

West Midlands Rail Executive Business Plan 2023-2024



West Midlands
Rail Executive

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1. Foreword



The past year has seen West Midlands Rail Executive (WMRE) and its industry partners deliver a number of significant projects which contributed massively to Birmingham's hugely successful Commonwealth Games and which have supported the realisation of our wider objectives in relation to improved sustainable mobility.

The opening of the new station facilities at Perry Barr and expanded platform capacity at University station, coupled with unprecedented cross-sector collaboration in transport planning and delivery, helped ensure the smooth movement of officials and spectators during the games and ensured that the headlines were all about the sport, not the transport. It is therefore fitting that Birmingham New Street station, which was at the heart of the Games network, and the permanent home for 'Ozzy' the Bull, the star of the Opening Ceremony.

Away from the excitement of the games, our West Midlands Grand Railway Collaboration has successfully overseen the most significant timetable change on our core West Midlands to London Euston rail route since 2008, which has improved reliability and delivered a more passenger friendly and even-interval service at many local stations.

Similar positive timetable changes were delivered on the Snow Hill lines in May 2023. However, we need to be mindful of current pressures on all train operators to reduce their reliance on government financial support and will continue to work with them and the Department for Transport to ensure an appropriate and sustainable level of train service is maintained across all West Midlands rail routes.

The past year has seen positive moves towards a more accessible railway with new lifts installed at Smethwick Rolfe Street station and work is underway to provide similar access at Warwick station. WMRE, West Midlands Trains and Network Rail have also submitted a joint bid to the Department for Transport's "Access for All" fund which will hopefully allow more West Midlands stations to be made fully accessible over the next few years.

The new stations in Walsall and Birmingham being delivered by the West Midlands Rail Programme will further widen rail access to communities who are currently reliant on congested roads for transport around the region. Work is now underway at all sites and we will continue engaging closely with local communities to manage the impacts of construction and to celebrate their opening.

This annual business plan sets out how WMRE, working in close collaboration with our partners, will ensure that our region's railways will meet the needs and aspirations of the people of the West Midlands for many years to come.

Whilst we continue to face a number of strategic challenges in relation to rising costs and the need to realise our plans for decarbonisation, economic growth and improved social mobility, we strongly maintain that the most effective way to address such issues is through meaningful devolution of decision-making from national to regional level.

We are therefore continuing to work closely with the Great British Railways Transition Team to further develop WMRE's role as the locally accountable body for rail in the West Midlands under the emerging new rail industry structure.

Finally, I want to take a moment to pay tribute to our recently departed WMRE Executive Director and TfWM Director of Rail, Malcolm Holmes. Malcolm's passion to deliver "a revolution in rail services for West Midlanders" has driven and shaped the successful and respected organisation WMRE has become. As Chair of the WMRE, I'm personally grateful for all the support and advice Malcolm given to me during my tenure and wish him all the very best for the future.

I'm delighted that Mal Drury-Rose has agreed to succeed Malcolm and take over the reins as WMRE's new Executive Director and TfWM's Director of Rail. Mal brings over 20 years worth of experience in the rail sector and I am excited to work with him going forward to revolutionise rail for West Midlanders.

Andy Street, Chair of WMRE

2. Introduction

Our achievements

2022/23 was a year of delivery across each of our three teams

Leading
Today's Railway

Planning
Tomorrow's Railway

Building
Tomorrow's Railway



Helped facilitate the delivery of **high quality rail services in support of the Commonwealth Games**, ensuring that sport, not transport, made the headlines.

Managed the impact of **emerging challenges** on rail services in the West Midlands, and supported West Midlands Trains in the introduction of **brand-new trains on the Shrewsbury Line**.

NEW



Played a key role in coordinating the rail industry's development and promotion of the new schedules, and already punctuality and reliability has improved.



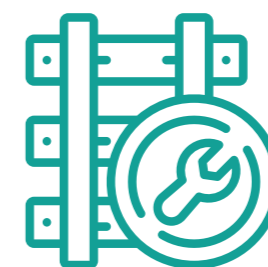
Delivered **Perry Barr Transport Interchange on time and in budget**, providing a key transport asset for the **Commonwealth Games** and a fitting transport hub for the regeneration of Perry Barr.



Expanded platforms, canopies, and enhanced public realm at **University station** were also delivered in time for the games. The full scheme is due to be delivered in Autumn 2023.



