



**WEST MIDLANDS**  
COMBINED AUTHORITY

## Transport Delivery Committee

|  |  |
|--|--|
| <b>Date</b>                                | 9 April 2018   |
| <b>Report title</b>                        | Chiltern Railways and Virgin Trains Partnership Agreements   |
| <b>Accountable Director</b>                | Malcolm Holmes, Interim Director of Rail, Transport for West Midlands<br><br>Email <a href="mailto:malcolmholmes@westmidlandsrail.com">malcolmholmes@westmidlandsrail.com</a><br>Tel 0121 214 7058 |
| <b>Accountable Employee</b>                | Tom Painter, Head of Franchise Management<br><br>Email <a href="mailto:tompainter@westmidlandsrail.com">tompainter@westmidlandsrail.com</a><br>Tel: 07432104161                                    |
| <b>Report to be/has been considered by</b> | 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
- Approve that TfWM enter into the Partnership Agreements with Chiltern Railways and Virgin Trains

### **1.0 Background**

- 1.1 Since 2011 the local transport authority for the West Midlands (now TfWM) has been working together in partnership with train operators to transform rail services in the region.

- 1.2 The original two Partnership Agreements – with London Midland and Chiltern Railways – committed each party to a number of deliverables to increase customer satisfaction and ultimately encourage higher rail patronage and a modal shift from car to train.
- 1.3 Seven years on, the deliverables of the original Partnership Agreements have been either substantially delivered - or in the case of London Midland – subsumed into the requirements of the next Franchise.
- 1.4 It has therefore been necessary to develop a new Partnership Agreement with Chiltern Railways, and seek out opportunities to identify other train companies to partner with.
- 1.5 This has resulted in two new Partnership Agreements; a revised version of the Chiltern agreement, which will run until the end of their Franchise in 2021, and a completely new agreement with Virgin Trains.

## **2.0 Structure of the new Partnership Agreements**

- 2.1 Significant work has been undertaken to create a new format for rail partnerships, developed as a tri-partite agreement between the relevant train company, TfWM and WMR.
- 2.2 The objective of the new style of partnership was to provide an agreement which:
  - a) Reflects the ongoing work of WMR including in developing rail strategy and managing the new West Midlands franchise;
  - b) Better aligned with the evolving WMCA and TfWM objectives including reflecting the wider scope of the organisation under the Mayor;
  - c) 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;
  - d) Provides more detailed and specific deliverables for partners to aim to achieve in collaboration; and
  - e) Provides an increased chance of rail industry, local authority and funding partner buy in.

2.3 In a reflection of the fact that the relationship between Chiltern Railways and TfWM/WMR is already well established, the Partnership Agreement between these parties is more ambitious than the equivalent with Virgin Trains. However, it is hoped as the deliverables within the Partnership Agreement are delivered, the relationship will mature and create the possibility that the scope can be broadened.

2.4 At Virgin Trains request their document will be known as a Partnership Alliance, rather than a Partnership Agreement. This is purely presentational and has no material impact on the content of the document.

### **3.0 Financial Implications**

3.1 There are no direct financial implications as a result of the recommendation within this report. Any costs incurred or support provided by TfWM or West Midlands Rail in supporting the activity and initiatives referred to within the Partnership Agreements will need to be from within agreed funding and resources.

### **4.0 Legal Implications**

4.1 The recommendations in this report are noted. Appropriate legal agreements will be required in respect of certain of the commitments to ensure delivery and clarity going forward

## **Appendix A – Chiltern Railways Partnership Agreement**



**Chilternrailways**  
by arriva

**TfWM** Part of the  
**WEST MIDLANDS**  
COMBINED AUTHORITY



# Partnership Agreement

## OUR VISION

Chiltern Railways, Transport for West Midlands (TfWM), and West Midlands Rail's (WMR) vision is to deliver a new era for rail travel in the West Midlands, making train travel the most attractive mode of choice for people living in and travelling to and from the region.

Together, we will deliver a rail network that plays a key role in making the West Midlands the place to do business, work, visit and live – supporting our communities and livelihoods, celebrating our heritage and laying the right foundations for the future.

## **OUR PARTNERSHIP**

Through this Partnership Agreement, Chiltern Railways, TfWM and WMR will work alongside each other to ensure that customer benefits and investment is maximised through greater joint working with the wider rail industry and local authority partners.

This Partnership Agreement aims to deliver local improvements for our customers, improve the passenger experience and provide an easier to use and accessible railway for all. It also forms a base principle for the delivery of the WMR Single Network Vision (SNV), which aims to make the West Midlands the best region for rail characterised by a consistently easy to understand, resilient network, widespread innovation and high-quality customer experience regardless of service provider.

## **THE PARTNERS**

Chiltern Railways are the UK's joint longest serving rail company, having operated train services between London Marylebone, Buckinghamshire, Oxfordshire, and the West Midlands since 1996. In that time the company has transformed the Chiltern Mainline into a genuine intercity railway, providing passengers in the West Midlands with a fast and frequent alternative to the West Coast Mainline. The centrepiece of Chiltern's West Midlands operation is Birmingham Moor Street, a Grade II Listed structure sympathetically restored by the company in 2006.

TfWM is the public body responsible for transport infrastructure and the coordination of public transport in the West Midlands metropolitan county. It is an executive body of the West Midlands Combined Authority, and as such is ultimately responsible to the Mayor of the West Midlands.

WMR is delivering local leadership for local rail services, working with the rail industry to deliver a step change in rail services across the region. It does not operate trains, but works closely with the organisations providing train services to support their plans for making services better – and in the case of the West Midlands Franchise, hold them to account when things go wrong. WMR is made up of 16 local authorities, which means that local councillors sit on the board and can make sure the views and issues raised by the local people they represent can steer our plans.

## **OUTCOMES**

- A. A more reliable network – *Measured by PPM, delay minutes, right time, and CaSL*
- B. More people using rail – *Measured by passenger journeys*
- C. Happier travellers – *Measured by the National Rail Passenger Survey, and or any successor survey that may be published*

- D. Better Stations - *Measured by the National Rail Passenger Survey, and or any successor survey that may be published*
- E. Safer Stations - *Measured by the National Rail Passenger Survey, and or any successor survey that may be published*
- F. Better Trains - *Measured by the National Rail Passenger Survey, and or any successor survey that may be published*

## **MAKING IT WORK**

The partnership will be overseen by a Partnership Board involving senior management and elected members, supported by an officer steering group. Regular updates will be provided to Transport Delivery Committee, WMR and WMCA members with committee attendance as appropriate. See the section on delivery arrangements for more details.

This agreement is entered into on a voluntary basis, and will cover the remaining period of Chiltern Railways' existing franchise, currently scheduled to run until December 2021.

## **OUR DELIVERY PLAN**

In line with the WMR Single Network Vision, the commitments of this partnership will be presented under headings reflecting the customer experience (see diagram on page 4).

