	9.1%
Sandwell	54.4%	8.0%	17.2%	10.3%	1.7%	8.4%
Solihull	62.9%	5.7%	13.7%	5.7%	1.5%	10.5%
Solihull urban	61.1%	6.1%	15.1%	6.2%	1.8%	9.7%
Solihull rural*	67.5%	4.7%	9.9%	4.2%	1.0%	12.7%
Walsall	58.4%	7.7%	12.9%	10.0%	2.0%	9.0%
Wolverhampton	55.0%	7.4%	15.6%	10.1%	2.7%	9.2%
Met Area	56.2%	7.0%	16.9%	9.1%	1.8%	9.0%

*Solihull rural is the five wards of Bickenhill, Blythe, Dorridge & Hockley Heath, Knowle and Meriden

Birmingham and Urban Solihull

Birmingham and the urban part of Solihull lie at the geographical centre of the Area, with Birmingham being both the region's principal city and the largest city outside London. The sub-area has a population of over 1.15m, with just over 1m living within Birmingham itself. Birmingham seeks to be a global city and its importance to both the regional economy and that of the country, as a whole, cannot be overstated. This must be reflected in the LTP Strategy, if the fundamental objective of securing economic growth for the Metropolitan Area as a whole, and thus for the region, is to be achieved.

Birmingham has a long history of manufacturing and, along with the Black Country, was at the centre of the industrial revolution. Its economic base was built on a wide range of metal-based industries. In the 20th Century, it became associated with the automotive industry and chocolate manufacture, being home to major international brands such as Dunlop at Fort Dunlop and the Mini at Longbridge. It is still the home of Cadbury at Bournville. Top range vehicle manufacture continues at Jaguar in Castle Bromwich and at Land Rover in Solihull.

Whilst manufacturing continues to employ thousands of people, its relative decline over recent decades has, to some extent, been offset by the development of high technology

research and development, financial, banking and professional services, and by expansion of the higher education sector. The latter is focused on the Universities of Aston, Birmingham and Birmingham City. Birmingham Business Park and Blythe Valley Business Park, both located in Solihull Borough, provide modern, high quality office and headquarters facilities.

Birmingham city centre has the largest concentration of highly skilled and highly paid jobs outside London and the South East, and is the leading regional retail centre. It is the location of many nationally important facilities, including the International Convention Centre, Symphony Hall, recently refurbished Birmingham Town Hall and the multi-purpose National Indoor Arena, together with several major art galleries and museums.

Solihull town centre, which includes the Touchwood and John Lewis shopping developments, fulfils an important retail role within the sub-region. Major national and regional assets are located in the north of the Borough, close to the M42, including the National Exhibition Centre, recently expanded LG Arena, Birmingham Airport and Birmingham International Railway Station.

The East Birmingham/North Solihull Regeneration scheme is a £1.8 billion project to improve the lives of over 40,000 residents, through new and refurbished housing, new primary schools and

village centres, and transport, connectivity and green space improvements. Although progress has been slowed by the recession, it remains a priority for the Regeneration Partnership.

The sub-area is one of great contrasts, with high quality and affluent suburbs in such places as Sutton Coldfield, Edgbaston, Bournville and Solihull, which contrast sharply with some of the most serious inner city and suburban deprivation in the country.

The scale of regeneration needed to achieve renaissance, and to secure sustainable growth in households and jobs, is demonstrated by the scope of various initiatives, which focus on this part of the Metropolitan Area. Growth, in the main, will be focused in:

- **Birmingham city centre (in accordance with Birmingham's Big City Plan)**
- **The Western Growth Corridor linking in to Sandwell**
- **South West Birmingham focusing on Longbridge**
- **The East Birmingham Corridor linking in to North Solihull**

Six Impact Investment Locations are located within the sub-area:

- **Birmingham Airport (BHX) A45 Transport Corridor**
- **Birmingham Eastside**

- **Icknield Port Loop/Birmingham Sandwell Western Corridor**
- **Longbridge/South West Birmingham Corridor**
- **New Street Station**
- **North Solihull Regeneration.**

The sub-area is ringed by a motorway box, comprising the M5, M6 and M42, all of which are subject to congestion, particularly at junctions. The A38 (M) provides a link between the M6 and Birmingham city centre.

Outside the Area, immediately to the north, is the M6 Toll. This provides a privately funded congestion-free alternative to the M6. The primary route network, including the A38, A41, A45, A34, and A435 is essentially radial in nature, reflecting the historic development of Birmingham and its links with Solihull and the Black Country.

This central part of the Metropolitan Area is also at the hub of the national rail network, with several main and suburban lines converging on Birmingham city centre, in particular at New Street Station, which is the busiest station in the country outside London and currently the subject of the £600 million 'Birmingham Gateway' redevelopment project. Government proposals for High Speed Rail 2 (HS2) include a new station in the city centre and one at Birmingham Airport / NEC.

Birmingham city centre has two other principal stations - Birmingham Snow Hill and Birmingham Moor Street. The latter has seen major investment by rail operator Chiltern, which opened additional track and platform capacity in late 2010, significantly reducing journey times to London Marylebone. Solihull is a principal station on the Chiltern Line and it meets both inward and outward commuting needs. It also benefits from the reduced journey times to London Marylebone.

Solihull Station is now operated by Chiltern Railways and future plans could see it developed as a second “railhead” for the Airport, serving discrete markets along the M40 Corridor as well as an alternative London destination. A new bus service between Solihull Station and the Airport is being investigated.

Birmingham Airport (BHX) is a Strategic National Asset, the region’s principal airport and plays a vital role in supporting the local and regional economy. It is located in Solihull, close to the junction of the M42 and A45, and is served, along with the NEC and LG Arena, by Birmingham International Station on the West Coast Main Line (WCML). The ANITA project, currently being implemented, will improve public transport access to the Airport, the NEC and International station. Government proposals for High Speed Rail include provision of a new station to serve the Airport and the NEC. Access and egress will require careful consideration.

Birmingham’s canals, along with those of the Black Country, the Coventry Canal and the Grand Union Canal in Solihull, still comprise one of the most extensive waterway networks in the world. Used principally these days for leisure purposes and providing an extensive network of towpath walkways, they also offer limited opportunities to move certain types of freight in a sustainable way, over short distances, as well as for further development as routes for active travel modes such as cycling and walking.

The Midland Metro provides a rapid transit route between Birmingham Snow Hill and Wolverhampton city centre, with 23 stops serving a wide catchment in western Birmingham, West Bromwich/Sandwell and Wolverhampton. Proposals to extend the Metro line within Birmingham City Centre, to link with the redeveloped New Street Station (Birmingham Gateway), have been approved by Government.

Car ownership levels vary significantly across Birmingham and Solihull, with parts of Birmingham being well below the national average and parts of Solihull being significantly above. This, together with the availability of rail, bus or Metro services significantly affects the Travel-to-Work choice.

The importance of the transport network in the central part of the Metropolitan Area, regionally and nationally, is reflected in the DaSTS study ‘Access to Birmingham,’ currently being undertaken by consultants on behalf of the DfT.

Coventry

The City of Coventry forms the eastern boundary of the Metropolitan Area and is a free standing city, separated from the rest of the conurbation by an extensive Green Belt known as the Meriden Gap. Following years of decline, the City's population has stabilised and is now increasing, currently standing at about 306,000.

From the Middle Ages, Coventry has been a centre for manufacturing. Historically, it has shown remarkable resilience to changing markets, moving from ribbon weaving to watch making to bicycles and more recently to the automotive and machine tool industries.

The rapid decline in the manufacturing and coal mining sectors during the 1980s and 1990s led to a determined effort to diversify the economy, with a focus on company HQs, education and health facilities, high technology manufacturing and research and development. The city now has more people in employment than in the 1970s, when the population was at its peak.

Although Coventry, together with Warwickshire and Solihull, has the highest GVA in the region, there are still significant pockets of deprivation. These are mainly focused in the northern part of the city, and in some peripheral housing estates.

The city is the beneficiary of proposals supported by the HCA for the comprehensive redevelopment of much of Wood End, Henley Green, Manor Farm and Deedmore.

The city is a Growth Point, and proposes major redevelopment of the city centre, including the Railway Station and Swanswell Areas.

Two Impact Investment Locations are located in or adjacent to the city:

- **Coventry City Centre/North**
- **Ansty**

Coventry has a reasonably traditional urban structure, with a central hub (the Ring Road around the City Centre) and a series of 'spokes' comprising major radial roads, but with routes of national importance superimposed on them. These comprise the M6/M69 junction to the north, the A46 to the east and the highly urbanised A45 to the south.

Significant investment has been undertaken to upgrade the city's bus network through the PrimeLines project, which has resulted in increased bus patronage. The rail network includes the West Coast Main Line, with stations in the city centre, Canley and Tile Hill, and a north-south line to Nuneaton, Kenilworth and Leamington Spa (NUCKLE), the development of which, with additional stations, has been a long-term ambition.

Car ownership varies across the city and, overall, is below the national average. This places increased importance on further development of the local bus and rail network.

The Rural Area

This is located between the eastern edge of urban Solihull, broadly defined by the line of the M42, and the western edge of Coventry. This is known as the 'Meriden Gap', the majority of which is designated Green Belt and has been strongly protected over the years, to prevent the merging of the conurbation with Coventry. The countryside continues westward, within the M42, south of the Solihull urban area, including the new settlement of Dickens Heath.

The area has a pleasant rural character with the eastern areas forming part of the Ancient Arden Landscape. It is characterised by a pattern of small settlements, with a few significantly larger villages such as Hockley Heath, Knowle, Dorridge, Balsall Common and Hampton in Arden. The rural area is generally very affluent, having some of the highest household incomes in the region. However, there is a high dependence on the private car, which creates issues of social exclusion for the less well-off and less mobile.

The relatively low density of the population and its dispersed nature creates difficulties in providing public transport links. These are issues which LTP seeks to address.

The Area is partly covered by the Coventry/Solihull/Warwickshire High Technology Corridor, although the opportunity for large-scale development is severely restricted due to the Green Belt status.

The area is crossed by a number of national and regional highway routes, including the A45, A452 and M42 on its western edge, and several rail routes, principally the WCML and Chiltern Line. The WCML has stations at Berkswell and Hampton in Arden and others on the edge of the area at Tile Hill in Coventry and Birmingham International, whilst Dorridge Station is on the Chiltern Line. All are used for commuting into Birmingham, Coventry and further afield, including London. The area has one of the highest car ownership rates in the region with many residents commuting to work by car.

Opportunities and Challenges

The above analysis of the four areas identifies two major questions that need to be addressed:

1. How do we halt then reverse the growing output gap, stimulate business, improve productivity and increase GVA?
2. How can we reduce the Area's CO₂ emissions, meet or exceed Government targets and create a clean, low-carbon future?

Transport has a crucial role to play in answering both these key questions. LTP sets out a clear strategy to deliver solutions and address the subsequent challenges of achieving regeneration and renaissance, accommodating growth whilst, at the same time, reducing congestion and delivering practical low-carbon solutions which will support a low carbon economy.

The overall strengths and threats for the Metropolitan Area, over the LTP period and beyond, are summarised in the Table below:

Strengths & Opportunities	Risks & Threats
Central location at the hub of major national transport networks including rail and motorways – a challenge is to maximise this locational advantage	High levels of congestion and service overcrowding diminish locational advantages. Failure to invest in infrastructure maintenance will cause a decline in network availability and reduce the attractiveness of the Area for inward investment
Strong regional policy and evidence base which acknowledges the importance of the Area in spatial, economic and social terms	Current economic difficulties may delay essential investment required to deliver growth and economic goals
'Connecting to Success' is the first low carbon regional economic strategy, supported by Government and European Union investment to make the Metropolitan Area a Low Carbon Economic Area.	Per capita CO ₂ emissions in the Metropolitan Area are lower than the national average and showing signs of small reductions. The growth agenda could undermine this progress if it results in significant increases in private car journeys.
Birmingham's status as a global city, and the Area's many national and regional assets such as NIA, ICC, NEC and LG Arena.	Improvement of transport networks required to improve accessibility and to maximise the economic benefits of the country's second city and the Area's assets.

Strengths & Opportunities	Risks & Threats
<p>Home to many famous manufacturing brands, and successful record in economic diversity.</p>	<p>Black Country less successful in diversifying the economy with 18% of workforce in manufacturing compared to 11% nationally. Skills shortage with significantly higher proportion of population with no qualifications (37%) compared to England and Wales (29%)</p>
<p>Birmingham's relatively young and dynamic population.</p>	<p>Although slightly younger population overall than England and Wales, age profile is increasing with changing demands on services and transport provision.</p>
<p>Redevelopment of New Street Station underway to create major regional gateway.</p>	<p>Maximisation of benefit for the Area and the region requires complimentary improvements in rail capacity and improved accessibility and connectivity.</p>
<p>High Speed 2 has significant potential to improve Area's competitiveness and productivity.</p>	<p>Government is undertaking full consultation in 2011. However, it is important to take early steps to ensure that the whole of the Metropolitan Area and the rest of the Region will gain real benefits.</p> <p>On the basis of information available on 7th December 2010, Coventry City Council objected to the existing proposal for HS2</p> <p>However during the life of the Implementation Plan, improving the classic rail network and investigating options for relocation of the Birmingham Interchange station as part of the consultation process may alleviate these concerns.</p> <p>Therefore in future as a result of improved information which may become available through the formal consultation process, to be undertaken later in 2011, and through the results of future research studies, Coventry's concerns could be overcome.</p>

Strengths & Opportunities	Risks & Threats
<p>The UTC Major Scheme offers a unique opportunity to deliver integrated management of the Metropolitan Area’s highways network</p>	<p>Failure of Districts to support integrated management, after scheme completion</p> <p>Funding for integrated management may be unsustainable</p>
<p>Extensive local transport networks (suburban rail, metro and bus) provide the basis for an integrated and sustainable transport system, supporting growth and regeneration.</p>	<p>Gaps in networks (physical and service quality) need to be addressed to increase accessibility and connectivity, particularly in respect of rapid transit in Birmingham, the Black Country and Solihull, along with infrastructure maintenance and improvement.</p>
<p>The Area’s polycentric structure, with Birmingham at its heart, comprises centres with individual roles, which are the focus for regeneration.</p>	<p>Failure to provide effective connectivity between centres and to national transport networks limits contributions to productivity and economic recovery.</p>
<p>Birmingham Airport is a Strategic National Asset and a major economic asset in terms of international competitiveness. It provides direct access to over 100 destinations in Europe, North America and Asia. It has approval for an extension to the runway to improve international connectivity with major global growth points.</p>	<p>Timescales for the runway extension and infrastructure works are not firm.</p>
<p>The majority of planned growth in the Area is on brownfield land, minimising adverse effects on the environment and requirement for brand new infrastructure.</p>	<p>Existing transport infrastructure and services to many brownfield sites are in poor condition and require upgrading to make them fit for purpose and to attract investment.</p>
<p>The West Midlands Freight Quality Partnership and the Regional Freight Strategy provide an agreed framework for the movement of goods in the Area</p>	<p>The further development of freight networks and terminal capacity within the Area will be significantly influenced by the National Policy Statements on Ports (in draft) and National Networks [to include strategic road and railways including strategic rail freight] (awaited)</p>

Even more so in this current period of financial austerity, the Area will have to change if it is to address these challenges and build on its strengths, seize its opportunities, deal with the risks and overcome the threats to its success.

Linkage with Spatial Planning

On 26th January 2011, West Midlands Joint Committee of Leaders, comprising all seven Metropolitan Authorities, adopted the Position Statement: Strategic Spatial Planning in the West Midlands Metropolitan Area. This Position Statement is wholly consistent with the Strategy of LTP and it provides an important context for the relationship between spatial and transport planning in the Metropolitan Area.

No new policy is introduced through this statement; it is considered to be a matter of good housekeeping and the benefits of agreeing it are as follows:

- **Demonstrate categorically to partners and stakeholders that all authorities remain committed to the *Urban Renaissance* principles**
- **Demonstrate an early commitment to fulfilling the duty to cooperate, which is contained within the Localism Bill.**
- **Provide a coherent strategic spatial context for the third West Midlands Local Transport Plan (LTP).**

The statement has no formal status. It is a summary position of current policy and is subject to change to reflect any new priorities that emerge at the local level or when new legislation

is enacted or Government guidance or policy is published.

It sets out the broad spatial development priorities for each local authority in the Metropolitan Area and then reiterates support for key strategic principles with cross boundary implications. The Statement may change or be updated to reflect any new priorities that emerge at the local level.

Priorities for Spatial Development

Birmingham

Growth is focussed within the Eastern Corridor, the City Centre, identified Sustainable Urban Neighbourhoods, (including Longbridge) and the Aston, Newtown and Lozells area. This coincides with growth proposals in the Black Country to the west and Solihull to the east. The Big City Plan outlines specific areas in the City Centre where resources will be focussed along with details of individual projects, schemes and infrastructure.