Actively supported the development of the **Outline Business Case for Midlands Rail Hub** which was submitted to government in the autumn.



Commenced work on site at the new **Willenhall and Darlaston stations**, and at **Kings Heath, Moseley Village and Pineapple Road on the Camp Hill Line**.

Secured an ambitious settlement for rail as part of the **Trailblazer Devolution Deal** being negotiated between West Midlands Combined Authority and the Government. This complements the work already underway regarding a **future partnership with the Great British Railways Transition Team**.



Reached an agreement in principle with industry partners on detailed plans for reforming rail fares in the West Midlands.

2. Introduction

Our mission

West Midlands Rail Executive is a movement for change, driving a revolution in rail for West Midlanders.

We are a not-for-profit company which is fully owned by the regions' local authorities and chaired by the Mayor of the West Midlands. Together, they provide local democratic accountability for decision-making on the development, specification and delivery of our rail network across the economic geography of the wider West Midlands region.

Our overarching strategic aim is to maximise the potential benefits of the West Midlands rail network for local passengers, stakeholders and businesses in a way that supports the region's social, economic, environmental and connectivity objectives.

The creation of WMRE has enabled local authorities from across the wider West Midlands region to have a significant influence on the specification and delivery of the local train services that support our regional economy and provide access for our communities to jobs, education and healthcare, as well as to leisure opportunities and major retail centres.

Local rail services connect businesses with their customers and suppliers and provide convenient access to employment, education, healthcare, retail outlets, leisure facilities and numerous other services for hundreds of thousands of West Midlanders every day. They also provide commuters and leisure travellers with a sustainable alternative to the private car and reduce the region's transport carbon-footprint.

We provide the democratic accountability required to lead the transformation of rail services in the West Midlands.

Our aim is to maximise the potential benefits of the West Midlands rail network for local passengers, stakeholders and business in a way that supports the region's social, economic, environmental and connectivity objectives.





2. Introduction

Our work in 2023/24

Our main priorities for the coming year will be:

- 1.** The ongoing delivery of the West Midlands Rail Programme, with the completion of University station and the ongoing construction of stations on the Camp Hill Line and at Darlaston and Willenhall
- 2.** Making the case for local rail devolution to deliver better outcomes for a future railway
- 3.** Developing a fresh customer experience vision that strives towards consistently excellent outcomes for all users regardless of who they travel with or where they live
- 4.** Supporting the development of Midlands Rail Hub and associated investment schemes through technical engagement with Department for Transport, Network Rail and Midlands Connect and also through political lobbying for funding
- 5.** Helping the rail industry through a period of financial hardship and industrial relations disharmony to ensure that the needs of West Midlandsers are protected

Further information on these five priorities and much more can be found in Appendix A.

3. Who we are

Board and organisational structure

Board of Directors

West Midlands Rail Executive (legally established as West Midlands Rail Ltd) is governed by a Board of Directors who provide policy guidance and local democratic oversight of the workstreams set out in this business plan.

A senior elected representative from each of the West Midlands Shire and Unitary authorities is a voting member of the Board of Directors.

For Metropolitan Districts, the West Midlands Combined Authority (WMCA) is represented on the WMRE Board by an elected representative from each of its constituent authorities, each of whom has full voting rights.

Stoke-on-Trent and Cheshire East are non-voting affiliate members of WMRE in recognition of the fact that West Midlands Railway specified services extend into these local authority areas.

The Board meets at least quarterly and is supported by a Board Leadership Group and an Officers Group.



3. Who we are

Our partner authorities

West Midlands Combined Authority Constituent Authorities	Shire and Unitary Authorities
Birmingham City Council	Herefordshire Council
Coventry City Council	Shropshire Council
Dudley Metropolitan Borough Council	Staffordshire County Council
Sandwell Metropolitan Borough Council	Telford & Wrekin Council
Solihull Metropolitan Borough Council	Warwickshire County Council
Walsall Metropolitan Borough Council	West Northamptonshire Council
City of Wolverhampton Council	Worcestershire County Council
	Cheshire East Council (Affiliate)
	Stoke-on-Trent City Council (Affiliate)

Officers Group

Supporting the WMRE Board and providing tactical direction to WMRE is the Officers Group, which meets every 4 weeks and has representation from each partner authority.

