

Annual Business Plan

2018/19



**MIDLANDS
ENGINE**

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Foreword

Sir John Peace

(Chair of Midlands Connect)



Chris Loughran

(Chair of Midlands Connect Steering Group)



Since the launch of our landmark strategy in March 2017, Midlands Connect has grown and our partnership has strengthened. In the next year, we will continue to make the case, based on strong evidence, for lasting improvements to transport infrastructure in the Midlands to help grow the economy and power the Midlands Engine.

The next twelve months will be a crucial period in our national story. On March 29th 2019, Britain will leave the European Union, and we must be ready to explore new trading and investment opportunities around the world, and ready to turn those opportunities in to growth and prosperity here at home.

As a Midlander, I know that the innovative, creative and industrious region I call home is in pole position to make the most of these opportunities. The arrival of HS2 in just eight years will transform the West Midlands, with the East

Midlands Hub at Toton following closely behind. This is a once-in-a-lifetime opportunity to rebalance the economy, and we're the first region to benefit.

But for HS2 to truly succeed, it must link closely with the classic network. We therefore welcome the £300 million committed by Chancellor Philip Hammond to link HS2 with future rail projects in the Midlands and North. Step changes like this can help us raise our below-average productivity and add billions of pounds to the regional economy.

That's why the Government's funding commitment to Midlands Connect in 2017/18 was so important, allocating an additional £6 million in the Autumn Budget to further the development of our Midlands Rail Hub and Midlands Motorway Hub proposals to unclog our congested rail and road networks.

And we're pleased that ministers are showing a commitment to create more Sub-National Transport Bodies, of which Midlands Connect will be the second, to enshrine in law greater regional influence over how and where major transport investment decisions are made.

This Annual Business Plan sets out how our work in 2018/19 will keep Midlands Connect on course to influence lasting and transformational change. Because when the Midlands succeeds, Britain succeeds.

It's clear that working with and listening to businesses is vital to the success of the Midlands Connect partnership. We're making the case for further investment in infrastructure because it helps businesses grow and our towns and cities flourish. To make that case effectively we need to understand what transport improvements businesses need to thrive.

For example, our study looking at improvements on the A46 corridor this year will include a survey of large and small firms up and down the route, from the Marches to Lincolnshire via the East Midlands, to find out what the issues are, and how investment on the road might help them grow. We'll hold workshops near to key pinch

points to speak to businesses directly. This work will directly inform the development of improvement schemes to work out how they can benefit the most people. Our partnership already has the backing of dozens of businesses with Midlands bases, including JCB, Bombardier, Boots, PWC and Marston's. They've told us how important reliable and resilient transport links are to their long term prosperity.

In 2018/19 we will add to the growing list of businesses endorsing our partnership and, through our close links with Chambers of Commerce, Local Enterprise Partnerships and the wider business community, use the invaluable knowledge of business leaders to inform each of the projects outlined in our Annual Business Plan.

All of this helps us make a compelling case to the Government for regional infrastructure investment that raises productivity, supports the creation of new jobs and housing and generates inclusive growth for the benefit of every Midlands resident.

Introduction

Midlands Connect - Powering the Midlands Engine

Midlands Connect was established in October 2015 with one objective - to determine what transport infrastructure was needed to boost the region's economy. We published our landmark strategy in March 2017 with broad support from our partners, Government and business, and we are now progressing key programmes from within it.

The Midlands Connect Partnership brings together 22 Local Authorities, 9 Local Enterprise Partnerships, Birmingham and East Midlands airports, the Chambers of Commerce from across the Midlands along with Highways England, HS2 Ltd, Network Rail and our sponsor, the Department for Transport.

Midlands Connect is a core pillar of the Midlands Engine "Vision for Growth". Our unrivalled civic and business leadership is best placed to understand the potential for economic growth in our area.

“ Our landmark 2017 strategy sets out that transport enhancements alone would unlock up to £5 billion GVA per annum and 300,000 jobs by 2040. ”

So far Midlands Connect has grown a strong regional network and demonstrated a proven track record over the past two years. It is our ambition to secure the right investment for residents and businesses across the Midlands and we can achieve this together by acting as a bridge between local and national government, central agencies and business representatives.



Image: (detail) © Toyota



Image: (detail) © Rolls Royce

In July 2017, we welcomed the Department for Transport's "Transport Investment Strategy – Moving Britain Ahead", which set out a new long-term approach for the Government's spending on transport infrastructure.

The strategy also acknowledges that the creation of bodies like Midlands Connect will "significantly change how infrastructure priorities are set", something the Government recognises as a "fundamental change, ensuring that infrastructure investment takes account of regional transport strategies and is targeted at rebalancing the country's economy".

Over the next year, Midlands Connect will set out plans for becoming a Sub-National Transport Body, a

valuable statutory partner for the Government to ensure infrastructure investment delivers growth across the whole of the Midlands. We will continue to support local aspirations, including through further Devolution and Local Industrial Strategies; add value to, but not replace, any existing local powers and responsibilities; and provide an effective and co-ordinated voice for Government.

The main purpose of the Annual Business Plan 2018/19 is to set out key deliverables and milestones for the Midlands Connect Programme. It takes into consideration the local, national and international political environments in which we operate and it ultimately aims to secure the release of c. £10 million for its delivery from the DfT.



1. Our Achievements During 2017/18

2017/2018 has been a landmark year for the Partnership which saw major achievements and developments, including:

- The launch of the first pan-Midland transport strategy 'Powering the Midlands Engine' (March 2017) - setting priorities for the next 25 years to boost the region's economy;
- The development of sound evidence that helped secure £300 million towards ensuring HS2 infrastructure can accommodate future Midlands Connect and Northern Powerhouse rail services - enabling faster services between the Midlands, London and the Northern cities of Liverpool, Manchester, Sheffield, Leeds and York;
- The acceleration of a robust programme of strategic projects and studies including the Midlands Rail Hub, A46 Strategic Study, East Midlands Gateways Connectivity Study, Pan Midlands Rail Corridors, Hereford Bypass, and work on smart rail ticketing as part of wider national work;



“This year has demonstrated yet again how the Midlands can work as the most effective and cohesive partnership in the country, a vital partner to Government and business alike.”

- Midlands Connect formally responded to the Government's summer 2017 consultation on a potential 'Crewe Hub', offering wholehearted support for the development of a station that can accommodate additional HS2 services connecting the Midlands to the North, Scotland and potentially Wales;

- The completion of a strong strategic case for the Midlands Motorway Hub, raising the importance of having a long term investment strategy for the motorway network. The momentum generated is already bringing results with an initial £4m allocation for a series of shorter term measures aimed at getting best use out of the existing network;
- Submission of a Midlands Connect response to the DfT's consultation on both a draft national Major Road Network and initial ideas on how funding may be distributed and made available (from 2020);

- The development of a draft proposal seeking to evolve Midlands Connect from a voluntary partnership to a statutory Sub-National Transport Body (STB).

This year has demonstrated yet again how the Midlands can work as the most effective and cohesive partnership in the country, a vital partner to Government and business alike.

With DfT support, bespoke governance arrangements have been put in motion to inform key investment programmes in 2018/19.



The Government has empowered Midlands Connect (together with DfT) to jointly commission Network Rail to accelerate the development of the Midlands Rail Hub. Midlands Connect sees this as an unprecedented opportunity to support Network Rail and the rail industry (train operators, supply chain etc) to explore new ways of working with the Midlands, accelerating the development of the next generation of improvements in the Midlands Rail Hub as well as finding potential new sources of funding so important to secure its timely delivery.

Midlands Connect has enjoyed a close working relationship with DfT and Highways England during the research phase for RIS2, contributing to the development of the route strategies and the “Road to Growth” in 2017.

