



Transport Delivery Committee

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| Date | 5 February 2018 |
| Report title | Rail Business Report |
| Accountable Director | Malcolm Holmes, Director of Rail, Transport for West Midlands Email malcolmholmes@westmidlandsrail.com Tel 0121 214 7058 |
| Accountable Employee | Tom Painter, Head of Franchise Management Email tompainter@westmidlandsrail.com Tel: 07432104161 |
| Report to be/has been considered by | Councillor Roger Horton – Lead Member Rail and Metro |

Recommendation(s) for action or decision:

The Transport Delivery Committee is recommended to:

- **Note the content of the report**

1.0 Purpose

To provide an update relating to the performance, operation and delivery of rail services in the West Midlands including on rail operator partnership agreements and West Midlands Rail (WMR) activity.

2.0 Section A – Background

2.1 Transport for West Midlands (TfWM) and West Midlands Rail currently work to influence the management and delivery of rail services and projects.

2.2 This report provides a summary of rail activity in the TfWM and wider WMR areas between November 2017 and January 2018.

3.0 Section B – Rail Reorganisation

3.1 November saw the implementation of the merger between the TfWM and WMR rail teams. As mentioned in November's report, the new organisational arrangements have been designed to ensure that there is the right focus on day to day rail operations, including the management of the new West Midlands franchisee, and also on rail strategy, development and project delivery. An organisation chart can be found in Appendix A.

4.0 Section C – West Midlands Franchise

4.1 The new West Midlands Franchise commenced on Sunday 10th December, bringing to a conclusion the procurement process that began more than two years ago.

4.2 The occasion was marked by a launch event at Birmingham Snow Hill on Monday 11th December. The guests of honour included Mayor of the West Midlands Andy Street, Paul Maynard, the Under Secretary of State for Transport together with the UK Ambassadors from both The Netherlands and Japan. The event was also the scene for the unveiling of the first train in the new West Midlands Railway livery. This brand – owned by West Midlands Rail – will be rolled out across the West Midlands Business Unit by autumn 2019 (for stations) and March 2019 (for trains). An image of the new livery at Snow Hill station on launch day can be found in Appendix B.

4.3 The senior management team for West Midlands Trains was announced on 21st November 2017. The new operator is led by Jan Chaudhry-van der Velde, who was previously the Managing Director of the Merseyrail concession. He is supported by a mix of new appointments and former London Midland staff.

4.4 Two new positions have been created within the West Midlands Trains top team. These are the West Midlands and West Coast Customer Service Director positions. These posts reflect the two business units within West Midlands Trains. Richard Brooks, the former London Midland Commercial Director, has taken on the role of West Midlands Customer Service Director, covering the area in and around Birmingham, and will work closely with West Midlands Rail and the West Midlands Combined Authority.

4.5 Undertaking Richard's equivalent role for the West Coast part of the franchise will be Andrew Conroy. Prior to taking up this role, Andrew was part of the WMT mobilisation team, and previously served as Customer Service Director for East Midlands Trains.

4.6 Ahead of the launch event, West Midlands Trains Ltd. attended the December meeting of TDC to provide members with full details of the franchise. This took

place on the same day as an event to celebrate the success of the Partnership Agreement with the outgoing Franchisee, London Midland.

5.0 Section C – Projects Update

5.1 Park & Ride

Park and Ride projects are progressing as outlined in the October full report to the committee. TfWM is currently recruiting into specific roles dedicated to Park and Ride development in order to provide more resources to support this important area of activity.

5.2 Longbridge

The TfWM project to construct a multi-storey park and ride and the separate London Midland/Network Rail project to refurbish the station are both anticipated to enter delivery phase in Spring/Summer. The project is seeking approval for the contract letting at WMCA Board on 9 February. This will also confirm the proposal to introduce a charge for parking which is necessary to fund the capital borrowing needed to maximise the capacity we are able to provide at the station.

