

# West Midlands Rail Executive Business Plan 2022 - 2023



West Midlands  
Rail Executive



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As the West Midlands and the UK continues to emerge from the worst of the Covid-19 pandemic, our focus now turns to the future. First, however, I want to recognise the contribution made by staff across the industry who have kept the region moving through challenging times and ensured that our citizens are able to travel by train for work, learning and leisure.

This plan shows how WMRE will contribute to ensuring that the railways will continue to serve the people of the West Midlands. WMRE plays an important role in bringing together partners across the region and leading the way in collaboration. The promise of meaningful rail devolution has the potential to unlock even more progress locally, and with major reforms to the rail industry currently underway, WMRE is well placed to make the case for positive change in how the railways are managed.

As we look ahead to what the coming year has in store, we face a number of strategic challenges and opportunities. With the Commonwealth Games, the world will be coming to the West Midlands and we are working to ensure that rail plays its part in delivering a successful Games. We will also be making the case for the West Midlands as the heart of the UK rail network, through our bid to be chosen as the national headquarters for Great British Railways and planning the deployment of a considerable amount of investment. And we will continue to work closely with industry partners to consider how rail will contribute further to our plans for decarbonisation.

We will also continue to develop our plans for future rail investments and

seek to secure funding for new schemes, whilst continuing to deliver our current programme. New stations are due to open this year at University and Perry Barr, with more to follow. This work will improve the accessibility of the rail network for people across the West Midlands, and create new opportunities for employment during construction and beyond.

A firm commitment to collaboration and partnership is a hallmark of WMRE. These qualities are reflected in how we deliver our existing capital projects as well as how we shape the future of rail in the West Midlands through our strategic planning. We welcome the fact that our successes in the West Midlands have been recognised by the Great British Railways Transition Team and we look forward to continuing our work with them to build on our previous successes and further develop WMRE's role as the locally accountable body for rail in the West Midlands.