Throughout the year we have had close contact with all our partners. Key examples of working together include:

- DfT – Joint clients on the Midlands Rail Hub;

- West Midlands Rail (WMR) and Transport for the East Midlands (TfEM) – ensuring future rail investment and franchises capture some of the economic value that improved railways create through jobs, housing and growth;
- Nottingham City Council - Leading on East Midlands Gateway Connectivity Study, with Midlands Connect contributions;
- Herefordshire County Council, Marches LEP & the Welsh Assembly – Leading on the development of the Hereford Bypass, with Midlands Connect contributions;
- Highways England – Joint clients on the Midlands Motorway Hub Study. The Hub has been identified as of critical importance to both the regional and national economy;
- HS2 Ltd – Working together to ensure consistent assumptions and programme.

We are also working with stakeholders outside the Partnership, including:

- **The Welsh Assembly**
As part of the A49 Hereford Bypass and the Marches & Mid Wales Freight Strategy;
- **Gloucestershire County Council**
As part of the A46 Partnership, they have contributed to this study;
- **Transport for the North (TfN)**
We are working with them on their West and Wales project to ensure cross border cooperation and consistency;
- **The Constellation Partnership**
Ensuring the full economic potential of the wider Crewe-Stoke-Staffordshire area can be realised;

Image: (detail) © Marches LEP / Gavin Dickson



- **Northamptonshire County Council**
Although part of England's Economic Heartland, Northamptonshire is part of TfEM and therefore consulted on our projects which may have an impact in their area.



Image: (detail) © East Midlands Airport

2. Midlands Connect 2018/19: Powering the Midlands Engine

2.1 Strategic Context

The Midlands, and indeed the nation, is facing an historic next 12 months. The outcome of Brexit negotiations and the terms of our withdrawal from the EU in March 2019 will present challenges and opportunities for Midlands' residents and businesses.

The HS2 (West Midlands – Crewe) Bill will continue its passage through parliament, further laying the foundations for a once-in-a-generation overhaul of rail travel. During 2018 Government will also consult on its initial scope for the HS2 Phase 2b Hybrid Bill and its Environmental Impact Statement.

Birmingham will begin preparing to host the 2022 Commonwealth Games in earnest, the biggest sporting event in this country since London 2012, with much of the wider region expected to benefit. And before that, Coventry is expecting a £350 million boost as it prepares for its year as UK City of Culture in 2021.

These are exciting, dynamic times for the Midlands, and it's important that the region speaks with one voice to make the most of the opportunities laid out in front of us.



Image: (detail) © Jamie Gray, 2017

Through the Government's Industrial Strategy and the Midlands Engine Vision for Growth we have a way forward. Our Midlands Connect strategy ensures that connectivity between our core economic clusters will be at the heart of boosting business confidence and investment across the Midlands.

Almost all the strategic road and rail enhancements that will be delivered up to 2020 have already been decided. Our Midlands Connect early priorities therefore focus on ensuring the delivery of key Midlands schemes already within the investment programmes of Highways England and Network Rail, and developing business cases for interventions that can start to be delivered in the period from 2019-2025 onwards.

As set out in its Transport Investment Strategy (TIS), the Government's enhanced approach to infrastructure

investment, including through the Road Investment Strategy and Rail Upgrade Plan, will serve to rebalance the economy and benefit the whole of the Midlands. Our business plan for 2018/19 sets out how Midlands Connect can work with Government to drive the Midlands Engine.

'By working together to boost GVA across the Midlands, £54 billion would be added to the regional and UK economies by 2030. Transport benefits alone could secure a £1 billion-a-year boost to the UK economy and save businesses nearly £500 million'.

“ These are exciting, dynamic times for the Midlands, and it's important that the region speaks with one voice to make the most of the opportunities laid out in front of us. ”



2.2 Influencing and Shaping National Policies and Investment Programmes

Over the next 12 months the Government will be developing a number of key transport programmes, setting the national framework for the next 5 years and beyond. Our work will form the basis of our evidence to feed into these programmes, which include:

- Road Investment Strategy;
- Major Road Network;
- The Rail Upgrade Plan (Control Period 6 programme);
- Cross Country Franchise tendering;
- HS2 – Phase 1 delivery, Phase 2a Parliamentary consideration, Phase 2b bill drafting;
- National Infrastructure Commission’s first National Infrastructure Strategy;
- National Infrastructure Commission’s report into freight;
- Final Airports National Policy Statement;
- Aviation Strategy;

In 2017 the DfT launched its consultation on the concept for the Major Road Network, setting out its views on both what the network was for but also how the funding allocated to it could be applied. In its document the DfT stated that Sub-National Transport bodies, where they existed, would be expected to develop a ‘Regional Evidence Base’ to establish where on the network was in need of investment and to prioritise locations which could come forward first for funding applications. Our technical work on the MRN, due for completion in April 2018, is aiming to get us ready for the funds to become available. Although detailed guidance on what is expected from DfT on the Regional Evidence Base is not yet available, we anticipate that our technical work will achieve much of what is required.

In 2018/19 we will establish a ‘Highways Midlands’ group, which will include DfT and HE. This group will discuss

our priorities and desires for both the Strategic Road Network and the Major Road Network (SRN & MRN). Our ‘Roads Technical Advisory Group (TAG)’, which includes representatives from across the partnership, will feed advice into Highways Midlands and will be used to generate and develop our roads programme across the SRN and MRN.

Alongside transport programmes, Midlands Connect’s partners will be feeding into other key policy areas such as the Housing White Paper, Industrial Strategy and the Clean Air Plan. It is vital that businesses and communities set the priorities for aligning investment in infrastructure, jobs and homes, including the key role for supply chains and freight links to international gateways. Midlands Connect will offer support to partners where local activities can benefit from and align with our over-arching ‘Powering the Midlands Engine’ strategy.

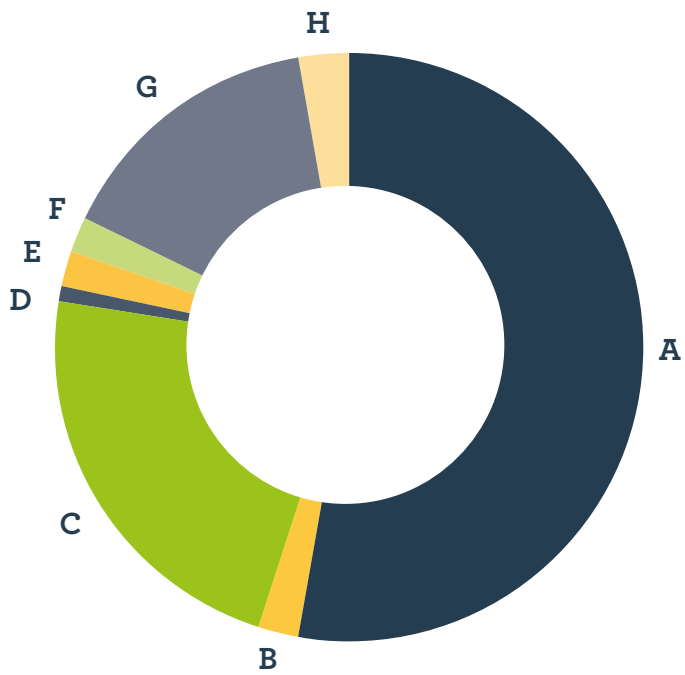
“ We, as the Midlands, are best placed to understand our local economy and how we can capitalise on our existing strengths across our growing business base. Our aim is to fully leverage the critical mass of world-class science and innovation assets across the region to ensure the UK economy fully embraces global opportunities in innovation. ”

In developing and implementing the Midlands Connect Strategy, the Partnership has gained a robust understanding of key trends, growth opportunities and connectivity constraints faced by communities and businesses in the Midlands. We will continue to strengthen this evidence base and work will all partners to develop and adapt our work to fully embrace transport, housing and broader industrial strategy programmes.

2.3 Our Technical Programme 2018/19: Delivering the Midlands Connect Strategy

The Midlands Connect Strategy provided an evidence base for the strategic priorities of the region. The technical work done to generate the strategy was necessarily at a high level. Our challenge now is to work up our priorities in further detail so ensuring Government has the full economic case to make the best decisions for both the Midlands and UK economy going forward. In 2017/18 we progressed the first of these priorities to understand in more detail exactly what investment we believe is needed in specific locations. The bulk of our programme for 2018/19 will be to continue to add detail to our evidence base.

