

# Welcome

## West Midlands Railway

### Stakeholder Round Table Conference



West  
Midlands  
Trains



Thank you  
for attending

- **Stakeholders from across the region**
    - Councils and public sector
    - Community Partnerships
    - Social entrepreneurs
    - Rail Groups
    - Network Rail
    - Friends 'Army'
    - Business Sector
    - User Groups
- 

Bringing our stakeholders together at this critical time

**You are the eyes and ears of our business**

**Context this morning**

Recovery plans

Putting things right

Fixing things together

# Timings

10:00 AM – 13:00 PM

- Help yourself to coffee
- Comfort break at 11:15
- No fire drills this morning
- One hour for questions

# **Business Update**

**Julian Edwards**  
**Managing Director**



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# 2019 – a year of 2 halves

- **January – May** produced some of the **best performance** we have seen with PPM in the high 80s
- **May timetable** was designed to produce **more capacity** and new **through journeys**
- Allowed us to carry an **extra 150,000 passengers** per week
- **Sorry** - Performance of the May 2019 timetable **not good enough!**
- “Structural” **10% drop in PPM**

# Constraining Factors

- December TT bid deadline before the May 2019 timetable began
- DfT capacity targets assumed 10 extra 350/4 x4-car TPE units
- Loss of 2 Euston Platforms
- December 2020 allowed some significant improvements, but main opportunity is May 2020



# December 2019 – Challenges



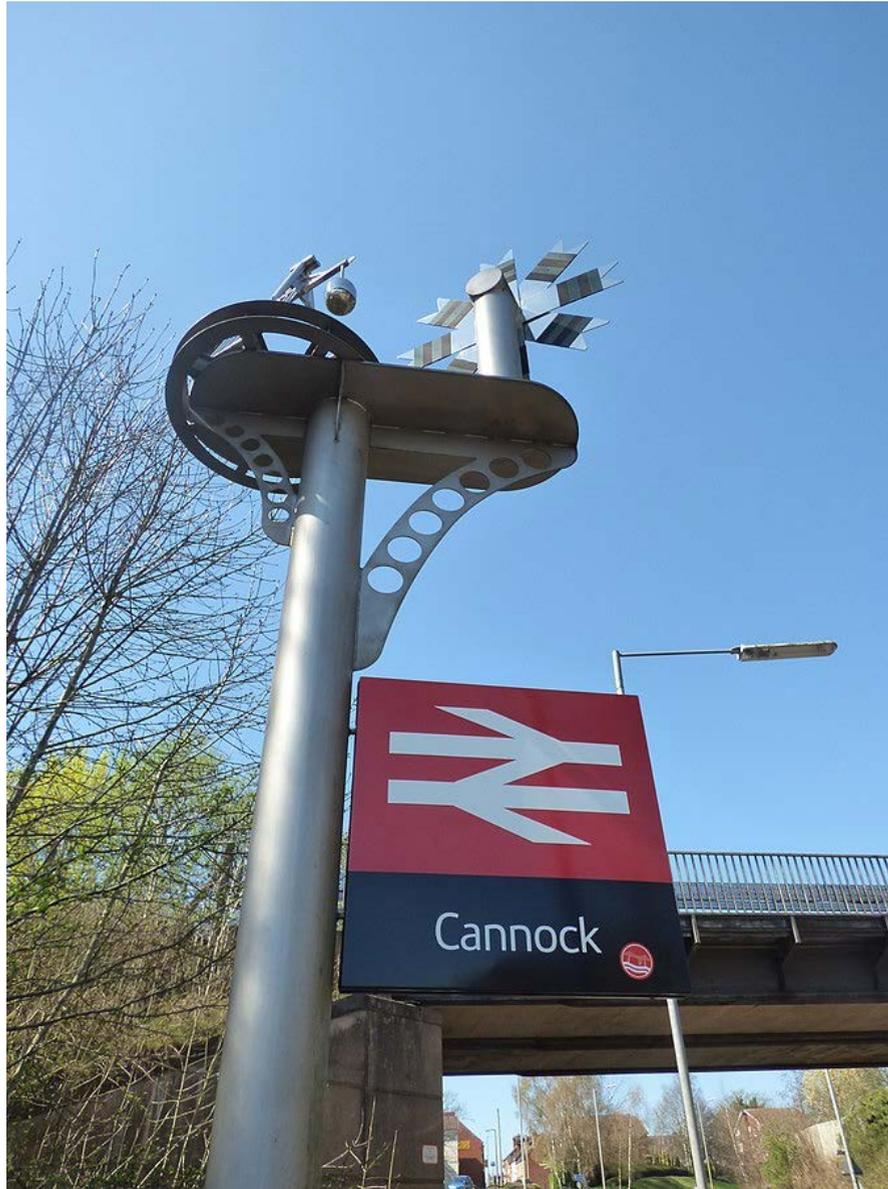
- **Take complexity out of the Timetable**
- **Improve resilience**
- **Gain industry support and focus – NR, TOCs , DFT, WMRE**
- **Looming RMT dispute despite 18-month-old agreement**