Black Country

The majority of growth is directed towards an identified Growth Network, which comprises the strategic centres of Brierley Hill, Walsall, West Bromwich, Wolverhampton and sixteen Regeneration Corridors. The Growth Network coincides with growth proposals in Birmingham to the southeast.

Coventry

Employment led growth to be focussed in the City Centre and the Strategic Regeneration Areas of Canley, Swanswell and the Wood End, Henley Green and Manor Farm area. Unless already committed Green Belt and greenfield sites to be protected from development.

Solihull

Focus housing growth and new employment opportunities in or near North Solihull including Green Belt adjustments to facilitate local regeneration and growth ambitions with additional development in the urban west and its town centres, especially in areas well served by public transport, and small scale development to meet local needs in rural settlements. The Meriden Gap will be maintained and economic assets such as Birmingham Airport, the National Exhibition Centre and the two Regional Investment Sites will be sustained and further developed to drive the growth of the sub regional economy.

Key Strategic Priorities

Although the West Midlands RSS remains part of the statutory development plan, the opportunity has been taken to provide clarity by reiterating support for key cross boundary principles and policies. These are summarised below and shown on the attached plan as appropriate.

Green Belt

Strategic adjustments to Green Belt boundaries are not supported as these are considered to encourage selective out migration of population from urban areas and run counter to regeneration objectives.

Growth and Regeneration

Regeneration led growth and investment focussed on bringing forward previously developed land and making the best use of existing infrastructure and resources within the identified Regeneration Zones.

Employment Land Supply

Provision for a continuing supply of employment land in each plan area sufficient to meet development needs for the next five years.

Support for the development at key nodes in the identified High Technology Corridors to counter structural changes in the manufacturing sector and to fully exploit agglomeration effects. These are:

- **The Central Technology Belt (Birmingham City Centre – Worcestershire A38 Corridor)**
- **Coventry, Solihull and Warwickshire**
- **Wolverhampton to Telford**

Regional Investment Sites are large, high quality sites with good access to the strategic highway network and have been identified to support growth and diversification of the local economy; their benefits in terms of job creation transgress local authority boundaries. Their retention, implementation, and appropriate expansion is supported as is the identification of further sites to meet identified shortfalls.

Support the identification of a Regional Logistics Site, for which a need has been identified, to support the economic growth and diversification of the Black Country.

Strategic Centres

The strategic centres of Birmingham, Brierley Hill, Coventry, Solihull, Sutton Coldfield, Walsall, West Bromwich and Wolverhampton should be the focus for new major comparison retail development and large-scale leisure and office developments. Improved accessibility to these centres is a priority.

Other important centres should be the subject of local policies to meet more specific needs.

Transport

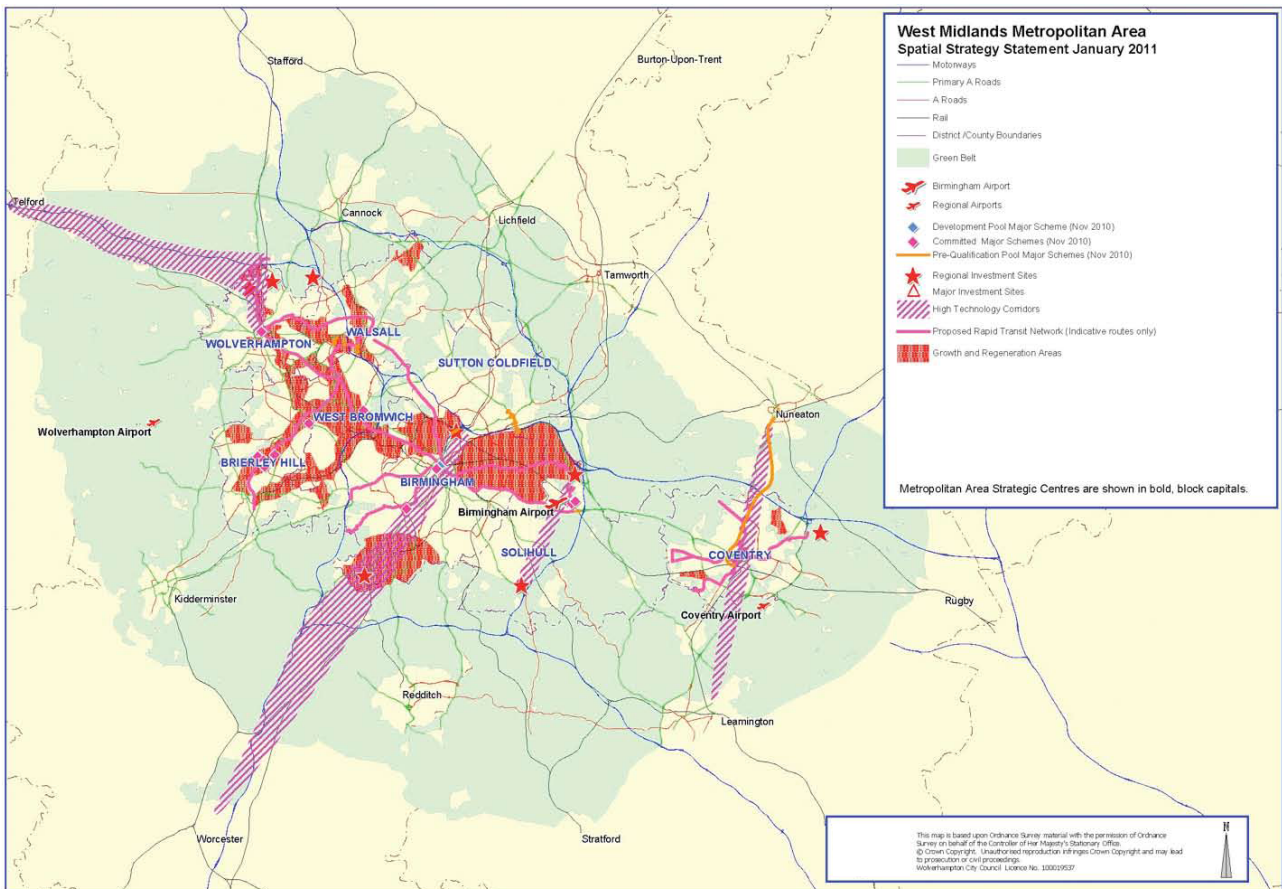
Implementation of Rapid Transit Network and the Major Schemes as identified in the LTP to support the Urban Renaissance.

Support for the runway extension of Birmingham Airport and improved access to the Airport and the National Exhibition Centre from all parts of the Metropolitan Area and beyond.

Support for strategic Park and Ride provision at appropriate locations to relieve congestion in the Metropolitan Area subject to impacts on the strategic highway network and environmental impacts.

Green Infrastructure

Support for cross boundary identification and co-ordination of Green Infrastructure Networks



4: How LTP Can Help Us Meet These Challenges and Deliver Our Shared Vision

We cannot manage existing levels of transport movement without suffering the adverse effects of congestion. These include environmental pollution, reduced quality of life, health inequalities, increased business costs and reduced attractiveness of the area to inward investment and local jobs growth. LTP must therefore actively address congestion and connectivity issues. The Urban Traffic Management and Control (UTMC) Scheme, which will be completed by March 2014, offers a unique opportunity to deliver a managed highways network. LTP also recognises that with increases in transport movements there is an increase in the damaging effect on the existing network. This means that robust maintenance planning and funding to allow for this growth is essential.

Working within the framework of the previous regional arrangement, there was widespread agreement amongst the partner Local Authorities that the Area needs to accommodate population change and improve its economic competitiveness. This was a common theme to the Regional Spatial Strategy (RSS) and the Regional Economic Strategy (RES) and it is anticipated that this focus will be sustained by the emerging LEPs.

Evidence was presented to the Examination in Public (EiP) of the RSS Phase 2 Review regarding

issues such as housing, employment growth and transport. The EiP Panel's Report was received in late 2009 and broadly agreed with the stance of the Local Authorities. Although the Government is now proposing to revoke RSSs, the evidence considered by the Panel remains valid and suggests a further modest increase in households within the Area, over previous figures, from 152,900 dwellings, to a revised total of 164,500 by 2016.

The EiP Panel also proposed that the amount of employment land provided in the Area be increased from an initial additional provision of 1,236 hectares, to over 1,600 hectares. Furthermore, substantial office and retail floorspace is proposed in key city and town centres.

It is not yet clear how these requirements, or some modification of them, will be taken forward in Core Strategies following the revocation of the RSS, but it is clear that levels of growth and new development, on a scale not previously seen, will still be required over the next fifteen years if the Area is to fulfil its potential. Indeed, the aspiration for such levels of growth is broadly reflected in the Black Country Joint Core Strategy, prepared by Dudley, Sandwell, Walsall and Wolverhampton Councils.

The priorities of delivering economic growth whilst providing low carbon transport solutions for a low carbon economy are reflected in the key outcomes discussed below. To achieve both growth and carbon reduction requires LTP to perform a delicate balancing act.

LTP therefore has to respond effectively to three sets of challenges:

- **Managing existing levels of congestion and associated problems within the Metropolitan Area at the current time ('the existing situation') and**
- **Ensuring investment in, and provision of, appropriate and effective infrastructure to enable significant economic and population growth to take place to 2026 ('accommodating planned future growth')**
- **Dealing with the uncertainties the current economic situation has created in terms of funding and other resources needed to address the challenges above, and the timescales within which action can be taken**

These challenges need to be addressed in an integrated and holistic way, which enables our Shared Vision for 2026 to be achieved. However, limited resources mean we must work 'smarter' to maximise use of scarce resources.

It is clear that we cannot simply 'build our way' out of the existing situation. Even if we had the physical space, the resources are unlikely to be available in the short to medium term, and critically, to do so would run contrary to the

outcome of reducing carbon emissions.

The fundamental thrust of our Strategy, therefore, is to maximise existing capacity for all transport modes, making the best of what we already have, whilst seeking to reduce the need for travel. This is reflected in our three Strategic Principles set out below.

We cannot reduce reliance on the use of private transport, and thus encourage modal transfer unless we have a public transport alternative, which meets our five 'REACT' principles:

- **Reliable**
- **Efficient**
- **Affordable**
- **Convenient**
- **Timely**

It is also not just public transport that provides a modal alternative - LTP also includes policies and proposals relating to active travel, including enhanced provision for cycling and walking.

There is also a raft of Smarter Choices, which support better-informed travel decisions, and these are encompassed comprehensively within LTP and reflected in our Strategic Principles.

The above measures relate to solving problems associated with the existing situation in the Area. We also have to consider how we meet transport requirements to accommodate the future growth in jobs and housing, even if they may be further into the future than originally anticipated. We need to foster regeneration and

growth, by ensuring that appropriate infrastructure is improved or established, to assist new development, to enable that growth to take place and help address the regional productivity gap.

It is vital that we maintain our existing transport infrastructure and provide for the future upkeep of additions made to accommodate growth. This involves addressing our existing maintenance

backlog, providing a firm basis for future growth.

This provision for current and future maintenance has to be made in the context of increasingly limited resources. This is a key challenge, and consequently LTP reflects the importance of appropriate Asset Management over the entire Plan period.

The 'Golden Thread' From Challenges to Strategy

There is a clear linkage and flow from the identification of the challenges the Area faces, through to the Strategy, which we have termed the 'Golden Thread'. This is set out in the diagram below. Each of the components is discussed in detail later in the document but an overview is helpful at this stage:

Three Strategic Principles

Three principles are used to determine the basis of the Strategy, which are fully consistent with the outcomes sought and the five LTP Objectives. These are:

- **Making the best use of the transport assets and capacity we already have (Smarter Management)**
- **Encouraging people to move away from car use through providing attractive, effective and efficient alternatives which reduce our carbon footprint (Smarter Choices)**
- **Targeting our scarce resources at programmes, initiatives and schemes that support either or both of the first two Strategic Principles (Smarter Investment)**

In addition, we have two principles in terms of our way of working:

- **To continue to work with adjoining Local Transport Authorities to ensure a co-ordinated approach to matters of joint interest; and**
- **To work towards 24/7 public transport accessibility, where this is desirable and where there is sufficient demand.**

Five Objectives

Our five Objectives provide a set of detailed goals the Local Transport Strategy is seeking to achieve. Each Objective is consistent with the Strategic Principles and has a series of subsidiary elements within it:

- To underpin private sector led growth and economic regeneration in the West Midlands Metropolitan Area, including support for housing development and population growth, increased employment and low carbon technologies (KO1)
- To contribute towards tackling climate change through achieving a reduction in the emission of greenhouse gas emissions and ensure the resilience of the transport system to any changes to the West Midlands Metropolitan Area's climate (KO2)
- To improve the health, personal security and safety of people travelling in the West Midlands Metropolitan Area (KO3)
- To tackle deprivation and worklessness, so enhancing equality of opportunity and social inclusion for all age groups, through improved access to services and other desired destinations within and adjacent to the West Midlands Metropolitan Area (KO4)
- To enhance the quality of life for people in the West Midlands Metropolitan Area and the quality of the local environment (KO5)

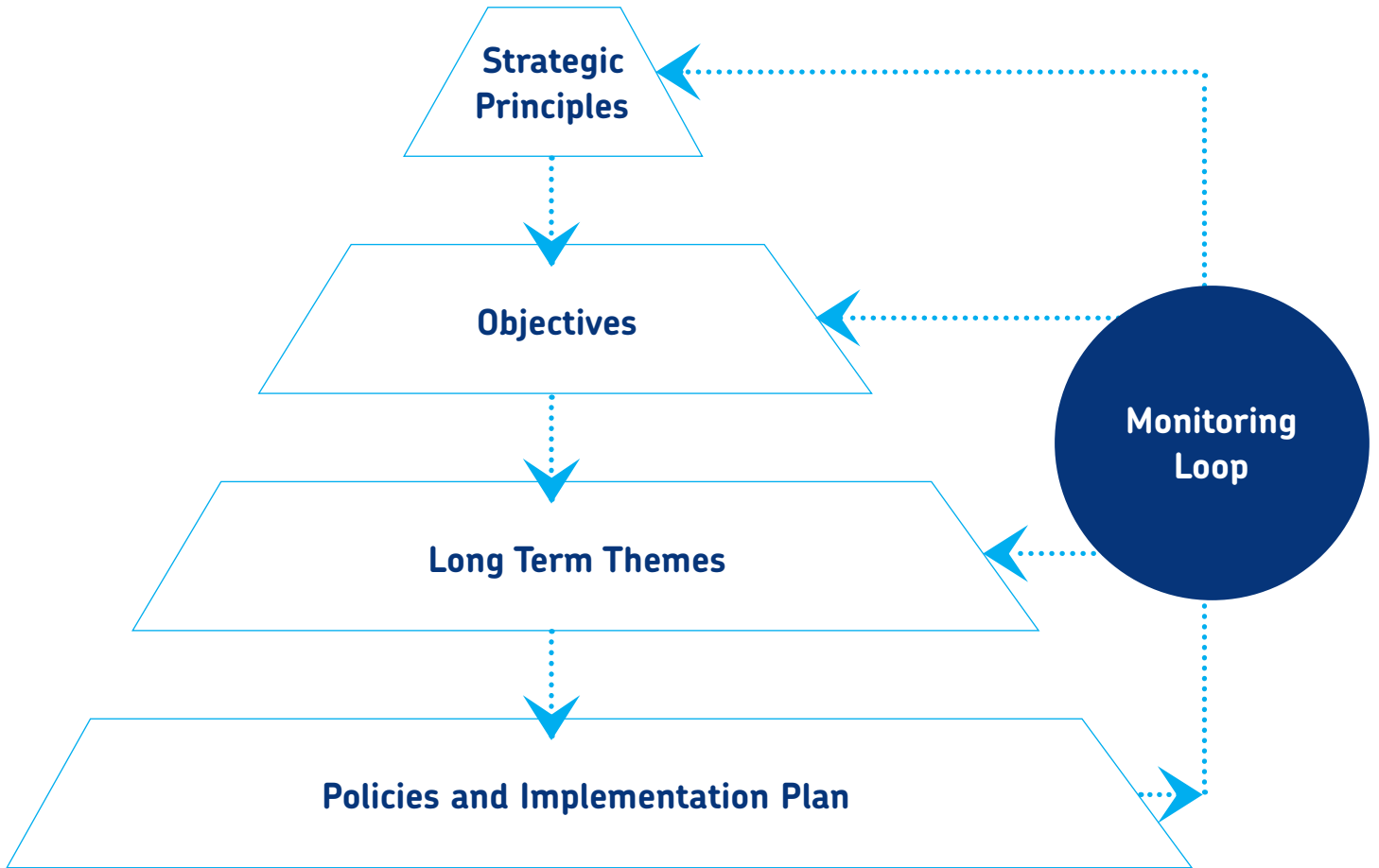
Ten Long-Term Themes

These define the more detailed outcomes and outputs we are seeking to achieve, by 'Theme'. Each Theme links back to one or more Objectives, and is consistent with the Strategic Principles. These are:

- 1 REGENERATION, THRIVING CENTRES, CORRIDORS AND GATEWAYS**
- 2 MAKING BEST USE OF THE HIGHWAY NETWORK**
- 3 MODAL TRANSFER AND THE CREATION OF SUSTAINABLE TRAVEL PATTERNS**
- 4 TRANSPORT ASSET MANAGEMENT AND MAINTENANCE – A FOUNDATION FOR GROWTH**
- 5 A RAIL AND RAPID TRANSIT NETWORK 'BACKBONE FOR DEVELOPMENT'**
- 6 IMPROVED LOCAL ACCESSIBILITY AND CONNECTIVITY**
- 7 SUSTAINABLE AND EFFICIENT FREIGHT TRANSPORT**
- 8 EFFECTIVE AND RELIABLE TRANSPORT INTEGRATION**
- 9 IMPROVED SAFETY AND SECURITY**
- 10 IMPROVED ENVIRONMENT AND REDUCED CARBON THROUGH GREEN TECHNOLOGIES**

Policies

Policies are statements of intent, which show how each of the Long Term Themes will be delivered in practice, through specific interventions and actions. These are closely related to the specific project and programme proposals set out in the Implementation Plan.