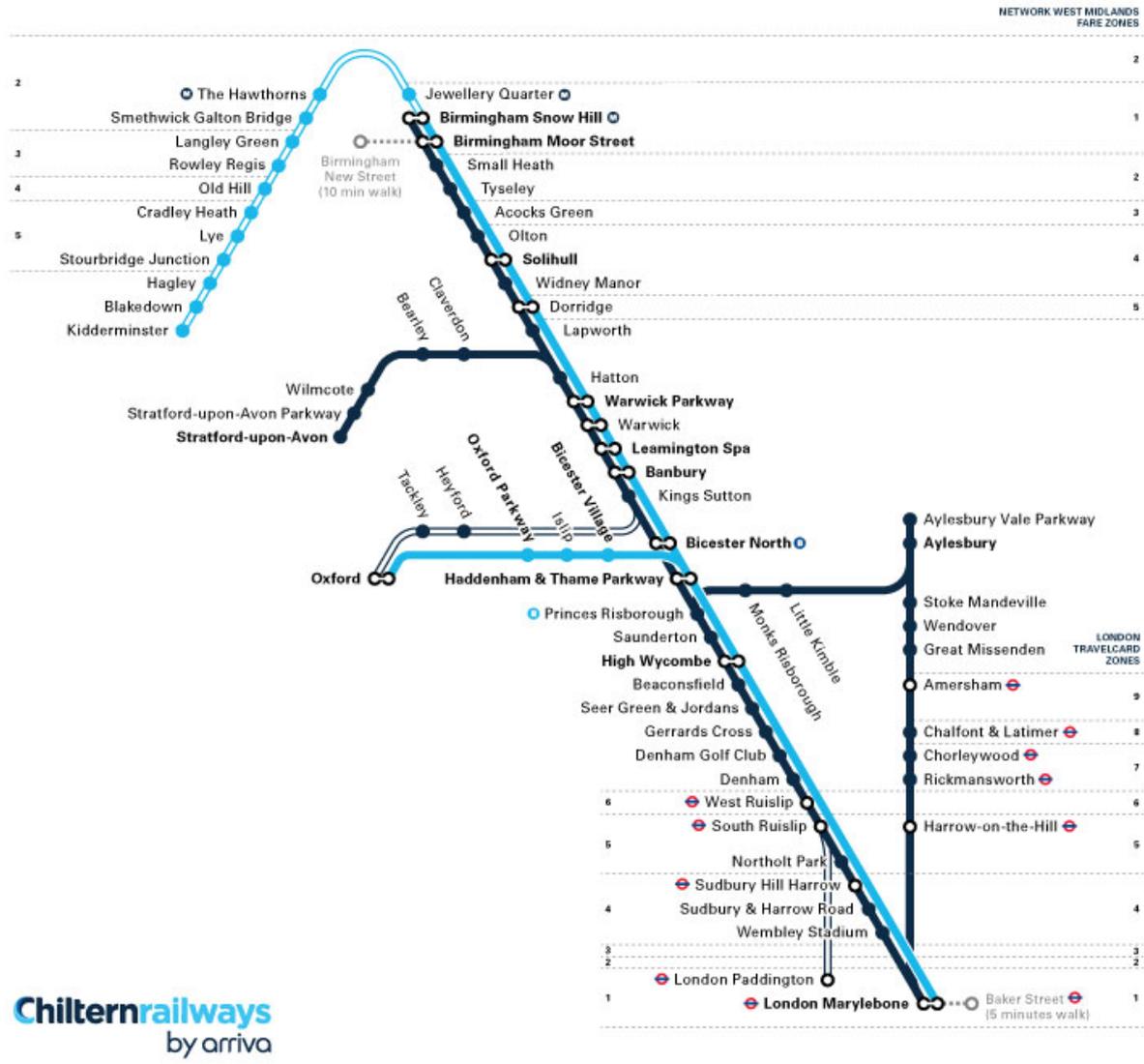
This agreement relates to Chiltern Railways services and stations within the West Midlands Region, i.e. between Kidderminster, Stratford-upon-Avon and Leamington Spa inclusive.

**Cllr Richard  
Worrall  
Transport for  
West Midlands**

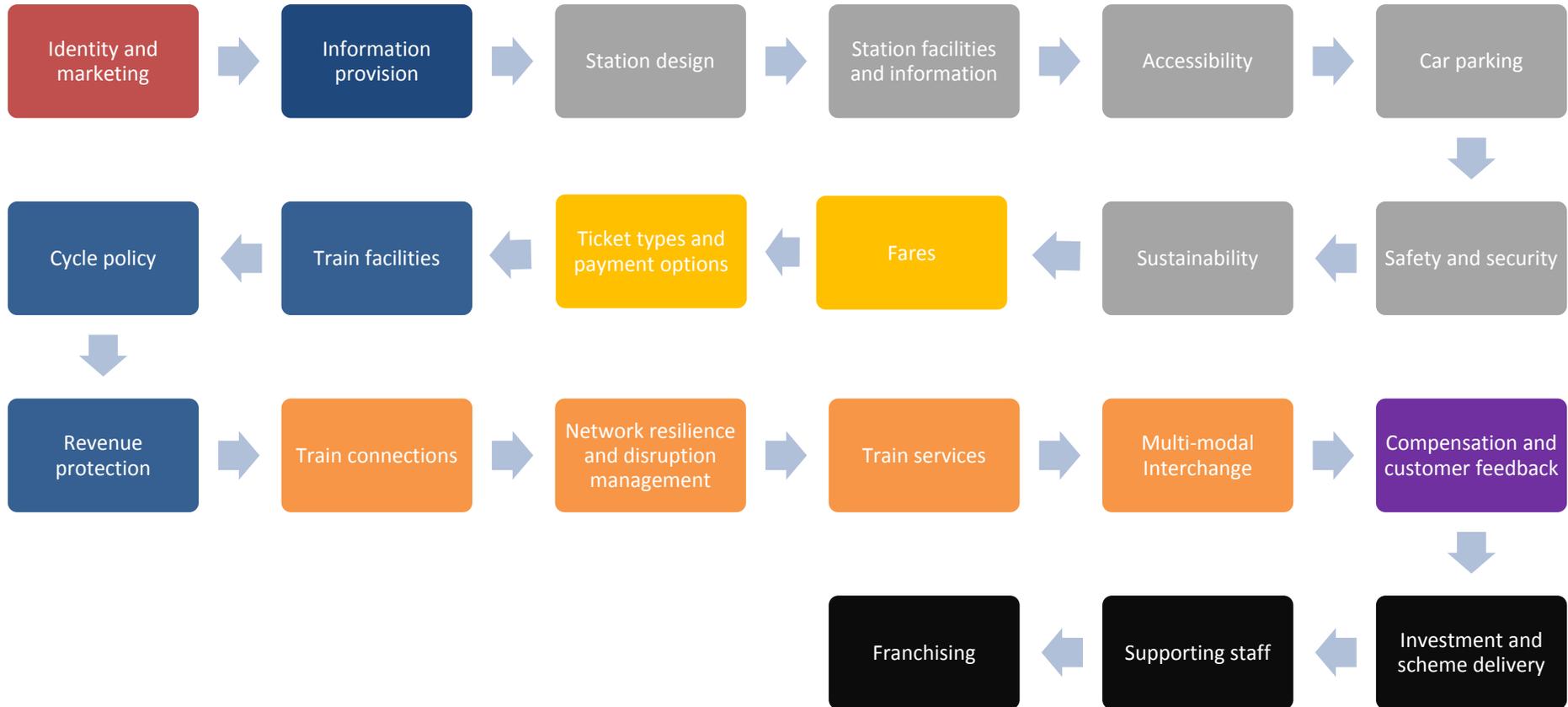
**Dave Penney  
Chiltern  
Railways**

**Cllr Roger  
Lawrence  
West Midlands  
Rail**

# Chiltern Railways Route Map



- Chiltern Railways mainline
  - Occasional mainline service
  - Chiltern Railways
  - Occasional Chiltern Railways service
  - Midland Metro interchange
  - London Underground interchange
  - Princes Risborough to Chinnor Bus Link
  - Bicester Village Shuttle Bus
- Please Note:** Oyster Pay As You Go is only valid within London Travelcard Zones 1 to 9
- For details of bus links to and from all our stations, see [chilternrailways.co.uk](http://chilternrailways.co.uk)



## MARKETING AND BRANDING

### Identity and marketing

#### High level outputs

- Support the roll out of the West Midlands Railway Brand across the region, creating a local identity
- Investigate how to deliver a visible presence of the West Midlands Railway Brand within the WMR geography
- Support the development of a single regional multi-operator route map, displaying key connections with other forms of transport
- Use marketing as a proactive tool to increase rail patronage and encourage more leisure and business travel to the West Midlands

#### Deliverables

| Ref | Commitment  | Party       |
|-----|---|-------------|
| MA1 | Develop brand guidelines for how the WMR brand can be applied by TOCs, including how this would be reflected on Chiltern Railways products, trains and stations covering the WMR area | All parties |
| MA2 | Develop a mapping system for the region's rail network, and investigate providing this on Chiltern stations and trains  | All parties |
| MA3 | Seek opportunities to work together to better market and promote fast journeys to and from the West Midlands and London Marylebone  | All parties |

## BEFORE TRAVEL

### Information provision

#### High level outputs

- Continue to improve the delivery of rail information including during disruption
- Support the roll out of up to date and real time rail information across the region across a range of media
- Explore ways of delivering updated and improved rail information from a single source
- Develop and deliver a consistent standard of information (with agreed methods, formats and standards) across the rail network

#### Deliverables

| Ref | Commitment  | Party             |
|-----|---|-------------------|
| IN1 | Proactively support the role of the Rail Delivery Group in delivering consistency in train information across stations, apps and websites | All parties       |
| IN2 | Continue to develop multi-modal travel information for the West Midlands region   | TfWM and WMR      |
| IN3 | Work with WMR/TfWM to explore mechanisms of providing best in class, up to date information on services, in particular during disruption  | Chiltern Railways |

| Ref | Commitment   | Party |
|-----|--|-------|
| IN4 | Explore the provision of multi-modal information to Chiltern to support its staff and customers especially during disruption | TfWM  |

## AT THE STATION

### Station design

#### High level outputs

- Enhance station facilities to represent the needs of customers using individual stations
- Improve access to and from stations by car, on foot, by bike and by public transport
- Seek opportunities to improve a station's fit within its local community, both visually and through the services it provides to the area it serves