Our programme during 2018/19 can be categorised into the following main areas with associated high-level budgets (excluding any carry forward figures):



KEY	
A: Continued development of the Midlands Rail Hub	£5.30m
B: Next steps of the Midlands Motorway Hub	£0.20m
C: Midlands Connect strategy development - specific studies	£2.25m
D: Smart ticketing	£0.11m
E: Research	£0.17m
F: Communications Strategy	£0.20m
G: Staffing (including support costs)	£1.50m
H: STB mobilisation	£0.27m
Total 18/19 programme budget	£10m



Image (detail) Snow Hill Station, Birmingham

2.3 Continued Development of the Midlands Rail Hub



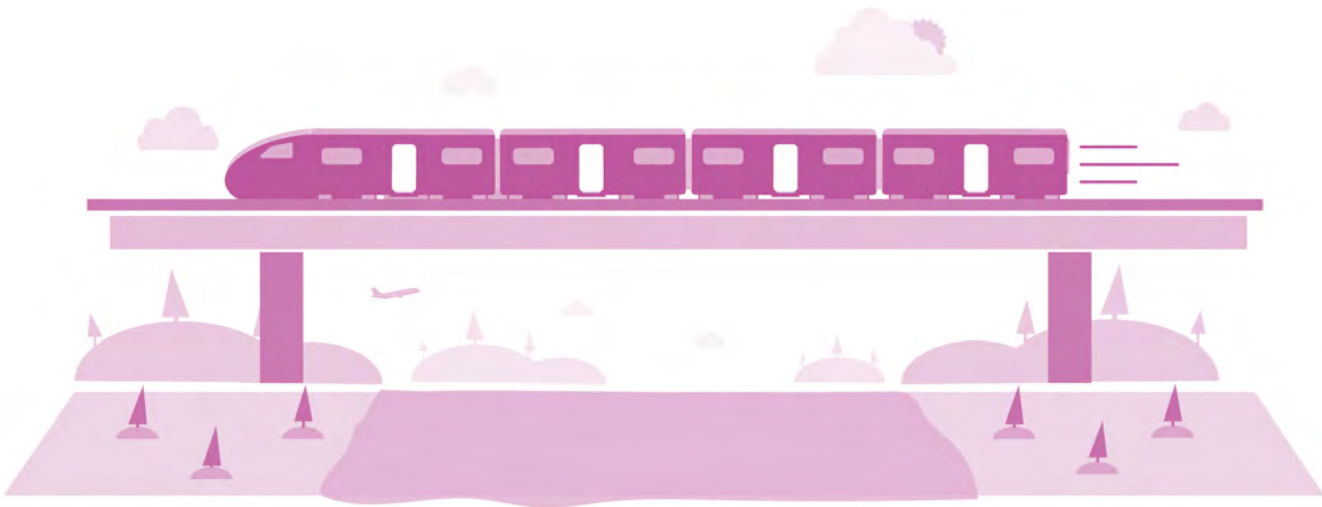
Image: (detail) New Street Station, Birmingham © Network Rail

The Midlands Rail Hub programme is the biggest rail flagship project for Midlands Connect. We believe there is potential for a huge economic and social win for the region and the UK if our cities are better connected by rail. The Strategy demonstrated that there are currently some very poor connections in the Midlands. For example, travelling between Nottingham and Birmingham has an average travel speed of just 45 miles per hour; there is no direct rail connection between Coventry and Leicester and central Birmingham has significant capacity constraints which is limiting the ability to increase services and connect cities across the country.

Our programme is looking at workstreams which will facilitate the Midlands Connect Conditional Outputs, as set out in our Strategy. Broadly speaking we are seeking

to achieve at least four direct trains per hour between all major cities and end to end speeds of 70mph, where this does not conflict with slower commuting services using the same track.

The Rail Hub programme is looking at what is needed to achieve our capacity, frequency and journey time aspirations. Broadly speaking this work is split into two: what is needed to facilitate a step change in capacity to what Midlands Connect wants to achieve; and what is needed and what is the business case for improved services along specific corridors between our key economic centres and cities.



The 2018/19 Technical Programme for the Midlands Rail Hub will consist of:

Midlands Rail Hub Network Capacity Assessment and Strategic Outline Business Case

Continued development of the Strategic Outline Business Case, due for publication in March 2019, for the infrastructure needs to facilitate up to 10 additional trains per hour to/through Birmingham.

Midlands Rail Hub Corridors Strategic Outline Business Case

Further development of east/west rail corridor studies completed during 2017/18, towards a Budget ask for further development in 2018.

Midlands Rail Hub Corridors

- Initial investigations into the Birmingham/Worcester/Hereford rail corridor.
- Thames Valley to East Midlands Outline Business Case, taking forward detailed investigations into the costs and benefits of increasing capacity between Coventry and Leamington.



Image: (detail) Nottingham Express Transit



Image: (detail) Leicester Railway Station © Leicester City Council



2.3 Next Steps for the Midlands Motorway Hub

In the last year Midlands Connect has been working with Highways England to develop an understanding of the needs of the Strategic Road Network (SRN) in the Midlands.

The basic premise of the study was that the immediate SRN around the core of the West Midlands metropolitan area is a capacity constraint to the Midlands as a whole. The daily congestion experienced on roads such as the M6, M5, A46 and M42 has widespread ramifications for getting to and importantly through this area.

The Midlands Motorway Hub (MMH) study sought to identify a package of measures, which included new road infrastructure but also measures such as public transport, park and ride and non-infrastructure measures such as improved route choice information. This package also needed to take account of and facilitate the enormous potential for growth in jobs and housing, both in the immediate area and further afield in adjacent areas that

rely on this network to connect with the rest of the UK. That study concluded in late 2017 and presented a set of recommendations as to what the overall, long term strategy should be. From those recommendations Midlands Connect has put forward its desire to see certain investments during the next Road Investment Strategy (RIS) period, 2020 to 2025, and what we believe are longer term needs.

In the 2017 Autumn Budget we were allocated additional funding to take forward some of the recommendations from the study, in particular those which we believe have the opportunity to deliver benefit to people using the network in the shorter term. Fortunately, Transport for West Midlands (TfWM) were already working on some of the shorter term recommendations, which has enabled Midlands Connect to focus on other projects and to take more of the MMH recommendations forward.

The 2018/19 Technical Programme for the Midlands Motorway Hub will consist of:

Regional Strategic P&R Strategy

Working with Highways England, Network Rail, Transport for West Midlands, West Midlands Shires and East Midlands Councils to identify opportunities for Strategic Park and Ride (P&R) across the region.

Opportunities to improve traffic flow - M6 North of Birmingham

Develop a road network strategy for the area north of Birmingham around the M6; including the role of public transport to improve traffic flow.

Making Best Use of the M6 Toll

Identifying the reasons why some people do not use the M6 Toll and developing a package of measures which could be delivered quickly to enable more people to make fully informed choices.

Strengthening the Economic Case for the Western Strategic Route

Further the evidence base for the economic and housing growth potential for a new road to the west of Birmingham, linking the M5 and the M6.

2.3 Midlands Connect Strategy Development - Specific Studies

During 2018/19 Midlands Connect will continue to draw up the business cases needed to pursue a rolling 25-year programme of transport infrastructure investment to lay the groundwork for improved connectivity across the Midlands, bringing the East and West closer together and opening the region's businesses to the world.

2018/19 Technical Projects Programme – Specific Studies

A5 Corridor Study

Strategic Corridor study to determine the strategic case for investment and identify scheme options.

A50/A500 Corridor Study

Strategic Corridor study to determine the strategic case for investment and identify scheme options.

A46 Corridor Study Stage 2

Development of schemes and interventions for up to three sections of the A46 to Strategic Outline Business Case – those identified as highest priority from the 2017/18 corridor study.

Accelerating Toton Station

Examining the feasibility and economic opportunity of bringing forward the opening of Toton station, potentially as a classic rail station sometime in the 2020s and with high speed services from the South by 2030.