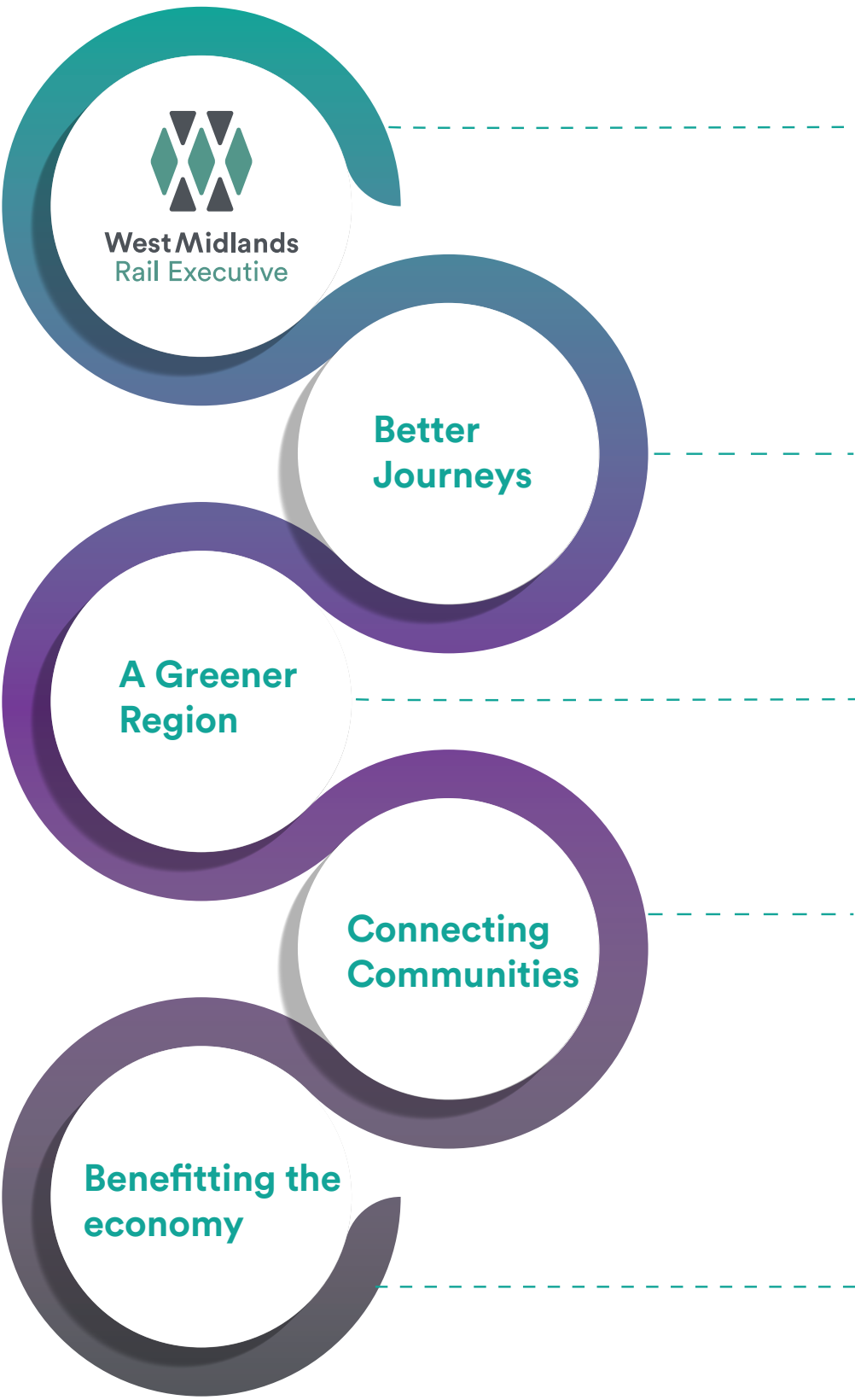


**Andy Street**  
Mayor of the West Midlands & WMRE Chair





Our Achievements



WORKED WITH THE RAIL INDUSTRY TO DEVELOP A NEW TIMETABLE STRUCTURE FOR THE WEST COAST MAIN LINE AND LOCAL ROUTES FOR DECEMBER 2022

SUCCESSFULLY AGREED A NEW COLLABORATION AGREEMENT WITH ONGOING FUNDING WITH DEPARTMENT FOR TRANSPORT

STARTED WORKS AT UNIVERSITY STATION THAT WILL DELIVER A FIT FOR PURPOSE STATION FOR THE COMMONWEALTH GAMES AHEAD OF FULL ENTRY INTO SERVICE LATER IN THE YEAR

INTRODUCTION OF THE NEW NATIONAL RAIL CONTRACT, WHICH WE CO-MANAGE WITH THE DEPARTMENT FOR TRANSPORT

SECURED ALLOCATED FUNDING FROM THE CITY REGION SUSTAINABLE TRANSPORT SETTLEMENT FOR THE NEW ALDRIDGE STATION

SECURED UPGRADES TO THE STOURBRIDGE TOWN BRANCH FOR THE FIRST TIME SINCE 1902

ADOPTED MORE EFFICIENT APPROACHES TO DELIVERY, INCLUDING OFF-SITE FABRICATION

WORKED WITH ALL OPERATORS THROUGH THE WEST MIDLANDS GRAND RAILWAY COLLABORATION TO DEVELOP OPERATIONAL PLANS FOR THE COMMONWEALTH GAMES

STARTED CONSTRUCTION TO DELIVER A NEW TRANSPORT INTERCHANGE AT PERRY BARR BY THE BIRMINGHAM 2022 COMMONWEALTH GAMES



“ West Midlands Rail Executive is a Movement for Change, driving a Revolution in Rail services for West Midlanders ”

Our Mission

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.

By providing democratic accountability to lead the transformation of rail services in the West Midlands, we will ensure our railways meet the future needs of our passengers, stakeholders and businesses



Our Work in 2022/23

We have identified four main areas of work for our activities in the coming year. In order to deliver on our aim we will:

- 1) work in collaboration with government, operators and the wider rail industry to deliver better outcomes from today’s railway
- 2) co-manage the West Midlands National Rail Contract
- 3) build and plan tomorrow’s railways by delivering the rail investment strategy and programme
- 4) make the case for local rail devolution to deliver better outcomes for a future railway

These areas of work have been informed by some of the key challenges facing the industry and the West Midlands in the coming year. Sections 4 – 6 set out in greater detail the activities that we are proposing to undertake, and how we will measure our success.

Supporting the Commonwealth Games

In 2022, venues across the West Midlands will host the Commonwealth Games. The eyes of the world will be on our region, and rail has a crucial role to play in ensuring that games time runs successfully.

This includes the opening of a new station at Perry Barr, that will service Alexander Stadium, and new facilities at University Station, where both events and athlete accommodation will be

located. Other new facilities, such as the new station at Coventry, will also welcome games time visitors.

However, new infrastructure by itself is not enough. As well as transporting visitors and spectators to games venues, we also need to make sure that people who rely on rail for their day to day travel to work, school or leisure can continue to use reliable rail services.

Through the Grand Railway Collaboration and Transport for West Midlands we are working closely with operators and other partners across the region to ensure that rail services will be ready for the Games and able to meet the challenge.

Preparing for Great British Railways and future strategic change

With the publication of the Williams-Shapps Review and the Integrated Rail Plan, it is clear that there is wholesale change coming for the rail industry. We are already working closely with Government to ensure that the West Midlands’ interests are represented in discussions about the future of the industry. Our work on the new National Rail Contract for the West Midlands demonstrates our important role in the future of the industry.

