

West Midlands

# BUS ALLIANCE

Terms of Reference for the Board

Version 1.8 - November 2016



**WEST MIDLANDS**  
COMBINED AUTHORITY

# West Midlands Bus Alliance Board

## Terms of Reference

25<sup>th</sup> November 2016

### 1. Purpose of West Midlands Bus Alliance Board

In September 2015 the WMITA now the WMCA requested that the monitoring of the Bus Alliance be undertaken by the Bus Alliance Board and Transport Delivery Committee. The board will be responsible for creating the environment in which the WMCA policy objectives can be delivered between 2016 and 2020.

In September the West Midlands the WMITA now the WMCA made the recommendation to form a Bus Alliance Board in the West Midlands. This Bus Alliance Board will be responsible for creating the environment in which the WMCA policy objectives can be delivered and oversee the implementation of those objectives for bus services. It will bring together the people with key roles to play in developing and delivering the way bus services are provided across the West Midlands, to focus on investing in an improving, sustainable and growing network. The Alliance Board will be responsible for ensuring that the WMCA Bus Policy and objectives are delivered through strengthened partnership commitments and working between the key stakeholders. This includes the LEP, Transport Delivery Committee, District Authorities, operators, stakeholder West Midlands Combined Authority representatives.

The Bus Alliance Board will provide the governance and leadership to continue the improvement of bus based public transport. The Bus Alliance Board will set the direction and activities that will be undertaken by stakeholder groups and supporting committees to continue to deliver quality, customer satisfaction and network improvements across the West Midlands. The first meeting of the Alliance Board was on November 27<sup>th</sup> 2015 will set the detailed terms of reference, agree membership, report regularly to the Putting Passenger First Committee and ensure regular lines of communications are created and maintained with relevant committees and sub groups

Members of the Bus Alliance Board will oversee, monitor, provide resources, commit to the aims of the Group and adhere to the terms of reference as follows:

- Set objectives for the delivery of the initiative.
- Develop and own the programme, stakeholder relationships and risk register.
- Ensure that there are gateway-based assurance processes to manage progress.
- Decide processes for receiving updates and reports from the Working Groups.
- Identify and commission additional supporting work as necessary.

### 2. Objectives of Bus Alliance Board

The Bus Alliance Board have the following overarching objectives; which reflect those set out in the WMCA's Bus Policy. The Board are asked to consider how this will become a detailed work programme, risk register and SMART (Specific, Measurable, Achievable, Realistic, Timely) objectives for the Alliance to deliver by 2020:

- To increase bus patronage by 5%.
- Improvement in peak time journey speeds.
- More intuitively understandable core turn-up-and-go routes.
- Fare rises of no more the RPI +1% per annum.
- Zero or ultra-low emissions with every other bus at least Euro 6.
- Customer satisfaction levels remain over 85%.
- Discounted young person's travel for everyone under 19 years old.
- Integrated ticketless travel in line with intelligent mobility policy.
- Network Development Plans to support the economic objectives of the next decade.
- Increased investment in highways infrastructure to aid journey times and reliability.
- The financial benefits of increased patronage contribute towards infrastructure and buses.
- Improvement on board through improved seating, next stop announcements and Wi-Fi.

### **3. Key Deliverables and Outcomes**

In addition to supporting the bus policy objectives the Bus Alliance Board will have seven key deliverables as adopted at the 20<sup>th</sup> May 2016 Board meeting:

- Network Development Plans will be in place across the whole region, and wider Combined Authority area as required. A reduction in delay minutes will be achieved across the Key Route Network By 2020, fare capping will be in place and payment by contactless bank card will be widely available.
- By 2020, all buses in the West Midlands will be minimum of Euro V
- A single public transport identity will be developed that provides a consistent, clear message for customers
- Funding for the Safer Travel Partnership will be maintained with dedicated resource and clear governance structures developed.

An open data approach will be adopted for all non-commercially sensitive data. The Bus Alliance Board will use the resources available to it to develop the themes and objectives into a prioritised work programme. This programme will form the basis for monitoring the outcomes along with the risk register and will be reviewed and updated at least every quarter.