# What we have done

- Settled the RMT dispute
- Reduced complexity with Dec 2019 TT
- Introduced 16 extra carriages (4 x350/4s)
- Held on to 8 x153s



# Main December 19 changes



- **Chase Line has only one service from Euston**
- **New St – International shuttle**
- **xx.49 London Euston – Liverpool has had a number of stops removed**
- **Extra dwell time at Birmingham New Street (Liverpool bound services)**

# What about the passengers?

- **28% more trains on time (PPM)**
- **10 ppt increase in PPM**
- **Cancellations down 80%**
- **3% discount on season tickets**
- **Off-Peak discounts**
- **£20 million improvement plan**





# What happens next?

- **Build on the recovery plan Jan & team have successfully deployed**
- **Major opportunities in May & December 2020 TTs**
- **Publish details of our improvement plan end of month**



# Improvement Plan Priorities

- 
- **Make the timetable simpler**
  - **Improve train crew availability**
  - **Improve train maintenance**
  - **Improve the way we respond to delays**
  - **Work with NR to increase line speeds at New St**

# Improvement Plan key actions

**May 2020**

- **Stop splitting or joining any trains at Birmingham New Street**
- **Self-contain all Rugeley Trent Valley services within the West Midlands**
- **End services running through The Potteries at Birmingham New Street, rather than Euston**



# Improvement Plan key actions



## December 2020

- Increase dwell times at Birmingham New Street to lessen the impact of any delays
- Create a new hourly fast line path in each direction between Euston and Northampton, enabling rolling stock and train crew diagrams on fast and slow services to be self-contained
- Operate symmetrical service patterns to improve reliability

# **West Midlands Railway Update**

**Jonny Wiseman**  
**Director of West Experience,**  
**West Midlands Railway**

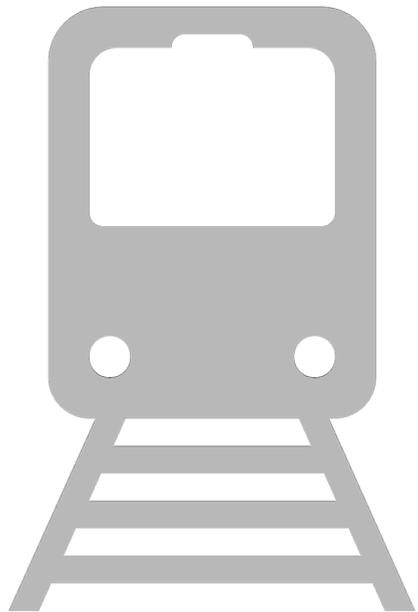


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# West Midlands Railway

- Who am I?
- Why are we here?
- 2019
- Collaboration & partnerships
- What can you expect from West Midlands Railway

# The year ahead



- Continue to fix the timetable
- Improve capacity
- Continue to collaborate with you
- Investing
  - Stations
  - New trains
  - Customer and Community Investment Fund
  - Community Rail Partnerships

# “What do you want from West Midlands Railway”

# **Community and Stakeholder**

**Fay Easton**  
**Head of Stakeholder and  
Community, West Midlands  
Railway**



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# Pride of Place

- 2020
  - £1.5million investment into community projects
  - Over 300 friends, volunteers and adopters
  - 116 stations, 35 adopted, including the first BID in the UK
  - 3 new Community Rail Developments to be launched in 2020 covering 34 stations

# Our Friends

## Those 300 Friends.....

As an industry we are blessed to work with people who give their time and talents and we're indescribably proud of our amazing army of station friends and adopters

Their work inspires both us and others and helps create local pride at our stations which then become symbols of community connection

All the volunteers and friends we work with inspire hope and revival for the UK's communities and their efforts in restoring our stations and helping make railways central to local life is deeply appreciated by us all.