5.3 University

A Network Rail GRIP3a report into the options for redeveloping University Station has been received. The specifications for stages of work are currently being finalised with a view to procuring the next phases of development activity. Significant engagement with project partners continues, as does work on a funding strategy.

5.4 Perry Barr

TfWM has initiated a major project to rebuild Perry Barr station which will need to be significantly upgraded in order to support the Commonwealth Games (the main Games Village is being constructed next to the station). We are scoping out the development activity needed to drive this forward and will commission GRIP1-3 work shortly.

5.5 Snow Hill New Entrance

We are actively taking forward the project to create a new entrance to Snow Hill station adjacent to the St Chads metro stop lift/stairs on Great Charles Street Queensway. This will both create significantly improved interchange between rail and metro at Snow Hill, but will also improve the wider access to the station. The previous project that was developed as part of the wider Birmingham City Centre Extension is being reviewed and it is hoped that this can be taken forward quite quickly.

5.6 **Bromsgrove**

An updated contractual agreement was agreed with West Midlands Trains Ltd. in time for the start of the new Franchise. This should see the quality of customer service offered at the station increase, whilst at the same time reducing WMCA's costs and liabilities.

6.0 **Section D – West Midlands Trains Franchise**

6.1 On 10th December West Midlands Trains Ltd took over from London Midland as the operator of the West Midlands Franchise. At the time that this report was published, the new Franchise had only been in existence for six weeks. However, a number of Franchise commitments have already been discharged. These include new apps and websites, more generous delay-repay, and the rebranding of Snow Hill station.

6.2 The next few months will be a particularly busy time for West Midlands Trains. For example, they will need to introduce new uniforms and tablets for staff, develop plans for how they are going to make better use of redundant space at their stations, introduce an interim livery for trains operating in the West Midlands Business Unit, and establish a transport integration forum.

6.3 A critical milestone will be the 2nd March 2018, which is the date by which West Midlands Trains must submit their timetable for December 2018 to Network Rail. This timetable is West Midlands Trains first major opportunity to improve journey times, introduce new services, and improve punctuality. West Midlands Rail are working closely with West Midlands Trains to help them develop the timetable.

6.4 1st April 2018 is another important date, as from this day a service quality regime will be introduced across the West Midlands Business Unit. This is a mechanism to incentivise West Midlands Trains to deliver excellent customer service. It does this by monitoring and measuring the quality of service provided at stations, on trains, and in customer service. If over the course of the year the results are not at the required benchmark, West Midlands Trains will be required to make a payment into a fund that is then used to improve the customer experience.

6.5 Obligations such as the service quality regime, which effect only the West Midlands Separable Business Unit, are administered by West Midlands Rail on behalf of the Department for Transport.

6.6 **West Midlands Trains Performance**

Under the new Franchise regular reviews will take place to monitor the performance of West Midlands Trains services including the top ten incidents causing delays and cancellations.

6.7 Due to the timing of the this report occurring before the publication of West Midlands Trains' performance data, the table below shows only data from the final three periods of London Midland's operation.

| Four weeks ending: | October (P:1807) | November (P:1808) | December (P:1809) |
|--|---------------------|----------------------|----------------------|
| Peak Reliability (% trains operated) | 98.5% | 97.7% | 98.5% |
| Peak Reliability (moving annual average - MAA) | 98.1% | 98.1% | 98.2% |
| Peak Punctuality (% 0-5 mins late) | 77.6% | 88.7% | 68.8% |
| Peak Punctuality (MAA) | 82.5% | 82.0% | 81.7% |
| All-day Punctuality (% 0-5 mins late) | 97.9% | 82.6% | 83.0% |
| All-day Punctuality (MAA) | 93.0% | 93.2% | 93.6% |

7.0 Section E – Chiltern Railways Partnership & Operations

7.1 Significant work has been undertaken to create a new format for rail partnership agreements, developed as a tri-partite agreement between the relevant train company and WMR.