### **4. Responsibilities of Bus Alliance Board**

To attend the Bus Alliance Board meetings which will be held two monthly initially and quarterly after the first twelve months.

Each member will commit a practical level of resource to the Alliance delivery programme to enable it to address the following topics, appropriate to the area they represent:

- Provide support and delegated authority collaboratively to secure successful delivery for the Bus Alliance Board's aims and objectives.
- Understand and manage the impact of change and the associated reporting process.
- Resolve or mitigate any dependency issues or conflicts amongst stakeholders.
- Resolve any dependency issues/conflicts with other areas of work within this programme and with other work programmes/projects.
- Make resources available for planning and delivery purposes.
- Provide input, recommendations and agreement to the joint decision making process to meet the Alliance objectives. If unable to attend a meeting, written updates must be provided for circulation with the meeting papers.
- To validate and critique the financial implications and business case of the above tasks.
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### **5. Sub groups for Alliance Delivery Board**

- a) West Midland Bus Operators Panel
- b) Transport Delivery Committee
- c) Members Bus Passengers Customer Satisfaction Task and Finish Group
- d) The West Midlands Traffic Managers Group
- e) Strategic Transport Officers Group (STOG)
- f) Black Country, Birmingham & Solihull & Coventry and Warwickshire LEP Boards
- g) Safer Travel Police Management Board
- h) Young person forums and groups
- i) The various Statutory and Voluntary bus partnership monitoring groups

## 6. Membership

Organisation	Name	Role	Sub Group Responsibility for reporting up to and from to the Alliance Board
Transport Delivery Committee	Cllr Richard Worrall	Chair of Transport Delivery Committee	Transport Delivery Committee
Transport Delivery Committee	Cllr Kath Hartley	Chair of Transport Delivery Committee	Transport Delivery Committee and Members Bus Passengers Customer Satisfaction Task and Finish Group
Transport Delivery Committee	Cllr David Stanley	Opposition Member on Transport Delivery Committee	Transport Delivery Committee
Bus Operator - National Express	Peter Coates	Managing Director of UK Bus for National Express	West Midlands Bus Operators Panel
Bus Operator – Central Buses	Geoff Cross	Managing Director of Central Buses	West Midlands Bus Operators Panel
Bus Operator – Stagecoach Midlands	Steve Burd	Managing Director of Stagecoach Midlands	West Midlands Bus Operators Panel
Safer Travel Police Team	Rachel Crump	Inspector with West Midlands Police	Safer Travel Police Management Board
WMCA	Pete Bond	Director of Transport Services	
WMCA	Jon Hayes	Head of Network Delivery	The various Statutory and Voluntary bus partnership monitoring groups
WMCA	Laura Shoaf	Managing Director Transport for West Midlands	
Traffic Manager from a local Highway Authority	Paul Leighton	Chair of the West Midlands Traffic Managers Group	The West Midlands Traffic Managers Group
Transport Policy Manager from a local Highway Authority	Stuart Everton	Black Country Director of Transport	Strategic Transport Officers Group (STOG)
Birmingham City Council	Anne Shaw	Assistant Director – Transportation and Connectivity	
Confederation of passenger Transport	Lynda Waltho	Director, Central Region Confederation of Passenger Transport	
Young Persons Representative	Tamika Smith	Information & Registration Support Specialist	Providing a young person’s view on the Board through working with relevant groups
Cross LEP	vacant	Chair of Cross LEP transport group	Black Country, Birmingham & Solihull & Coventry and Warwickshire LEP Boards
Transport Focus	Linda McCord	Passenger Manager	
Department for Transport	Barbara King	Independent Observer	
Secretariat	Lyndsey Roberts	Governance Services Officer	

All board members will be expected to attend all meetings but as agreed by the board members some may not have full voting rights

## **7. Frequency of Meetings**

It is expected that the West Midland Bus Alliance Board will initially meet every 2 months and will eventually move to quarterly meeting.