#### Deliverables

| Ref | Commitment  | Party       |
|-----|---|-------------|
| SD1 | Develop and deliver the West Midlands Station Alliance with regional TOCs and Network Rail to encourage increased investment and development of stations. Chiltern to be an active partner in the Alliance. | WMR         |
| SD2 | Develop a station design guide, which sets standards for station design within the West Midlands Region, supported by TfWM and Chiltern Railways  | WMR         |
| SD3 | Work to align stations where Chiltern Railways is SFO with the WMR station design guide and where possible provide design improvements as required to meet agreed standards                                 | All parties |
| SD4 | Work jointly to input to the feasibility studies for Solihull Station and develop a clear plan to deliver an enhanced facility for passengers and the town (see also CY5, CY6, RP4, MM4).                   | All parties |
| SD5 | Support and input in to redevelopment plans for Moor Street and Snow Hill stations  | All parties |
| SD6 | Seek funding opportunities to deliver station improvements at Chiltern stations within the West Midlands region   | All parties |

## STATION FACILITIES AND INFORMATION

#### High level outputs

- To provide a measurable minimum standard for cleaning, maintenance, customer service and presentation across all stations
- To provide staff availability and customer facilities that reflect the needs of the individual station market

## Deliverables

| Ref        | Commitment  | Party             |
|------------|---|-------------------|
| <b>SF1</b> | Explore ways in which a regional set of Service Quality Standards for the railway could be implemented at stations managed by Chiltern and on Chiltern Railways services.   | Chiltern Railways |
| <b>SF2</b> | Review customer satisfaction results to understand and address areas of low or reduced satisfaction at stations   | All parties       |
| <b>SF3</b> | Investigate and deliver options to improve the customer experience at Dorridge railway station including consideration for sensitive refurbishment of the station facilities and commercial opportunities (see also CP5). | All parties       |

### Accessibility

#### High level outputs

- Provide a consistent approach to assisted travel across the West Midlands which is as easy as possible for the customer to use, and paves the way for every person to be able to use the railway equally
- Consider the needs of all people covered by the Equality Act 2010 in making the railway as accessible as possible to all

## Deliverables

| Ref        | Commitment   | Party             |
|------------|--|-------------------|
| <b>AC1</b> | Establish a quarterly accessibility and equality panel for the region to champion the needs of all people in using the rail network, to be attended by Chiltern Railways and WMR                                   | TfWM              |
| <b>AC2</b> | Investigate the development of multi-operator passenger panel for key routes in the West Midlands region, and actively encourage the inclusion of people with protected characteristics.                           | All parties       |
| <b>AC3</b> | Seek opportunities to make the existing Passenger Board more representative of regular train customers and communities, and encourage rail user groups to be more characteristic of the passengers they represent. | All parties       |
| <b>AC4</b> | Support passenger panels and other rail customer engagement activity by attending events as appropriate.   | All parties       |
| <b>AC5</b> | Explore delivery of accessibility improvements at Chiltern Railways stations, including how technology can support improved access to the railway  | Chiltern Railways |
| <b>AC6</b> | Support the delivery of the Access for All Scheme at Warwick station   | All parties       |

### Car Parking

#### High level outputs

- Provide consistent, high quality and secure car parking across the region

- Develop a strategy for parking that meets demand and is cost-effective
- Encourage innovative solutions to parking in the region
- Deliver park and ride schemes that reduce, not increase, traffic through key hotspots/centres

## Deliverables

| Ref | Commitment   | Party                      |
|-----|--|----------------------------|
| CP1 | Provide safe and secure parking facilities in line with the Park Mark standard (accreditation not required) at their respective facilities   | TfWM and Chiltern Railways |
| CP2 | Create a car parking strategy for the TfWM area, and actively develop plans to increase car parking across the area  | TfWM                       |
| CP3 | Input into the car parking strategy for the West Midlands region and adopt policy as appropriate   | Chiltern Railways          |
| CP4 | Work jointly to optimise car parking at Dorridge, making usage and policies relating to the two car parks better aligned for the customer, and protect and enhance future parking at the station (see also SF6). | TfWM and Chiltern Railways |
| CP5 | Look at innovative and technological solutions to managing car park demand and operations  | All parties                |

## Safety & security

### High level outputs

- Provide stations which deliver improved perception and reality of safety and security
- Provide CCTV coverage at stations and on the train
- Ensure emergency vehicle access can be safely and easily accommodated at all stations
- Provide safe and secure walking routes both within and from/to stations
- Ensure designs for new or redeveloped stations consider safety as a priority and at an early stage

## Deliverables

| Ref | Commitment  | Party                      |
|-----|---|----------------------------|
| SS1 | Provide safe and secure stations in line with secure stations accreditation                                     | Chiltern Railways          |
| SS2 | Establish a cross-TOC regional route crime forum, Chiltern to feed into Safer Travel Tasking where appropriate. | All parties                |
| SS3 | Review station and on train CCTV coverage, and identify opportunities for improvement                           | TfWM and Chiltern Railways |

| Ref | Commitment   | Party                      |
|-----|--|----------------------------|
| SS4 | Investigate feasibility of providing CCTV feeds to the TfWM control room for 24 hour, universal monitoring at Warwick, Warwick Parkway and Leamington  | TfWM and Chiltern Railways |
| SS5 | Instigate and support initiatives to reduce cycle crime and increase cycle security in the region, working in partnership to deliver the TfWM Cycle Crime Action Plan, targeting hot spots and delivering education initiatives about secure cycle storage | All parties                |
| SS6 | Work jointly with Network Rail and other TOCs across the region to prevent suicides on the railway, supporting suicide prevention plans  | All parties                |

## Sustainability

### High level outputs

- Supporting sustainable development in the region
- Reducing the impact of the railway on the environment
- Considering more effective and efficient use of station facilities
- Encouraging sustainable travel to and from stations

### Deliverables

| Ref | Commitment   | Party             |
|-----|--|-------------------|
| EN1 | Seeking opportunities to support the delivery of Air Quality Action Plans in the region  | All parties       |
| EN2 | Seeking opportunities to reduce the impact of Chiltern Railways operations on the environment  | Chiltern Railways |
| EN3 | Exploring the use of station adoption and community initiatives to make best use of stations and improve the environmental credentials through the community engagement action plan  | All parties       |
| EN4 | Explore the proposed development of a multi-operator Community Rail Partnership on the Snow Hill lines between Leamington and Birmingham, and investigate opportunities to extend this to NUCKLE   | All parties       |
| EN5 | Work together to promote and encourage sustainable travel to stations e.g. by cycle, bus, on foot, car share and by electric car including supporting the Cycle Charter  | All parties       |
| EN6 | Work with local authorities to review key walking and cycling routes to and from stations and deliver improvements in line with design standards. Also to seek opportunities to better connect stations to the strategic cycle network and make them as safe and secure as possible. | All parties       |
| EN7 | Investigate the delivery of infrastructure to support and promote the use of electric and hybrid vehicles  | All parties       |

## PAYING FOR YOUR JOURNEY

### Fares

#### High level outputs

- Provide clear information to customers on their fare choices, removing complexity
- Provide improved and less complex/more consistent fares for the West Midlands public transport network

#### Deliverables

| Ref | Commitment  | Party             |
|-----|---|-------------------|
| FA1 | Input into any public transport fare reviews within the West Midlands | All parties       |
| FA2 | Work jointly to apply any new fares policy as required                | All parties       |
| FA3 | Inform TfWM and WMR of any proposed fare changes                      | Chiltern Railways |

### Ticket types, payment options, and offers

#### High level outputs

- Increase the number of channels available to people to pay for their journey
- Provide consistency in payment options by different operators
- Ensure wide scale adoption of the Swift smart card and its products across the region
- Increase the fares available via ticket vending machines

#### Deliverables

| Ref | Commitment  | Party                      |
|-----|---|----------------------------|
| TP1 | Work together to support the delivery and expansion of the Swift smart card and its products as they become available   | All parties                |
| TP2 | Share any relevant data and intelligence as to how people are travelling, paying for their journeys and their payment preferences, subject to confidentiality and data sharing requirements | WMR and TfWM               |
| TP3 | Review the channels available to purchase tickets and seek opportunities to improve them  | All parties                |
| TP4 | Review tickets available on TVMs in the West Midlands and provide amended products as appropriate   | All parties                |
| TP5 | Support innovation in ticketing delivery including trials   | All parties                |
| TP6 | Support the delivery of new ticket products and initiatives developed by WMCA/TfWM/WMR and Chiltern Railways  | All parties                |
| TP7 | Support the trial of the extension of discounted child fares (50% for those in full time education), to those in training and apprenticeships   | TfWM and Chiltern Railways |
| TP8 | Support the roll out of WorkWise products (discounts for people in the first three months of a new job) onto nTrain   | TfWM and Chiltern Railways |

| Ref  | Commitment  | Party        |
|------|---|--------------|
| TP9  | Investigate a loyalty scheme product for the West Midlands                                    | TfWM and WMR |
| TP10 | Investigate opportunities for through ticketing with other transport modes and/or attractions | All parties  |