What Outcomes Will LTP Deliver?

We must be clear in terms of the outcomes that we expect LTP to deliver, reflecting our overriding priorities, which underpin the Local Transport Strategy. These are:

- **Economic recovery and closing the output gap**
- **Creation of a clean, green low-carbon future**

LTP seeks to strike an appropriate balance between these two outcomes, and their achievement is sought through the combined impact of the Strategy, policy and proposals within LTP.

The absence of economic growth will prevent our Shared Vision from being achieved. Without job- and wealth-creation, we will not be able to deliver a low carbon future, let alone our aspirations in respect of the other elements of the Shared Vision, such as equality of opportunity, improved health and a high quality physical and natural environment.

The Area's location makes it crucial for the economic health of the nation that goods and people are able to flow freely, whatever their mode of transport and irrespective of their origin or ultimate destination. There is therefore also a national dimension to this outcome, reflecting the importance of the Area to the United Kingdom's transport networks.

At the local level, movement to, from and within the Area is essential to its own economic health. There is therefore clearly also a local dimension.

The major challenge facing us is how to grow the economy whilst at the same time reducing carbon, i.e. how to achieve both of the outcomes. LTP3 seeks to set out a Local Transport Strategy that accomplishes this difficult and delicate balancing act.

5: The Strategic Principles of LTP

The LTP Strategy is firmly built on three Strategic Principles, intended to both address existing problems and to meet the transport needs arising from future growth:

- **Smarter Management**
- **Smarter Choices**
- **Smarter Investment**

These Strategic Principles are wholly consistent with, and are essential to achieving, our two outcomes.

Smarter Management - Making the Best Use of Our Assets

We cannot build our way out of our current transport capacity problems. Whilst the UTMC Scheme is key to making the most effective use of the highway network, the effects of accommodating greater overall levels of traffic would also mean that even if the congestion problem was temporarily contained, this would only be at some reduced level for a limited period of time, rather than being effectively and holistically addressed.

We therefore have to make better use of existing capacity for all modes and users, including aviation, freight, public transport, cyclists and pedestrians. This has to be done in a way that is consistent with our Shared Vision, especially our commitment to regeneration, housing and economic growth, reduced pollution, environmental improvement, reduced health inequalities and increased user safety. This Strategic Principle therefore attempts to embrace

the needs of all our stakeholders, to ensure that maximum benefits flow to all from our policies and proposals.

We will employ effective Transport Asset Management, which is a vital factor in improving a sustainable local infrastructure. An 'Asset Management Planning' approach to support the effective management of the condition of our highways and associated infrastructure assets has recently been adopted. This will achieve two things, firstly to set out the strategic approach, which can be closely integrated with local transportation management and secondly to enable the true costs of holding and maintaining those assets to be understood. This will include promoting long-term financial planning and the robust articulation of maintenance demands. It will also recognise that many of these assets may also be heritage assets, such as canal structures, signage and street furniture.

Smarter Choices – Providing an Attractive and Effective Alternative

We need to persuade people away from using the car when there is a viable alternative. This requires three things, which are incorporated within LTP.

Firstly, a package of ‘Smarter Choices’ policies and proposals, which help people find a viable alternative to car use or, if the car is the only alternative for a journey, to minimise its impact. This includes promoting “active” modes of travel like cycling and walking, which have both environmental and health benefits. There are also benefits in improving the public realm, which in term, encourages greater use of sustainable travel modes, enhances public health and can encourage inward investment and economic growth.

Secondly, we need to achieve a step change in the attractiveness of public transport as an alternative. This involves formulating a range of policies and proposals to improve all aspects of public transport, such as promoting a more responsive and better-connected network, investment in facilities, making best use of capacity, and providing accurate high-tech information systems. This requires effective collaboration between the public and private sectors and in particular the transport operating companies.

Thirdly, reducing the need to travel by promoting virtual travel (via high-speed broadband, e-commerce, video conferencing etc.) and maximising the co-location of facilities to minimise the need for multiple journeys to different places.

Smarter Investment – Making Best Use of Our Limited Resources

Resources will be limited over most, if not all, of the LTP period. Therefore, maximising value for money is the third Strategic Principle. As LTP has to address fundamental and complex issues, we need to prioritise our limited resources if we are to be successful.

We must target and spend our funding in the most effective way, to support the other two Strategic Principles set out above. This forms the basis of the Implementation Plan of LTP, which details our investment proposals.

LTP is not a ‘knee jerk’ reaction to prevailing economic circumstances, but a continuation and development of the principles which underpin the ‘Three Point Plan’ we have been developing and implementing since 2008.

The three Strategic Principles are consistent with our Shared Vision and will enable us to provide a transport platform that responds to current issues, whilst supporting the growth of the Metropolitan Area within a sustainable, low carbon framework.

6: The Objectives

We have developed five specific and integrated Objectives, based on national transport goals.

Objectives

The following five Objectives for the Metropolitan Area reflect our priorities. A number of Supporting Objectives further underpin these:

Objectives	Supporting Objectives
<p>K01 – Economy</p> <p>To underpin private sector led growth and economic regeneration in the West Midlands Metropolitan Area, including support for housing development and population growth, increased employment and low carbon technologies.</p>	<ol style="list-style-type: none"> 1. To help attract investment to development areas. 2. To increase the mobility of labour markets and help people access jobs through sustainable travel. 3. To improve access to markets for freight and business travel. 4. To maintain the level of service of the transport networks and improve journey time reliability through proactive management 5. To facilitate accelerated development of low carbon technologies in transport related fields.
<p>K02 – Climate Change</p> <p>To contribute towards tackling climate change through achieving a reduction of greenhouse gas emissions and ensure the resilience of the transport system to any changes to the West Midlands Metropolitan Area’s climate.</p>	<ol style="list-style-type: none"> 1. To reduce greenhouse gas emissions from the Area’s transport system, in terms of infrastructure, vehicles and journeys. 2. To encourage greater use of the most sustainable and low carbon transport systems. 3. To future-proof the transport system to cope with any unavoidable changes to the Metropolitan Area climate.

Objectives	Supporting Objectives
<p>K03 – Health, Personal Security & Safety To improve the health, personal security and safety of people travelling in the West Midlands Metropolitan Area.</p>	<ol style="list-style-type: none"> 1. To reduce local air, noise and other pollutants from the transport system. 2. To increase levels of exercise through active travel to improve health and reduce health inequalities. 3. To reduce the number of criminal and anti-social incidents on the public transport network and reduce its vulnerability to terrorism and vandalism. 4. To improve perceptions of personal security on the public transport network. 5. To improve community and neighbourhood safety and social cohesion. 6. To reduce the number and severity of road traffic casualties.
<p>K04 – Equality of Opportunity To tackle deprivation and worklessness, so enhancing equality of opportunity and social inclusion, by improved access to services and other desired destinations within and adjacent to the West Midlands Metropolitan Area.</p>	<ol style="list-style-type: none"> 1. To improve access to key services for all, including education and training opportunities. 2. To improve the accessibility to transport for all including those with mobility difficulties and the elderly. 3. To work with operators to remove affordability as a barrier to public transport use. 4. To align availability of public transport with changing travel demand patterns.
<p>K05 – Quality of Life & Local Environment To enhance wellbeing and the quality of life of people in the West Midlands Metropolitan Area and the quality of the local environment.</p>	<ol style="list-style-type: none"> 1. To reduce stress by improving the journey experience of highway and public transport users. 2. To enhance the quality of the urban realm in centres. 3. To enhance the quality of streetscapes and the historic environment. 4. To protect and enhance green spaces, the natural environment and biodiversity.

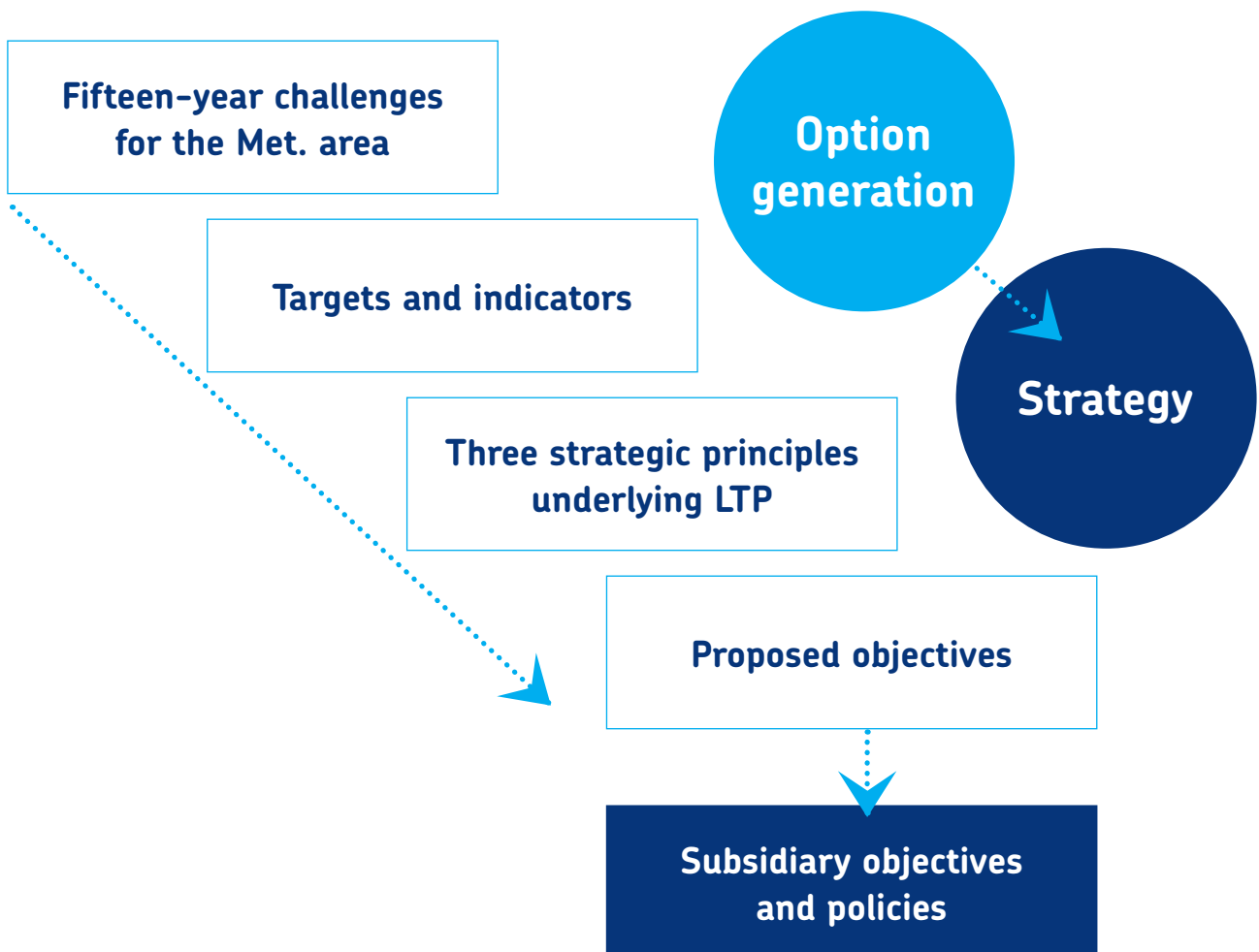
7: From Objectives to Strategy

The Strategic Principles, together with the Objectives, are closely aligned with national transport goals and provide the basis for LTP's Strategic Options.

The Options

We considered two **broad Strategic Options**, generated through the following framework:

Framework



The Strategic Options have been developed in parallel with the logical process of defining the challenges, determining appropriate targets and indicators, setting the three Strategic Principles and defining Objectives.

The Options were also considered against the following eight criteria:

- **Ambitious** – Despite the prevailing economic circumstances, this is not the time to be timid in terms of the Strategy
- **Positive** – We must attempt to meet the '15-year Challenges' directly
- **Robust** – The Strategy must stand up to scrutiny and be compliant with legislation, including European Directives
- **Flexible** – The Strategy covers a 15-year period and must therefore be capable of adapting to changing circumstances over the medium-term
- **Realistic** – It must be capable of being financed, resourced and delivered
- **Innovative** – Whilst reflecting established best practice, seeks new ways of delivering solutions
- **Metropolitan Area Specific** – It seeks to close the GVA gap through facilitating low-carbon solutions for a low-carbon economy
- **Clear Audit Trail** – supported by the Evidence Base, and in line with the Sustainability Appraisal

This led to the two broad Strategic Options. As these were drawn up against the background of national and local policy, they are not radically different. The distinctions are principally in terms of the balance of policies and interventions, and the emphasis placed on certain themes. They were also as much a product of timeframe as philosophy. The two Strategic Options were:

- **Option A** – Roll Forward and Enhance Existing LTP2 Policies
- **Option B** – Develop a Low-Carbon Transport Strategy to Support a Low-Carbon Economy

Option A – Roll Forward and Enhance Existing Policies

This entails the updating and continuation of current key policies from LTP2, but with increased prioritisation due to constrained economic circumstances. The emphasis would be on limited capital investment, at least in the early years of LTP, with a focus on:

- Dealing with congestion and addressing accessibility, air quality and road safety
- Ensuring delivery of existing commitments, including RFA2 Major Schemes
- Solutions based on single modes of travel and individual interventions such as Red Routes, Quick Wins and Urban Traffic Control Management
- Developing Smart Routes as an integrated approach to corridor-based improvements
- Increasing patronage on bus, Metro and rail
- Implementation of committed RFA Major Schemes would be a priority.
- Road and junction improvements would be undertaken, where they benefit all road users, including public transport, the freight industry and 'active travel' modes such as cycling. This would be achieved through an enhanced 'Quick Wins' programme.
- Network capacity management would be achieved using the existing initiatives of Red Routes, Urban Traffic Control Management, 'Quick Wins' and Congestion Target management.

This would involve:

- Developing a balanced package between public and private transport within the parameters of limited capital and revenue funding for the foreseeable future. There would be an emphasis on achieving modal transfer through selected Smarter Choices initiatives, which tend to be non-capital intensive.
- Demand management would be sought through a range of initiatives, within the context of limited funding. Examples might include the use of car parking charges to encourage modal transfer.
- Support would be extended for public transport schemes. Apart from the public transport components of Bus Showcase and Primelines, rail and station upgrades would be undertaken, alongside the proposed Metro extensions in Birmingham and Wolverhampton city centres.
- We would work closely with the freight industry to ensure their interests are taken account of as the strategy is implemented, recognising the vital role that freight and logistics plays in economic regeneration.

Option B – Low Carbon

Option B specifically responds to the Coalition Government’s sustainability agenda, acknowledging the need for fiscal, economic, environmental and social sustainability, whilst at the same time cutting our carbon output and promoting the Metropolitan Area as a low carbon economy.

Whilst both options strike a balance between economic recovery and carbon reduction, Option B proposes a greater focus on carbon and climate change aspects. The balance and emphasis will inevitably change over the Plan period, with fiscal and economic imperatives at the fore in the early years, but with the low carbon approach to the Long Term Themes becoming increasingly prominent as the Plan progresses.