# Our Work

- Puts stations back at the heart of communities
- Helps with wider economic and social regeneration
- Increases rail usage
- Creates social connectivity and tackles isolation

# Our Projects

- **Economic and social regeneration**
- **Redundant Building Grants**
  - £154,000 matched funded grants of up to £20,500 per station
- **Community Rail Partnerships & Level 2 Station Adoption**
  - £100,000 for creating new CRPs and funding Level 2 Station Adoption Groups
- **Customer and Communities Improvement Fund**
  - £1.5million this year's projects

# Our Improvements

- **CCIF 202—21**
- **SERVING LOCAL COMMUNITIES and IMPROVING PASSENGER EXPERIENCE**
- 26 Projects
- 37 Stations
- £1.5million
- Geographic spread across the network
- **ACCESS IMPROVEMENTS**
- **HERITAGE/ARTS/MUSIC**
- **MARKETING/TOURISM**
- **HEALTH & WELLBEING**
- **NEW COMMUNITY HUBS**
- **CYCLING/RAMBLING/EVENTS**

# Railways and Communities

- Impact goes beyond the station boundaries
- 7% increase in rail usage
- Vital factor in supporting the sustainability of economies and communities
- Tackles social isolation

# Some of Our Challenges

- Greening The Grey
- Tackling 'urban' community rail challenges
- Expanding community rail to reach and include all sectors of communities
- Increasing awareness to our community projects and the **VALUE**

**Helping with 'some' of our  
challenges...**

**Introducing the Central Route  
Director at Network Rail**

**Dave Penney**



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# **Dave Penney**

**Central Route Director**

**Network Rail**



## Who am I?

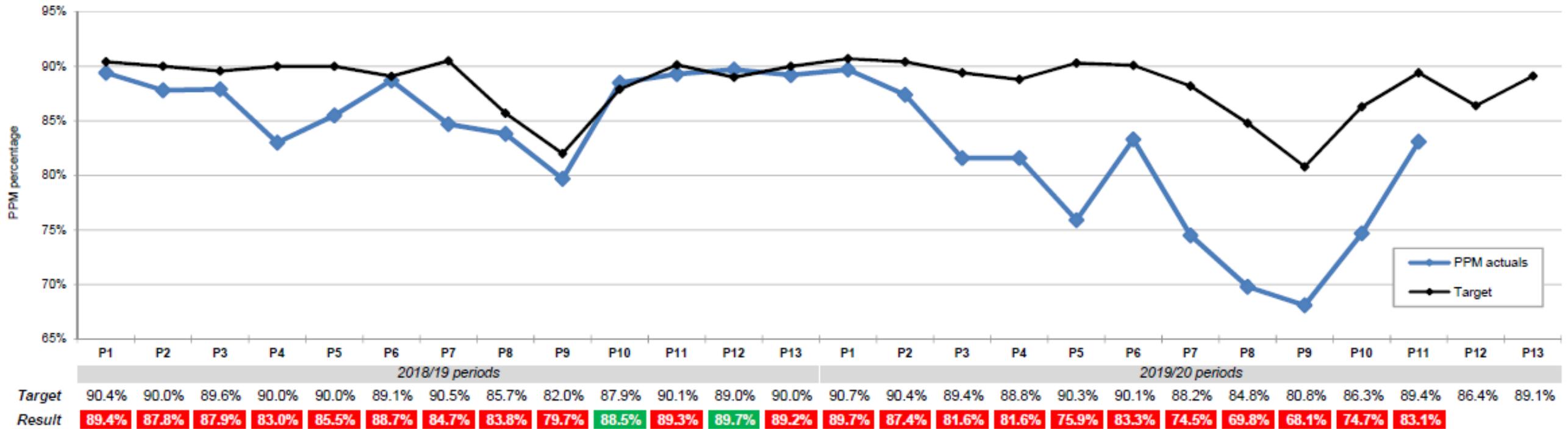
- Director for Network Rail's Central route, as of January 2020
- 20 years of railway experience – infrastructure and train operator
- Joined Network Rail from Chiltern Railways where I was managing director
- I know what passengers want!