With longer term changes planned, we need to ensure that we retain our role as the democratic representative of the region for the rail industry. We look forward to working closely with the Great British Railways Transition Team on the future arrangements for Great British Railways, and continue to advocate for the West Midlands as the natural home for this body.



At the same time, the publication of the Integrated Rail Plan set out the government's plans for future rail investment, including a revised strategy for HS2. We will continue working to lobby for infrastructure investment across the region and ensuring that government investment priorities reflect the region's needs.

## **Delivering on our plans and securing future investment**

2022 will see the first elements of the West Midlands Rail Programme delivered, with the rebuilt stations opening at University and Perry Barr. Main works will also be underway for the new stations in Willenhall and Daralaston, and along the Camp Hill line in south Birmingham. These openings will build on the delivery of partners schemes at Wolverhampton and Coventry.

We want to ensure that the expertise and capacity that has been built in the rail programme is not dissipated following the completion of the current tranche of work, and we are already working to establish a pipeline of future schemes. Whilst the future funding environment is likely to be significantly more challenging, we are also continuing to press hard for funding for future schemes. We expect to take forward work in 2022/23 through funding secured from the City Region Sustainable Transport Settlement, including feasibility studies of new stations and further development of the Aldridge project. Our future activities will be shaped by an updated rail investment strategy which we will complete in 2022/23.

In parallel with this we are also working with partners to support the delivery

of their proposed schemes, so that the knowledge of third party delivery that we have built up is maintained for the good of the industry and the region.

## **Serving customers in a challenging environment**

Two years on from the first Covid-19 lockdown, we are still feeling the impacts of the pandemic across the industry, on issues such as driver availability, demand, and the structure of the industry itself. We worked hard with partners through the Grand Railway Collaboration to manage the response to the pandemic across the West Midlands and ensure that trains kept moving. However, we know that recovery from the pandemic will also be challenging.

In particular, the impact of reductions in revenue and demand are likely to lead to changes in the way that services are delivered, and this will have impacts across the industry on both passengers and railway staff. Managing the impacts of this changing environment, whilst maintaining services, will be one of the key challenges for the coming year.





Board & 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.

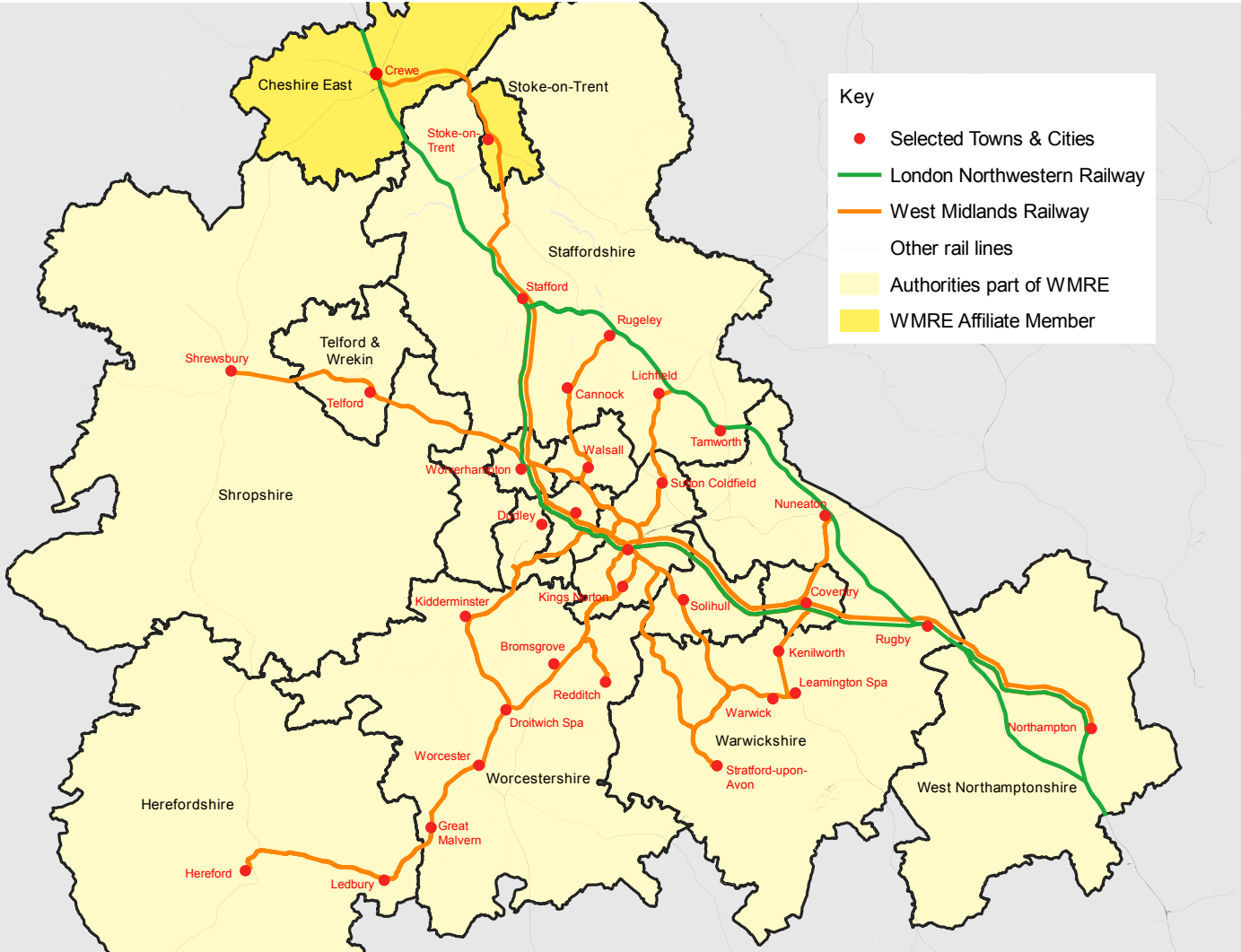
A senior elected representative from each of West Midlands shire and unitary authorities is a voting member of the Board of Directors. For metropolitan