Chair

The Chair of WMRE is the incumbent Mayor of the West Midlands. Andy Street was re-elected through the Mayoral Election in May 2021 and is therefore the current Chair of WMRE.

Board Leadership Group

The Chair is supported in their role by a Board Leadership Group taken from WMRE Board members, who assume specific areas of accountability.

WMRE and Transport for West Midlands

Transport within the West Midlands Combined Authority area is the overall responsibility of Transport for the West Midlands (TfWM). Within this area, WMRE is integrated with TfWM to provide specialist rail functions and to provide the link between TfWM and the rail industry.

The WMRE team

The WMRE team is led by Mal Drury-Rose, Executive Director.

The work of WMRE is divided on the lines set out in this business plan, with our work focussed in three areas:

- Leading today's railway
- Planning tomorrow's railway
- Building tomorrow's railway



3. Who we are

Budget and funding

The 2023/24 WMRE budget was formally approved by WMRE Board of Directors on 20 September 2022. The proposed budget for 2023/24 is a rollover of the 2022/23 resource requirement (with minor changes), with no proposed change to the call on WMRE Partner Authorities. This is summarised in the table below:

2023/24 Budget Summary	£
1. Staff costs	375,725
Consisting of contribution in-kind	257,600
Remaining staffing budget reflected in WMR Ltd cash budget	118,125
2. Consultancy, Studies, Surveys & Data Analysis	320,000
3. Publicity & Marketing	50,000
4. Support Services recharge (including Finance, ICT, Accommodation, Other central support costs)	55,415
5. Subscriptions	17,500
6. Travel/Subsistence	5,000
7. Contingency	73,960
Total	897,600
WMR Ltd Cash budget total (overall budget less the WMCA contribution in-kind)	640,000

The 2023/24 WMRE budget is funded by a £500K annual DfT grant which is expected to continue despite the significant changes to how rail services are now being commissioned, with the remainder to be provided locally. The Collaboration Agreement between DfT and WMRE specifies that a minimum of £140K is provided by WMRE Partner Authorities each year.

The proposed 2023/24 budget outlined above assumes expenditure above this aggregate value, with the WMRE Partner Authority contributions proposed to be at the same levels as 2022-23 where this equates to:

- a. A West Midlands Districts overall contribution of £298K which is funded by TfWM Transport Levy; and
- b. A Shire/Unitary contribution for 2023/24 of £99K which equates to £14,200 per each Shire/Unitary WMRE Partner Authority.

A full breakdown of the WMRE funding contributions is provided in the table below:

	2023/24 Budget Funding Contribution
West Midlands Districts (Funded by Transport Levy)	£298,200
Shire/Unitary Authorities	£99,400
Total	£397,600
Contribution per Shire/Unitary Authority Member	£14,200