## What is Central route and why was it formed?

- Part of North West & Central region
- Created to better serve the West Midlands and Chilterns – closer to passengers, quicker decisions
- Working with WMT, Chiltern, Avanti, TfW, CrossCountry
- Birmingham New Street is the hub of Central route – supported by Snow Hill, Moor Street and Marylebone
- The West Midlands is at the heart of the national rail network
- Exciting times ahead – Commonwealth Games, Midlands Rail Hub, HS2, new stations
- Huge challenges – capacity and performance

# PPM Actual Results



Performance isn't where we need it to be for our passengers!

# So how are we going to improve reliability and performance?

- Putting Passengers First, always!
- Customer service mindset
- Safety + Performance + Brilliant Basics = Customer Service
- Always focus on safety
- Review major delay-causing incidents to create a 'learning culture' across Central route
- Increase partnership working with WMT and other operators to provide a better service to passengers
- Create a robust, reliable timetable that passengers can rely on
- Reduce bureaucracy to increase efficiency
- Act as 'guardians of the railway'
- Fully support the Grand Rail Collaboration
- Project Alpha leading to Putting Passengers First programme



Safety



Performance



Brilliant basics



Service

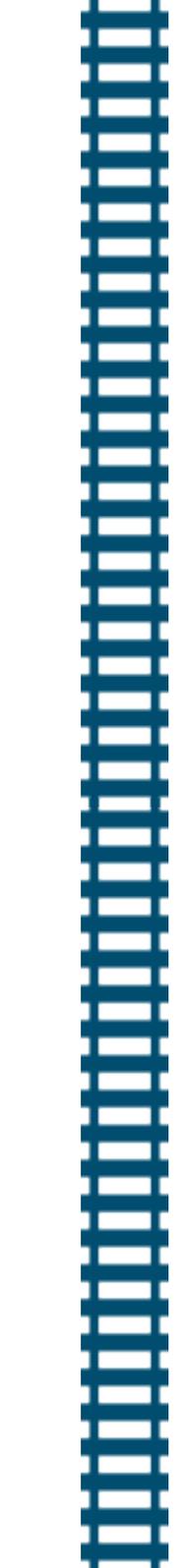
# Project Alpha – Central route strategy



6 weeks

6 Months

Implement & Sustain

A vertical decorative graphic on the left side of the slide, consisting of a series of blue and white horizontal bars that resemble a railway track.

## What are we doing?

- Constantly balancing track access requirements for maintenance and improvement work with keeping the railway open as much as possible for passengers and freight
- Improving our response times to deal with incidents – with safety first
- Working closely with WMT to restore a timetable that passengers can rely on
- West Midlands Signalling Centre refurbished, bringing NR and WMT train controllers closer together to make quicker, more informed decisions
- A three part ITV documentary series being finalised to show behind the scenes and the challenges we face – to be aired soon

# Birmingham New Street



## Putting Passengers First

Recent station improvements include:

- 300 additional seating, many including USB charging
- Complete public toilet renovation
- Sunflower lanyard scheme launched to assist passengers who need extra help
- Assisted travel lounge to provide a safe, comfortable waiting area for passengers needing help



## Challenges at New Street

As well as 48m passengers a year, making it the fifth busiest station in Britain, New Street has two major annual events to facilitate:

### Cheltenham Races:

- Additional 14,000 passengers per day over four days

### German Christmas Market:

- On Fridays and Saturdays, footfall increases from 170,000 to nearly 250,000 per day