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 Steering Group and Officers Group.

Geographical area covered by the West Midlands Rail Executive



Our Partner Authorities

West Midlands Combined Authority  
Constituent Authorities

- Birmingham City Council
- Coventry City Council
- Dudley Metropolitan Borough Council
- Sandwell Metropolitan Borough Council
- Solihull Metropolitan Borough Council
- Walsall Metropolitan Borough Council
- City of Wolverhampton Council

Shire & Unitary Authorities

- Herefordshire Council
- Shropshire Council
- Staffordshire County Council
- Telford & Wrekin Council
- Warwickshire County Council
- West Northamptonshire Council
- Worcestershire County Council
- Cheshire East Council (Affiliate)
- Stoke-on-Trent City Council (Affiliate)

Steering Group

The WMRE Steering Group comprises of a minimum of three senior representatives (Director or Head of Service level) from the WMCA authorities and three from shire/unitary authorities. WMRE advisors also attend including the Executive Director and WMRE Officers Group Chair.

Steering Group meetings are scheduled to take place quarterly in advance of WMRE Board meetings and two of its members also represent WMRE at the Joint Strategic Board with the Department for Transport.

Officers Group

Supporting the WMRE Board and providing tactical direction to WMRE is the Officers Group, which meets every 4 to 6 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 Malcolm Holmes, 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



Budget & Funding

The 2022/23 WMRE budget was formally approved by WMRE Board of Directors on 14 December 2021. The proposed budget for 2022/23 is a rollover of the 2021/22 resource requirement (with minor changes), with no proposed change to the call on WMRE Partner Authorities. This is summarised in the table below:

2021-22 Budget Summary	£
Staff Costs	367,600
Consisting of contribution in-kind	257,600
Remaining staffing budget reflected in WMRE cash budget	110,000
Consultancy, Studies, Surveys & Data Analysis	320,000
Publicity & Marketing	50,000
Support Services Recharge Including finance, ICT, accommodation and other central support costs	55,415
Subscriptions	17,500
Travel / Subsistence	5,000
Contingency	82,085
Total	897,600
WMRE Cash Budget Total Overall budget less the WMCA contribution in-kind	640,000



Budget & Funding

The 2022/23 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 Department for Transport (DfT) and WMRE specifies that a minimum of £140K is provided by WMRE Partner Authorities each year.

The proposed 2022/23 budget outlined assumes expenditure above this aggregate value, with the WMRE Partner Authority contributions proposed to be at the same levels as 2020/21 where this equates to:

- a) A West Midlands Districts overall contribution of £298K which is funded via the TfWM Transport Levy
- b) A Shire/Unitary contribution for 2022/23 of £99K which equates to c£14K per each Shire/Unitary WMRE Partner Authority

	2022/23 Budget Funding Contribution (£)
West Midlands Districts ( funded by Transport levy )	298,200
Shire / Unitary	99,400
Total	397,600
Contribution per shire / Unitary Authority Member	14,200





Key areas of work

Leading Today’s Railway

Service contracting

Alongside the Department for Transport, we manage the contract for train services that operate under the West Midlands Railway brand. We ensure improvements are made that benefit the people of the West Midlands, such as new trains, flexible ticketing and the installation of digital customer information screens at stations.

West Midlands Grand Railway Collaboration (GRC)

We are working with rail industry partners to reimagine how we serve customers. This includes the planning and delivery of services during the Birmingham 2022 Commonwealth Games, designing timetables in a more holistic and joined up way, improving the way that rail industry partners work together, strengthening connectivity with other modes of transport and increasing punctuality.

Community engagement

We are members of two local community rail partnerships, and work with local train companies, Network Rail, community groups and local authorities to ensure that railway services and stations support the communities they serve.