7.2 The objective of the new style of partnership is to provide an agreement which:

- Better aligns with the evolving WMCA and TfWM objectives including reflecting the wider scope of the organisation under the new Mayor, Andy Street's leadership;
- Reflects the ongoing work of WMR including in developing rail strategy and managing the new West Midlands franchise;
- Acts as the delivery mechanism for the Single Network Vision, developed by WMR and TfWM as a means by which to deliver a high quality, consistent rail network across the region, and across all operators;
- Provides more detailed and specific deliverables for partners to aim to achieve in collaboration; and
- Provides an increased chance of rail industry, local authority and funding partner buy in.

7.3 The final iteration of the new format of partnership agreement is going through Chiltern's board, and is scheduled to be brought to TDC in spring 2018. It had been hoped that this could be approved at the February TDC, but staff sickness and changes in personnel have extended the timescales. Both organisations are now aiming for March.

7.4 Chiltern activities – Santa Train

On Saturday 16th December Chiltern operated a Santa Special between Birmingham Moor Street and London Marylebone in aid of families from

selected charities: Birmingham Children's Hospital, Charity Home-Start Banbury & Chipping Norton and Bowel Cancer UK. Filled with Christmas cheer, passengers enjoyed the presence of helpful elves, magical entertainers and a visit from Father Christmas on their journey.



Chiltern's Santa Special upon arrival at London Marylebone

7.5 **Leamington Spa Station**

Warwickshire's Leamington Spa station, operated by Chiltern Railways, was recognised in Simon Jenkins' book *Britain's 100 Best Railway Stations*. Its station garden was also awarded Gold in the Heart of England Britain in Bloom competition.

7.6 **Community Rail Exchange**

The achievements of the 'Friends of' groups at Solihull, Dorridge, Warwick, and Leamington Spa have prompted other community rail organisations to visit the Midlands to share best practice. Highlights for the visiting community groups included the restored waiting room at Dorridge, and the award winning station garden at Leamington Spa (see 7.5 above).

7.7 **Solihull station**

TfWM, WMR, Solihull MBC, Network Rail and Chiltern Railways are working jointly to seek opportunities to make improvements to the railway station in for Solihull Town Centre. This focusses on ideas to provide a better customer experience at the station and on the walking and cycling route to the town centre. Proposals are currently being considered, and funding opportunities sought.

7.8 **Chiltern Railways performance**

Tables 2- 4 demonstrate Chiltern Railways performance during periods 7 to 9.

| PPM | PS TARGET % | ACTUAL % |
|--------------------|-------------|----------|
| Period PPM | 94.96 | 92.90 |
| PPM MAA | 94.12 | 93.22 |
| CHARTER | TRIGGER % | ACTUAL % |
| Punctuality MAA | 92 | 92.01 |
| Reliability MAA | 99 | 99.46 |
| Right Time Railway | PERIOD % | MAA % |
| | 78.08 | 79.42 |

Table 2. Chiltern Railways performance in rail period 7

| PPM | PS TARGET % | ACTUAL % |
|--------------------|-------------|----------|
| Period PPM | 92.65 | 91.94 |
| PPM MAA | 94.08 | 93.13 |
| CHARTER | TRIGGER % | ACTUAL % |
| Punctuality MAA | 92 | 92.10 |
| Reliability MAA | 99 | 99.51 |
| Right Time Railway | PERIOD % | MAA % |
| | 79.61 | 79.09 |
| | | |

Table 3. Chiltern Railways performance in rail period 8

| PPM | PS TARGET % | ACTUAL % |
|--------------------|-------------|----------|
| Period PPM | 94.96 | 93.40 |
| PPM MAA | 94.10 | 93.20 |
| CHARTER | TRIGGER % | ACTUAL % |
| Punctuality MAA | 92 | 92.21 |
| Reliability MAA | 99 | 99.50 |
| Right Time Railway | PERIOD % | MAA % |
| | 83.28 | 79.25 |

Table 4. Chiltern Railways performance in rail period 9

7.9 Performance over the autumn period was affected by a number of significant incidents, as well as the usual problems associated with leaf fall. In periods 7 and 8 major disruption was caused by freight trains breaking down on the route. Unlike on the West Coast Mainline, the Chiltern route has only two tracks for most of its duration, and so there is very little flexibility to work around any such failures. Period 9 saw a return to 95% on most days PPM, but the final score of 93.40% reflected the fact that there was a major signal failure at Oxford Parkway in the final week of the period.