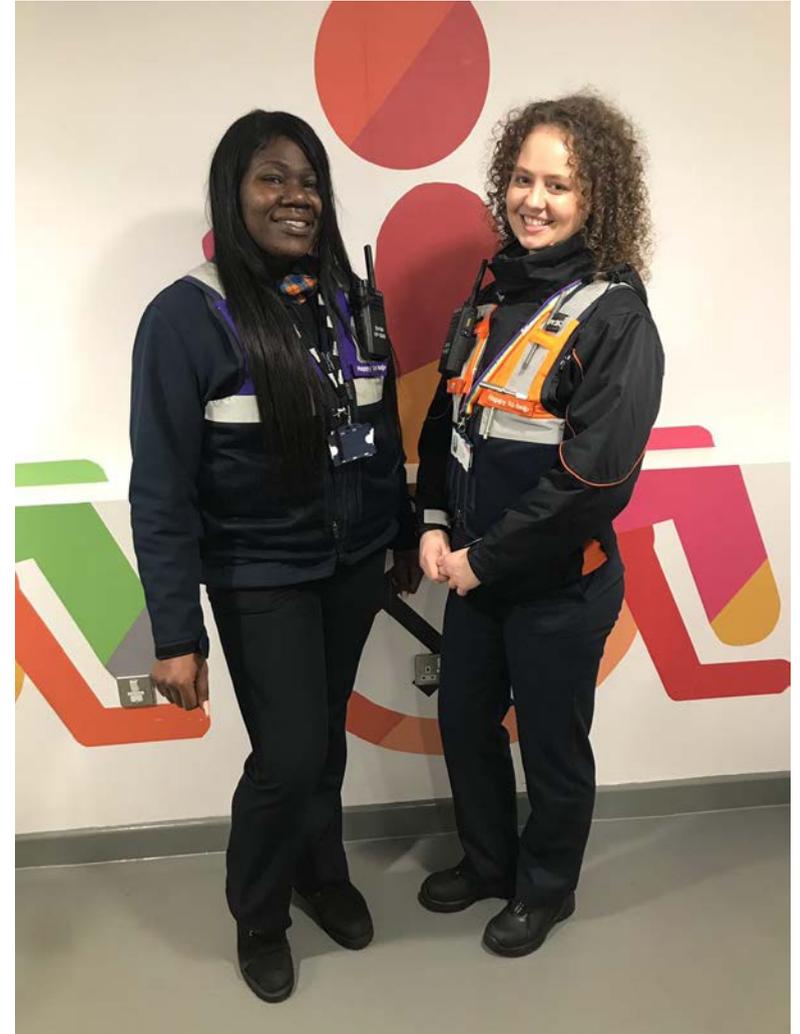
### Other challenges:

- Constrained footprint in the city centre means we are at capacity at platform level – resignalling to improve this and reliability



## Our Vision for the Future

- Putting Passengers First - all staff receiving further training to improve customer service
- New information kiosk in partnership with Transport for West Midlands for better passenger information
- Secure cycle hub in conjunction with West Midlands Combined Authority – joined up transport hub with road, rail and tram
- Improved wayfinding around the station, linking to city centre exits
- Ever improving retail offerings - a destination station





Thank you



# PUTTING THINGS RIGHT.



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There's no two ways about it:  
we have been letting our customers down

Introducing, our new Managing Director,  
Julian Edwards.

We've already made changes big and small,  
behind the scenes.

We need to rebuild confidence completely,  
it's going to take a huge co-ordinated effort,  
and it's going to take time.

**We won't fix things overnight,  
but we will fix them.**

We have a plan to put things right.



our 5 big steps to  
**PUTTING THINGS RIGHT.**

Our franchise investment is

# £1 Billion

1  
We're investing an extra  
**£20 Million**  
we will make the  
timetable simpler

**February**

20% off-peak  
ticket discount

**2020**

3% compensation: weekly,  
monthly, annuals

**July & August**

10% off-peak  
ticket discount

**Dec 2019 – Dec 2021**

recovery plan outputs

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recovery plan outputs

Read our plan at

[wmr.uk/  
puttingthingsright](https://wmr.uk/puttingthingsright)

[Inr.uk/  
puttingthingsright](https://Inr.uk/puttingthingsright)

Thank you



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