Planning Tomorrow’s Railway



West Midlands Rail Investment Strategy

Our strategy sets out our ambitions for developing rail connectivity in the medium and long-term. It is supported by clear economic evidence and builds on the opportunities generated by High Speed 2 and Midlands Connect’s strategic Midlands Engine Rail investment proposals.

Shaping regional rail strategies

We are playing an active and vocal role in shaping the debates about priorities for rail investment in our region. Working closely with our partner authorities to support land-use development plans and wide strategic planning issues.

Wider rail industry planning, policy and engagement

We actively engage with rail industry, associated regulatory bodies and national government at all levels on matters of mutual interest. We positively influence debate and policy through consultation responses and regular dialogue with our national partners.



Building Tomorrow’s Railway

West Midlands Rail Programme

We are transforming the rail network through our £200million+ investment in new stations and rail services. Two thirds of funding is coming from outside of the rail industry due to the wide ranging benefits the projects will bring and our ability to lever funding from a range of local partners.

Supporting third-party station projects

Considerable progress is being made by our partners to deliver major schemes. We are working closely with them to ensure the required rail transport enhancements are progressed and delivered to support these developments. We are also sharing our learning from the West Midlands Rail Programme to enhance investment schemes across the industry.



Last year, we said	We did
Introduction of brand new rail contract for WMT	Worked as part of the DfT team on the negotiation of the new contract and protected key customer facing deliverables.
Responding to the Williams Shapps Plan for Rail	The Williams Shapps Plan was fully reviewed, and we have actively engaged with the Great British Railways Transition Team as the industry moves to implement the plan’s recommendations, including responding to the Whole Industry Strategic Plan call for evidence.
Renegotiation of the collaboration agreement with DfT.	Successfully agreed a new collaboration agreement with ongoing funding.
Introduction of new trains on diesel and electric routes	Engaged with West Midlands Trains regarding the slippage to the programme for introducing new trains.
Development of timetables and operational plans for the Commonwealth Games	Worked with all operators through the GRC to develop operational plans for the Commonwealth Games.
Delivery of a ‘one team’ customer service proposition at New Street Station	GRC developed a proposition for One Team and this was authorised by DfT. Work has started and is still underway on delivering this across the 5 stages of the project.
Implementation of further schemes on the Chase Line	Investment secured through the new West Midlands National Rail Contract at WMRE’s request.
Running a consultation on train service optimisation through the Grand Railway Collaboration	WMRE worked closely with partners from the GRC to develop proposals for the December timetable. A consultation was prepared but was not progressed on instruction from DfT.

“2021 was a year of considerable change for the region’s rail network.”

Most significantly, the West Midlands Rail Franchise, which we had co-managed with DfT since 2017, was terminated, and replaced by a National Rail Contract (NRC). This decision was made because of the publication of the Williams-Shapps white paper in May, which recommended the abolition of the franchising model. We were part of the DfT virtual team who negotiated the NRC, and played a key role in the negotiation of a deal that protected the most important customer facing benefits of the Franchise (such as new trains), whilst also securing value for tax-payers. To coincide with the launch of the NRC, we reaffirmed our longstanding relationship with DfT by entering into a new collaboration agreement. This maintained our primacy over the delivery of the West Midlands Railway services by WMT, and secured the continuation of the grant funding provided by DfT.

The Grand Railway Collaboration (GRC) has continued to bring organisations together to work on projects and initiatives that result in benefits for the

customer. One of the big successes for 2021 was the timetable development work that was led by the GRC, it was a first for the industry to have all organisations working holistically on the future timetables. Working groups were formed to focus on different elements of this, including preparing a GRC timetable consultation document. Whilst this was agreed by all parties it was unable to be launched due to a pause issued by DfT.

The GRC were keen to improve their visibility and presence within the West Midlands over the course of the last year and this was achieved through a number of initiatives including the recruitment of a full time Head of GRC and the production of a short prospectus on the GRC which was also supported by the creation of a short video in which all GRC members feature. Visibility remains a priority for the coming year to ensure we maintain momentum on our objectives. Engagement across all GRC partners continues to be excellent with commitment demonstrated through presence and attendance at meetings, we held an all-day Strategic Away Day at the beginning of 2022 and had full attendance from all Board Members which in itself signifies the dedication to the GRC.