Option B builds on the foundations provided by Option A, but is bolder and goes further in its ambition. Fundamentally, it acknowledges the imperative of tackling climate change through developing and implementing innovative low carbon solutions to our transport challenges, focusing on how this supports a low carbon economy. This Option focuses on:

- **Asset Management and enhanced maintenance, ensuring existing networks are fit for purpose for both current and future travel demands.**
- **Implementation of committed RFA Major Schemes as a priority.**
- **Smart Routes forming the basis for network capacity management, benefiting all road users. These bring together, in a co-ordinated manner, such existing initiatives as Red Routes, Bus Showcase, PrimeLines, ‘Quick Wins’ and Congestion Target Management, alongside public realm enhancements.**
- **Aligned with Smart Routes, the development of Low Carbon Corridors to tackle carbon reduction from transport in a targeted and co-ordinated manner.**
- **An emphasis on expanding public transport capacity to meet new demand, arising from additional housing development, economic recovery and additional growth. Available capital resources would be used to undertake focused investment on network and service improvements for bus, rail, Rapid Transit and Metro.**
- **A focus on more robust demand management measures such as road space reallocation, parking controls and charges, and the effective use of Traffic Management Powers, alongside a robust enforcement regime.**
- **A commitment to reduce the need to travel through promotion of virtual travel and maximising the co-location of facilities to minimise the need for multiple journeys.**

- Additional highway schemes (apart from an extended 'Quick Wins' Programme to ensure that the strategic highway network continues to operate effectively and safely, including junction improvements where required) would only be undertaken where these are essential to unlocking economic development (for example, where they are associated with Impact Investment Locations), attracting other inward investment or are necessary to enable the development of key housing sites.
- Preparation for the impact of HS2 to ensure that the appropriate connectivity measures are in place to ensure that the whole Metropolitan Area and the broader region gain the maximum benefit from HS2's development, whilst minimising its environmental impact. This includes maximising the benefits that will accrue from released capacity on the "classic" rail network, such as the West Coast Main Line and ensuring service levels to and from Coventry and Wolverhampton are, where possible, enhanced.
- Support would be extended to innovative technological low-carbon solutions, such as Climate KIC, the Vehicle Technology Project and the CHARGED initiative.
- Positively responding over the Plan period to forecast rising fuel prices and the opportunity this presents to change travel behaviour. This requires taking the Smarter Choices programme to a new level, on a more comprehensive, integrated and significant scale.

8: The Strategy

The Local Transport Strategy is based on Option B – Low Carbon, as it represents the best strategic fit in terms of:

- The Coalition’s agenda as set out in the Programme for Government (2010)
- Meeting the needs of the Metropolitan Area and its Travel to Work Area by best achieving the two outcomes and the five Objectives
- The overall level of resources likely to be available within the Plan period from both the public and private sectors
- The findings of the Sustainability Appraisal and the evidence base

The balance between our ‘Smarter’ approaches and the Long-Term Themes may change during the plan period, and may differ in emphasis across the Area, to meet local challenges and circumstances.

The main elements of the preferred LTP Strategy can be summarised as follows:

- Cost-effective transport investments creating maximum economic benefits through improved GVA and new jobs
- Ensuring the timely implementation of existing committed Major Schemes
- Working with national and regional agencies to ensure that Birmingham Airport’s development as a Strategic National Asset is facilitated by improving links with national destinations (including London) and preparations for High Speed Rail (HS2) to maximise benefits for the West Midlands as a whole
- Limiting new road building to specific locations where explicitly required in order to attract inward investment, allow expansion or renewal of existing employment areas, and/or major new housing development, but not excluding improvements to the existing strategic and local highways networks to improve traffic flow and reliability of movement
- A presumption in favour of increasing public transport capacity to accommodate additional transport demand arising from the Growth Agenda
- Making the most effective use of the highway system through liaison with stakeholders and through use of the UTMC system
- A focus on Smarter Choices to encourage fewer or shorter journeys, or modal transfer, including encouraging cycling and walking

- Developing the Smart Routes concept as the key network management tool, integrating a range of existing initiatives to promote smoother traffic flows and more reliable journey times
- Pursuing Transport Asset Management, especially in the early years of LTP, to ensure a solid infrastructural basis upon which to build the Growth Agenda
- This approach recognises the role of Major Schemes to assist the economic restructuring of the Metropolitan Area. It also recognises the need for many smaller-scale capital and revenue schemes and measures, especially to support improvements in local connectivity for businesses and communities across the Area

To maintain a clear long-term direction to help with difficult decisions over priorities and future resource allocations, we have developed ten Long Term Themes, which underpin our policies, programmes and other interventions. In the following section we provide more detail on what each of the Themes comprises, together with priorities, interventions, outcomes and outputs where appropriate.

Long Term Theme 1: **REGENERATION, THRIVING CENTRES, CORRIDORS AND GATEWAYS**

Economic growth is one of the two outcomes sought from LTP. Transport interventions can make a significant positive contribution towards all forms of regeneration activity, both large- and small-scale. This requires alignment of the Local Transport Strategy with spatial planning and regeneration proposals and policies set out by the Districts, regeneration agencies and other stakeholders. The ITA has an influencing role in this respect, and it will work closely with its partners to ensure that LTP actively supports the outcome of economic growth and regeneration, as well as assisting the implementation of Core Strategy policies and proposals.

The Area's centres are the foci of a sustainable form of urban land use/ transport development. The strategic, town and suburban district centres therefore need to thrive by attracting inward investment. This requires improved access, alongside a transformation of the quality of the environment with modern walkable urban realms. Streetscape improvements, appropriate parking strategies and a reduction in the dominance of the car in town and city centre streets are integral to this. Interchange improvements to connect the rail and rapid transit network with local bus networks are also integral to promoting thriving centres, as is ensuring that coach provision is properly catered for.

Birmingham city centre, as the main regional centre and hub of the public transport network, has particular significance. A city centre transport strategy is currently being finalised, in accord with the “Big City Plan” initiative. This will set out how increased demand arising from development in central Birmingham will be accommodated, and how internal movement will be improved. The principles underpinning this initiative are “a well connected city,” “an efficient city” and a “walkable city.” Implementation of New Street Gateway, the Metro extension and bus hubs are complex projects, which will be supported by a clear communications strategy for this city centre transformation.

Area Action Plans for other strategic centres in the Metropolitan Area are also vital and are being prepared across the Metropolitan Area.

Birmingham Airport (BHX) and the National Exhibition Centre (NEC) are key national and regional assets. They are essential elements within the regional and Metropolitan ‘toolbox’ for economic growth and regeneration. LTP therefore seeks to ensure that an appropriate regional, Metropolitan and local transport infrastructure is provided which supports both of these assets, including the longer-term development of HS2.

Some regeneration corridors will also require limited new road building in specific locations, where this is explicitly required in order to attract inward investment, allow expansion or renewal of existing employment areas and/or major new housing development.

Priorities for Action:

- **Alignment of Strategic Transport Corridors with Impact Investment Locations and other regeneration policy designations**
- **Implementation of transport improvements identified in Core Strategies, Area Action Plans and other relevant documents**
- **Active promotion of HS2, with stations at Birmingham Airport and Birmingham City Centre**
- **Ensuring that the benefits of HS2 are maximised for the whole of the Metropolitan Area, and the wider region, through ensuring maximised connectivity within the local transport network and the best use of capacity released from the ‘classic’ rail network, including that capacity released on the West Coast Main Line**
- **Development of a transport infrastructure that supports access to Birmingham Airport/NEC and improves connectivity as part of the regeneration of North Solihull/ East Birmingham**
- **Development of the Multi Modal Interchange at Birmingham International Station and public transport services to include early morning, evening, late night and weekend services**
- **Ensuring that the need for coach provision is fully considered in centres, gateways and major attractions**
- **Encouraging schemes that deliver improvements in environmental quality, a sustainable and functional urban realm, and locally distinctive centres**

Long Term Theme 2: MAKING BEST USE OF THE HIGHWAY NETWORK

Highways Network Management

Transport needs are met by complex networks managed by a range of Authorities and organisations and which, as far as the users are concerned, operate irrespective of authority boundaries.

The Traffic Management Act 2004 (TMA) places network management duties on Highway Authorities. The main duty is to secure the expeditious movement of traffic, including cyclists and pedestrians, on the Authority's road network and on adjacent road networks for which another Highway Authority is responsible. The TMA requires each Highway Authority to appoint a Traffic Manager who is responsible for meeting this duty.

Each of the Metropolitan Highway Authorities has thus appointed a Traffic Manager to oversee network management within individual authorities, and participate in inter authority working across authority boundaries. They work in partnership through the established Traffic Managers Group to strengthen co-operation and collaboration, as well as linking with the community and other stakeholders including the Police, emergency services, Highways Agency, bus operators and utility companies.

The Metropolitan Districts manage some 7,600 km of highway (including associated bridges, footpaths, pedestrian areas, bus lanes, and cycleways). They are responsible for 650 traffic controlled junctions, and control the use of over 100,000 publicly available parking spaces in city and town centres. The utility and communication companies also make use of the highways to carry their networks of gas, electricity, water, communications and drainage.

Metropolitan Area Road Lengths and Traffic (km) by Type

	Road Length 2007 (km, DfT)	% of total Road network	% of total Traffic carried
Motorway	81.0	1.0%	18.2%
Trunk / Principal	626.6	8.1%	24.5%
Classified Non-Principal	825.7	10.7%	18.4%
Unclassified	6,211.1	80.2%	38.9%
Total	7,744.4	100.0%	100.0%

Public transport operators provide approximately 450 bus routes covering 135m bus service kilometres (8% of which are subsidised by the ITA, who also manage 12 bus stations and over 11,000 bus stops).

The highway network provides access to 6,091 park and ride car parking spaces at 37 rail stations and 23 Metro stops.

Managing transport networks in a way that continues to serve the needs of the whole community, requires a high degree of understanding and collaboration between the Metropolitan, Highways and Local Planning Authorities, Highways Agency, emergency services, utility companies, users and other stakeholders.

Effective management of the highway network, through, for example the UTMC system, will

contribute to achieving the wider objectives of LTP. By improving travel to work and facilitating freight operation, it will encourage job opportunities, promote economic growth and encourage regeneration. It will also underpin policies of improving the environment and general quality of life through reducing congestion, improving air quality, accessibility and road safety. In addition it will promote a reduction in social inclusion by increasing access to travel, and therefore to services and opportunities, through a range of measures, including improved and affordable public transport, greater safety in personal travel, and arrangements for inclusion of those with mobility and other difficulties.

Effective management of the motorway network is also required, making best use of motorway capacity in and around the Metropolitan Area.

Priorities for Action

- To develop and maintain systems to manage planned activities on the highways network to minimise disruption to the movement of people and freight
- To develop and review with emergency services, adjacent Highways Authorities, the Highways Agency and other appropriate bodies, contingency arrangements for dealing with unplanned incidents on the highways network
- To liaise with adjacent Highways Authorities and the Highways Agency to achieve consistency in the journey experience for users of the highways network
- To deliver the UTMC Major Scheme to support the integrated management of the highways network

Smart Routes

Maximising the effectiveness of the Highway Network will primarily be achieved through the Smart Routes approach of combining existing corridor-based initiatives to achieve maximum synergy and to improve the overall journey experience for all users of these corridors, including improvements to the public realm, including the removal of street clutter.

LTP2 sought to address congestion through a number of individual network-wide initiatives, including Bus Showcase, Red Routes and Congestion Target Delivery Routes, with significant successes recorded to date. LTP seeks to build on those in a more coordinated and integrated manner, to provide an efficient and attractive transport network, tackling the problem of congestion.

Strategic Transport Corridors within the network perform a dual function, as transport links and places where people live and work (the 'Link and Place' principle).

Full details of the Smart Routes concept, which is the key network management tool in LTP, are contained in the Appendices. In brief, the requirements of a Smart Route are to:

- **Ensure that any benefits are "locked in" and do not lead to induced traffic in the longer term**
- **Make the most effective use of available highway space**
- **Equitably allocate road space (the 'Link and Place' principle)**
- **Assist the creation of vibrant, safe and**

attractive centres, including the removal of street clutter

- **Seek to use materials and infrastructure which complements the built and historic environment**
- **Seek to achieve a consistent and reliable journey experience for all users**
- **Consider all modes of transport**
- **Actively encourage sustainable travel solutions**
- **Effectively engage with stakeholders throughout**
- **Integrated programmes, ensuring a consistent approach across the Metropolitan Area**

The long-term network of Smart Routes is defined in the Appendices document, closely aligned with the Area's growth and regeneration priorities. The proposed network supports the Outcomes of economic growth and reducing carbon emissions. A prioritised set of delivery programmes will be established through the rolling programme of Implementation Plans. Development of the Smart Routes network will be coordinated with neighbouring Shire Authorities and the Highways Agency, to allow better connectivity with the wider Travel to Work Area.

Priorities for Action:

- **Pilot and Phase One implementation of Smart Route corridors, as part of a Sustainable / Smart Package, with a continual improvement process of lessons learnt and actions for future schemes**

Urban Traffic Control

Urban Traffic Control Management

The £27 million Urban Traffic Management Control Major Scheme (UTMC), is being developed across the Area with the following objectives:

- Smoothing traffic flow, based upon improving journey time reliability and the efficient use of adaptive signal control methods and strategy deployment
- Prioritisation of the use of road space aimed at providing appropriate allocation to all users in accordance with Smart Route principles.
- Proactive management of planned and unplanned events across the network to minimise disruption to the rest of the travelling public.
- Developing contingency plans, operational strategies and diversion routes

MATTISSE

MATTISSE is a 'real time' communications network for traffic and travel information. It provides multi-modal information and posts notices of planned and unplanned events and gives advance notice of planned street works.

Priorities for Action:

- Ensuring the effective implementation of the UTMC Major Scheme
- Keeping the UTMC under review once implemented, to ensure it continues to support wider Highways Management objectives, including development of Smart Routes principles
- Keeping the "Midlands Advanced Transport Telematics Information Services & Strategies in Europe" (MATTISSE) under review to assess its contribution towards meeting LTP Objectives and to inform future Strategies for Telematics requirements

Long Term Theme 3:

MODAL TRANSFER AND THE CREATION OF SUSTAINABLE TRAVEL PATTERNS

Smart Routes and an emerging Rail and Rapid Transit Network will help maximise the effectiveness of the Highway Network, and meet the bulk of new travel demand arising from increased economic activity. However, to improve journey time reliability and experience, and to smooth traffic flows, supporting interventions are also needed to take pressure off highway locations that suffer severe congestion at busy times.

These supporting approaches emphasise Smarter Choices, which will further raise awareness of alternatives to the car, and comprise the following initiatives:

- **Increasing Public Awareness of Travel Choices**
- **Workplace Travel Plans**
- **School Travel Plans**
- **Community Travel Plans**
- **Residential Travel Plans**
- **Rail Station Travel Plans**
- **Promotion of Walking and Cycling**
- **Personalised Travel Plans**
- **Car Sharing**
- **Car Clubs**
- **Smarter Travel Working (Teleworking/ Home Working/Flexible Working)**

The evidence base has been growing in recent years, and shows that Smarter Choices can deliver the following important benefits:

- **Reduce modal share of car and increase modal share of public transport, walking, cycling and car sharing**
- **Playing a role in addressing the 'School Run' problem and delivering improved health and safety**
- **Reduction in the overall number of car trips**
- **Change in the timing of travel, in particular a reduction in car travel during periods of peak traffic volumes**

Impressive increases in public transport use, and walking and cycling, have been witnessed where resources are carefully targeted, such as the Government's recent Sustainable Travel Demonstration Towns project.

Alongside Smarter Choices is the need to continue pursuing a common parking management and pricing approach, to deter long stay off-street public parking in locations with high public transport accessibility. Accessibility planning will also steer more intensive forms of development to more accessible locations, thus supporting efforts to reduce pressure on the highway network.

Implementation of Districts' local cycling strategies is also vital for meeting local modal shift, congestion and public health objectives. The focus of these is on improving networks of routes of up to five miles, linking residential areas to local centres, employment areas, schools, railway stations, public transport stops, leisure facilities and other key destinations.

Improvements can be achieved through highway schemes and opportunities arising from new development. Ongoing improvements will be complemented by providing dedicated cycle infrastructure, such as cycle lanes, cycle tracks, crossings, advance stop lines, and other measures that give cyclists advantages over vehicle traffic. Other schemes will contribute towards improved cycling conditions, including traffic calming, junction treatment, 20 mph zones, shared space initiatives and exemptions for cyclists at road closures. Focus will be on removing barriers to cycle use. Cycle training and marketing and communications initiatives are also integral to Districts cycling strategies.

The role of walking is also an important one for local journeys and smarter choice measures need to incorporate improved conditions for walking in local corridors and centres.