Hereford Bypass

Support for Herefordshire Council and The Marches LEP to develop the Outline Business Case for the Hereford Bypass.

East Midlands Gateway Connectivity Study

Work with East Midlands partners to develop a multi-modal connectivity strategy for the area around Toton Station.

Midlands Connect to Mid Wales Connectivity Needs Assessment

Working with Marches LEP and Welsh Government to identify cross-border linkages and future connectivity needs.



2.3 Smart Ticketing

Midlands Connect aspires to establish, through collaborative working with DfT, authorities and operators, an Account Based Ticketing (ABT) system which can be used seamlessly across the Midlands region. We envisage a future where members of the public have the choice of different ticketing media options that are linked with a common Account Based Ticketing (ABT) system.

This system will identify their electronic 'token' of choice (smartcard, contactless bank card or suitable equipped mobile phone) which when used in the system will associate the user with their account in the back office. Making ticketing and travelling options simpler, transparent and comprehensible across the Midlands, this will enable seamless travel between different operators and all modes of transport.

The 2018/19 Technical Projects Programme – Smart Ticketing

Smart Ticketing Programme Development

Based on the outcome of a piece of work completed in 2017/18, in 2018/19 Midlands Connect will be working on a proposal to support a cEMV Account Based Ticketing (ABT) solution for buses and trams in the Midlands. This would, in time, allow people to travel on public transport in different cities on a single account. Subject to completion of this work we plan to make a case to Government for further funding to progress this project to the deployment stage.

Nottingham Account Based Ticketing Trial

We will be supporting Nottingham City Council with an ITSO account based ticketing (ABT) trial in the city (buses and trams). This would enable passengers to travel around on various means of public transport to a daily pricing cap. Lessons from this trial will help our aspirations for smart ticketing across the Midlands.

West Midlands ITSO on Mobile Trial

In 2018 Midlands Connect will be working with Transport for West Midlands in piloting an 'ITSO on Mobile' trial (buses and trams). This innovation would enable a customer to use their smartphone in place of a physical card, with the phone working in the same way as an ITSO smartcard would. Again, what we learn by trialling this in the West Midlands will benefit all areas of the region.

Image: (detail) © A500, Stoke-on-Trent



2.3 Research

Midlands Connect has identified three areas of research where we believe we can add further evidence to that generated during the development of our Strategy. At the time of its development we primarily focused on the economy as our core objective. In 2018 we are seeking to widen our understanding on facilitating housing growth, alternative fuels and 5G connectivity. Our research areas will be focused on producing outputs which will be of benefit to all partners across the region.

The 2018/19 Midlands Connect Research Programme will consist of:

Housing and Strategic Transport Infrastructure Study

Identifying the link between the Midlands Connect Strategy asks and large-scale housing development sites across the region, to generate further evidence to underpin the Strategy. The study will seek to provide input into wider policy and communications engagement, e.g. on the Housing White Paper and the Industrial Strategy. The key is that whilst partners will be the key actors for current funds like the Housing Infrastructure Fund, Midlands Connect can play a role in shaping the overarching narrative, linking housing, business and transport infrastructure and helping to rebalance the focus for investment across the country.

Alternative fuels for freight/logistics

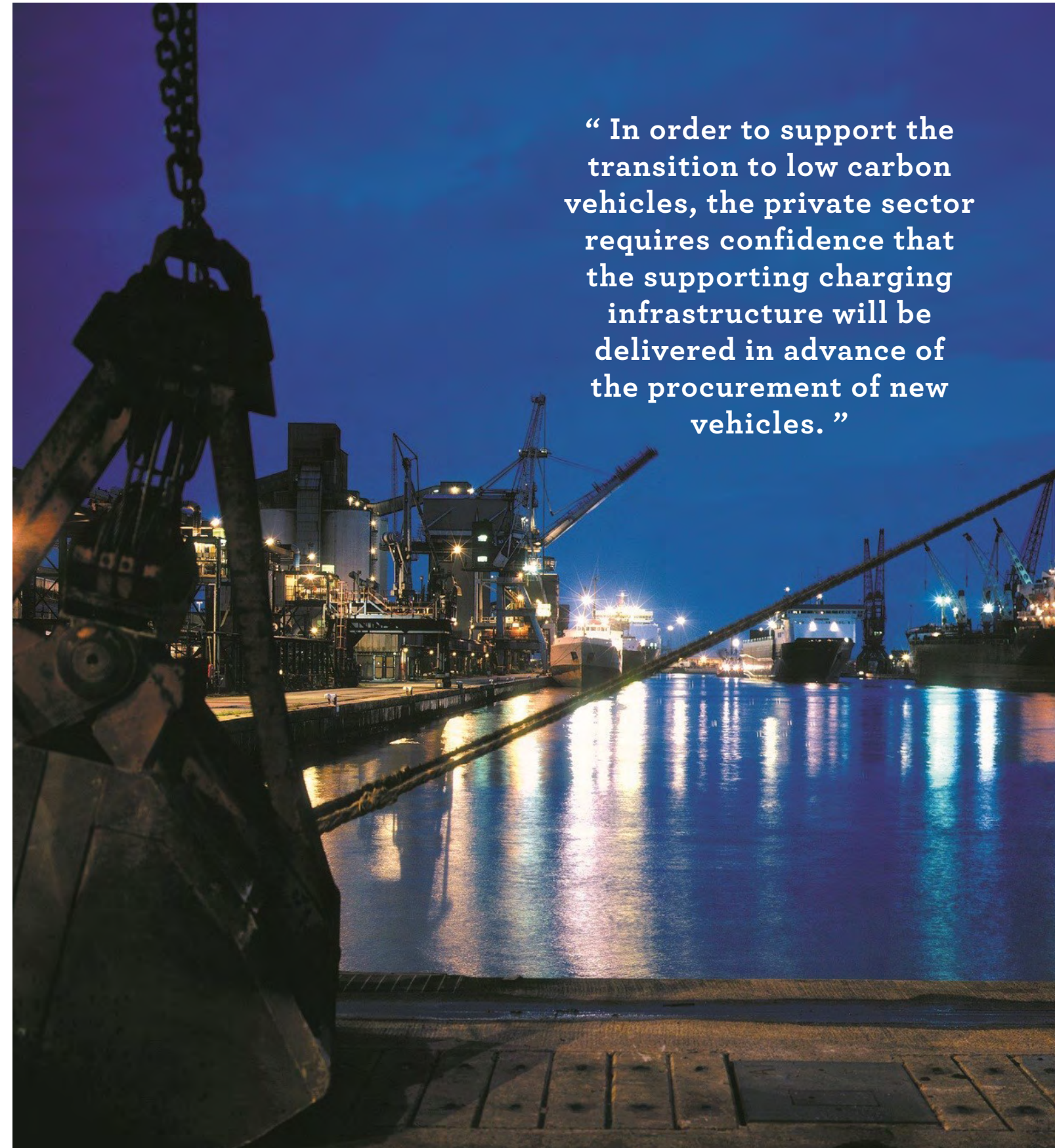
This study aims to understand the future needs of the freight/logistics industry for alternative fuels infrastructure, both on the future Major Road Network and Strategic Road Network. In order to support the transition to low carbon vehicles, the private sector requires confidence that the supporting charging infrastructure will be delivered in advance of the procurement of new vehicles. This infrastructure needs to be in suitable, accessible locations across the Strategic Road Network and Major Road Network.

Accelerating 5G connectivity in the Midlands

Through its 5G Strategy, the Government aims to accelerate the deployment of 5G networks and to ensure that the UK can take early advantage of the applications those networks can enable.

Investment in 5G networks will be led by the private sector, but the business case is as yet uncertain and we believe that there is an important role to play for the Midlands Engine and Midlands Connect in ensuring that the right conditions are in place to support timely investment across the region whilst fostering the development of the wider UK's 5G ecosystem.

There are currently a number of 5G Testbeds and Trials Programme bids being promoted in the Midlands (i.e. 5G Test bed promoted by the Worcestershire LEP). Midlands Connect will work collaboratively with the Midlands Engine and Government to capitalise on the work of successful pilots deployed in the Midlands, and explore any opportunities for accelerating 5G connectivity across our transport network.