This year we will	With these resources	We will measure our success by	Start / End
Work in collaboration with Government, Operators and the wider rail industry to deliver better outcomes from today's railway			
Develop the strategic capacity of the Grand Railway Collaboration	WMRE resource for 2022/23	Strategic away day is planned for 1st February 2022 with attendance from all members of the GRC Strategic Board. This will be full day where we will be developing the future strategy for the GRC.	1 Feb 22 – 31 Dec 22
Support the delivery of new rail timetables in May and December and plan for other future timetable changes for 2023.	WMRE resource for 2022/23	May and December timetable changes successfully delivered	1 Apr 22 – 31 Mar 23
Develop a strategy for Community Rail, including inclusive growth at its heart	WMRE resource for 2022/23, working with industry partners	Strategy produced	1 Apr 22 – 31 Oct 22
Co-manage the West Midlands National Rail Contract			
Facilitate the delivery of high quality rail services in support of the Commonwealth Games	WMRE resource for 2022/23, working with industry partners	Delivery of timely and appropriate interventions in timetabling, station management, network resilience, command and control and employee engagement for the Games.	1 Apr 22 – 01 Sept 22
Effectively manage the impact of emerging challenges on rail services in the West Midlands	WMRE resource for 2022/23	Delivery of the outcomes contracted through the National Rail Contract to the standard and timescales outlined in the contract.	1 Apr 22 – 31 Mar 23
Support WMT's introduction of new trains.	WMRE resource for 2022/23	Work with WMT and DfT on the plans for entry into service of new diesel and electric trains, and associated timetable impacts. Support the development of new depot and stabling capacity.	1 Apr 22 – 31 Mar 23
Make the case for local rail devolution to deliver better outcomes for a future railway			
Engage with the Great British Railways Transition Team	WMRE resource for 2022/23	Formally responding to GBRTT consultations and meeting regularly to shape future industry policy.	1 Apr 22 – 31 Mar 23
Undertake work to determine whether to promote the case for rail fare reform in the West Midlands.	WMRE resource for 2022/23	Undertaking survey work to understand case for promoting changing the rail fares structure, and then deciding on next steps	1 Apr 22 – 30 Sep 22

2022/23 will hopefully mark a turning point for the region's local rail services. Over the course of the year WMT will start to introduce two new fleets of trains; electric units for the CrossCity and Wolverhampton-Walsall routes, and diesel Class 196s for the Shrewsbury and Hereford lines. Both fleets will offer a substantial improvement in quality on their predecessors, and the diesels will be considerably cleaner than the aging Class 170s

that they replace. By autumn WMT will also have finally completed their driver training programme, meaning all depots will be at or above establishment. This will give the region a degree of traincrew resilience not seen for more than three years. These extra trains and drivers will enable the introduction of revised timetables. Developed collaboratively by the industry, these will offer improved punctuality and capacity where people need, at the times

that they need it. This will help the rail network stay relevant in an economy and society reshaped by Covid-19.

With the Commonwealth Games being hosted in Birmingham in the summer of 2022, this continues to be a priority to ensure that sufficient plans are in place to cover all aspects of the spectator journey. The GRC are leading on this work and have been working with all

operators to develop operational plans for the games. It is also necessary to ensure that our frontline transport teams across all modes are armed with comprehensive and consistent information to offer a warm welcome, that will provide a positive experience and therefore reflect well on not only the transport network but the region also.



Last year, we said	We did
Start feasibility studies for new Restoring Your Railway stations proposals, or seek alternative funding	RYR bids were unsuccessful. However, we have commissioned a New Stations Assessment Study, to be funded via the City Region Sustainable Transport Settlement.
Provide an initial feasibility assessment of the Mayor of the West Midlands' rail ambitions	As note above, we have commissioned a New Stations Assessment Study, to be funded via the City Region Sustainable Transport Settlement.
Progress Aldridge Station project development, if funding bid successful	No response has been received in relation to RYR funding bid, but funding has been allocated to take project forward within the CRSTS funding settlement.
Engage with the rail industry on post-pandemic timetable scenarios	Significant engagement has occurred on future timetable development. We have had a major influence on the plans that have been developed for the December 2022 timetable.
Respond to the Integrated Rail Plan for the Midlands and North, and the Government and Network Rail's decarbonisation proposals to ensure early West Midlands benefits	We reviewed and commented on the IRP and have responded to the Select Committee Inquiry. We have continued to lobby for decarbonisation and electrification programmes.
Support Midlands Engine Rail projects development.	We have worked closely with Midlands Connect and Network Rail over developing the case for Midlands Rail Hub in the light of the changed HS2 strategy outlined in the Integrated Rail Plan
Support the case for the West Midlands HS2 Phase 2a services to North West / Scotland.	We have worked closely with Midlands Connect and Transport for Greater Manchester in commissioning work to consider case for improved WM to NW connectivity as part of HS2 Phase 2a.

2021/22 was a challenging year for the planning of the rail network, as the uncertainties and financial challenges arising from Covid meant that previous plans needed to be reviewed. We commenced work on reviewing our rail investment strategy, but we extended the timescales for this to reflect the changes in national rail strategy that were revealed when the Integrated Rail Plan (IRP) was published in November. The IRP changed some key strategic assumptions about the network, and in particular has undermined the business case for the Bordesley East chord and associated Midlands Rail Hub projects. We have worked closely with Network Rail and Midlands Connect to refocus the case for Midlands Rail Hub in the light of the IRP.