3. Who we are



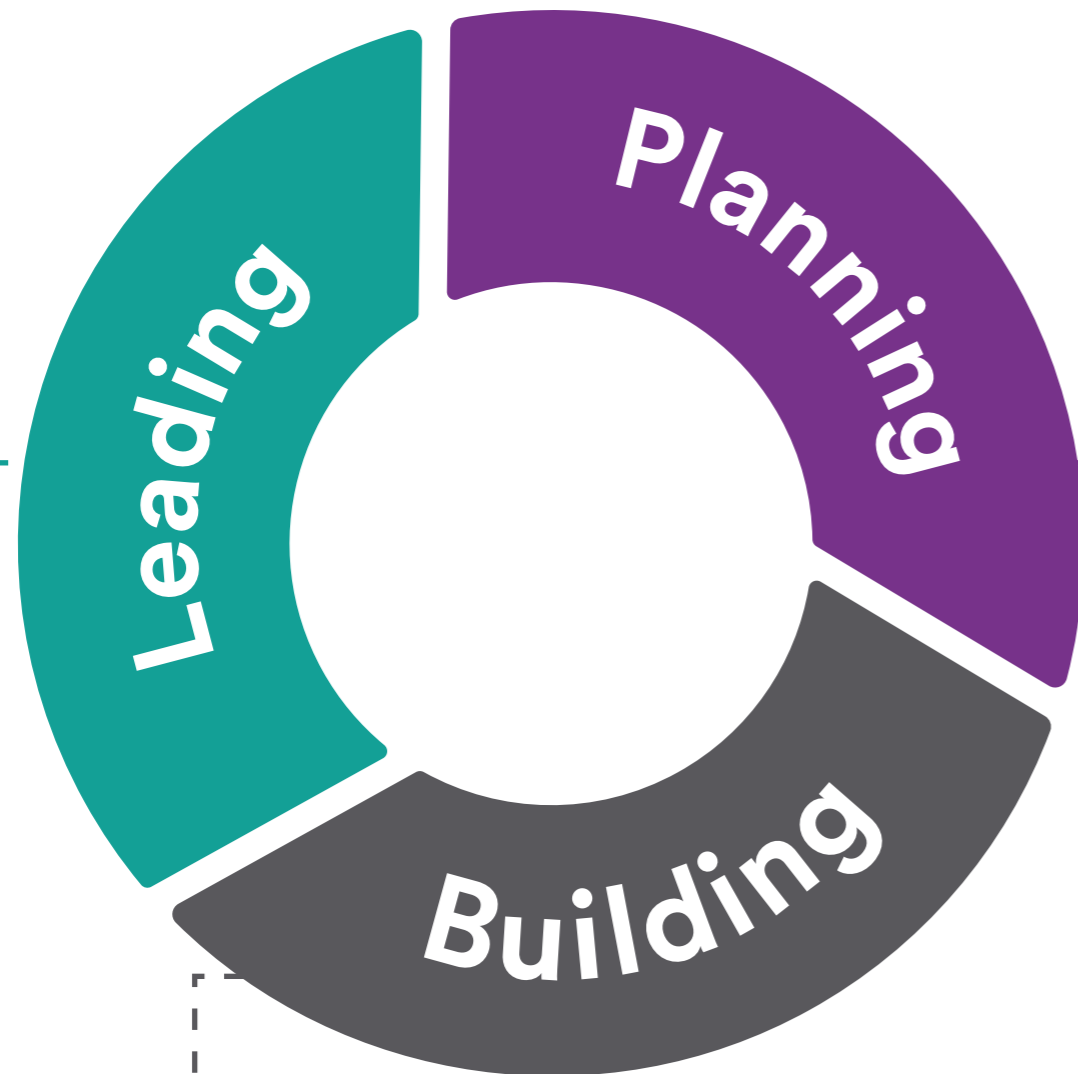
Leading Today's Railway

- West Midlands Grand Railway Collaboration
- West Midlands Stations Alliance
- National Rail Contracts



Planning Tomorrow's Railway

- West Midlands Rail Investment Strategy
- Restoring your Railway
- Scheme Development



Building Tomorrow's Railway

- West Midlands Rail Programme
- Partner & Member Schemes



4. Leading Today's Railway

For the rail industry, 2022 was a year of contrasts. The high point was unquestionably the delivery of the network to support the Commonwealth Games. This marked the culmination of four years of planning by ourselves and Transport for West Midlands, a process that had been severely interrupted by the pandemic and its effects on the industry. Despite not having as many drivers or trains as anticipated when planning began in 2018, sport, not transport, was able to take centre stage, and the industry demonstrated what it could achieve for customers when it worked together.

Rail's response to the games was coordinated through the West Midlands Grand Railway Collaboration (GRC), the unique partnership of track, train and local government created to improve the delivery of rail services to customers. We are founder members of the GRC, and employ the Head of the Grand Railway Collaboration, whose job it is to drive forward the partnership's ambitious agenda. The GRC's other main achievement in 2022 was the December 2022 timetable. In a first for rail in the region, these timetables were designed collaboratively by the train operators, ourselves and Network Rail. As a result they struck a fair balance between capacity, frequency, punctuality, cost and revenue. The timetables saw a further iteration in May 2023, with the Snow Hill Line schedules being completely redesigned to provide a more attractive service with more regular intervals and higher performance.

The implementation of the December timetable was delayed as a result of industry action. Unfortunately, the disharmony between the rail industry and its unions was the lowest point of 2022. Staff employed by the three largest rail unions – ASLEF, RMT and TSSA – have together taken over 20 days of strike action since June 2022. This has caused considerable disruption for West Midlands, with some routes not seeing any service at all on strike days. Negotiations are ongoing between the train operators, Network Rail and the three unions.