“ In order to support the transition to low carbon vehicles, the private sector requires confidence that the supporting charging infrastructure will be delivered in advance of the procurement of new vehicles. ”

Image: (detail) © Port of Immingham, NE Lincolnshire

3.

Sub-National Transport Body

Midlands Connect: Pursuing Sub-National Transport Body Status

Our partners agree that the capacity and capability of Midlands Connect needs to evolve and strengthen to ensure the prioritisation and delivery of our infrastructure programmes is as effective as possible.

By proposing to Government to form a Sub-National Transport Body, Midlands Connect can become a full, 'statutory partner' to Government in the development and monitoring of transport programmes throughout the Midlands and ensure the best outcomes for our residents and businesses.

Midlands Connect will use 2018/19 to consult with our constituent members, neighbouring authorities and other key stakeholders on a formal proposal to establish a statutory Sub-National Transport Body.

A formal proposal to Government could be made as early as autumn 2018, thereafter Government will need to consider the proposal and ensure the core functions to develop a transport strategy for the area will effectively inform and benefit economic growth across the Midlands. Our draft strategic and legal proposals were considered by the Midlands Connect Strategic board in February 2018, to be consulted and developed further for constituent members to agree as early as summer 2018.

As set out in the Local Transport Act 2008, after making a formal proposal all constituent members will need to consent to any final regulations to establish the statutory body. It is not envisaged by Government that Parliamentary time will allow for the formal establishment of further Sub-National Transport Bodies before 2020, so formal consents for the formal regulations are not expected to take place before 2019/20. Midlands Connect will work with Government to be prepared for and explore opportunities to formalise our constitution before 2020.

Therefore, in parallel we will consider how to enhance our non-legislative working arrangements to provide the most effective input to Government programmes ahead of statutory status. Midlands Connect will work with Government to develop options to act together as a 'Highways Midlands' group ensuring a formal route for Midlands-wide recommendations to enhance future and existing road programmes. Midlands Connect will also work with Network Rail and Office for Rail and Road to develop how formal input can enhance future and existing rail programmes.

Further work will be developed through 2018/19 to ensure constitutional arrangements are fit for purpose to formalise existing governance arrangements to a statutory Sub-National Transport Body. This work will also inform any decisions to develop shadow or interim STB arrangements for 2019/20.

“ We fully intend to create more statutory transport bodies, and I welcome the work of Midlands Connect in bringing together local authorities and partners, including Highways England, HS2 and Network Rail. We look forward to seeing the proposal for Midlands Connect, and we hope that it will become England’s second statutory transport body.”

Baroness Sugg, Aviation Minister, House of Lords, January 2018.

Our approach to establishing a Sub-National Transport Body will not remove any functions or responsibilities of our partners to influence and deliver transport programmes. By acting as a vital 'bridge' between central and local government, and incorporating strong business voices, Midlands Connect can act as a unique voice for the Midlands and ensure the best outcomes for the whole of the region.

Midlands Connect's ambition for stronger and co-ordinated local leadership seeks to demonstrate the commitment to invest in the country's second largest and growing economy. By advancing plans through a shadow/interim/alternative governance arrangement, Midlands Connect can demonstrate that, working with Government, the full benefits can be delivered for the Midlands as early as possible.

Key Deliverables 2018/19:

- Formal strategic and legal proposals to establish a statutory Sub-National Transport Body to be consulted on spring 2018 and consented to summer 2018.
- Mobilisation plan to raise awareness and input to the Sub-National Transport Body by winter 2018, including communications and stakeholder activity.



4. Stakeholders and Communications

4.1 Stakeholder Management & Communications

Midlands Connect will continue to invest in the partner and stakeholder engagement that the Partnership has successfully nurtured so far with an increasing focus on ensuring our key messages are taken to wider audiences.

The aim of our communications activity is to ensure the Midlands Connect Strategy remains front and centre with our audiences and that we are seen as a strong and influential voice. Equally we need to be listening; collating and analysing insight to develop policy and inform technical programmes, mitigate risks and changes in sentiment, and inform wider communications and campaigns. Both are key to ensuring that in addition to our own communications activity, we are identifying and enabling external organisations and individuals who are trusted by, and influential with, our audience to disseminate our messages and share our content.

Communicators within our partners therefore have an important role in both ensuring their own organisations are briefed on Midlands Connect activity and also maintaining the visibility of Midlands Connect's role as it relates to their own organisational activities.

A communications strategy and stakeholder plan are in place and will be updated to guide and enable our activity.



Image: (detail) © HS2: Getting the best out of Britain launch, Nottingham, November 2017

4.2 Working with the Midlands Engine

As the Connectivity pillar of the Midlands Engine Vision for Growth we work closely to align and optimise communications activity across both the Midlands Connect and Midlands Engine partnerships. Critically we share many of the same audiences and stakeholders. We therefore aim to work jointly to ensure our partners are well briefed and the impact of our messages are maximised. This includes working closely with our Government partners within the Department for Transport and other Departments that are involved in the Midlands Engine.

4.3 Wider Awareness

As part of our Communications Strategy we aim to raise awareness and communicate information about the Midlands Connect Partnership to government, businesses and the wider public.

Our Communications Strategy sets out the channels and tools we will use to reach our diverse audiences through their preferred channel.

This will be with the aim of communicating why projects are needed, what the benefits are and to manage expectations of the public and keep them engaged with

the purpose of Midlands Connect. In particular we want to improve understanding of the link between improving connectivity, and economic growth, prosperity and better quality of life, enabling business and the public to understand the benefits our work can bring to all Midlandsers.

We will also continue to communicate the benefits of Midlands Connect becoming a Sub-National Transport Body.

Partnership Working

Throughout 2017/18 existing Memoranda of Understanding have been reviewed and new agreements developed to clearly set out the intended relationship and working arrangements between the Midlands Connect Partnership and partner organisations (including Network Rail, Highways England, Birmingham Airport, East Midlands Airport and HS2 Ltd).

We also acknowledge the importance on continuing to invest in our Midlands Connect Partnership. During 2018/19 we will embark on a more targeted engagement programme with the transport industry, the wider business community and academia to help us shape and drive our Midlands Connect priorities forward. The principles document already in existence with the DfT will be reviewed as part of this process.

Of particular importance will be our collaborative work with our technical advisory groups and other relevant bodies such as West Midlands Rail and Transport for the East Midlands all of which have an instrumental role in transforming connectivity across the region, meeting the needs of users, stakeholders and businesses.



Image: (detail) Marches LEP / Gavin Dickson

Midlands Connect is also in the process of developing MoU's with neighbouring authorities including shadow Sub-national Transport Bodies, the Welsh Assembly, and with the Welsh Counties which border our region. How we work with our neighbours is vitally important to our success, as there are many areas of overlap and impact on places outside our region. The Midlands Connect Strategy not only benefits the Midlands. As the country's transport hub, our work is felt across the country and impacts on key international trade routes. MoU's are all individual to the Partner Organisation, are based on the following principles:

- Sharing of information, skills and resources;
- Alignment of policy and programmes;
- How we work together.

4.4 Monitoring Stakeholder Activity

During 2018/2019 we will procure specific purpose-built stakeholder management software that offers additional functionality to our current excel database. With an integrated and seamless interface, this has the potential to provide superior monitoring, capturing and evaluating facilities which will ultimately result in Midlands Connect providing an enhanced service delivery to our stakeholders.

We will aim to baseline and measure our progress in terms of audience awareness of Midlands Connect and support for our Strategy. As a critical element of Midlands Engine we will also contribute to the achievement of Engine communications objectives.