While all our Restoring Your Railway Bids were unsuccessful, we have now started a New Stations Assessment study which will guide the priorities for developing new stations in the TfWM area over the coming years. Plans for Dudley Port station and Integrated Transport Hub have been developed and will be taken forwards using funding allocated in CRSTS.

Significant effort has gone into working with the rail industry to develop future timetables.

The severe financial pressure that the industry is working under has meant that we have been seeking to protect passenger outcomes while operating fewer trains. However, the December 2022 timetable structure will represent a major success for the rail industry once it is in place, and we played a pivotal role in determining the service patterns that will operate in the West Midlands.





This year we will	With these resources	We will measure our success by	Start / End
Work in collaboration with Government, Operators and the wider rail industry to deliver better outcomes from today's railway			
Undertake Wedgwood / Barlaston / Trentham studies subject to resourcing.	DfT resources, to be confirmed	Undertaking study once funding has been agreed.	Subject to funding
Undertake study to determine feasibility of providing rail services to Alrewas	DfT resources, to be confirmed	Delivering the study and determining the next steps for the project.	1 Apr 22 – 31 Mar 23
Build a case for rail contract remapping	WMRE resource for 2022/23	Development of a business case endorsed by the industry.	1 Apr 22 – 31 Mar 23
Continue to improve the visibility of the GRC and embed a collaborative way of thinking across all partner organisations	WMRE resource for 2022/23	Developing and launch a GRC website.	1 Mar 22 – 31 Dec 22
Work with Freight Operators to understand how GRC can support growth in the region	WMRE resource for 2022/23	GRC becomes the structure used for other collaboration bodies around the country.	1 Feb 22 – 31 Dec 22
Build and plan tomorrow's railways by delivering the Rail Investment Programme			
Support Partner authority projects	WMRE resource for 2022/23, to support partner activity, as well as partner funding for projects.	Continuing to support projects being promoted by WMRE partner authorities such as Rugby Parkway, Brinsford and Telford. Working with Solihull MBC to agree approach to undertaking further development work on Solihull station upgrade using CRSTS funding.	1 Apr 22 – 31 Mar 23
Agree a way forward on Stourbridge – Brierley Hill	WMRE resource for 2022/23	Reviewing the outcomes of the current study and agreeing with partners the next steps. Maintain engagement with PMOL regarding their aspirations for the line.	1 Apr 22 – 31 Mar 23
Undertake further work on future rolling stock and decarbonisation strategy	WMRE resource for 2022/23	Commission specific studies in relation to rolling stock as required. Studies likely to include new traction technologies, operational and passenger requirements and contracting strategy Promote case for electrification of high priority routes such as the Snow Hill lines.	1 Apr 22 – 31 Mar 23
Support the development of Midlands Rail Hub and other strategic rail projects	WMRE resource for 2022/23	Supporting Network Rail's work to deliver an updated OBC for MRH in October, and the Kings Norton and Snow Hill P4 projects. Support other Midlands Engine Rail projects such as Coventry – Leicester, working with Midlands Connect and partner authorities.	1 Apr 22 – 31 Mar 23
Complete the Rail Investment Strategy	WMRE resource for 2022/23	Complete draft RIS, undertake consultation exercise and finalise document.	1 Apr 22 – 30 Sep 22
New Stations Study		Deliver and report on New Stations Assessment Study. Use the results of the study to determine priorities for further new station feasibility studies, including consideration of schemes such as Tettenhall Station.	1 Apr 22 – 31 Mar 23

In 2022/23 the strategic picture for rail will continue to evolve, and we will seek to finalise the rail investment strategy, recognising that it will need to be a living document. Financial pressures at the DfT will mean that rail investment funding will be extremely limited, creating a hiatus in the development of new rail projects through the Rail Network Enhancement Pipeline process.

The most significant strategic challenge is likely to be keeping the full Midlands Rail Hub project moving forward following the impact of the IRP on the business case. This is a fundamental building block for many of our plans and is likely to require significant engagement to avoid major elements of the project being descope.

The availability of CRSTS funding from April 2022

creates a major opportunity to move forward on the development of Aldridge new station project, and also to undertake work on Dudley Port and a future TfWM new stations programme. We are currently commissioning a new stations assessment study which will look at a wide range of potential stations across the West Midlands to identify where there is a strong case for future investment. This will include consideration of

longstanding aspirations such as Tettenhall. We will also be undertaking work on a range of other areas to support our wider strategic objectives, including developing studies investigating rolling stock and decarbonisation, as well as continuing to work very closely with our partner authorities on their individual priorities.