Priorities for Action:

- **Smarter Choices packages in suitable corridors, complementary to the Local Sustainable Transport Fund package, as part of an active and Sustainable/Smart Package, with Smart Route development**
- **Smart Choices activities aimed at encouraging businesses to reduce the need for company travel by greater use of technology, including broadband and video conferencing**
- **Increasing the level of active travel, to tackle health and transport challenges, by walking and cycling, including a cycle route network strategy and development with suitable measures appropriate to traffic flows and speeds on priority links**
- **Further development of rail station travel plans including improved public transport access and cycle facilities at public transport nodes**
- **Development of a long-term active and sustainable approach to school travel plans with complementary schemes and initiatives to improve and encourage further active travel for school journeys reducing the reliance on private transport**

Long Term Theme 4:

ASSET MANAGEMENT AND MAINTENANCE – A FOUNDATION FOR GROWTH

The highway network plays a highly visible and pivotal role in connectivity. It is also the most valuable asset each Highway Authority owns and manages. The local road network distributes traffic to and from the National Strategic Network, providing local access for employment, commerce and leisure. Development of the network for all transport modes must be founded on a sound asset base, providing for both current and future maintenance requirements. This includes asset management of other transport infrastructure by partners, including public transport operators, Network Rail and the Highways Agency.

Effective Asset Management and maintenance is vital to building sustainable local communities and we have recently adopted an 'Asset Management Planning' approach to support the effective management of transport assets. This sets out a strategic approach which is closely integrated with transport strategy, enabling the true costs of holding and maintaining an asset to be understood. This includes promoting long-term financial planning, budgeting and robust articulation of maintenance demands to deliver service improvements and efficiency savings.

Historically, maintenance of the highway network and the associated structures we rely on has suffered, relative to other transport areas, due to policy priorities. The seven Highways Authorities'

individual Asset Management Plans (AMPs) define how they will manage their transport and highway assets along well disciplined principles, which are essential for high quality service delivery to meet the needs of current and future customers. The contents of AMPs are based on a generic plan developed for the Area, providing a uniform approach to asset management planning. They will also take account of heritage assets associated with the highway network and their future maintenance and management.

A fundamental basis for the LTP Strategy is the implementation of the eight AMPs being developed by Centro and the Highways Authorities. These take a strategic view of the best use of resources for the management, preservation and enhancement of the Area's transport assets, now and in the future.

Areas covered include the role of planned maintenance, Public Finance Initiative Highway Schemes, and the need to ensure that bridges are maintained so that access to existing and future employment areas is not hindered by excessive weight restrictions or other structural problems. They also consider the role of 'future-proofing' the transport system to ensure its reliability in the event of any unavoidable climate change effects for the Area.

Priorities for Action:

- Implement the policies and measures that will ensure that the highways network is maintained in a safe and serviceable condition.
- Create an attractive well-maintained highway environment, which will contribute to an efficient local economy, whilst maximising the return on a given level of investment to reduce the amount of unplanned, reactive maintenance.
- Implement the principles of the recently published CIPFA Infrastructure Code for asset management and maintain a comprehensive knowledge of highway assets.
- Prepare for asset valuation in line with Whole of Government Accounts and depreciated accounting methods, which will measure the cost of the economic benefits embodied in the assets and quantify the level of asset consumption during an accounting period.
- Endorsement of finalised Asset Management Plans (AMPs), and embedding their recommendations into future capital and revenue programmes.
- Identifying a Metropolitan Area-wide course of action towards tackling major transport maintenance concerns (including weakened bridges)
- Working with partners, where appropriate, to ensure the maintenance of public transport assets.

Long Term Theme 5:**A RAIL AND RAPID TRANSIT NETWORK 'BACKBONE FOR DEVELOPMENT'**

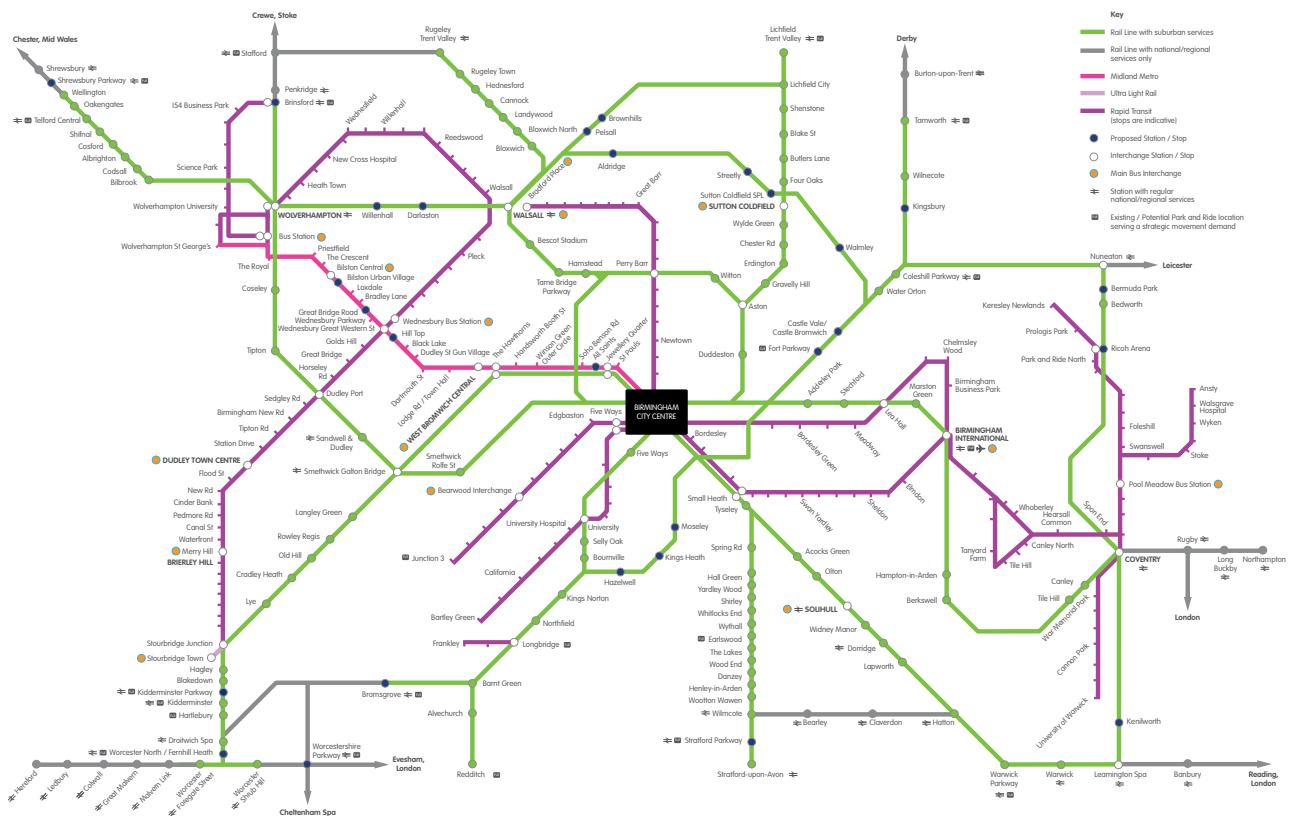
Development of a Rail and Rapid Transit Network is an ambitious approach, matching the deep economic and environmental challenges faced by the UK's second largest urban area.

Development of this network has four main functions:

- To act as an 'anchor' for attracting inward investment and widening labour markets, particularly in the Black Country
- To accommodate the bulk of increased demand for travel arising from increased economic and housing growth, through high capacity, rapid fixed links between centres and regeneration areas in busy, high volume corridors

- To provide fast links to the wider regional Travel to Work Area, allowing sustainable forms of movement to the main centres within the Metropolitan Area whilst ensuring that the Urban Renaissance Spatial Strategy is implemented
- To maximise accessibility to HS2 stations and a developing Airport/NEC, broadening the benefits to the whole of the Metropolitan Area

The West Midlands Metropolitan Area’s long-term vision for the Rail and Rapid Transit Network is shown in the figure below.



West Midlands Long Term Rail and Rapid Transit Network

The network aims to bring together all rail connections and rapid transit lines in high volume corridors. The result is a ‘backbone’ of rapid, high capacity public transport, linking the Area with its hinterland, the main centres and key regeneration corridors. The network comprises:

- Rail (national, regional and suburban)
- Tram-train
- Light Rail/tramway
- Bus Rapid Transit
- Park and Ride (strategic and local)

The main features of this integrated public transport network are:

- **Speed:** forms of public transport which are faster than local bus services, to enable longer journeys to be made within an 'acceptable overall journey time', often considered to be 45 minutes. An example of this was the former Walsall - Wolverhampton rail service, where journey times were considerably shorter and more reliable than by bus
- **Capacity:** forms of public transport which have higher passenger capacity than local bus services for main flows of movement, typically for corridors of over 12,000 passengers per day
- **Permanence:** fixed permanent links, to shape land use plans and provide security on which to invest in sustainable developments
- **Integration:** to enable journeys to be easily made through use of more than one mode or service, with convenient availability of local bus services to make the initial or final connections on a journey
- **Accessibility:** the provision of accessible infrastructure, information and services, supported by staff with disability awareness training

These attributes are supported by operational elements, to deliver improved quality through:

- **Frequency:** 'turn-up-and-go' frequencies of at least every 8 to 10 minutes which, market research shows, remove the constraint of organising personal time around public transport timetables. Where this high frequency is not possible (e.g. where suburban rail services link small settlements within the Travel to Work Area with main centres), then regular service is critical, ideally at 15 to 30 minute intervals.
- **Reliability:** through effective operational management and significant segregation of public transport from the general traffic flow results in people having confidence in, and therefore choosing, public transport
- **Operating Hours:** as employment and leisure patterns change, so an 18-hour operating day should be the minimum standard for rail and rapid transit, with an aspiration for 24 hour service provision where demand warrants it.
- **Image and Perception:** high quality service features, and a strong positive image, help rail and rapid transit achieve modal shift

Priorities for Action:

- Ensuring delivery of committed rail industry investment in the rail network including the Control Period 4 programme (rail capacity enhancements, suburban station platform lengthening, area resignalling), new rolling stock and additional Park and Ride capacity
- Developing long term service aspirations towards the Metropolitan Area rail network through the use of the classic network capacity released by High Speed Rail
- Identifying future Metropolitan Area rapid transit development and delivery priorities
- Developing the Wolverhampton City Centre Rapid Transit scheme to support the on-going regeneration of the city centre as part of the wider Black Country Rapid Transit Spine
- Black Country Rapid Transit Spine development, linking the main centres of the Black Country and Stourbridge
- Rapid Transit Network development in regeneration corridors serving significant economic development areas and centres, particularly Coventry

Long Term Theme 6:

IMPROVED LOCAL ACCESSIBILITY AND CONNECTIVITY

Journeys of less than 7.5 kilometres in length comprise 66% of all journeys in the Metropolitan Area. More than half of these are currently made by car. To support both outcomes and all five Objectives of LTP, some targeted modal shift of these local journeys is sought through the development of principal bus corridors, as part of our Smart Routes strategy. There is also a role for increased walking and cycling, especially for shorter journeys, as part of our Smarter Choices strategy.

Ensuring that the land use planning system takes full account of accessibility needs is a key requirement.

The social inclusion objectives of equality of opportunity are also extremely important. Effective local public transport provides vital connections for people to access jobs, skills, services and shops and will be pursued through:

- **Developing the rail and rapid transit network for longer journeys**
- **Comprehensively improving local bus networks, through the joint approach between Centro and bus operators of 'Transforming Bus Travel'**

- Undertaking local bus network reviews, taking account of the views of equalities groups, proposed new development sites, and changes to local service provision, for example in respect of health care and retailing facilities
- Providing complementary travel measures, such as Ring and Ride, Community Transport and travel training with demand-responsive services appropriate for low demand areas, specialised travel demands and provision to help meet the needs of people with disabilities
- Concessionary fare policies, designed to promote increased social inclusion for elderly and disabled persons, children, and, through the WorkWise initiative, for jobseekers
- Improving cycling facilities and cross-boundary networks
- Making local improvements to walking routes as part of wider community safety projects

Priorities for Action:

- Principal bus corridor and local bus network service reliability improvements, through measures such as Smart Route and securing service quality enhancements using appropriate legislative powers and strengthened partnership working with operators
- On-going local bus network reviews, reflecting proposed new development sites, land use changes and changes in people's travel requirements, including access to health care facilities
- Improving access and connectivity to all types of centres by all modes, to support local economies and reduce locally generated carbon emissions
- 'Putting People First' agenda to influence the role of community transport in the complementary travel services tier of the Metropolitan Area public transport network, including delivery of the Ring and Ride business plan
- To work with transport operating companies towards provision of 24/7 services where this is economically or socially desirable and where sufficient demand exists
- Ensuring the ITA's access standards for the provision of socially necessary bus services remain appropriate

Long Term Theme 7:

SUSTAINABLE AND EFFICIENT FREIGHT TRANSPORT

The movement of freight reflects of the strength of any economy, showing the demand for manufactured goods, as well as retail and commercial demands. LTP covers all aspects of freight movements from the start of a journey, along transport networks and end point unloading. It focuses on road and rail freight as the primary method of freight movements in the Area, whilst also covering water and airfreight.

LTP covers the roles of:

- **The West Midlands Freight Quality Partnership**
- **Integrated Transport Authority (ITA)**
- **Local Authorities**
- **Network Rail**
- **Freight Operators**

It sets out a strategy to address complex and inter-linked issues such as lorry parking, effective delivery access, access to the Strategic Highway Network, improving environmental performance, urban freight consolidation centres, and schemes to support the movement of goods by heavy rail.

Priorities for Action:

- **Journey time reliability improvements to the Strategic Highway Network, based on Smart Route implementation to aid the efficient movements of goods**
- **Bridge strengthening to improve access to employment areas from the Strategic Highway Network**
- **Development of urban freight consolidation centres and other measures to reduce the adverse environmental impacts of freight movements**
- **Providing enhanced lorry parking capacity and facilities**
- **Quick Win rail freight improvements, which will also benefit passenger rail services**
- **Development of the Walsall – Stourbridge Rail Freight Route with the rail industry for delivery during Control Period 5**
- **Improvements to motorway access for freight, particularly in the Black Country**

Long Term Theme 8: EFFECTIVE AND RELIABLE TRANSPORT INTEGRATION

The Area's public transport system comprises an integrated network of four tiers:

- **Rail and Rapid Transit Network**
- **Principal Bus Corridors**
- **Local Bus Networks**
- **Complementary Travel Services**

The whole is greater than the sum of the parts, and integration measures will ensure that full connectivity is achieved through the overall network. These measures are:

Integrated Branding/Network Identity

The implementation of the Network West Midlands (NWM) initiative by Centro and operators in 2006/7 has created a recognisable single brand for the Area's public transport system and for parts of the Travel to Work Area. This will be further developed, so that marketing of an ever-improving NWM creates a relationship with the population of the Metropolitan Area akin to that which world cities residents have with their public transport systems. It will also play a key role in rolling out the wider Smarter Travel Choices strategy.

Information

Integrated information provision has improved dramatically through development and implementation of the NWM brand. The next phase takes into account advances in electronic information and mobile phone technology.

These include the potential to improve information provision for all, helping overcome existing barriers for disadvantaged groups. Areas for improvement include on-board next-stop information and greater use of real time information.

Integrated, affordable ticketing

The cost of travel is a critical factor in maintaining and growing public transport use. Competitive, value-for-money fares are a pre-requisite for sustained increases in public transport patronage across the Area, including the Travel to Work Area. We will continue to work with local commercial operators and neighbouring Local Transport Authorities to ensure that fares represent value for money to customers. We will also manage local concessionary travel for elderly and disabled people, and promote WorkWise, whereby jobseekers can obtain travel advice and free public transport passes for interviews and for the first three months of employment.

Smartcard technology brings huge potential benefits to integrated ticketing and is currently being introduced to the Area, initially with concessionary passes, followed by rollout to fare paying passengers. The goal is for occasional and regular public transport customers to be able to easily interchange between different modes and services, without being unduly financially penalised for having to use more than one service to meet their travel needs. This includes journeys to and from the wider Travel to Work Area.

High Quality Interchanges

Interchanges between the rail and rapid transit and bus networks are an important part of city and town centre improvements. A series of small, on-street interchanges is also required to allow easy transfer between bus services at key intersections, often in suburban district centres. Strengthening of coordinated timetabling between bus and rail services also promotes integration.

Park and Ride

The role of Park and Ride is to encourage transport users to take public transport for a significant part of their journey. We recognise that the car is essential for a portion of the population in order to start and finish their journey – but it need not be necessary for the whole journey, especially if people want to access central areas where congestion exists. Park and Ride is attractive where it offers seamless journey integration for the customer from their car onto public transport. Whilst most Park and Ride in the Metropolitan Area is rail-based, there is also a role for bus park and ride facilities in some circumstances.

Park and Ride supports LTP Objectives such as modal transfer, reducing congestion and improving air quality.

Taxis

Accessible taxis have a valuable integration role to play, as first and last links in some journeys, particularly related to long-distance rail stations where suitable taxi ranks are a basic facility requirement. There are also a social inclusion issue where car ownership is low, and taxis provide transport links that would otherwise be difficult or not possible.