## ON THE TRAIN

### Train facilities

#### High level outputs

- Trains provide high quality, clean and well maintained facilities with a visible staff presence
- Areas are made available for priority seating, wheelchairs, pushchairs and luggage

#### Deliverables

| Ref | Commitment   | Party                     |
|-----|--|---------------------------|
| TF1 | Explore ways in which a regional set of Service Quality Standards for the railway could be implemented on trains operated by Chiltern and on Chiltern Railways services.   | All parties               |
| TF2 | Ensure space provided for wheelchairs, pushchairs, luggage and priority seating is clearly and appropriately marked and enforced   | Chiltern Railways         |
| TF3 | Review customer satisfaction results to understand and address areas of low or reduced satisfaction on train   | All parties               |
| TF4 | Establish a consistent standard for types of on board information for the West Midlands region, and investigate most appropriate means of rolling out on Chiltern services | WMR and Chiltern Railways |

## Cycle policy

### High level outputs

- Provide a consistent, defined and clearly displayed cycle carriage policy across the region
- Deliver improved, safe and secure cycle facilities at stations
- Provide appropriate space for cycle carriage on trains in line with the agreed policy (e.g. space for folded bikes)
- Support the West Midlands region in the delivery and promotion of Bike Share schemes

#### Deliverables

| Ref | Commitment   | Party             |
|-----|--|-------------------|
| CY1 | Establish a universal cycle carriage policy for the West Midlands region with input and agreement from all TOCs and other stakeholders, with changes delivered as required | WMR               |
| CY2 | Clearly define, promote and display the cycle carriage policy  | Chiltern Railways |

| Ref        | Commitment  | Party                      |
|------------|---|----------------------------|
| <b>CY3</b> | Establish a station cycle storage policy, carefully considering security, usage and barriers to uptake  | TfWM & WMR                 |
| <b>CY4</b> | Review cycle storage provision at stations on an annual basis, and seek opportunities and funding to deliver increased and enhanced facilities with improved security in line with the cycle storage policy. This to include opportunities for more accessible cycle storage. | TfWM and Chiltern Railways |
| <b>CY5</b> | Deliver increased cycle storage at Solihull Station (see also SD4)  | All parties                |
| <b>CY6</b> | Support the delivery of the TfWM area Bikeshare scheme including seeking locations for delivery at key stations such as Moor Street and Solihull (see also SD4)   | All parties                |

### Revenue protection

#### High level outputs

- Consistent and appropriately enforced revenue protection across the region
- Visible staffing to deter ticketless travel and provide reassurance to those who have paid
- Roll out of ticket barriers with ensured use during opening hours

#### Deliverables

| Ref        | Commitment   | Party                      |
|------------|--|----------------------------|
| <b>RP1</b> | Inform WMR and TFWM on any changes to Revenue Protection policy  | Chiltern Railways          |
| <b>RP2</b> | Ensure appropriate facilities are in place to allow people to purchase the ticket they need at all stations served by Chiltern   | All parties                |
| <b>RP3</b> | Develop / support the roll out of ticket gates in the West Midlands, including Investigating the delivery of Automatic Ticket Gates at Solihull station (see also SD4) | All parties                |
| <b>RP4</b> | Maximise the customer experience and revenue protection at Moor Street through the ongoing review and management of the Automatic Ticket Gates                         | Chiltern Railways          |
| <b>RP6</b> | Use best endeavours to enable Swift smart cards to be read by conductors on Chiltern services  | TfWM and Chiltern Railways |

## THE JOURNEY

### Train connections

#### High level outputs

- Quick, easy and achievable connections between rail services
- Clear signage and information to assist passengers in making connections – on trains, at stations and via the internet/apps as applicable
- Managing disruption in ways that effectively enables connections to be made

## Deliverables

| Ref        | Commitment  | Party       |
|------------|---|-------------|
| <b>TC1</b> | Seek and facilitate opportunities to improve rail connections in particular with lower frequency services   | All parties |
| <b>TC2</b> | Review connection information and signage on Chiltern Railways stations, trains and website and deliver any agreed improvements   | All parties |
| <b>TC3</b> | Work jointly to influence Network Rail on issues that affect connectivity e.g. speed restrictions, leaf fall restrictions, route opening hours and train planning rules | All parties |

### Network resilience and disruption management

#### High level outputs

- Provide a network of road and rail services that work together to keep the region moving
- Provide capacity on the rail network to accommodate displaced road users
- A uniform and coordinated approach to disruption management for the region across all TOCs
- Cross modal cover during disruption

## Deliverables

| Ref        | Commitment   | Party                      |
|------------|--|----------------------------|
| <b>NR1</b> | Coordinate a multi-modal transport resilience group to manage major events, service disruption, public safety & security and contingency planning for infrastructure works | TfWM                       |
| <b>NR2</b> | Support and attend the multi-modal transport resilience group where appropriate  | Chiltern Railways and WMR  |
| <b>NR3</b> | Share lessons learned following disruption   | All parties                |
| <b>NR4</b> | Review disruption management and information for the West Midlands region for rail   | TfWM                       |
| <b>NR5</b> | Support and input into the review of disruption management and information through sharing of best practice  | Chiltern Railways          |
| <b>NR6</b> | Develop a resilience action plan to improve the operations of stations during disruption   | Chiltern Railways and TfWM |
| <b>NR7</b> | Development of multi-modal planning tools so that passengers can make informed choices about how they travel during network disruption                                     | TfWM and WMR               |
| <b>NR8</b> | Provision of input and data to support the development of multimodal planning tools  | Chiltern Railways          |
| <b>NR9</b> | Development and delivery of shared communication plans during network disruption and events to ensure consistency  | All parties                |

## Train services

### High level outputs

- Punctual and reliable rail services people have confidence in
- Reduction of short formed services especially during the peak
- Provide services that better meet the changing needs of society including earlier and later services, Boxing day services and services to Birmingham Airport

### Deliverables

| Ref | Commitment  | Party                      |
|-----|---|----------------------------|
| TS1 | Provision of periodic performance reports showing how franchise agreement targets are being met                               | Chiltern Railways          |
| TS2 | Review opportunities to provide earlier or later services to and from regional centres  | Chiltern Railways          |
| TS3 | Review opportunities to provide services on Boxing Day in the West Midlands   | Chiltern Railways          |
| TS4 | Investigate opportunities to provide earlier connections (via bus and rail) to Birmingham Airport                             | Chiltern Railways and TfWM |
| TS5 | Challenge the industry on costs and access rights/possessions which restrict the ability to enhance services as required      | WMR                        |
| TS6 | Seek opportunities to improve the service patterns on the Leamington to Stratford lines with the new West Midlands Franchisee | All parties                |
| TS7 | Seek opportunities to run more current terminating Moor Street services through to Snow Hill station                          | Chiltern Railways          |

## Multi-modal interchange

### High level outputs

- Information is provided at rail stations about connecting transport
- Information is provided on bus/Metro services and stops about rail services as relevant
- Walking routes between rail and connecting modes are short, intuitive, safe and well signed
- Timetables between trains and connecting public transport services are coordinated
- Good facilities are provided for passengers transferring between rail and other modes
- Ticketing enables quick, cost-effective and easy transfer between modes

### Deliverables

| Ref | Commitment   | Party       |
|-----|--|-------------|
| MM1 | Share information to understand the origins of passenger journeys to help inform the planning and delivery of multi-modal interchange services | All parties |

| Ref | Commitment  | Party                    |
|-----|---|--------------------------|
| MM2 | Attend multi-modal interchange steering group, set up to seek opportunities to deliver improved connections between rail, bus and metro as required   | All parties              |
| MM3 | Work with the bus alliance to create plans for Chiltern stations that encourage increased bus travel to and from railway stations including facilities, timetabling, ticketing and information  | All parties              |
| MM4 | Actively promote and display up-to-date onward travel options and information from Chiltern Railway stations  | Chiltern Railways & TfWM |
| MM5 | Create and deliver a strategy to promote and encourage the use of buses and Sprint from Solihull Station to Birmingham International, the NEC and the Airport and improved Interchange with Metro, bus and Sprint from Moor Street Station (see also SD4) | All parties              |
| MM6 | Share data, as is commercially acceptable, on users and engineering works to ensure effective coordination between modes through the planning of routes and timetables  | Chiltern Railways        |
| MM7 | Share timetable changes which may impact on bus/rail integration with the Bus Alliance no later than the date the timetable becomes referred to as a “new working timetable”  | Chiltern Railways        |
| MM8 | Investigate ways to promote increased bus/rail interchange at key sites   | All parties              |

## AFTER YOU TRAVEL

### Compensation and Customer Feedback

#### High level outputs

- Simple and consistent compensations arrangement across the region
- Compensation is automated, so users receive automatic refunds
- Customers can raise their comments through a variety of media
- There is a standardised regional approach to dealing with rail correspondence in terms of timescales and quality