4.5 2018/19 Key Deliverables:

- Comms and Stakeholder activity in line with technical programme as described in previous sections;
- Relaunch Midlands Connect Website and review Midlands Connect Social Media presence – Spring 2018;
- Procure stakeholder management software to improve capturing, monitoring and reporting on stakeholder engagement;
- Publish an Annual Report that reports to stakeholders, partners and more widely on our achievements against the annual business plan. Align with an annual Midlands Connect hosted event delivering awareness of our work and thought leadership – Summer 2018;
- Carry out partner and stakeholder survey/insight to assess awareness of MC, understanding of and support for MC priorities – Summer 2018;
- Further develop our ambassadors and champions programme - recruiting external stakeholders to act as advocates for Midlands Connect– including finalising the Pledge Campaign – Summer 2018;
- Monthly Newsletter – on-going delivery and increase subscriber numbers;
- Programme of LA Leaders, parliamentary and STB Champions briefings – on-going
- Organise and host a parliamentary event at Westminster, possibly linked with Midlands Engine. Winter 2018;
- Key note addresses at various conferences and events for awareness raising and thought leadership– on-going;
- Host exhibition stands and fringe events at annual political party conferences;
- Carry out qualitative survey of key partners and stakeholders to gain insight;
- Engage with chambers of commerce to investigate surveying businesses on awareness of Midlands Connect and their transport priorities/thoughts on devolution.

5. Governance

5.1 Governance Arrangements

Midlands Connect governance arrangements and membership were reviewed in 2017/2018 (Appendix I – Governance Summary). These will next be reviewed in March 2020 (or at such time where a member requires to replace one of their representatives). The future governance arrangements to form a statutory Sub-National Transport Body will build on existing governance but would require some specific changes, for instance formalising the 'Partnership Advisory Board' as the full 'Partnership Board'.

Midlands Connect Governance provides:

- Assurance function providing an objective and independent assessment on governance, risk management, and control processes for the organisation;
- Pace and progress - By establishing and reporting against milestones we can ensure that we are realising our objectives;
- The Midlands Connect Accountable Body.

Prior to the establishment of Midlands Connect as a statutory body, funding provided to it by DfT will continue to be held by the West Midlands Combined Authority (WMCA) as the accountable body.

Control processes and procedures will continue to be in place to ensure robust financial control over expenditure. Financial planning and reporting cycles will be in place, including budgeting, quarterly revisions and monthly review processes. In acting as the Accountable Body the WMCA will continue to allocate a Section 151 Officer.

It will also allocate resources and assign appropriate officers from the WMCA to Midlands Connect to support with ongoing HR, legal, finance and procurement activities.

5.2 The Role of the DfT Sponsorship Team

The DfT team will, through their sponsorship team, sponsor Midlands Connect and support the delivery of the Midlands Transport Strategy. This will ensure the outputs from Midlands Connect are robust and meet the appropriate level of assurance for the decisions they are aiming to influence, and while recognising that the partnership is locally-led, it will ensure appropriate alignment between Midlands Connect work and the national strategy and policy framework

5.3 Delivering Value for Money

To ensure the Midlands Connect programme of works is delivered efficiently and effectively, the Steering Group will regularly review the programme, forecast and actual spend at the Steering Group meetings. This will ensure the programme delivers value for money and aligns with the timing of the strategic objectives and programme milestones.

Monthly sponsorship meetings will be held to review actual expenditure variance versus the budget. Appropriate risks and opportunities will also be highlighted. This will ensure any change in estimated costs or timings of programme milestones are visible and will therefore provide an accurate forecast against actual spend.



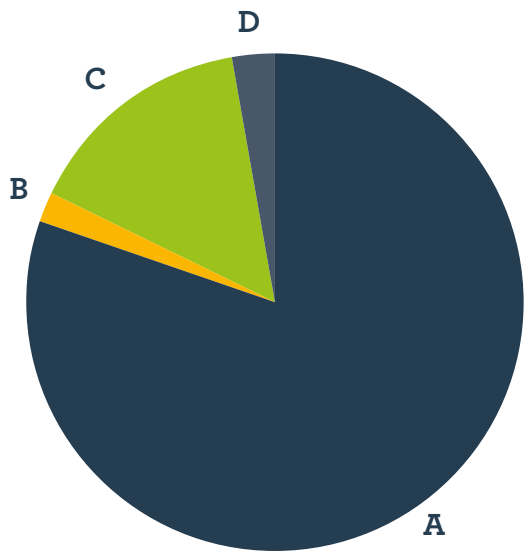
Image: (detail) © Lincoln Cathedral

6. Resources & Programme Management

In addition to the £17m committed DfT funding to 2020 (excluding Rail Hub allocation) Midlands Connect received a vote of confidence when the Government announced a further £6 million of new funding in the budget statement on 22nd November 2017, which will support the delivery of the Midlands Connect strategy. This has been allocated as follows:

- £2 Million for development of the Midland Rail Hub project
- £4 Million to further development and delivery of priority short-term interventions identified by the Midlands Motorway Hub project.

A financial update on the programme will continue to be presented to the appropriate management boards.



Key

A. Technical Programme	£8.03m
B. Communication	£0.20m
C. Staffing (including support costs)	£1.50m
D. STB mobilisation	£0.27m
Total	£10m

People and Staffing

In taking forward the Midlands Connect programme it will be crucially important to have the management resource, skills and expertise necessary to deliver on.

Considering the scale and nature of the Midlands Connect programme for 2018/19 (as set out in the above sections) the Midlands Connect Partnership is growing the Project Team ensuring the development, implementation and monitoring of the Midlands Connect programme of works. Four additional posts are being created:

- 3x additional technical programme officers which will lead on the development of complex and high-profile roads and rail-based transport planning projects across the Midlands Connect strategy programme.
- 1x Strategic Policy Lead tasked with driving forward policy development and championing Midlands Connect's priorities and objectives within DfT and across Government.

Costs have committed funding until March 2020.

Monitoring and Reporting

Day to day Programme Management of Midlands Connect is carried out by the Midlands Connect Programme Management Team through a suite of reporting tools have been developed in collaboration with our partners. In managing the overall Midlands Connect programme it will be ensured that:

- All components of the programme and associated individual projects are jointly developed and delivered;
- On time delivery;
- Delivery is within the authorised budget;
- The programme and associated individual projects meet the appropriate quality standards.

It will be ensured that the individual projects have allocated timings to fit in with the overall schedule – and to ensure that enough notice has been allocated key elements such as procurement, equalities, and quality assurance.