## **8. Rules of Participation**

The Bus Alliance Board will determine the work programme, technical themes and be responsible for delivering agreed actions. Participants should endeavour to provide resources to assist in the work and deliverables. These could be from existing committees, sub groups and work areas for example:

- a) West Midland Bus Operators Panel
- b) Transport Delivery Committee
- c) Members Bus Passengers Customer Satisfaction Task and Finish Group (a subcommittee of the Transport Delivery Committee)
- d) The West Midlands Traffic Managers Group
- e) Strategic Transport Officers Group (STOG) Partnership Delivery Group
- f) Black Country, Birmingham & Solihull & Coventry and Warwickshire Local Enterprise Partnership Boards
- g) Safer Travel Police Management Board
- h) The various Statutory and Voluntary bus partnership monitoring groups

Given the potentially sensitive nature of some of the issues that might be discussed in the Alliance Board, documentation will be assigned an information sharing level of GREEN, AMBER or RED.

Green: Documentation that may be published in the public arena. All meeting notes will be GREEN.

Amber: This will cover any documentation of a commercial interest that Steering Group members may wish to share at the Steering Groups and which will only be accessed by Steering Group members and agreed individuals. Unless permission is given, information contained in such documents will not be directly quoted or attributed in publicly available meeting notes. Amber documents cannot be shared by Steering Group members with anyone, including people in their own organisation, unless permission is given by the Steering Group.

Red: Non-disclosable documentation/information and restricted to participants present at the meeting themselves only. Participants must not disseminate the information outside of the meeting. RED information should not be discussed with any other Steering Group member or any other person from the same organisation who is not present at the meeting in which the information is discussed.

Verbal contributions at Alliance Board meetings can also be assigned an information sharing level. Members who wish their contributions to be considered AMBER or RED should clearly state this before making their point, otherwise information will be considered to be GREEN. Such contributions will not be recorded in the meeting note, but may be recorded separately by the Minute-taker for direct follow up outside the meeting.

As a member of the Alliance Board, identified in these Terms of Reference, each participant will be asked to sign this document to show their agreement to abide by the confidentiality and disclosure provisions set out above in relation to each information sharing level as described above.

Alliance Board participants and observers who breach the rules of the confidentiality and disclosure provisions under any information sharing level may have their membership ceased.

## 9. Governance and Assurance

The Bus Alliance Board will report back to respective organisations including Transport Delivery Committee and report to the WMCA on a six monthly basis as specified in the minutes of the WMCA on 16<sup>th</sup> September 2015.

It is proposed the Chairperson shall be the Transport Focus representative

It is intended that all decisions will be taken by consensus. In the event that consensus cannot be reached, business shall be determined by a majority of those members present and voting at the meeting, subject to a minimum of [ten] members voting in favour of any proposal so as to ensure that decisions taken have met with the support of a majority of the membership.

These terms of reference will be reviewed twice a year to ensure that these remain current and that the membership is appropriate.

Membership of the Board will be reviewed within 18 months and then on an annual basis

## 10. Glossary

The following section identifies terms and descriptions used through the document and provides explanation to aid understanding of the terms of reference document.

Combined Authority (WMCA)	The West Midlands Combined Authority WMCA is responsible for formulating the transport strategy and policy; incorporating strategic highways, Midland Metro, freight, rail, bus and rapid transit networks. The Combined Authority's ambition will be to help to increase competitiveness and productivity, create more skilled and better paid jobs and bring more investment into the area. The Combined Authority will drive these ambitions through its primary focus to improve the effectiveness and efficiency of transport in the area, the exercise of statutory functions relating to economic development and regeneration in the area, and economic conditions in the area.
WMCA Bus Policy	The stated policy document of the WMCA.
Working Groups	These are groups of people that will be tasked by the Alliance Board with delivery of initiatives or projects. They could be current groups that take on additional tasks (for example the Bus Operating Panel) or new groups set up to deliver a specific objective.
Committees and sub groups	These are groups of people that will be tasked by the Alliance Board with delivery of initiatives or projects. They could be current groups that take on additional tasks (for example the Bus Operating Panel) or new groups set up to deliver a specific objective.
Movement for Growth	West Midlands Transport Strategy and supporting documentation – currently undergoing a period of public consultation.
Economic and environmental sustainability	As defined by the air quality, regeneration and economic indicators set out in Movement for Growth.