#### Deliverables

| Ref | Commitment   | Party             |
|-----|--|-------------------|
| CO1 | Raise awareness of passenger’s rights in regard to compensation  | Chiltern Railways |
| CO2 | Compile a passenger facing summary of the compensation regime of each operator in the region, and publish this | TfWM and WMR      |
| CO3 | Participate in industry schemes to introduce more automation to the compensation process                       | All parties       |
| CO4 | Share information on complaints relating to services in the West Midlands with TfWM and WMR                    | Chiltern Railways |

|            |   |              |
|------------|---|--------------|
| <b>CO5</b> | Compile a passenger facing summary of the correspondence methods and timescales for each operator in the region, and publish this | TfWM and WMR |
|------------|---|--------------|

## PLANNING FOR THE FUTURE

### Investment and scheme development

#### High level outputs

- A clear plan is in place which sets out and delivers evidence led rail investment and scheme/service delivery for the region, supporting customers, businesses, communities and our economy – signed up to by all stakeholders to provide a one voice approach
- Projects are delivered on time and on budget
- Investment in rail in the West Midlands is considered a priority by all

#### Deliverables

| Ref         | Commitment   | Party       |
|-------------|--|-------------|
| <b>IS1</b>  | Develop a Rail Investment Strategy for the region which provides one voice for the rail industry and local authority partners to direct rail investment  | WMR         |
| <b>IS2</b>  | Input to the development of the regional Rail Investment Strategy and support the delivery of its outputs  | All parties |
| <b>IS3</b>  | Actively seek opportunities for funding of rail schemes of all sizes, and support each other in achieving this   | All parties |
| <b>IS4</b>  | Ensure the needs of the passenger and are reflected in scheme development by inputting relevant data and knowledge into consultations and proposals  | All parties |
| <b>IS5</b>  | Support initiatives and industry efforts to lower project delivery costs   | All parties |
| <b>IS6</b>  | Support and input to the development and delivery of Midlands Connect and the Midlands Rail Hub  | All parties |
| <b>IS7</b>  | Consider and manage the impact of the delivery of the Midlands Rail Hub on Moor Street station, maximising opportunities for customer benefit and minimising disruption  | All parties |
| <b>IS8</b>  | Support the delivery of each organisations' business plans   | All parties |
| <b>IS9</b>  | Support the delivery of HS2, ensuring all impacts are understood and managed, and all opportunities maximised e.g. by developing a business case for the double tracking of the railway line between Leamington and Coventry to free up capacity and opportunities on the Snow Hill lines. | All parties |
| <b>IS10</b> | Input and support the development of a plan to ensure world-class connectivity between Moor Street station and Curzon Street for HS2   | All parties |

| Ref  | Commitment  | Party       |
|------|---|-------------|
| IS11 | Work collaboratively with partners to improve connectivity between rail services in Birmingham City Centre in particular through the One Station scheme | All parties |
| IS12 | Develop a strategy for the development of Leamington Spa Station to support improved service provision  | All parties |

### Supporting staff

#### High level outputs

- Apprenticeships and other training opportunities are offered by the transport industry
- More people, including those covered by the Equality Act 2010, are actively encouraged to pursue a career in transport
- Best practice, skills, information and working practices are shared between transport organisations

#### Deliverables

| Ref | Commitment  | Party                      |
|-----|---|----------------------------|
| SU1 | Deliver apprenticeship schemes for the provision of vocational skills training  | TfWM and Chiltern Railways |
| SU2 | Explore opportunities to implement a “buddy programme” aimed at facilitating short term secondments between the partner organisations | All parties                |

### Franchising

#### High level outputs

- Improvements delivered through partnerships do not prejudice future franchise competitions
- Improvements delivered through partnerships deliver a solid foundation for further enhancements in future franchises

#### Deliverables

| Ref | Commitment   | Party       |
|-----|--|-------------|
| FR1 | Take every precaution to ensure this Partnership Agreement does not in any way prejudice the interests of a successor franchisee | All parties |
| FR2 | Consider how improvements can be delivered and built upon in future franchises during their planning and delivery                | All parties |
| FR3 | Support and maximise the wider rail network benefit of the commitments being delivered through the new West Midlands franchise   | All parties |

## Delivery arrangements

### Meeting Types

The Partnership Agreement will be overseen by a Partnership Board, comprising of senior officers from TfWM and WMR, elected members, and subject matter experts from Chiltern Railways.

A Steering Group, comprised of officers from TfWM and WMR, and appropriate staff from Chiltern will meet no later than four weeks before each Partnership Board. The first steering group in April 2018 will draw up a set of terms of reference. These will be submitted for approval at the first Partnership Board.

Each Partnership Board will review a quarter of the deliverables. The final Partnership Board in each financial year (February), will be an AGM, where the terms of reference and all the deliverables will be reviewed.

The principal inputs into each Partnership Board will be dashboards tracking progress against deliverables. The dashboards will be agreed at each Steering Group. The dashboards will correspond to the eight categories outlined on page 5.

Meetings will alternate between Chiltern and TfWM/WMR offices. The host organisation will assume the responsibility for chairing the meeting.

### Meeting Calendar

| Month     | Activity                |
|-----------|-------------------------|
| April     | Steering Group          |
| May       | Partnership Board       |
| June      | None                    |
| July      | Steering Group          |
| August    | Partnership Board       |
| September | None                    |
| October   | Steering Group          |
| November  | Partnership Board       |
| December  | None                    |
| January   | Steering Group          |
| February  | Partnership Board (AGM) |
| March     | None                    |

Appendix B – Virgin Trains Partnership Agreement



# Partnership Alliance

## Our Vision

Virgin Trains, Transport for West Midlands (TfWM), and West Midlands Rail's (WMR) vision is to continue to deliver excellence in rail travel in the West Midlands, making train travel the most attractive mode of choice for people living in and travelling to and from the region.

Together, we will deliver a rail network that plays a key role in making the West Midlands the place to do business, work, visit and live – supporting our communities and livelihoods, celebrating our heritage and laying the right foundations for the future.

## Our Partnership

Through this Partnership Alliance, Virgin Trains, TfWM and WMR will work alongside each other to ensure that customer benefits and investment is maximised through greater joint working with the wider rail industry and local authority partners.

This Partnership Alliance aims to deliver local improvements for our customers, improve the passenger experience and provide an easier to use and accessible railway for all. It also forms a base principle for the delivery of the WMR Single Network Vision (SNV), which aims to make the West Midlands the best region for rail characterised by a consistently easy to understand, resilient network, widespread innovation and high-quality customer experience regardless of service provider.

## The Partners

Virgin Trains are a franchised passenger rail company who provide fast, high quality long-distance interCity train services between London, the West Midlands, the north and Scotland. Virgin Trains drive high standards in customer experience, as demonstrated by the fact that they regularly feature in the top two for overall satisfaction in the bi-annual Transport Focus National Rail Passenger Survey. The Virgin Trains network also provides for many local journeys within the region between Northampton, Rugby, Coventry, Birmingham, Wolverhampton, and Stafford (see page 4 for a route map).

TfWM is the public body responsible for the coordination of public transport in the West Midlands metropolitan county. It is an executive body of the West Midlands Combined Authority, and as such is ultimately responsible to the Mayor of the West Midlands.

WMR is delivering local leadership for local rail services, working with the wider rail industry to deliver a step change in rail services across the region. It does not operate trains, but works closely with the organisations providing train services to support their plans for making rail services better.

## Scope of this Partnership Alliance

The objectives contained within this Partnership Alliance are aspirational and we acknowledge that these may change as patronage across the WMR network increases, equally as technological advancements are made. Whilst we place no expectation that Virgin Trains to solely fund such objectives; West Midlands Rail, Transport for West Midlands, and Virgin Trains shall successfully partner in an alliance approach to attract and explore external funding mechanisms /opportunities in order to successful deliver our objectives contained herewith in.

## Outcomes

- G. A more reliable network – *Measured by public performance measure (PPM), CP6 'on-Time', and cancellations and significant lateness (CaSL)*
- H. More people using rail – *Measured by passenger journeys*
- I. Happier travellers – *Measured by the National Rail Passenger Survey, and or any successor survey that may be published*
- J. Increased modal shift from rail to car – *Measured by modelled percentage change in the number of passenger journeys*
- K. Innovative value for money solutions to shared problems

## Making it Work

This Partnership Alliance will be overseen by a Partnership Board involving senior management and elected members, supported by an officer steering group. In recognition that this agreement is entered into on a voluntary basis and is non-legally binding, the inputs and outputs of these meetings will only be used to help inform understanding within all three organisations, and TfWM, WMR and Virgin Trains agree to respect the confidentiality of any information shared in confidence by any of the other parties.

The duration of this Partnership Alliance will cover the remaining period of Virgin Trains InterCity West Coast franchise.