Industrial relations have been particularly difficult on Avanti West Coast. During the summer a decline in the numbers of staff volunteering for Rest Day Work and overtime led to a dramatic rise in cancellations, followed by a reduction in timetabled services. The DfT responded by electing to extend Avanti's contract by just six months, with their performance during this period the basis upon which a decision about a longer award would be made. We have had considerable engagement with Avanti, offering support and providing scrutiny as necessary.

By comparison, West Midlands Trains (WMT) continued their traincrew recovery during 2022. From 723 drivers at the start of the year, WMT entered 2023 with 769 drivers on their books (98% of headcount). Of these, 672 were available to work, the highest this figure has been since the start of pandemic.

WMT also have 107 trainee drivers in the business. The progress made by the recovery programme means they have experienced considerably fewer cancellations due to traincrew availability. However, the risk of this has not been eliminated entirely. WMT's terms and conditions are some of the most restrictive in the industry, meaning that they cannot always translate driver numbers into staff working trains. Any changes to terms and conditions will require negotiation with the trade unions.

WMT achieved a major milestone on 17 October 2022 when the first Class 196 train entered passenger service between Shrewsbury and Birmingham. These state-of-the-art vehicles are the first new trains for the region since 2011, and boast a much-improved passenger environment over the 20-year-old carriages they replace. The Class 196s were deployed to Hereford/Worcester to Birmingham duties in spring 2023. They will also be used on the Camp Hill Line once the three new stations on that route have been opened (see Building Tomorrow's Railway).

Worcestershire is one of two areas where there is a Community Rail Partnership (CRP), the other being Heart of England in Warwickshire and Coventry. We are partners in both endeavours, and employ the CRP officer in the case of Worcestershire. We have also supported the innovative Shakespeare Line Community Station Partnership.

We see tremendous value in community participation in rail. However, the industry can sometimes fail to maximise the benefits of the community rail movement. The main issue is the sheer complexity that can be both confusing and daunting.

To help community groups and volunteers navigate through the industries many processes, the West Midlands Stations Alliance (a partnership of WMRE, WMT and Network Rail) are developing a toolkit that should simplify requirements and set expectations.

More responsibility for community activity and funding is one of several asks being made of the Great British Railways Transition Team (GBRTT) as part of a future partnership agreement. These discussions have been ongoing for some time, and are linked to the Trailblazer Devolution Deal that was agreed by the West Midlands Combined Authority with the Department for Levelling Up, Housing and Communities. They aim to build on the existing partnership between us and DfT, and ensure that a truly locally accountable railway is created as part of the Great British Railway reforms.



5. Planning Tomorrow's Railway

In 2022/23 we completed our update of the West Midlands Rail Investment Strategy to reflect the significant changes that have happened since the previous version was published in 2018. The draft strategy was subject to a public and stakeholder consultation exercise which generated over 300 responses. The updated strategy will underpin our work on planning and developing new stations and services within the region and will help support Network Rail and other bodies in developing their plans.

The Midlands Rail Hub project passed a significant milestone in 2022/23 with the submission of the outline business case (OBC) to government. We actively supported both the technical work within the OBC and the wider promotion of the case for MRH within government. Andy Street gave evidence to the Transport Select Committee on the proposals, and we have briefed ministers on its importance to the region.

We have also supported work undertaken on looking at the case for new stations within the TfWM area which has resulted in a number of new stations being identified for further development work in 2023/24. We have specifically developed a strategic outline business case (SOBC) for Aldridge station in order to support its development through the WMCA's City Region Sustainable Transport Settlement (CRSTS) process. We also worked alongside DfT and Network Rail as they undertook a study funded by the Restoring Your Railway programme exploring the costs and feasibility of electrifying the line to Aldridge. Unfortunately, this work will not be taken any further, but the station project should move forwards in 2023/24 following approval of the SOBC.

During 2022/23 we have actively worked with DfT, Rail Delivery Group, GBRTT and operators developing plans to reform rail fares in the region. This work aligns with wider industry plans to simplify and reform rail fares, but also TfWM's Swift on Rail programme which will see the rollout of TfWM's Swift smart ticketing solution across the rail network in the region.

We played a central role in the development and implementation of the December 2022 timetable during 2023/24, and also worked closely with West Midlands Trains, Chiltern Railways, CrossCountry and Network Rail on creating a much improved timetable for the Snow Hill lines for the May 2023 timetable change.