Priorities for Action:

- **Development of an Integrated Ticketing Strategy to maximise the opportunities arising from Smartcard**
- **Programme of bus interchange improvements**
- **Improving interchange facilities at Metro, rail and bus stations to enhance access, including Rail Park and Ride provision and expansion**

Long Term Theme 9: Improved safety and security

Road Safety

Interventions aimed to meet national targets for road safety will build on the Area's major successes over recent years in reducing the number and severity of road traffic accidents. We will continue to use a blend of engineering measures, enforcement approaches, publicity campaigns and targeted training and education programmes. It is acknowledged that road safety is an important public health issue which will be integral to service and scheme design and delivery.

There is also a need for greater understanding of where and why collisions occur, including the use of socio-demographic profiling in order to understand who is involved and to be able to subsequently tailor interventions accordingly.

The overall long-term direction presents challenges to road safety through its commitment to increase cycling. The Area will reach a critical mass of cycling, supported by the implementation of measures in line with best practice for the promotion of cycling. In partnership with Districts, opportunities will be explored to trial extensive 20 mph zones to improve road safety, promote cycling and walking, improve public health, develop local streetscapes and enhance the quality of the built environment.

Other speed reduction measures will be also be deployed to tackle speed issues in specific locations where a problem is identified.

Public transport Users' Safety and Personal Security

A successful and attractive integrated public transport system requires high levels of personal security across all modes, through high levels of passenger use enabling 'natural surveillance' and through design of infrastructure, use of CCTV and a targeted policing presence.

We will continue to work in partnership with West Midlands Police and our partner Districts in the Safer Travel Team. This has reduced bus crime by 41% in two years, through targeted police operations and by raising awareness with schoolchildren on personal safety issues and on the effects of anti-social behaviour and crime.

Community Safety

Local community safety partnerships will bring forward revenue and capital methods to improve safety and personal security in residential areas and centres through community, Local Authority and West Midlands Police actions.

Priorities for Action:

- Improving road safety, in alignment with DfT's Road Safety Policy Framework
- Addressing residents' concerns towards rat-running, inappropriate speeds and the safety of vulnerable road users in residential areas, informed by conclusions drawn from existing national trials of 20mph zones
- Improve actual and perceptions of safety on public transport, including the maintenance and enhancement of Safer Travel initiatives
- Reducing crime targeted at Heavy and Light Goods Vehicles
- Working with licensing authorities to tackle the issue of unlicensed private hire operators
- Seek innovative ways to tackle "fear of crime"

Long Term Theme 10:**IMPROVED ENVIRONMENT AND REDUCED CARBON THROUGH NEW TECHNOLOGIES****Reduced Carbon**

LTP has a major role to play in reducing carbon emissions through behavioural change and the promotion and use of low carbon technologies. It also needs to demonstrate that infrastructure is resilient to unavoidable climate change. The national policy framework is set by the Climate Change Act (2008) and the Government's 2010 Action Plan – Beyond Copenhagen.

Travel of the future is envisioned as having important roles for:

- Virtual travel
- Electric cars
- Smart logistics
- Improved coach/bus
- Bike and car sharing
- Demand for travel decrease
- Up to date information and journey planning facilities for public transport

The Metropolitan Area has Low Carbon Economic Area status with such initiatives as:

- 70% of all UK low carbon vehicle research and development occurs in the region
- The CABLED project between Birmingham and Coventry to trial 100 electric cars – the largest such trial in the UK.
- The recent regional growth into low carbon economy study, which has confirmed the green job opportunities for the transport sector

A key area will be to develop practical cross-sector solutions through the Business Futures network – sharing good practice between large companies and business networks, such as Chambers of Commerce – including sustainable business travel. Centro's recently launched Green Transport Charter: Moving Ahead will share good practice with operators.

Measures such as a charging point strategy for electric vehicles will be needed to translate national initiatives into local action in the Metropolitan Area.

Street lighting PFI's will achieve lower carbon emissions through modern lighting replacing older assets, again demonstrating local action in the Metropolitan Area.

Air Quality

Air quality issues and carbon generation are closely related. The key difference is that "Greenhouse Gases" causing climate change are most active high up in the atmosphere, whereas pollutants nearer the earth's surface impinge on air quality. It is vital that the approach to low carbon transport in the Metropolitan Area is compatible with the wider strategy for carbon reduction.

Exposure to air pollution can have life-changing short and long-term effects on human health, especially for people who are more vulnerable to changes in levels of emissions.

Transport and power generation are the two dominant sources of air pollutants. Carbon Monoxide (CO) and Nitrogen Oxides (including NO₂) are the biggest emissions in volume terms, with transport contributing around 40% of total UK output of each. Reducing the levels of these pollutants in the atmosphere will have a beneficial impact on the general health of the population.

The standards that aim to identify "safe" levels of pollutants are passed down to us from Europe and Central Government. Breaches of the 40µg/m³ standard for Nitrogen Dioxide (NO₂) are the most common trigger for declaring an Air Quality Management Area (AQMA), within which an Air Quality Action Plan will detail the measures to be taken to reduce NO₂. Borough-wide declarations for average NO₂ levels have been made in all the Metropolitan Districts except Solihull.

Smoothing or reducing traffic flows, clean-engine vehicle technology and the demolition of residential property are amongst the measures that can be taken to reduce exposure to high levels of NO₂. In addition the seven West Midlands districts are in the process of implementing a Low Emission Strategy for the Met Area. This will help reduce local NO₂ levels from road transport with the ultimate goal of achieving the National Air Quality Objective Level, with the additional benefit of reducing greenhouse gas emissions.

Noise Pollution

The overarching Noise Policy Statement for England seeks “to promote good health and a good quality of life through the management of noise within the context of Government policy on sustainable development.” Noise from road, rail and air traffic is acknowledged within “environmental noise”.

The EU Environmental Noise Directive requires strategic noise mapping to inform Action Plans to manage noise from transport and industry. Responsibility for implementing the plans falls on those bodies that manage the infrastructure on which the noise is generated (highway, rail and airport authorities).

The local traffic-related noise problem is quite serious. The Noise Action Plan for the West Midlands Met Area states that over 2.3 million people locally are subject to some level of traffic noise in a typical day while 10,000 are subject to an average traffic noise level of a ringing telephone for 18 hours a day.

Priorities for Action:

- The Metropolitan Area will support national policy towards electric vehicle and other low carbon technology roll out
- Working with public transport and freight operators to ensure that carbon emissions are minimised
- Centro and Metropolitan Districts will work to ensure that infrastructure is ‘future proofed’ in response to the unavoidable effects of climate change
- Highways Authorities will continue to seek innovative ways of reducing the carbon footprint of their maintenance operations
- LTP partners will work to implement Green Infrastructure networks as a means of encouraging walking and cycling, adapting to climate change and safeguarding natural habitats and biodiversity
- Centro will work with stakeholders to help mitigate any adverse effects on the natural and historic environment resulting from the implementation of High Speed Rail
- Centro and LTP partners will work to develop low carbon infrastructure which, wherever practicable, enhances the natural environment (biodiversity/habitats, water, landscape) or mitigates adverse effects
- The Metropolitan Area will develop a Low Emission Strategy

Sub-Regional Balances of Long Term Themes

Our Strategy is comprehensive, covering the whole of the Area with appropriate links to the wider Travel to Work Area. However, the balance between the ten Long Term Themes, and the mix of specific interventions will vary to reflect different sub-regional characteristics.

In overall terms, the main ambitions for the sub-regions are:

- Attracting investment to the Black Country, and strengthening connectivity for its labour markets
- Supporting investment in Birmingham/Solihull, in line with global city aspirations, and serving the ensuing increased travel demand in sustainable ways which do not exacerbate existing congestion levels
- Supporting housing and employment growth in the Coventry-Warwickshire North–South corridor.

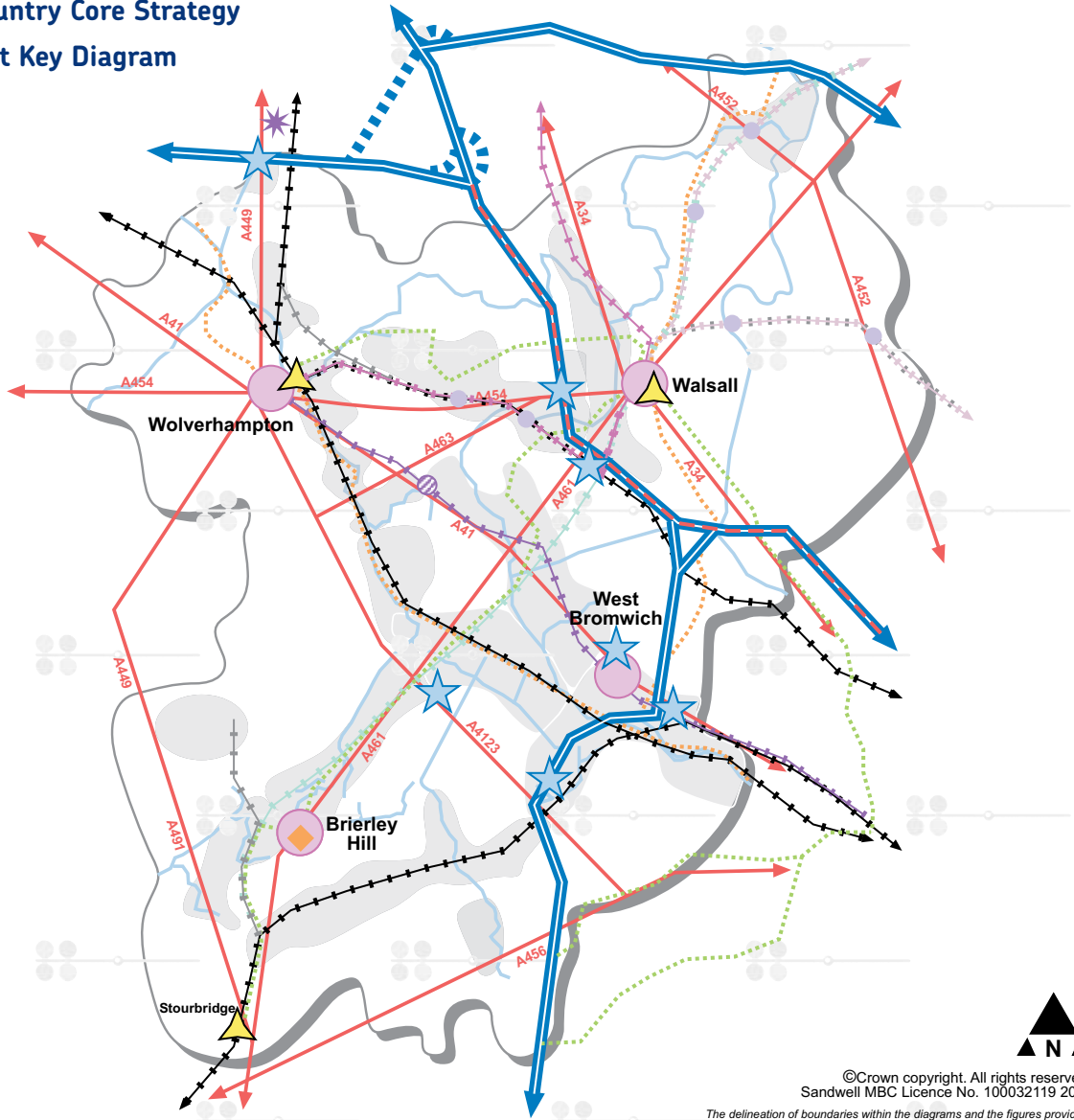
On a more specific basis, the key issues LTP seeks to address for each of the sub-regions are set out below, and strategic diagrams are included to illustrate long term development approaches relating to the transport issues faced:

The Black Country

The main transport issues facing the Black Country are the need for:

- Improved connectivity, by all modes, between the four strategic centres of Brierley Hill, Walsall, West Bromwich and Wolverhampton and improved rail access to Birmingham and the remainder of the Metropolitan Area
- Improved local connections with the M5 and M6, and tackling congestion at the motorway junctions, especially J8, J9 and J10 of the M6, and J1 and J2 of the M5, particularly where this has a consequent affect upon the local highway network in the vicinity of these junctions
- Extension of the Midland Metro within Wolverhampton city centre
- Improved accessibility to housing and employment areas within the Regeneration Corridors
- Rapid transit connectivity between Birmingham and Walsall in the A34 corridor
- Improved road freight access to employment areas
- Improved rail freight, linking to the national network, including the Walsall to Stourbridge Strategic Freight Route
- Enhanced walking and cycling networks, linking to the green infrastructure network.
- Ensuring that, through enhanced connections, the benefits of HS2 extend to the sub-region

Black Country Core Strategy Transport Key Diagram



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The delineation of boundaries within the diagrams and the figures provided are illustrative to give a broad indication of the scale of change.

- | | | |
|---|----------------------------|----------------------------|
| KEY | Strategic Centres | Canal |
| Motorway | Metro Line | Passenger Rail |
| Hard Shoulder Running/
Active Traffic Management | Freight Rail | Proposed Rapid Transit |
| Proposed Options for Motorway Link* | Proposed Freight Railway | Proposed Passenger Railway |
| Road Network | Improved Passenger Railway | New Rail Station |
| National Cycle Route | Strategic Park & Ride | Proposed Metro Stop |
| Interchange Improvements | | |
| Junction Improvements | | |
| Bus Quality Network | | |

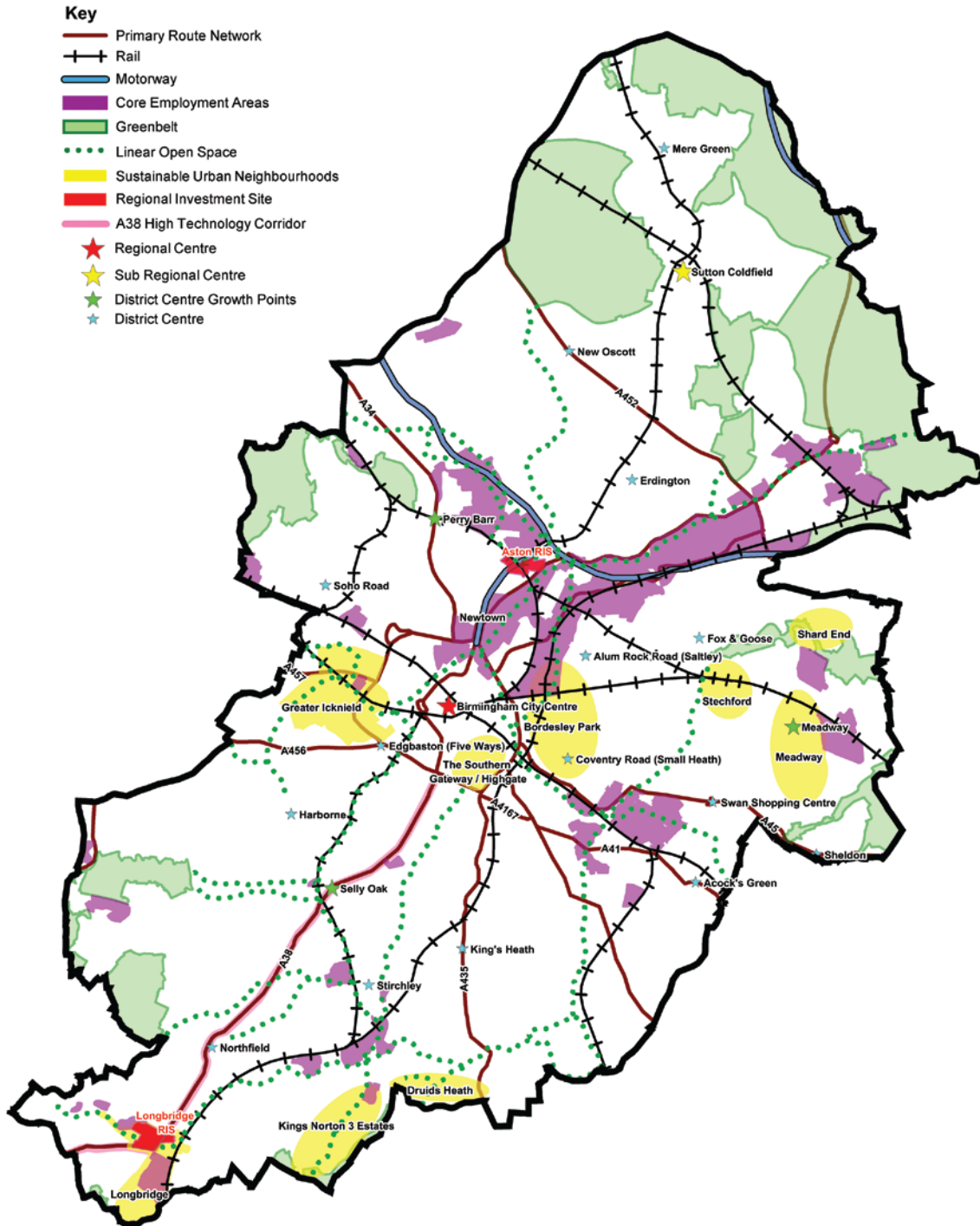
*Contact Highways Agency for more detail