## Our Delivery Plan

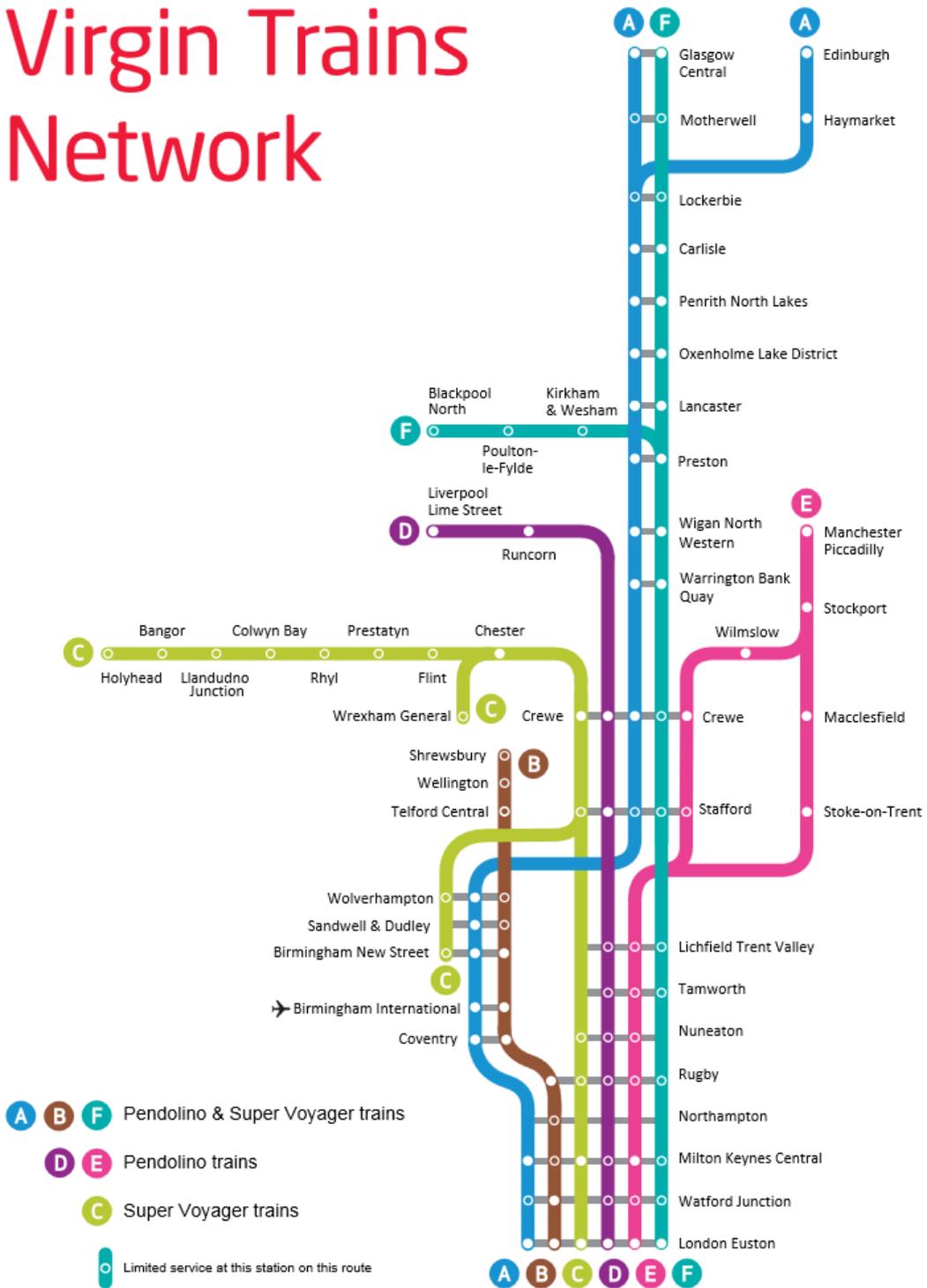
In line with the WMR Single Network Vision, the commitments of this partnership will be presented under headings reflecting the customer experience (see diagram on page 5).

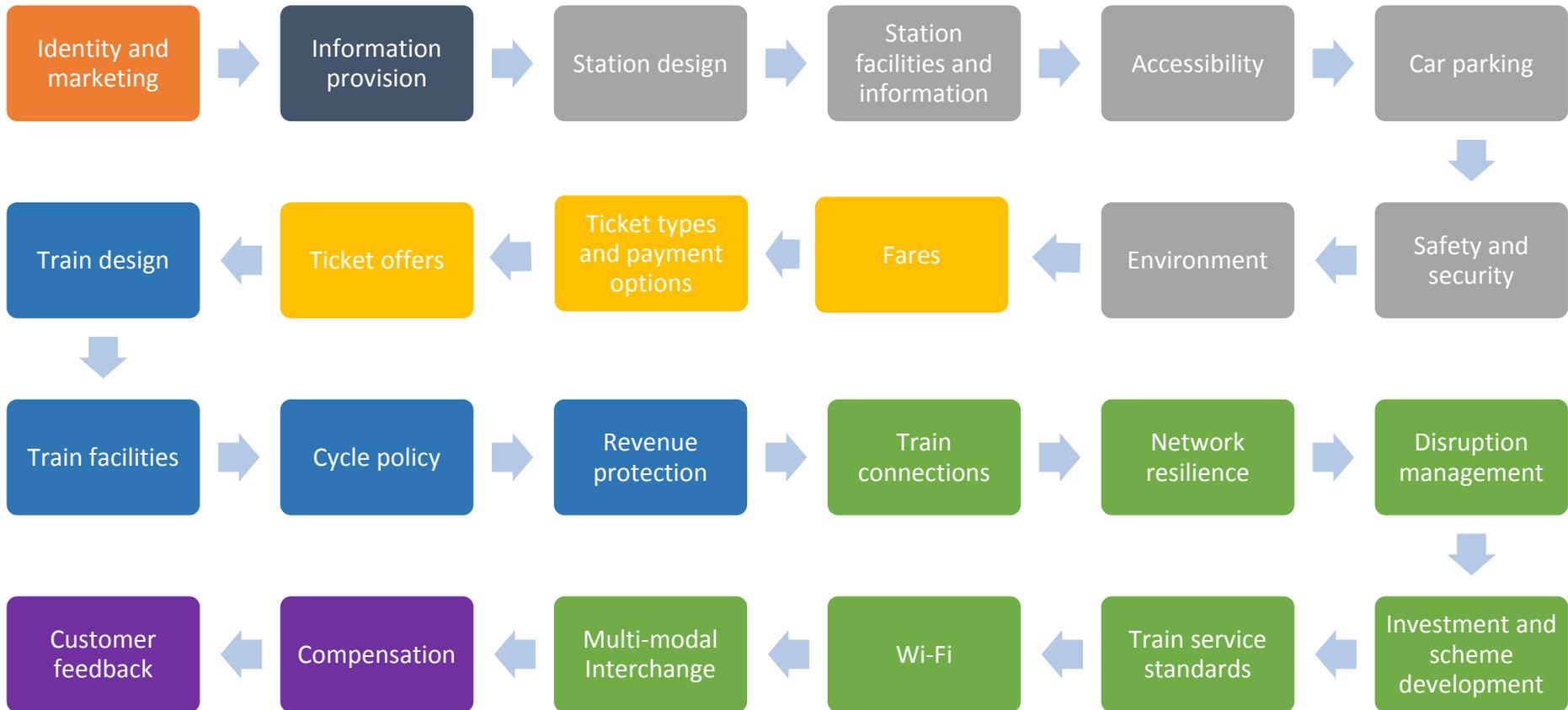
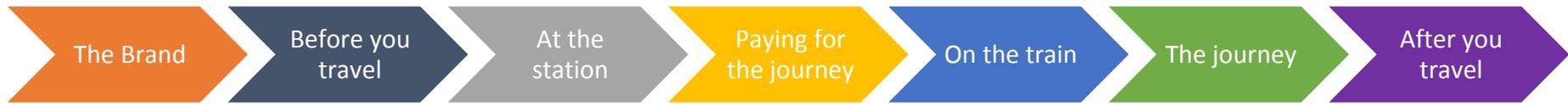
Each of the partnership commitments will be linked to one or more of the outcomes listed above.

When stated, West Midlands means the West Midlands region covered by WMR

Some of the deliverables may require the disclosing of commercially sensitive data by the train operator. Where requested, a non-disclosure agreement shall be required between WMR and that operator. At no point, unless by written request, will Virgin Trains' commercially sensitive data be shared with other individual train operators.