Future plans

In the coming year we will continue to work closely with Midlands Connect and Network Rail to promote the case for Midlands Rail Hub to be delivered in full, as this key project is a critical element of our rail investment strategy, and it will be important for DfT to commit to funding both the east and west elements if we are to deliver the maximum benefits for the region.

We will continue work on developing the new stations with the strongest cases within the TfWM area utilising CRSTS funding and deliver other feasibility studies for Alrewas and Wedgwood/Barlaston/Trentham.

The work on fares reform and the rollout of the Swift on Rail programme will continue with the possible implementation of fares changes in early 2024.

We will continue to work closely with the rail industry on the successful implementation of the May 2023 timetable change on the Snow Hill lines, and the development of future timetables during a period when severe financial pressures on the industry may result in difficult choices needing to be made.



6. Building Tomorrow's Railway

We were delighted in the past year to have played a key role in supporting the Commonwealth Games, with Perry Barr transport interchange opening on time and in budget and enabling thousands of international visitors to reach the Alexander Stadium. At University, our decision to prioritise scope needed for the Commonwealth Games meant that the station could also support safe games-time operation, avoiding the need for contingency plans to be implemented. The widened platforms and canopies continue to deliver benefits to passengers every day by providing protection from the elements, safer circulation space, and more reliable operations. Meanwhile, contracts have been awarded for the delivery of our new stations packages in south Birmingham on the Camp Hill Line and at Willenhall and Darlaston, with work underway at all sites.

Despite these successes, we have encountered challenges in the past year. Wider economic impacts have affected the supply chain and therefore the supply of materials, whilst ongoing resource shortages have also had an impact. This has had an impact on our delivery programmes and we were particularly disappointed with the impact on the schedule for the opening of University station. Nevertheless, this will not alter the major benefits that the project will bring to the region once it is open.

Moves to make the region's stations more accessible have also progressed, following previous successful applications to the Department for Transport's Access for All fund, with new lifts now installed at Smethwick Rolfe Street and similar work at Warwick station set for completion within the next 12 months, followed by further access improvements at Worcester Shrub Hill. A joint WMRE, Network Rail and West Midlands Trains bid to the latest Access for All funding round has also been submitted and we hope for further positive funding announcements this year.

We were also delighted to see our commitment to collaboration recognised when we were successful in winning a Railway Innovation Award for partnership working. Our collaborative approach has seen us make great strides in delivering value to the West Midlands, and it continues to be key in our approach to addressing the substantial challenges faced by the industry.



Future plans

In the coming year we look forward to opening University station and bringing forward our new stations projects. At the same time we have new projects on the horizon, including Aldridge station. This scheme is funded through WMCA's City Region Sustainable Transport Settlement and will deliver a new station at Aldridge, restoring rail connectivity via Walsall. We also look forward to continuing and deepening our partnerships with other local authorities including Solihull Metropolitan Borough Council.

One common thread through our activities in the coming year is our commitment to identifying, learning, and sharing lessons from our projects to ensure that we improve our

progress and deliver value to the wider industry. The successful Camp Hill Line stations project procurement was a good example of how we reaped the benefits of learning lessons from earlier procurements, and in the coming year we will focus on other areas where we can take this forward, including the often challenging area of Entry into Service, where we had major successes with Perry Barr station. We look forward to continuing to engage more widely to drive improvement, learning from activities such as the Camp Hill Line Peer Review with Network Rail which we undertook in September 2022.

Whilst we know the outlook remains challenging, we are looking forward to another year of delivering real benefits to the citizens of the West Midlands.

Appendix A – 2023/24 Deliverables and Milestones

Building and planning tomorrow's railways by delivering the West Midlands Rail Programme				
West Midlands Rail Programme	Leading / Planning / Building	With these resources	We will measure our success by	Start / End
All new facilities at University station in use for rail passengers in autumn 2023	Building	Identified capital budget	Opening University station	Autumn 2023
Camp Hill Line stations: construction complete autumn 2024	Building	Identified capital budget	Main construction works completed	Autumn 2024
Deliver outputs in support of Solihull station project in line with contractual milestones to be agreed with Solihull Metropolitan Borough Council	Building	Partner funding	Meeting our commitments as agreed through MOU and successors	Ongoing
Support the development of Midlands Rail Hub and associated investment schemes through technical engagement with DfT, Network Rail and Midlands Connect and also through political lobbying for funding	Planning	Current Team	Positive decision made by DfT to fund the full business case for Midlands Rail Hub	On-going
Aldridge station: Procure PACE 1 services by the end of 2023 and deliver further milestones in line with the strategic outline business case programme	Building	CRSTS funding	A contract in place to deliver PACE 1 works in line with agreed milestones	End of 2023
Undertake development work on new stations business cases and feasibility as agreed following completion of the New Stations Study using CRSTS rail development funding	Planning	Current team	Feasibility studies and business cases undertaken using CRSTS funding	On-going