Last year, we said	We did
Building works at Perry Barr and University will be substantially complete, with Perry Barr on track to open in time for the Commonwealth Games.	<p>We invested in accelerating the delivery of University Station and as of February 2022 we remain on track to provide a fit for purpose facility for the Commonwealth Games, prior to full entry into service later in the year.</p> <p>Perry Barr Station is watertight and remains on track for completion by the Commonwealth Games.</p>
Development will continue on the new station projects.	<p>Despite land acquisition challenges, enabling works have started on Rail Package 1 at both Willenhall and Darlaston, with a contractor appointed.</p> <p>The programme is currently procuring a design and build contractor for Rail Package 2, alongside delivering early enabling works.</p>
Continue planning for the next projects in the rail programme.	<p>We have developed a project pipeline strategy and have identified a number of projects for future delivery. This has included engaging with partner authorities to share lessons learned and support their planning.</p>

Despite challenges including Covid-19 and wider supply chain pressures, the West Midlands Rail Programme has made strong progress. At University we are delivering a major station upgrade to one of the busiest stations in the West Midlands, whilst keeping the current station open for passengers. Working with partners including West Midlands Trains, Network Rail, and the principal contractor, we have tackled significant schedule pressures by adopting innovative approaches to assurance and delivery, which have enabled us to accelerate delivery. Thanks to this approach we have maintained the timescales previously committed in the Full Business Case. Meanwhile the interchange at Perry Barr is also on track to be ready for the Commonwealth Games and will act as a transport hub for the area, bringing together a range of transport modes and benefitting current and future passengers.

Our new stations projects have also made significant progress. In 2021/22 we confirmed all the funding required for the delivery of the new stations in Walsall and Birmingham. Enabling works are underway at Willenhall and Darlaston to prepare for main construction, and a contract is due to be awarded by the end of 2021/22. Meanwhile we expect that procurement activity and preparation in 2021/22 has also laid the way for contract award and the start of works on the stations along the Camp Hill line.

Progress over the previous year has produced a wide range of lessons learned. Some of these reflect significant successes, such as 300,000 safe hours worked across the programme. Others have been identified as a result of

engagement with other projects, such as improving our approach to Entry into Service. All of these, however, have contributed to the strengthening of WMRE's capacity for capital project delivery.

**We have already started sharing our experience with partner projects across the WMRE area and we intend to continue to develop this engagement to ensure that we are supporting partners' delivery across the region.**





This year we will	With these resources	We will measure our success by	Start / End
Work in collaboration with Government, Operators and the wider rail industry to deliver better outcomes from today's railway			
Build and plan tomorrow's railways by delivering the Rail Investment Programme			
Deliver Perry Barr station	Perry Barr project budget £30.98m, plus £1.9m funding for platform improvements.	Station entered into service and ready to support the Commonwealth Games.	Ongoing to May '22
Complete delivery of new scope at University Station and ensure that it is 'fit for purpose' for the Commonwealth Games	University Station budget £65.03m	A fit for purpose facility is available for CWG. The full station entered into service later in 2022.	Ongoing to July '22. Full Station EIS by October '22.
Start main works for Package 1 stations	Package 1 station budget £55.84m	Construction of both stations has started and we are on track to complete delivery by the end of 2023.	Ongoing to Dec '22. Full completion of Package 1 by Dec '23.
Award contract for Package 2 stations and begin delivery	Package 2 station budget £61.40m	A contract awarded for the delivery of Package 2 stations, leading to delivery.	Ongoing to June '22. Full completion of Package 2 by Dec '23
Build the reputation of the rail programme as a leader in the delivery of third party projects	From Rail Programme resources	We have engaged with partner authorities and the industry through events and literature to share lessons learned from the rail programme.	Ongoing to March '23
Agree the next phase of work for the rail programme with an identified resource strategy	Initially from within the overall rail programme budget.	An agreed programme and resource strategy for the work of the Rail Programme team.	April '22, with further development thereafter.

In 2022/23 we will complete delivery of the two station projects at University and Perry Barr, benefitting millions of people who live, visit, and work in the West Midlands. We will continue to undertake benefit monitoring and evaluation of both projects to assess how they are delivering the benefits that were originally identified for these schemes.

As University and Perry Barr enter into service, by the end of 2022/23 we expect construction to be underway on our new station

sites in Birmingham and Walsall, providing an opportunity to continue putting learning from the construction of University and Perry Barr into practice. Similarly, as these stations move into construction we will continue to develop the next stage of projects for delivery, identifying opportunities to support development of projects across the region. Investment across the region encompasses more than the schemes taken forward by the West Midlands Rail Programme and we remain closely engaged with partners' schemes at

Coventry and Wolverhampton which will deliver major benefits to passengers using two of the busiest stations in the West Midlands.

We are proud of the work that we have undertaken to date with our partners on the rail programme, and the successes that are being achieved across the region. We will work to share our learning with partners and other authorities to support delivery of third party projects across the UK, and further enhance the reputation of WMRE.







**West Midlands  
Rail Executive**

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