# Virgin Trains Network





## Marketing and branding

### Identity and marketing

#### High level outputs

- Support the roll out of the West Midlands Railway Brand across the region, creating a local identity
- Support the development of a single regional multi-operator route map, displaying key connections with other forms of transport
- Use marketing as a proactive tool to increase rail patronage and encourage more leisure and business travel to the West Midlands

#### Deliverables

| Ref | Commitment   | Party         |
|-----|--|---------------|
| MA1 | Investigate the practicalities of providing the TfWM regional rail map on stations/trains  | Virgin Trains |
| MA2 | Work jointly, including with the West Midlands Franchisee, on marketing promotions for the region to increase rail patronage and encourage more leisure and business travel to the West Midlands through a joint communications strategy | All parties   |
| MA3 | Deliver a joint Drink Aware campaign to deter inappropriate alcohol related behaviour on the rail network and raise awareness of the issues it causes to performance and other customers   | All parties   |

## Before travel

### Information provision

#### High level outputs

- Continue to improve the delivery of rail information including during disruption (Passenger Information During Disruption)
- Support the concept of rolling out of up to date and real time rail information across the region across a range of media
- Explore ways of delivering updated and improved rail information from a single source

#### Deliverables

| Ref | Commitment  | Party         |
|-----|---|---------------|
| IN1 | Proactively support the role of the Rail Delivery Group in delivering consistency in train information across stations, apps and websites | All parties   |
| IN2 | Continue to develop multi-modal travel information for the West Midlands region   | TfWM and WMR  |
| IN3 | Work with WMR/TfWM to explore mechanisms of providing best in class, up to date information on services, in particular during disruption  | Virgin Trains |

## At the station

### Station design

#### High level outputs

- Enhance station facilities to represent the needs of customers using individual stations

- Improve access to and from stations on foot, by bike, by public transport and where necessary by car
- Seek opportunities to improve a station's fit within its local community, both visually and through the services it provides to the area it serves "Placing the station back in the heart of the community".

## Deliverables

| Ref        | Commitment   | Party                  |
|------------|--|------------------------|
| <b>SD1</b> | Create a community engagement plan for each station where Virgin Trains is SFO, and input as appropriate to community initiatives at stations <i>served</i> by Virgin Trains   | All parties            |
| <b>SD2</b> | Be an active partner at Board level in the West Midlands Station Alliance  | Virgin Trains and TfWM |
| <b>SD3</b> | Develop a station design guide, which sets standards for station design within the West Midlands Region, supported by TfWM and Virgin Trains   | WMR                    |
| <b>SD4</b> | Work jointly with each other, West Midlands Trains Ltd, and wider stakeholders to ensure the smooth SFO transfer of Wolverhampton Railway Station from Virgin Trains to West Midlands Trains Ltd on 1 <sup>st</sup> April 2018 | All parties            |
| <b>SD5</b> | Maximise opportunities to improve customer experience and interchange between train, bus, walking and cycling at Coventry Railway Station as part of the redevelopment project   | All parties            |

## Station facilities and information

### High level outputs

- To provide a measurable minimum standard for cleaning, maintenance, customer service and presentation across all stations
- To provide staff availability and customer facilities that reflect the needs of the individual station market

## Deliverables

| Ref        | Commitment  | Party         |
|------------|---|---------------|
| <b>SF1</b> | Where Virgin Trains is SFO, work with the WMR station design guide and where possible provide design improvements as required to meet agreed standards  | All parties   |
| <b>SF2</b> | Input into the development of a regional set of Service Quality Standards for the railway and investigate how they can be delivered (subject to agreed funding) by Virgin Trains in line with its current Service Quality Management System | Virgin Trains |
| <b>SF3</b> | Review customer satisfaction results to understand and address areas of low or reduced satisfaction at stations   | All parties   |

## Accessibility

### High level outputs

- Provide a consistent approach to assisted travel across the West Midlands which is as easy as possible for the customer to use, and paves the way for every person to be able to use the railway equally
- Consider the needs of all people covered by the Equality Act 2010 in making the railway as accessible as possible to all

## Deliverables

| Ref        | Commitment  | Party       |
|------------|---|-------------|
| <b>AC1</b> | Investigate the development of a multi-operator passenger panel for key routes in the West Midlands region, and actively encourage the inclusion of people with 'protected characteristics' as specified under the Equality Act 2010. | All parties |
| <b>AC2</b> | Support passenger panels and other rail customer engagement activity by attending events as appropriate.  | All parties |
| <b>AC3</b> | Explore how technology can support improved access to the railway for all   | All parties |

## Car Parking

### High level outputs

- Provide consistent, high quality and secure car parking across the region
- Develop a strategy for parking that meets demand and is cost-effective
- Encourage innovative solutions to parking in the region
- Deliver park and ride schemes that reduce, not increase, traffic through key hotspots/centres

### Deliverables

| Ref | Commitment   | Party                  |
|-----|--|------------------------|
| CP1 | Provide safe and secure parking facilities, strive for alignment with the Park Mark standard (accreditation not required) at their respective facilities                                 | TfWM and Virgin Trains |
| CP2 | Create a car parking strategy for the TfWM area, including actively develop plans and drive third party funding to increase car parking capacity across the TfWM area; regardless of SFO | TfWM                   |
| CP3 | Look at innovative and technological solutions to managing car park demand and operations  | All parties            |

## Safety & security

### High level outputs

- Provide stations which deliver improved perception and reality of safety and security
- Provide CCTV coverage at stations and on the train
- Emergency vehicles can access can be safely and easily accommodated at all stations
- Drive safe and secure walking routes both within and from/to stations
- Designs for new or redeveloped stations consider safety as a priority and at an early stage

### Deliverables

| Ref | Commitment   | Party  |
|-----|--|--|
| SS1 | Provide safe and secure stations in line with secure stations accreditation                                | Virgin Trains                                    |
| SS2 | Establish a cross-TOC regional route crime forum   | TfWM and WMR                                     |
| SS4 | Investigate feasibility of providing CCTV feeds to the TfWM control room for 24 hour, universal monitoring | TfWM, British Transport Police and Virgin Trains |
| SS5 | Review station lighting, ideally providing consistent lux levels   | Virgin Trains                                    |
| SS6 | Review station landscaping to remove hidden areas  | Virgin Trains                                    |

## Environment

### High level outputs

- Supporting sustainable development in the region
- Reducing the impact of the railway on the environment
- Consider more effective and efficient use of station facilities
- Encouraging sustainable travel to and from stations

## Deliverables

| Ref | Commitment   | Party         |
|-----|--|---------------|
| EN1 | Explore opportunities to reduce the impact of Virgin Trains operations on the environment  | Virgin Trains |
| EN2 | Work together to promote and encourage sustainable travel to stations e.g. by cycle, bus, on foot, car share and by electric car | All parties   |
| EN3 | Work with local authorities to review key walking and cycling routes to and from stations and deliver improvements               | All parties   |

## Paying for your journey

### Fares

#### High level outputs

- Provide clear information to customers on their fare choices, removing complexity
- Provide improved and less complex/more consistent fares for the West Midlands public transport network

## Deliverables

| Ref | Commitment  | Party         |
|-----|---|---------------|
| FA1 | Input into any public transport fare reviews within the West Midlands   | All parties   |
| FA2 | Review information provided on fares to enable customers have clear and easy to use information to aid informed choices | All parties   |
| FA3 | Work jointly to apply any new fares policy as required  | All parties   |
| FA4 | Share proposed local fare changes with TfWM and WMR   | Virgin Trains |

## Ticket types and payment options

#### High level outputs

- Increase the number of channels available to people to pay for their journey
- Provide consistency in payment options by different operators
- Support wide scale adoption of the Swift smart card and its products across the region
- Increase the fares available via ticket vending machines

## Deliverables

| Ref | Commitment   | Party             |
|-----|--|-------------------|
| TP1 | Work together to support the delivery and expansion of the Swift smart card and its products as they become available, including by TfWM/WMR exploring opportunities for funding to support the delivery and expansion of the Swift smart card and its products on Virgin Trains services and stations as they become available. | All parties       |
| TP2 | Share any relevant data and intelligence as to how people are travelling, paying for their journeys and their payment preferences.<br>(Subject to confidentiality and a non-disclosure agreement)  | WMR and TfWM      |
| TP3 | Review tickets available on TVMs in the West Midlands and provide access to amended products as appropriate  | Virgin Trains/WMR |

## Offers

### High level outputs

- Encourage travel to the region via rail through ticket offers
- Support local attractions and leisure travel through rail offers
- Support access to employment through rail offers
- Incentivise rail travel through recognising customer loyalty

### Deliverables

| Ref | Commitment  | Party                 |
|-----|---|-----------------------|
| OF1 | Consider the implementation of ticket offers and marketing that encourage people to travel to the West Midlands as a destination      | All parties           |
| OF2 | Where capacity exists, support the delivery of discounted nTrain tickets for unemployed people in the first three months of a new job | WMR and Virgin Trains |
| OF3 | Investigate a loyalty scheme product for the West Midlands  | All parties           |