8.0 Section F – Virgin Trains Partnership & Operations

8.1 A draft of the new format of partnership agreement has been developed and discussed with Virgin Trains using the draft agreement previously brought to TDC as a basis. As with Chiltern Railways, we are now awaiting feedback and approval from senior officers within Virgin. This too has been delayed by staff sickness and changes in personnel. The intention is to bring the partnership agreement to the March TDC.

9.0 Section H – West Midlands Rail (WMR)

9.1 Good progress has been made by WMR on the development of a number of other work streams to support the development of the rail network for the region.

9.2 Collaboration Agreement

The collaboration agreement remains in place and good progress is being made in discharging its obligations.

9.3 Rail Investment Strategy (RIS)

Progress on developing the WMR Rail Investment Strategy (WMRIS) has improved following the appointment of external consultant support. The current focus is on economic modelling of various timetable enhancement scenarios through to 2047, which have been developed with support from the Officers Rail Devolution Group. It is now intended to seek sign-off of the WMRIS executive summary and the public consultation approach at the WMR Board of Directors meeting on 19th June.

9.4 Stations Alliance

The formal WMSA agreement between WMR, Network Rail and new local rail operator West Midlands Trains is expected to be signed within the next couple of months. The recruitment process for a Stations Alliance Manager, jointly funded by WMR, NR and WMR, failed to appoint a suitable candidate and the Job Specification is being reviewed prior to going out to the market for a second time.

Work on the station master planning pilot project, focusing on the Stour Valley and Cannock lines, has continued into the new year and should now be completed by March 2018. Two stations from each route have been prioritised by WMSA partners, including the relevant local authorities, for more detailed development work. The prioritised stations are: Sandwell and Dudley, Dudley Port, Cannock and Rugeley Trent Valley.

A Station Master Planning Working Group meeting has also been scheduled for end of January which will consider progress and lessons learnt from the pilot project and start to set out a framework for future tranches of work. WMR also

has submitted an initial funding application to the GBS LEP Enabling Fund to support this further Master Planning work.

WMSA governance arrangements continue to take shape which include for working groups focussed on specific route-based or thematic subjects. Work on the master planning pilot with consultants Weston Williamson work has been continuing, although concern has been raised by partners about their approach to stakeholder engagement. Weston Williamson are being closely managed to ensure that WMSA aspirations are met.

9.5 Single Network Vision (SNV)

The Single Network Vision approach, which seeks to provide a consistent customer experience on rail services across the region regardless of operator, has now been approved by WMR Officers and Board. Going forward, the intention is to use the existing agreements with the rail industry as the vehicle for delivery. These include the Franchise with West Midlands Trains, the Partnership Agreements under development with Chiltern and Virgin, and the West Midlands Stations Alliance as well as many others.

9.6 The principles developed within the Single Network Vision have been used to inform the development of the new format of partnership agreement being delivered with Chiltern Railways and Virgin Trains.

10.0 Section I – Financial Implications

10.1 There are no direct financial implications as a result of this update report. Any costs incurred or support provided by TfWM or West Midlands Rail from undertaking the activity referred to in this report have been met from within agreed funding and resources.