Birmingham/Urban Solihull

The primary transport challenges facing this part of the Metropolitan Area are:

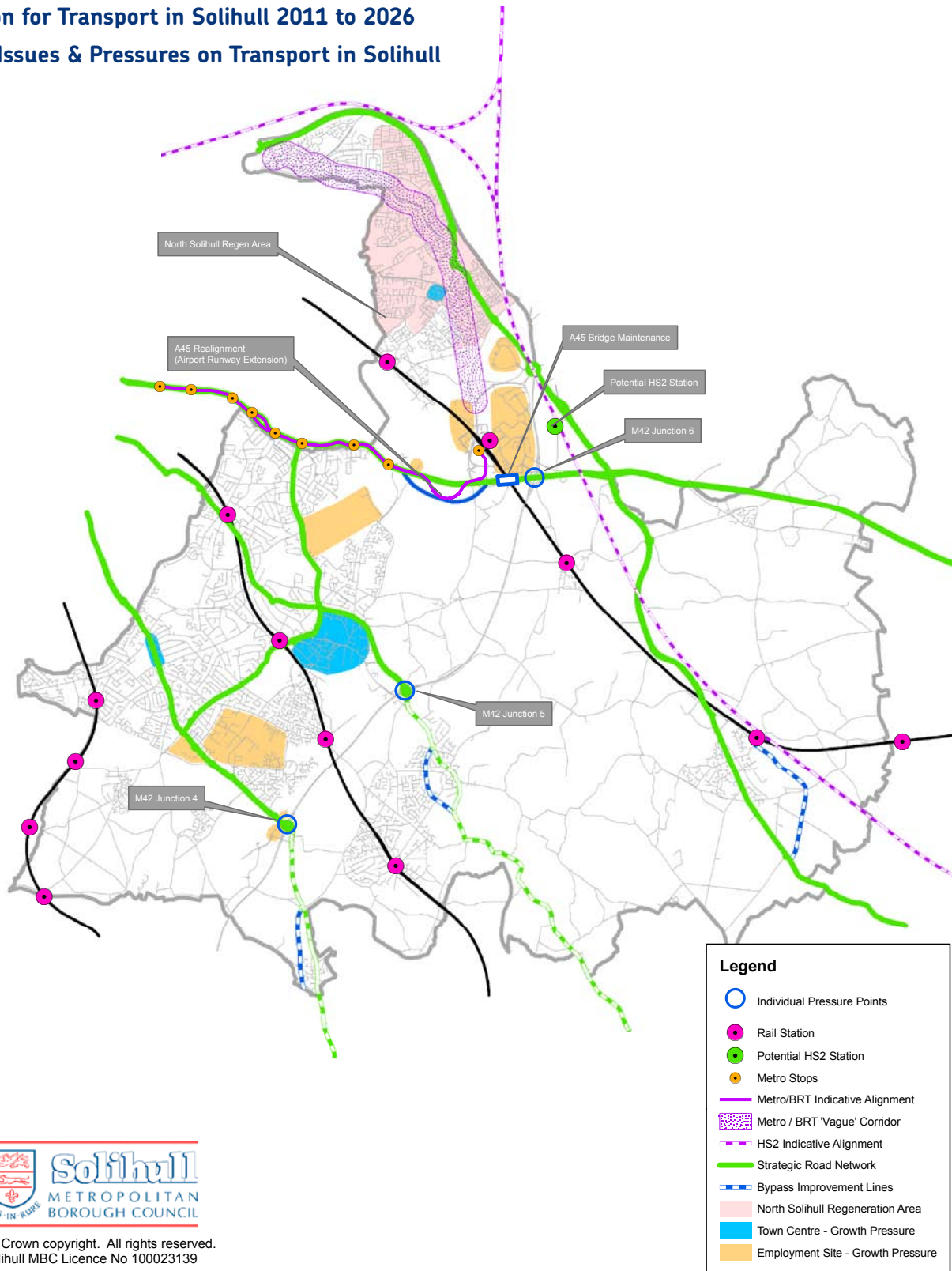
- Influencing and preparing for High Speed 2 to maximise benefits for the West Midlands
- Maximising the benefits of the redevelopment of New Street Station, by improving accessibility and connectivity
- Progressing the runway extension at BHX and associated improvements to the A45 Transport Corridor
- Public transport improvements by all modes from Birmingham city centre to BHX, including rapid transit connections
- Midland Metro extensions in Birmingham city centre and new rapid transit lines in appropriate high volume corridors
- Addressing congestion on the motorway network and the consequent impact on the Primary Route Network, including dealing with the effects of congestion on the M42, particularly at junctions serving BHX and the NEC
- Providing improved accessibility and connectivity to the Growth Corridors and North Solihull Regeneration Area, recognising the role that this plays in helping tackle worklessness
- Ensuring that improvements to public transport services benefit high, medium and lower density housing areas
- Assisting the development of District Centre Growth Points at Perry Barr/ Birchfield, Selly Oak and Meadway
- Improving access to Solihull, Sutton Coldfield, Shirley and Chelmsley Wood town centres, based on sound urban design principles
- Promoting more sustainable travel modes.

Birmingham Draft Core Strategy Main Policies



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Vision for Transport in Solihull 2011 to 2026 Key Issues & Pressures on Transport in Solihull



The Rural Area

The main transport issues facing the Rural Area are:

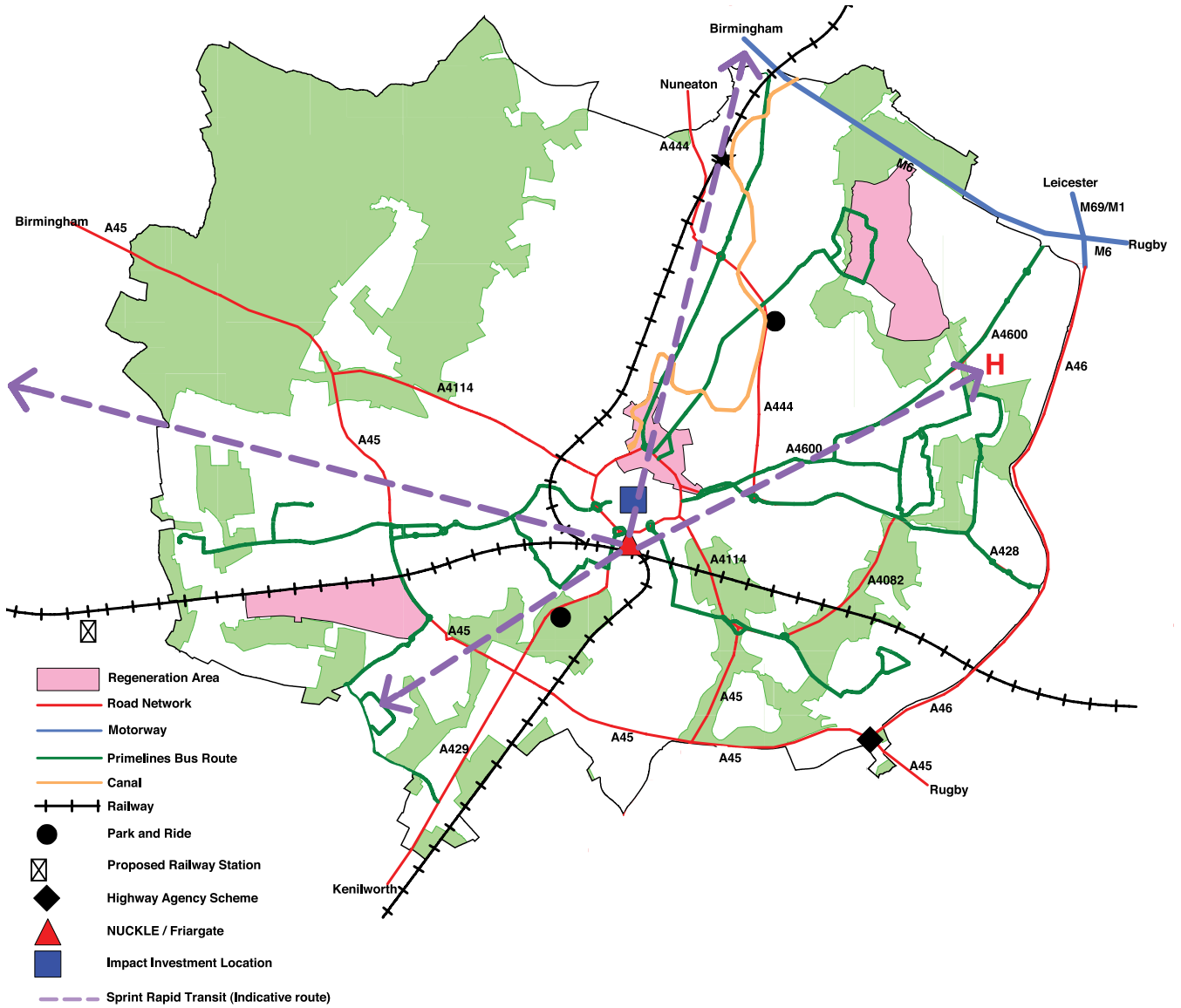
- Dealing with the effects of congestion on the M42, particularly at the junctions serving BHX and the NEC
- Addressing the dominance of car commuting by encouraging shift to more sustainable modes of travel, particularly public transport, including development of local Park and Ride in appropriate locations
- Improving public transport accessibility between rural communities and important centres, considering the role of local bus services, Taxibus and Ring and Ride provision
- Accommodating the impact of High Speed Rail

Coventry

The primary transport issues facing the City are:

- To improve connectivity in the north/south corridor
- To ensure that Coventry's rail service provision benefits from the introduction of HS2
- To enhance accessibility to and support the redevelopment of the city centre
- To develop a high quality public transport network that is efficient and affordable.
- To improve connections with the rest of the Metropolitan Area with rapid transit, for example by Metro or SPRINT
- To improve connections with the South Midlands, including Milton Keynes and Northampton

Coventry Transport Key Diagram



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Links to the Implementation Plan

The fifteen-year strategy set out in this document and the Appendices provides a clear direction for transport interventions serving the Metropolitan Area.

The Ten Long-Term Themes provide the link between the outcomes and the Objectives, and provide a strategic framework to develop suitable transport schemes in phases over the fifteen-year period.

The first years of the Plan will be particularly challenging. Making best use of existing assets and limited-scale, high impact, value for money improvements must be the prevailing 'culture' for the initial phase of delivering the long-term strategy.

Whilst embracing this restricted approach to delivery, at least in the early years, we do not lose sight of the scale of the real and urgent economic and environmental problems and needs of the Area, and the practical interventions needed to address them. These require commensurate measures to meet LTP's objectives and to secure its outcomes. Some of these proposed measures are substantial, proportionate to the needs of a major urban area with a population of over 2.6 million people. They are legitimate areas of activity and intervention for the public sector, and therefore we will continue, with our stakeholders and partners, to develop appropriate schemes for implementation in the longer term.

9: Policies

A key component of the Local Transport Plan is our set of policies, which are statements of intent as to how we will deliver the various elements of our Strategy.

The policies are detailed in the Appendices document accompanying this Strategy, where they are grouped by the Long-Term Theme to which they contribute. A comprehensive list of all the policies is contained at the front of the Appendices document. The detailed Appendices also show how each policy will be delivered, in terms of the resources required and the partners who will be responsible for the policy's implementation.

The policies can be summarised as follows:

Regeneration, thriving centres, corridors and gateways

- As far as possible, development and redevelopment proposals will make the best use of existing transport infrastructure and services, improve connectivity and provide high levels of accessibility
- The benefits of HS2 and the opportunities it creates will be maximised across the Metropolitan Area, including the capacity it will release on the "classic" network
- Deficiencies will be overcome in set-down and pick-up facilities and long-stay coach parking in the vicinity of major attractions
- High quality surface access will be pursued for both Birmingham Airport and the NEC

Making Best Use of the Highway Network

- The Urban Traffic Management and Control system will be used to support wide highways management objectives
- The highways network will be reviewed
- Traffic movement will be co-ordinated within each District and across administrative boundaries
- Dynamic travel information will be provided
- Urban Traffic Management and Control systems will be upgraded and integrated management of the network will be progressed
- A Smart Routes network will be developed and delivered

Modal transfer and the creation of sustainable travel patterns

- Car parking policies and provision will encourage sustainable travel patterns and promote the vitality of centres
- Travel demand will be managed through a mix of hard and soft measures to encourage sustainable travel patterns
- Modal shift will be promoted through targeted and intensive Smarter Choices measures
- Measures will be implemented to increase the level of cycling and the opportunity for cyclists to integrate and interchange with public transport
- Measures will be taken to improve the attractiveness of walking as a travel choice
- Canals will be safeguarded, access to the canal network will be protected and enhanced, and canal bridges will, as far as possible, be kept free of weight restrictions

Asset Management and Maintenance

- The transport network will be adequately and effectively managed
- The highway network, including footways, will be improved
- Service levels in respect of highway structures will be maintained
- The performance of the street lighting network will be improved

A rail and rapid transit network “backbone for development”

- Local rail network capacity will be expanded to meet forecasted growth in patronage and for freight movements
- High levels of service standards and accessibility will be delivered on the rail network
- The rapid transit network will be expanded with an appropriate form for each corridor and with a zero emissions aspirational target
- Interim rapid transit arrangements will be developed to improve access in and around Birmingham City Centre

Improved local accessibility and connectivity

- Accessibility planning will be embedded within planning and strategy documents
- Access needs will be met as far as is practicable
- Socially necessary bus services will continue to be secured and local bus networks and provision will be kept under review
- Work will be undertaken to ensure that cost of travel is not a barrier
- Work will be undertaken to create a high quality bus network
- Ring and Ride and community transport provision will be promoted

Sustainable and efficient freight transport

- Availability of HGV parking in appropriate locations will be increased
- Measures will be undertaken to ensure efficient and reliable freight deliveries can occur
- The environmental performance of the freight industry will be improved
- The area's rail freight capacity will be developed and enhanced, including the development of new freight terminals
- Air freight will be supported
- Opportunities will be taken to develop water based freight movements

Effective and reliable transport integration

- Strategic Park and Ride will be developed at appropriate locations
- Local Park and Ride facilities will be developed
- High quality public transport information will be provided before, during and after a journey
- High quality transport interchanges will be developed
- The role of taxis and private hire vehicles will be developed
- An integrated approach will be taken towards restrictions on access to bus lanes

Improved safety and security

- Further casualty reductions will be sought, including achieving an understanding of where and why collisions occur and to whom
- Greater co-ordination will be achieved between road safety partners
- The needs of powered two-wheelers will actively be taken account of
- Measures will be taken to reduce actual and perceived safety concerns towards public transport use

Improved environment and reduced carbon through new technologies

- The transition to a low carbon economy will be supported
- Measures will be undertaken to reduce air pollution emissions from public transport
- Local air quality will be improved
- Noise nuisance from the transport network will be reduced
- Infrastructure will be “future proofed” in response to the unavoidable effects of climate change
- Innovative ways will be sought to reduce the carbon footprint of highways maintenance operations
- Adverse effects resulting from HS2 on the natural and historic environment will be mitigated
- Green Infrastructure networks will be implemented
- Low carbon infrastructure will be developed wherever possible

Relationship between Long-Term Themes, Outcomes, Objectives and Strategic Principles

		Outcome - Economy	Outcome - Economy	Objective 1 - Economy					Objective 2 - Climate Change			Objective 3 - Health, Security and Safety						Objective 4 - Opportunity				Objective 5 - Quality of Life				Strategic Principles (excl Smarter Investment)		
				1	2	3	4	5	1	2	3	1	2	3	4	5	6	1	2	3	4	1	2	3	4	SM	SC	
1	Regeneration and Centres	X	0	X	X	X	X	X	X	X	0	X	X	0	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2	Highway Network	X	X	X	X	X	X	X	X	X	0	X	X	-	-	X	X	X	X	X	X	X	X	X	X	X	X	X
3	Modal Transfer	X	X	X	X	X	X	X	0	0	X	X	-	0	X	X	X	X	X	X	X	X	X	X	X	X	X	X
4	Maintenance	X	0	X	X	X	0	0	X	X	0	0	-	0	-	-	0	0	0	0	X	0	X	0	X	X	X	
5	Rail and Rapid Transit	X	X	X	X	X	X	X	0	X	0	0	0	-	0	X	X	X	X	X	X	X	X	X	X	X	X	X
6	Accessibility and Connectivity	X	X	0	X	0	X	-	X	X	0	X	0	0	X	X	0	X	X	X	X	X	0	0	0	X	X	X
7	Freight Transport	X	0	X	-	X	X	X	0	-	X	-	-	-	-	-	-	-	-	-	-	X	X	X	X	X	X	X
8	Interchanges and Integration	0	X	0	X	0	0	-	X	X	-	X	0	-	0	-	0	X	X	X	X	X	X	0	0	X	X	X
9	Safety and Security	X	X	-	0	-	0	-	0	X	-	0	-	X	X	X	X	X	X	X	X	0	0	-	-	X	X	X
10	Green Technology	X	X	X	-	-	-	X	X	X	X	X	X	-	-	-	-	-	-	-	-	-	-	-	-	X	X	X

Key X Substantial Impact 0 Minor Impact - No Impact

10: Initiatives Evaluation

Introduction

To ensure initiatives are selected that best fit with the LTP Strategy and other complementary strategies and represent good value for money, appropriate assessment methodologies have been developed with our partner authorities.