## On the train

### Train design

#### High level outputs

- All trains are fully accessible
- Consideration given to on train capacity, facilities and layouts are appropriate for the markets served
- A high standard of on-board information, including fast and free Wi-Fi and network maps
- Information is provided to customers about onward connections and busy carriages

### Deliverables

| Ref | Commitment  | Party         |
|-----|---|---------------|
| TD1 | Explore and evaluate a standard for on board information as applicable on Virgin trains     | Virgin Trains |
| TD2 | Influence and challenge industry design standards to deliver improvements for the passenger | All parties   |
| TD3 | Review opportunities to provide enhanced connection and loading information to passengers   | All parties   |

### Train facilities

#### High level outputs

- Trains provide high quality, clean and well maintained facilities with a visible staff presence
- Areas are made available for priority seating, wheelchairs, pushchairs and luggage

### Deliverables

| Ref | Commitment  | Party         |
|-----|---|---------------|
| TF1 | Consider Virgin Service Quality Standards for trains alongside WMR and TfWM to consider how it can be aligned with and reported against a service quality standard for the region | All parties   |
| TF2 | Space is provided for wheelchairs, pushchairs, luggage and priority seating is clearly and appropriately marked and enforced  | Virgin Trains |
| TF3 | Review customer satisfaction results to understand and address areas of low or reduced satisfaction on train  | All parties   |

## Cycle policy

### High level outputs

- Provide a consistent cycle carriage policy across the region
- Deliver improved, safe and secure cycle facilities at stations
- Provide appropriate space for cycle carriage on trains in line with the agreed policy (e.g. space for folded bikes)

### Deliverables

| Ref | Commitment  | Party                  |
|-----|---|------------------------|
| CY1 | Establish a universal cycle carriage policy for the West Midlands region with input and agreement from all TOCs and other stakeholders, with changes delivered as required              | WMR                    |
| CY2 | Review cycle storage provision at stations and seek opportunities and funding to deliver increased and enhanced facilities with improved security in line with the cycle storage policy | TfWM and Virgin Trains |
| CY3 | Actively promote cycle usage through marketing and events   | TfWM                   |

## Revenue protection

### High level outputs

- Consistent and appropriately enforced revenue protection across the region
- Visible staffing to deter ticketless travel and provide reassurance to those who have paid
- Joint roll out of ticket barriers with ensured use during opening hours

### Deliverables

| Ref | Commitment  | Party                  |
|-----|---|------------------------|
| RP1 | Develop / support the strategy for the roll out of ticket gates in the West Midlands  | All parties            |
| RP2 | Maximise the customer experience and revenue protection at New Street through the review and management of the Automatic Ticket Gates | Virgin Trains          |
| RP3 | Swift smart cards can be read by Train Managers on Virgin services  | TfWM and Virgin Trains |

## The Journey

### Train connections

### High level outputs

- Quick, easy and achievable connections between rail services
- Consistent and clear signage and information to assist passengers in making connections – on trains, at stations and via the internet/apps as applicable
- Managing disruption in ways that effectively enables connections to be made

### Deliverables

| Ref | Commitment   | Party       |
|-----|--|-------------|
| TC1 | Work collaboratively with partners to improve connectivity between rail services in the WMR area | All parties |

| Ref        | Commitment  | Party         |
|------------|---|---------------|
| <b>TC2</b> | Consider suggested improvements regarding connection information and signage on Virgin Trains stations, trains and website.   | Virgin Trains |
| <b>TC3</b> | Work jointly to influence Network Rail on issues that affect connectivity e.g. speed restrictions, leaf fall restrictions, route opening hours and train planning rules | All parties   |

## Network resilience and disruption management

### High level outputs

- Provide a network of road and rail services that work together to keep the region moving
- Provide capacity on the rail network to accommodate displaced road users
- A uniform and coordinated approach to disruption management for the region across all TOCs
- Cross modal cover during disruption

### Deliverables

| Ref        | Commitment   | Party         |
|------------|--|---------------|
| <b>NR1</b> | Coordinate a multi-modal transport resilience group to manage major events, service disruption, public safety & security and contingency planning for infrastructure works | TfWM          |
| <b>NR2</b> | Jointly devise a resilience action plan to improve the operations of stations during disruption  | All Parties   |
| <b>NR3</b> | By written request, consider and evaluate enhancements/alterations to services or train formations to cater for events/disruption where practical                          | Virgin Trains |
| <b>NR4</b> | Development and delivery of shared communication plans during network disruption and events to ensure consistency  | All parties   |

## Train services

### High level outputs

- Punctual and reliable rail services people have confidence in
- Proportional efforts to minimise unplanned short formed services especially during the peak
- Continue to provide services that better meet the changing needs of society including exploration of earlier and later services to serve Birmingham Airport
- Evaluate the contractual and financial practicalities of operating Boxing day services

### Deliverables

| Ref        | Commitment   | Party                  |
|------------|--|------------------------|
| <b>TS1</b> | Provision of a high level periodic performance summary   | Virgin Trains          |
| <b>TS2</b> | Investigate opportunities to provide earlier connections (via bus and rail) to Birmingham Airport                        | Virgin Trains and TfWM |
| <b>TS3</b> | Challenge the industry on costs and access rights/possessions which restrict the ability to enhance services as required | WMR                    |

## Wi-Fi

### High level outputs

- Business Case development to assess the provision of free and effective Wi-Fi on trains and at stations. Generating, where practical, seamless transfer on Wi-Fi between different operators and modes
-

## Deliverables

| Ref        | Commitment  | Party         |
|------------|---|---------------|
| <b>WF1</b> | Seek opportunities to improve Wi-Fi connectivity on trains such as through eliminating signal black spots | Virgin Trains |
| <b>WF2</b> | Investigate opportunities to integrate Wi-Fi with other transport modes                                   | WMR/TfWM      |
| <b>WF3</b> | Facilitate trials of Wi-Fi and connectivity technology  | All parties   |

## Multi-modal interchange

### High level outputs

- Information is provided at rail stations about connecting transport
- Timetables between trains and connecting public transport services are coordinated
- Good facilities are provided for passengers transferring between rail and other modes

## Deliverables

| Ref        | Commitment   | Party        |
|------------|--|--------------|
| <b>MM1</b> | Establish a multi-modal interchange steering group to actively seek opportunities to deliver improved connections between rail, bus and metro  | TfWM and WMR |
| <b>MM2</b> | Work with the Bus Alliance to create plans for Virgin stations that encourage increased bus travel to and from railway stations including facilities, timetabling, ticketing and information | All parties  |
| <b>MM3</b> | Work with Birmingham City Council and City of Wolverhampton Council to improve links to Metro and Bus from Birmingham New Street and Wolverhampton Stations                                  | All parties  |

## After you travel

### Compensation

#### High level outputs

- Simple and consistent compensations arrangement across the region
- Compensation is automated, so users receive automatic refunds

## Deliverables

| Ref        | Commitment   | Party         |
|------------|--|---------------|
| <b>CO1</b> | Continue to raise awareness of passenger's rights in regard to compensation                                    | Virgin Trains |
| <b>CO2</b> | Compile a passenger facing summary of the compensation regime of each operator in the region, and publish this | TfWM and WMR  |
| <b>CO3</b> | Participate in industry schemes to introduce more automation to the compensation process                       | All parties   |

## Customer feedback

### High level outputs

- Customers can raise their comments through a variety of media
- There is a standardised regional approach to dealing with rail correspondence in terms of timescales and quality

## Deliverables

| Ref | Commitment  | Party        |
|-----|---|--------------|
| CF1 | Compile a passenger facing summary of the correspondence methods and timescales for each operator in the region, and publish this | TfWM and WMR |

## Planning for the future

### Investment and scheme development

#### High level outputs

- A clear plan is in place which sets out and delivers evidence led rail investment and scheme/service delivery for the region, supporting customers, businesses, communities and our economy – signed up to by all stakeholders to provide a one voice approach
- Projects are delivered on time and on budget

## Deliverables

| Ref | Commitment   | Party       |
|-----|--|-------------|
| IS1 | Develop a Rail Investment Strategy for the region which provides one voice for the rail industry and local authority partners to direct rail investment                    | WMR         |
| IS2 | Support initiatives and industry efforts to lower project delivery costs   | All parties |
| IS3 | Support and input to the development and delivery of Midlands Connect and the Midlands Rail Hub  | All parties |
| IS4 | Support the delivery of HS2, ensuring all impacts are understood and managed, and all opportunities maximised in particular how released capacity can deliver improvements | All parties |

This Alliance has been entered into by:

Name:

Signature:

Date:

On Behalf of West Coast Trains Limited (“Virgin Trains”)

.....

Name:

Signature:

Date:

On Behalf of West Midlands Rail

.....

Name:

Signature:

Date:

On Behalf of Transport for West Midlands

.....