11.0 Section J – Legal Implications

11.1 None

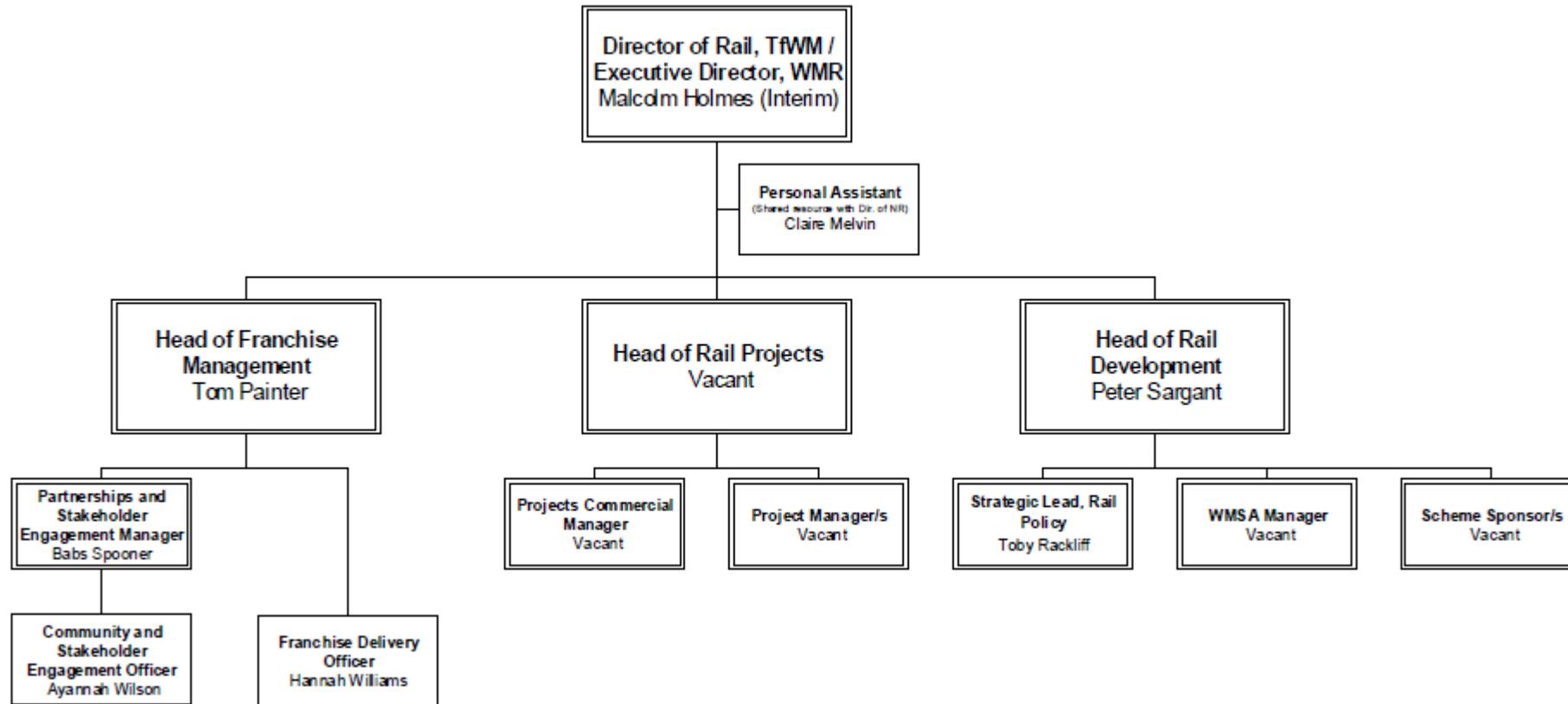
12.0 Section K – Equalities Implications

12.1 There are no direct equalities implications as a result of this report. However, it is worth noting that any current and future infrastructure projects will need to take key accessibility requirements into account. Moreover, improvements to stations and to the customer experience will need to consider engagement with the public and specifically engagement with key equality groups. Finally, equality and accessibility priorities and objectives will need to be discussed and agreed in relation to the new franchise

13.0 Other implications – Not applicable

[PUBLIC]

Appendix A – West Midlands Rail / TfWM Organisation Staff



Appendix B – New West Midlands Railway Livery