Appendix A – 2023/24 Deliverables and Milestones

Make the case for local rail devolution to deliver better outcomes for a future railway				
This year we will	Leading / Planning / Building	With these resources	We will measure our success by	Start / End
Build the reputation of the rail programme through engagement with partner authorities and the industry to share lessons learned from the rail programme.	Building	WMRP Team	Evidence of lessons learned being identified and shared. Success at a national level in communicating and celebrating the successes of the programme	On-going
Negotiate a future partnership with GBRTT that protects our existing powers and expands our role in the region:- responding to GBRTT consultations and engaging with them to shape rail policy:- Continue to develop BLG local accountability portfolio	Leading	Current team / identified budget	Agreement of a vision and set of principles for the partnership. Inclusion of an ambitious ask for rail in the Trailblazer Devolution Deal agreed by WMCA and the Department of Levelling Up, Housing and Communities	On-going
Develop a Rail Customer Experience Policy that is both acceptable to WMRE Board and has the support of the Grand Railway Collaboration (GRC):- policy to be usable and with a clear path to implementation	Leading	Current team / identified budget	Securing agreement for the new policy at GRC Strategic Board and WMRE Board	Autumn 2023
Represent WMRE in the rail Work Force Reform and Industry Change Project workstreams ensuring that the focus of any reform is kept on the impact on customers	Leading	Current team	Securing a meaningful role in any future workforce proposals where they relate to the West Midlands	On-going

Appendix A – 2023/24 Deliverables and Milestones

Make the case for local rail devolution to deliver better outcomes for a future railway

This year we will	Leading / Planning / Building	With these resources	We will measure our success by	Start / End
<p>Effectively manage the impact of emerging challenges on rail services in the West Midlands through delivering the outcomes set out in the National Rail Contract (NRC):-</p> <ul style="list-style-type: none"> • Conclude 23/24 annual business planning process in partnership with DfT • Negotiate 24/25 annual business plan in partnership with DfT- Monitoring of NRC contract outputs in West Midlands • Codify WMRE contract 'soft powers' alongside existing WMRE/DfT Collaboration Agreement • Monitor West Midlands Train's traincrew recovery programme • Support introduction of new trains by WMT 	Leading	Current team / identified budget	Support DfT to agree a budget settlement with WMT that protects the main customer deliverables in the West Midlands.	On-going



Appendix A – 2023/24 Deliverables and Milestones

Work in collaboration with Government, Operators and the wider rail industry to deliver better outcomes from today's railway				
This year we will	Leading / Planning / Building	With these resources	We will measure our success by	Start / End
Identify and exploit opportunities to expand our leadership role in community rail	Leading	Current team	Continued involvement in existing community rail activity Development of community rail toolkit via the West Midlands Stations Alliance Securing additional responsibilities for community rail through the partnership work with GBRTT.	On-going
Develop, agree and implement changes to the rail fares structure in the WMRE/TfWM area that deliver a simplified passenger offer and support the roll-out of Swift Go and fares capping	Leading	Current team	Implementation of package of fares changes that simplify passenger offer and support roll-out of Swift	Mar-24
Improve the visibility of the Grand Railway Collaboration. Develop a vision for the future understanding the role that the GRC will play in Great British Railways	Leading	Current team	Level of awareness of GRC amongst our industry partners.	On-going
Work with the rail industry to develop and deliver the December 2023 timetable change and plan future timetable changes	Planning	Current team	Timetables are successfully introduced that meet passenger requirements and WMRE objectives	On-going
Work with freight operators to understand how the Grand Railway Collaboration can support growth by developing a freight strategy that GRC members are engaged in and committed to:- <ul style="list-style-type: none"> • Create a GRC Freight Forum and Plan an end to end trial for freight on trains within the West Midlands 	Planning	Current team	Approval of an agreed strategy and establishment of an active forum	On-going



West Midlands
Rail Executive