Image: © Church of St Mary & All Saints, Chesterfield

Appendix 1: Governance Overview

Midlands Connect Partnership

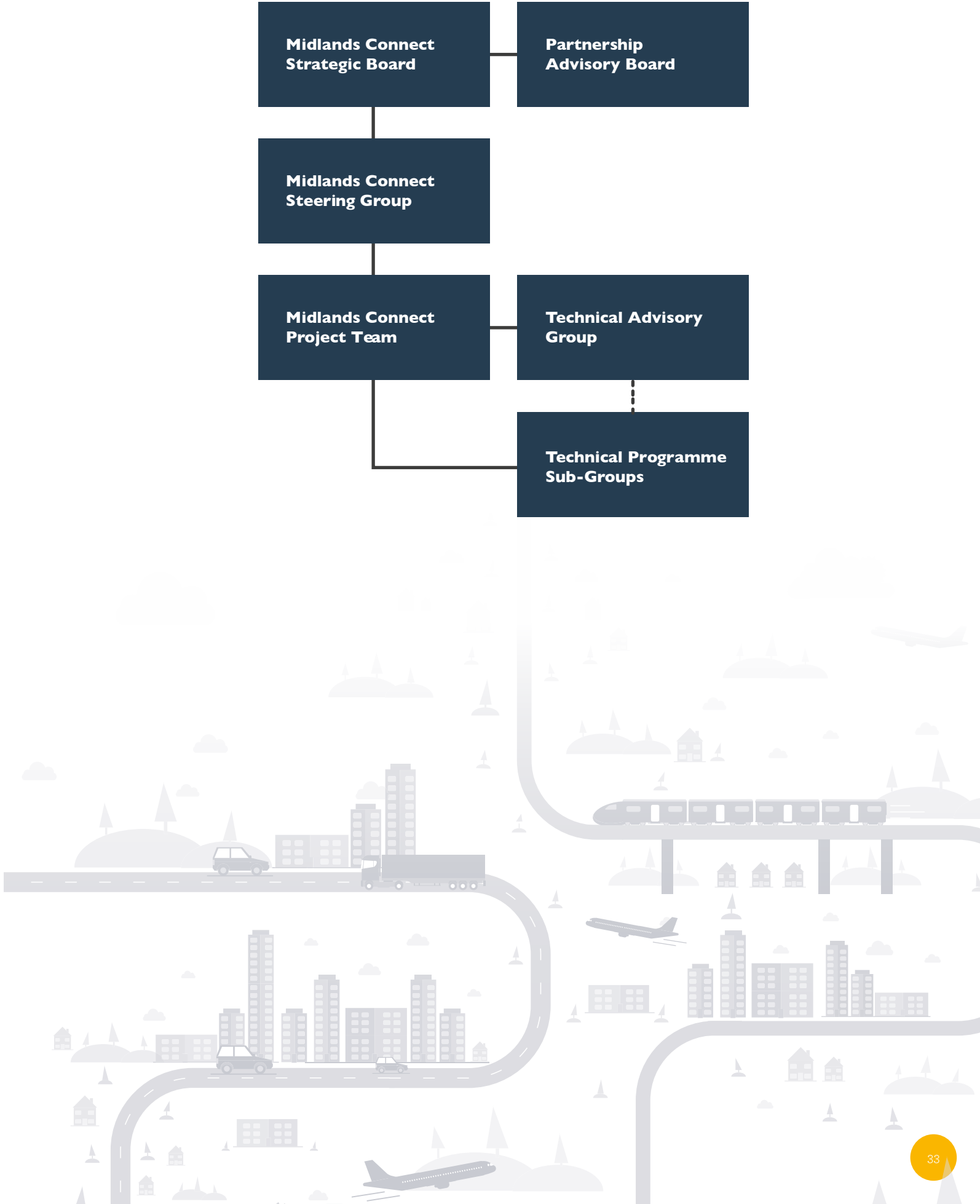
*Birmingham City Council	Greater Birmingham and Solihull LEP	Department for Transport
*Solihull Metropolitan Borough Council	The Black Country LEP	Network Rail
*Dudley Metropolitan Borough Council	Coventry and Warwickshire LEP	Highways England
*Sandwell Metropolitan Borough Council	D2N2 LEP	East Midlands Airport
*Walsall Metropolitan Borough Council	Leicester and Leicestershire LEP	Birmingham Airport
*City of Wolverhampton Council	Greater Lincolnshire LEP	Chambers of Commerce
*Coventry City Council	The Marches LEP	HS2 Ltd
Warwickshire County Council	Stoke-On-Trent & Staffordshire LEP	
Derby City Council	Worcestershire LEP	
Derbyshire City Council		
Nottingham City Council		
Nottinghamshire City Council		
Leicester City Council		
Leicestershire County Council		
Lincolnshire County Council		
Rutland County Council		
Telford and Wrekin Council		
Herefordshire Council		
Shropshire Council		
Staffordshire County Council		
Stoke-On-Trent City Council		
Worcestershire County Council		

* Part of the West Midlands Combined Authority

Also working closely with:
Transport for the East Midlands (TfEM)
Transport for West Midlands (TfWM)
and West Midlands Rail (WMR)

Appendix 1: Governance Overview

Governance Structure



Appendix 1: Governance Overview

	Partnership Advisory Board	Midlands Connect Strategic Board
Membership	<ul style="list-style-type: none"> All Local Authorities at member level Local Enterprise Partnership Chairs Key partners of the Midlands Connect Partnership (DfT, Network Rail, Highways England, Birmingham Airport, East Midlands Airport, Chambers of Commerce, HS2 Ltd) 	<ul style="list-style-type: none"> Independent Chair Department for Transport Minister 6 Local Transport Authority Leaders – 3 from West Midlands & 3 from East Midlands 4 Local Enterprise Partnership Chairs - 2 from West Midlands & 2 from East Midlands HS2 Ltd Network Rail (NR) Highways England (HE) Department for Transport (DfT) Steering Group Chair Director of Midlands Connect
Terms of Reference	<ol style="list-style-type: none"> Provide strategic guidance to the Strategic Board and secure a single voice approach to the Midlands Connect Partnership. Nominate representatives to sit on the Strategic Board and Programme Steering Group Ensure alignment with other Strategic agendas e.g. Midlands Engine through screening of wider environments. Receive papers and reports for information. 	<ol style="list-style-type: none"> Provide leadership and accountability to the Midlands Connect partnership. Ensure value for money is achieved Ensure transparency in the Midlands Connect Programme Maximise visibility and promote Midlands Connect at national and international levels Receive reports, papers and recommendations from the Steering Group
Meetings	The Partnership Advisory Board will meet once per year at a conference style event.	The Strategic Board will meet three times a year.

Midlands Connect Steering Group	Technical Advisory Group	Technical Programme Sub-Groups
<ul style="list-style-type: none"> 4 Local Transport Authority Transport Directors (2 from East Midlands and 2 from West Midlands) 2 Local Enterprise Partnerships – To be a LEP Board Member from the private sector (1 from East Midlands and 1 from the West Midlands) 2 Members of Chamber of Commerce (1 from East Midlands and 1 from the West Midlands) Airports (Birmingham and East Midlands) HS2 Ltd Network Rail (NR) Highways England (HE) Senior Officer from Department for Transport (DfT) Director of Midlands Connect 	<ul style="list-style-type: none"> Officer representation from across the Midlands Connect Partnership including Local Transport Authorities, Local Enterprise Partnerships and other stakeholders 	<p>Rail & HS2</p> <p>Roads, Freight & MRN</p>
<ol style="list-style-type: none"> Provide expertise & recommendations to the Midlands Connect Strategic Board on emerging & existing policies & programmes that will influence the effective delivery of the Midlands Connect Strategy. Co-ordinate & oversee the successful delivery of the Midlands Connect programme through monitoring against key deliverables as set out in the Annual Business Plan. Be responsible for ensuring the design, capability & capacity of the organisation matches current & future commitments & plans. Ensure effective integration with relevant Government departments & delivery agencies such as Network Rail, Highways England & HS2 Ltd. Take decisions on the content and direction of the Midlands Connect technical work programme supported by advice from the project team & in line with decisions taken by the Strategic Board. Be responsible for risk & financial management of the programme, including sign-off for the commissioning of any works with a value in excess of £100,000 	<ol style="list-style-type: none"> Support the Project Team with resources, advice, technical expertise, intelligence and information as required. Ensure alignment and avoid duplication with key policies and programmes across the Midlands. Promote the Programme. Support the Communications and Stakeholder Management Plan for the Midlands Connect programme and champion Midlands Connect locally. Receive and review information from the Project Team. 	<p>Smart Tech & Innovation</p> <p>Communications</p> <p>STB Advisory Group</p>
The Midlands Connect Steering Group will meet six times a year.	The Midlands Connect Technical Advisory Board will meet three times per year.	Sub Groups will meet in line with the needs of the technical programme as it develops.