Over the course of LTP, challenges and priorities will change, reflecting the wider national or local policy environment of the day. However, to ensure ongoing alignment between LTP Strategy and associated Implementation Plans, the following headline criteria are proposed as the basis for which to assess non-major LTP schemes and initiatives, both locally derived and at the strategic level. Specific guidance will be contained in each Implementation Plan reflecting contemporary priorities, tested against the Sustainability Appraisal methodology, to ensure consistency. Broad assessment criteria are expected to include the following elements, plus any additional criteria as appropriate:

- **Strategic** – fit with planning policy
- **Value for Money** – as defined by DfT for Major Schemes
- **Transport Usage** – propensity to encourage mode shift
- **Asset Management** – strategic approach to managing the infrastructure
- **Partnership working** – appropriate arrangements with partners established
- **Congestion** – proximity of scheme to Congestion Target Corridor
- **Accessibility** – impact on access to employment, health, etc.
- **Health** – encouraging walk / cycling
- **Safety** – road / Public transport / Pedestrian
- **Employment / Housing Impact** – proximity to regeneration proposal
- **Environment** – impact on greenhouse gases, built and natural environment
- **Risk** – experience of delivering similar schemes to time and budget
- **Delivery** – requirement for planning powers / land
- **Affordability** – scheme within overall budget available

The degree of scrutiny to be applied using these criteria, to individual initiatives or programmes of initiatives, would be tailored to meet the detail of the initiative by the promoting Authority. A simplified methodology would be appropriate for non-complex / low value initiatives or programmes, but regard would also be given to established specialist appraisal methodologies appropriate to of the specific initiatives.

The evaluation of Major Schemes (over £5 million) is defined by DfT and new guidance is expected on these during 2012.

The Metropolitan Authorities support the principle of a common approach to minor project/ initiative appraisal. It is, however, recognised that some Authorities may also have or wish to utilise their own approach for appraisal of particular initiatives (road safety schemes, for example). Where this is the case, it would be expected that such methodologies will also be capable of demonstrating contributions towards achieving LTP Objectives, and hence their relative performance merits.

The Equality Act 2010 streamlines the discrimination legislative framework and places a New Single Equality Duty on public sector bodies which will replace the current Public Sector Equality Duties covering race, gender and disability and expand them to cover age, sexual orientation, gender reassignment and faith. The Act also places a new Social Economic Duty on public bodies to consider actions to reduce inequalities when making strategic decisions about spending and service delivery.

The Act also contains provisions and guidance regarding public sector procurement including ensuring that equality factors are considered as part of the process.

Consequently, projects and initiatives being promoted through LTP will be subject to the promoting Authority's equality assessment procedures, to ensure compliance with the Act.

11: Finance and Funding

Evidence proves that investing in transport in congested urban areas is effective in support of wider economic, carbon reduction and social inclusion agendas.

Indeed, as part of the Comprehensive Spending Review 2010 the Government sought to protect transport spending, as far as the deficit reduction strategy would permit, due to the vital role that new and existing infrastructure plays in supporting economic restructuring and growth. Nevertheless, funding from public and private sources is likely to be very tight for some years, so an even greater focus on ensuring value for money and efficient delivery have underlain the preparation of LTP. Implementation of the Plan will require both capital and revenue funding, provided by Central Government Local Government and other sources, including the private sector.

Infrastructure will be maintained in line with asset management principles and whole life-costed modeling, to understand costs and maximise value over the long term. Most revenue funding will continue to be provided as part of three-year Local Government Settlements. It will be for individual authorities to decide on actual levels of transport spend, but the significant reductions in Local Authorities' revenue budgets will inevitably influence the scope and specification of capital projects which need revenue support. All potential new avenues of funding will be explored to increase the overall levels of funding available, together with a balanced approach to delivery. Possible areas of funding include:

- **Regional Growth Fund**
- **Local Sustainable Transport Fund**
- **Community Infrastructure Levy/S106 and S278 monies**
- **Tax Increment Financing/Accelerated Development Zones**
- **Green Investment Bank**
- **Supplementary business rates**
- **EU monies**
- **Exploiting commercial opportunities that arise from the development of transport infrastructure**

- Exploring joint funding of transport initiatives/services with other sectors, e.g. health, education, skills
- Capital contributions from public transport operators
- Third-party and match funds

The role of the three Local Enterprise Partnerships covering the Metropolitan Area will be crucial in helping to identify those schemes that will have the greatest economic impact and may be eligible for funding through the Regional Growth Fund. Given the economic logic for investment in local transport, over the next few years the Metropolitan Area will need to be even more adept and innovative in its ways of working, so the right policies are developed, implemented, fully integrated and responsive to the needs of the Area, ensuring that the funding which is available is spent in the most effective manner and delivers the greatest impact.

The pace of delivery of the vision set out in LTP will be determined by the funding packages available, and the levels of investment proposed are therefore responsive and realistic, in the light of current financial pressures.

12: Risk

Continuous assessment of risk has been undertaken as an integral part of the preparation of LTP, and will continue throughout the various phases of the Implementation Plan.

Risk assessment has been undertaken together with the Sustainability Appraisal to ensure a holistic approach to identifying both the strategic and practical risks in the development of the Strategic Options, and the selection of our Preferred Strategy.

Individual authorities within the Metropolitan Area each have their own approaches to identifying and managing risks, and all have considered the possible LTP delivery risks within the context of their own corporate management approaches. These have been brought together through a series of workshops, and via the West Midlands Planning and Transportation Sub-Committee's Annual Strategic Risk Assessment, to develop a Metropolitan approach to risk assessment and the identification of appropriate remedial and mitigation measures. Reflecting the ITA's overall responsibility for LTP, risk assessment and monitoring of the Plan will be undertaken

in future by the ITA Monitoring Committee. The use of the risk management module in the West Midlands Capital Programme Management System (IMPREST) has greatly assisted in ensuring effective monitoring of project delivery across the Metropolitan Area, reducing risk accordingly. The suitability for purpose of IMPREST is being kept under review to ensure that the most appropriate programme management techniques and systems are being utilised.

Risks have been assessed under several main headings, a number of which arise directly from a need to respond positively to the national financial position and the new localism agenda, whilst still preparing a robust plan which covers not only the whole Metropolitan Area, but also seeks to influence transport issues in the wider travel to work area. The key categories, and particular aspects of risk which have been taken into account are:

Financial

Consideration of the impact of reduced funding, with reductions in the Integrated Transportation and Maintenance Blocks together with DfT's review of Major Schemes. Although some clarity has been provided regarding funding in the short to medium term, there remains uncertainty regarding longer term funding levels.

Consideration of the impacts of possible methods of future grant distribution and ensuring that transport solutions are seen as vital to the area's economic recovery, and are reflected in corporate priorities.

Dealing with uncertainty as to other methods of transport funding from the private and development sectors, and the timing of innovative schemes such as Tax Increment Financing and Accelerated Development Zones coming to fruition.

Spatial Policy

Reviewing the impact of the Government's proposed changes to the planning system and the Localism agenda, and the potential for delay to Core Strategies. This may have impacts on the determination of the major new locations for housing and employment growth and the consideration of the related transport implications.

Co-operation

Consideration of how to ensure the development of consistent and complimentary policies and implementation programmes with the adjacent Shires and Districts, within the Metropolitan Travel to Work Area.

Delivery and Implementation

Determining how to prioritise the allocation of the IT and Maintenance Blocks, given the uncertainty as to future levels of funding, whilst addressing the maintenance backlog and the need for significant interventions to address existing problems and to support future growth and economic recovery.

Major Schemes

Consideration of how to ensure that Major Schemes which are necessary to deliver transitional change, comply with Government requirements and are programmed as speedily as the national financial position permits, which involves ensuring that development costs can be met, and appropriate expertise procured, to ensure effective project delivery.

Bus Service Operators Grant

Bus Service Operators Grant (BSOG) is given directly to bus operators as a partial rebate of fuel duty paid for the fuel used operating local bus services. It is the main public funding source for local bus services (not counting concessionary fares reimbursement, which is a 'people' subsidy) and it is acknowledged that BSOG offers good value-for-money nationally, with estimates of over 7% extra services, with 6½% lower fares, leading to almost 7% more passengers than without BSOG. The basis of BSOG has changed marginally to encourage fuel efficiency and the use of GPS and Smartcard systems. Further longer-term changes are being considered by Government to align this grant with passenger use. This may impact upon the viability of less well-used services.

(The statistics come from 'Local Bus Service Support – Options for Reform' a DfT consultation paper, March 2008)

Our Approach

Our principal approach to dealing with uncertainty and the challenging financial position has been to develop our Preferred Strategy based on Ten Long Term Themes. We have retained the plan horizon as 2026 as we do not think that now is the time for short-termism or timid thinking.

Many things will change over time, some for the better, some for the worse, but we are convinced that our Long Term Themes will be as relevant in 15 years' time as they are today. The Themes and outcomes, which we are committed to achieving, provide a robust context within which we can regularly review and amend our Implementation Plans, depending on the prevailing physical, economic, social and financial circumstances, whilst maintaining a clear long-term focus.

It is our intension to undertake periodic reviews of the Plan to assess and re-evaluate both the strategic and practical delivery risks to ensure that LTP's Long Term Themes and delivery objectives are being progressively realised.

13: Monitoring

Target setting has been an integral part of LTP development since the start of the LTP process in 1999. It provides a benchmarking process against which we can measure our performance in delivering our objectives, and also compare ourselves with other authorities.

The number of targets proposed for LTP has been reduced to 14 from the LTP2 total of 26. This enables a closer focus on the LTP Objectives. 13 LTP2 target issues do not have targets in LTP, although they could still be monitored as indicators, alongside issues such as walking:

- **Peak period traffic flows to urban centres**
- **Access to health**
- **Child killed and seriously injured casualties**
- **Total slight casualties**
- **Powered two-wheeler casualties**
- **Light Rail use**
- **Satisfaction with local bus services**
- **School Travel Plans**
- **Workplace Travel Plans**
- **Economic viability of centres**
- **More efficient use of the existing transport network**
- **Unclassified Road Condition**
- **Footway Condition**

These target issues either do not directly support the monitoring of our performance against the Objectives, are to some extent already replicated in the target areas we have chosen, or are model-based targets where essential data may not continue to be available, or the assumptions the target was based on become invalid. However a new target on CO2 reduction has been included for the first time.

The issues covered by targets have been based on the 10 transport-focused former National Indicators and other relevant local issues. SMART (specific, measurable, achievable, relevant and time-related) and other principles have guided the target detail, in particular:

- **Progress against targets can be updated regularly (usually annually)**
- **Performance can be monitored at a more disaggregated level than Metropolitan Area-wide (e.g. District, area or route) to help focus delivery**
- **Data to support the targets is robust and is expected to continue to be available for the foreseeable future;**
- **Targets are predominantly indicators of 'outcome' (e.g. a change in travel behaviour) rather than an 'output' (e.g. provision of infrastructure)**
- **Measures are proposed in the LTP Implementation Plan that would contribute to improved performance.**

The proposed target areas are listed below, followed by a table relating the target issues to the LTP Objectives and Long-Term Themes. The specific quantified targets will be added once District Programmes have been established during Quarter One of 2011-12.

Target Issue - Road Congestion

Target: To maintain average AM peak journey speeds on the Metropolitan Area-wide Local Authority "A" road network at the 2009/10 baseline through to 2015/16

Target Issue - Total Road Traffic Growth

Target: Annual road traffic to grow by less than X% between 2009 and 2015

Target Issue - Freight Accessibility

Target: To improve journey time reliability for road freight movements within the Metropolitan Area on a defined core network of the key routes identified within the West Midlands Commercial Vehicle Driver's Road Atlas

Target Issue - Principal Road Maintenance

Target: To maintain the 2009 condition of local Principal Roads until 2015

Target Issue - CO2 Emissions from Transport

Target: To reduce CO2 emissions from transport in the Metropolitan Area by X% between 2009/10 and 2015/16

Target Issue - Road Accident Casualties

Target: To reduce annual Killed and Seriously Injured (KSI) casualties by X% between the baseline 2004/5 average and the 2011/15 average

Target Issue - Travel to School

Target: To increase the proportion of children (aged 5 to 15) travelling to school by non-car modes (which includes car sharing) between 2009/10 and 2015/16

Target Issue - Air Quality

Target: A net reduction in those areas, as confirmed by each Local Authority within the Metropolitan Area, where the annual average NO2 values are predicted to exceed 40µgm3 between 2008 (baseline) and 2015

Target Issue - Safety & Security on Public Transport

Target: A X% reduction in total recorded crime and a 10% increase in passenger satisfaction with personal safety on bus, rail and Metro combined between 2009/10 and 2015/16

Target Issue - Accessibility

Target: Improve access to key employment locations, as defined in District Core Strategy documents, as a whole between 2011/11 and 2015/16

Target Issue - Bus Patronage

Target: To retain bus patronage at 2010/11 baseline levels by 2015/16

Target Issue - Bus Reliability

Target: X% of bus services operating between “1 minute early and 5 minutes late” by 2015/16

Target Issue - Cycling

Target: To increase the Metropolitan Area cycling index by X% from the 2010/11 baseline of 100 by 2016/16

Target Issue - Public Transport Trips to Centres

Target: Increase the proportion of trips by public transport into the 9 strategic LTP centres as a whole during the AM peak to X% by 2016/16

LTP Objectives

✓ Direct Impact ✓ Indirect Impact

Target Issue	KO1 Economy	KO2 Climate Change	KO3 Health Security & Safety	KO4 Equality of Opportunity	KO5 Quality of Life and Environment
Road Congestion	✓	✓			✓
Total Road Traffic growth	✓	✓	✓		✓
Freight Accessibility	✓		✓		✓
Principal Road Maintenance	✓		✓		✓
CO2 Emissions from Transport		✓	✓		✓
Road Accident Casualties	✓		✓		✓
Travel to School	✓	✓	✓		✓
Air Quality		✓	✓		✓
Safety & Security on Public Transport			✓		✓
Accessibility	✓			✓	
Bus Patronage		✓		✓	
Bus Reliability	✓			✓	✓
Cycling			✓	✓	✓
Public Transport Trips to Centres	✓	✓		✓	✓

Long-term Themes

Target Issue	LTT1 Asset Management and Maintenance - a Foundation for Growth	LTT2 Making Best Use of the Highway Network	LTT3 Modal Transfer and Creation of Sustainable Travel Patterns	LTT4 Regeneration, Thriving Centres, Corridors and Gateways	LTT5 A Rail and Rapid Transit Network 'Backbone for Development'	LTT6 Improved Local Accessibility and Connectivity	LTT7 Sustainable and Efficient Freight Transport	LTT8 Effective and Reliable Transport Integration	LTT9 Improved Safety and Security	LTT10 Improved Environment and Reduced Carbon through New Technologies
Road Congestion		✓	✓				✓			
Total Road Traffic growth			✓	✓						
Freight Accessibility	✓	✓		✓			✓			
Principal Road Maintenance	✓						✓			
CO2 Emissions from Transport								✓	✓	
Road Accident Casualties								✓		
Travel to School			✓			✓		✓		
Air Quality								✓	✓	
Safety & Security on Public Transport								✓		
Accessibility				✓	✓	✓				
Bus Patronage			✓			✓				
Bus Reliability						✓	✓			
Cycling			✓			✓		✓		
Public Transport Trips to Centres			✓	✓	✓		✓			

14: Concluding Remarks

LTP is ambitious in its outlook and seeks to provide a major catalyst for the economic growth and regeneration that the Metropolitan Area requires in order to meet the challenges it faces to 2026, and recognises transport's major role in this task. However, it also promotes the delivery of these transport solutions within a sustainable, low-carbon framework.

A single body cannot deliver LTP. It will require concentrated and co-ordinated efforts on behalf of Centro, the Metropolitan District Councils, the private sector, Government Agencies, transport operators and a broad range of other Partners and Stakeholders.

The rewards of success will be to ensure the provision of a sustainable transport system that underpins and supports economic growth, regeneration and the quality of life, to the benefit of all who live, work, visit and conduct business in the Metropolitan Area.

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