Appendix 2: Technical Programme

1. Continued Development of the Midlands Rail Hub 2018/19 Technical Projects Programme - Rail Hub

I	Project	Project Overview	2018/19 Key Milestones	Comms Activities
I.1	Midlands Rail Hub Network Capacity Assessment and Strategic Outline Business Case.	Continued development of the Strategic Outline Business Case for the infrastructure needs to facilitate up to 10 additional trains per hour to/through Birmingham.	Price and Programme for OBC (draft) end July 18 Strategic Case (draft) end September 18 Economic Case (draft) end December 18 SOBC (final) end March 2019.	Ensure partners are kept up to date with project progress through the governance structure. Produce public facing document for wider stakeholders, MPs, local authority leaders and the public explaining the benefits of the MRH by May/June 2018.
I.2	Midlands Rail Hub Corridors Strategic Outline Business Case.	Developing rail corridor studies done in 2017 towards a Budget ask for further development in Autumn 2018.	Strategic Outline Business Case and Budget 'Ask' Submission – Summer/ Autumn 2018.	Ensure partners are kept up to date with project progress through the governance structure, including DfT, in preparation for budget requests.
I.3	Midlands Rail Hub Corridors – Birmingham to Worcester/Hereford.	Initial investigations into the Birmingham/ Worcester/Hereford rail corridor.	Corridor Study Report – Autumn 2018.	Stakeholder mapping exercise and subsequent workshop along the corridor to gain insight and feed in to technical report, recruitment of advocates, production of brief explainer document. Spring/Summer 2018.
I.4	Midlands Rail Hub Corridors – Thames Valley to East Midlands Outline Business Case.	Taking forward detailed investigations into the costs and benefits of increasing capacity between Coventry and Leamington.	Procurement of service in early FY2018/19. Outline Business Case in Spring 2019.	Liaising with Coventry and Warwickshire LEP as a conduit for information. Activity around summary of benefits in Spring 2019, details tbc.

2. Next Steps for the Midlands Motorway Hub Study 2018/19 Technical Projects Programme - Motorway Hub

2	Project	Project Overview	2018/19 Key Milestones	Comms Activities
2.1	Regional Strategic P&R Strategy.	Working with Highways England, Network Rail, Transport for West Midlands and East Midlands Councils to identify opportunities for Strategic Park and Ride (P&R) across the region.	Procurement of Study – Spring/Summer 2018. Final study report and recommendations – Winter 2018/19.	Produce explainer on outcomes of Motorway Hub Study, Spring 2018. Work with consultants on specific studies to ensure their stakeholder plans align with ours. Ensure partners are kept up to date with project progress through the governance structure. Comms and stakeholder activity to tie in transport improvements and benefits with economic and housing growth. Media activity dependent on results of technical programme.
2.2	Opportunities to improve traffic flow - M6 North of Birmingham.	Develop a road network strategy for the area north of Birmingham around the M6; including the role for public transport to improve traffic flow.	Procurement of modelling and study work in early FY2018/19. Network Strategy Report and Recommendations – end of FY.	
2.3	Making Best Use of the M6 Toll.	Identifying the reasons why some people do not use the M6 Toll and developing a package of measures which could be delivered quickly and enable more people to make fully informed choices.	The study will kick-off in late FY2017/18. Recommendations for Infrastructure and Non-Infrastructure Measures – Early Summer 2018. Business Case for Infrastructure (signage) Package – Late Summer 2018. Implementation Programme – Autumn 2018.	
2.4	Strengthening the Economic Case for the Western Strategic Route.	Further the evidence base for the economic and housing growth potential for a new road to the west of Birmingham, linking the M5 and the M6.	Procurement of Study – Spring/Summer 2018. Final study report economic rationale – Winter 2018/19.	

3. Midlands Connect Strategy Development – Specific Studies
2018/19 Technical Projects Programme - Specific Studies

3	Project	Project Overview	2018/19 Key Milestones	Comms Activities
3.1	A5 Corridor Study.	Strategic Corridor study to determine the strategic case for investment and identify scheme options.	Procurement of study at start of FY2018/19. Corridor Strategy Report – Summer 2018. SOBC for potential interventions Winter 2018/19.	Stakeholder management plan to include mapping exercise, identifying business champions, full engagement with local authorities on the route, localised workshops, benefits leaflet.
3.2	A50/A500 Corridor Study.	Strategic Corridor study to determine the strategic case for investment and identify scheme options.	Procurement of study in Summer 2018. Corridor Strategy Report – Autumn 2018. SOBC for potential interventions Winter 2018/19.	Stakeholder management plan to include mapping exercise, identifying business champions, full engagement with local authorities on the route, localised workshops, benefits leaflet.
3.3	A46 Corridor Study Stage 2.	Development of schemes and interventions for up to 3 sections of the A46 to SOBC/PCF 0 – those identified as highest priority from the 2017/18 corridor study.	SOBCs procured in Summer 2018. SOBCs report in Winter 2018/19.	Continuation of existing A46 engagement, which includes stakeholder management plan to include mapping exercise, identifying business champions, full engagement with local authorities on the route, localised workshops, benefits leaflet. Investigate route-long animation/localised VR to promote economic benefits and housing development arising from reducing congestion.
3.4	Accelerating Toton Station.	Examining the feasibility and economic opportunity of bringing forward the opening of Toton station to 2030.	Procured in early FY2018/19. Economic Case Report in Autumn 2018.	Work closely with Midlands Engine, East Midlands Councils and TfEM to sell the outcomes and benefits of developing housing and economic opportunities prior to 2030. Use existing public facing brochure to promote benefits to local authorities, MPs and businesses.
3.5	Hereford Bypass.	Support for Herefordshire Council to develop the Outline Business Case for the Hereford Bypass.	Preferred Route Report – March 2018. Outline Business Case – September 2018. Consultation Report – December 2018.	Work with Herefordshire Council to help them develop their plans and media strategy, and Marches LEP to understand wider benefits to the region and Wales.
3.6	East Midlands Gateway Connectivity Study.	Work with East Midlands Partners to develop a multi-modal connectivity strategy for the area around Toton Station.	Updated and validated multi-modal model for Study area – March 2018. Options Assessment Report – December 2018. EMGCS Strategy Final Report – March 2019.	Comms and stakeholder activity dependent on results of technical programme. Manage relationships with local authority leaders and MPs.
3.7	Midlands Connect to Mid Wales Connectivity Needs Assessment.	Working with Marches LEP and Welsh Government to identify cross-border linkages and future connectivity needs.	Recommended strategy for connectivity needs between Midlands and Mid-Wales by end of FY2018/19.	Finalise MOU with Welsh Government.

4. Smart Ticketing
2018/19 Technical Projects Programme - Smart Ticketing

4	Project	Project Overview	2018/19 Key Milestones	Comms Activities
4.1	Smart Ticketing Programme Development.	Development of a 'Contactless EMV' Account Based Ticketing (ABT) solution for the Midlands (buses and trams).	Submission of an Autumn Budget 'ask' for funding support in 2018.	Work with partners to ensure support for trials and work with trial managers to align media output as necessary.
4.2	Nottingham ITSO ABT Trial	Supporting an ITSO ABT trial in Nottingham (buses and trams).	Trial to commence in 2018. Evaluation of trial in early Summer 2019.	
4.3	West Midlands ITSO on Mobile Trial.	Support a trial to facilitate 'ITSO on Mobile' products in the West Midlands (buses and trams).	Trial to commence in 2018. Evaluation of trial in late 2018/early 2019.	

5.
Research

5	Project	Project Overview	2018/19 Key Milestones	Comms Activities
5.1	Housing and Strategic Transport Infrastructure Study.	Identifying the link between the Midlands Connect Strategy asks and large-scale housing development sites across the region. Seeking to generate further evidence to underpin the Strategy.	Desk-based research to map housing sites constrained by strategic transport infrastructure needs – Summer 2018. Economic Analysis of value to economy of releasing housing sites – Autumn 2018. Strategy for accelerating investment to release housing – Spring 2019.	Work with Transport Catapult, Midlands Engine and universities to ensure our schemes are future proof.
5.2	Alternative fuels for freight/logistics.	Understanding the future needs of the freight/logistics industry for alternative fuels infrastructure and the needed investment on the Major Road Network and Strategic Road Network.	Procurement of Study – Summer 2018. Final study report and recommendations – Winter 2018/19.	
5.3	Accelerating 5G connectivity in the Midlands.	Understanding how best to leverage the extensive road, rail, regeneration and house building programmes to deliver this telecoms infrastructure, working in partnership with the DfT, Network Rail and The Association of Train Operating Companies amongst others.	In collaboration with Midlands Engine: Outline scoping report - June 2018. Documented 5G Strategy, in particular scope for transport infrastructure investment in 5G - Spring 2019.	Work with Midlands Engine, LEPs and government partners to input in to their communications strategies on 5G.



Midlands Connect
Powering the Midlands Engine

MIDLANDS
ENGINE

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