

Western



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route managing director,
Western

The Great Western Main Line has undergone its most significant upgrade since it was built by Brunel over 175 years ago. Our Control Period 6 (CP6) plan, enabled by the significant investment we delivered in Control Period 5 (CP5), aims to deliver 140,000 more passenger services per year by 2024. This will realise the benefits of the electrification delivered in CP5 from Paddington to Bristol Parkway and Reading to Newbury.

In 2019 passengers will see a step change in services on the Western route. New timetables in May and December will bring improved local and long-distance high-speed services, journey time reductions on specific services and more new services between major cities. These are improvements that we know passengers want to see and we will work hand in hand with our alliance partner GWR to enable the smooth introduction of the new timetables – something passengers are telling us they want to see.

In CP6 the Elizabeth line will also open offering passengers and businesses ‘metro’ frequency services from Reading into and across London to Canary Wharf. We are focussed on successfully introducing the Elizabeth line, integrating it seamlessly with other existing services and adopting new ways of working to accommodate the additional services the Elizabeth line will bring to passengers.

We will continue to improve the reliability of the infrastructure supporting the Heathrow Express – a critical line for passengers seeking fast and frequent access to the UK’s biggest airport. We will also work with CrossCountry to improve the important services they run across our route, providing high demand services linking the West to the West Midlands and rest of the UK.

We will deliver these improvements by focussing on five strategic priorities, the first of which is ‘delighting our customers’ - our passengers, train and freight operators, line-side neighbours and stakeholders.

We will work with train operators to improve passengers’ experience – delivering a reliable train service, improving customer service at our managed stations, improving passenger information during disruption, reducing the



impact our infrastructure has on train services and when needed, getting trains back up and running as soon as we can.

We continue to prioritise ‘Everyone Home Safe Every Day’, delivering an even safer railway, further reducing train accident risk and improving passenger, public and workforce safety.

Being ‘affordable and efficient’ with the public funding we receive continues to be a strategic priority and we have a target of delivering a net 8 per cent efficiency plan by 2024.

Ultimately our railway is here to ‘support jobs, housing and economic growth’, our fourth strategic priority. In CP6 we will continue plans to improve the resilience of the rail link to Devon and Cornwall, as well as work with Government and third parties to encourage investment in the railway for the benefit of passengers.

This will only be achieved by a great team, which is why our fifth and final strategic priority, ‘great people and great

culture' is to ensure that we recruit, develop and retain a diverse, skilled and motivated team.

In February Network Rail announced changes to the way the company will be structured. This includes a shift from nine route businesses to 13, which will be supported by five Network Rail regions. Western Route will remain a single distinct operating route and we will be supported by Wales and Western Region. This change will enable more local decision making, improve responsiveness and relationships with our stakeholders. Most importantly it will help us put more focus on improving train performance and putting passengers and our customers first. As these changes bed in, the Western route and Wales and Western region will publish updated strategic plans and associated settlements, laying out how we will deliver for our stakeholders under the new structure.

Our plans for CP6 have been developed with ongoing input from our customers and stakeholders, and I thank them for their invaluable input. We look forward to working with them to deliver a more reliable, customer-focused, growing and affordable railway for the passengers, communities and businesses we serve.

Major improvement work in CP6

- We will finish the remaining funded elements of the Great Western Modernisation Programme including electrification to Cardiff and to Chippenham.
- We will finish the remaining elements of the Crossrail works required to stations on the Western route and integrate the new Elizabeth line services into daily operations.
- We will invest £40m on the renovation and refurbishment of the heritage roof at Bristol Temple Meads to improve passenger experience and enable the continued safe use of the station.
- We are investing £50m to significantly reduce delays into and out of London Paddington by replacing over 700 track circuit systems, part of the signalling system, with more reliable axle counter technology to reduce delays to services caused by signalling failures.
- We will spend £407m renewing or refurbishing 543km, 20 per cent of our tracks we have, to improve reliability and reduce delays. We will renew or extend the life of 280 of the 1,792 points systems on Western to maintain safety and improve reliability.
- We will also deliver, on behalf of Government, the South West Rail Resilience Programme to make the railway that links Devon and Cornwall to the rest of the country able to withstand extreme weather.
- We will continue working to develop proposals on behalf of the West of England Combined Authority for Metro West Phase 1 and Phase 2.
- In CP6 we will invest £70m upgrading and enhancing level crossings and complete the closure of Tackley bridleway level crossing north of Oxford.
- Building on feedback from our stakeholders that we need to be easier to work with, we will deliver a stakeholder engagement plan and publish this each year.

Our route at a glance



2,200

passenger trains per day



2,700

employees



20,000+

people a day travel by train to Heathrow, Europe's busiest airport



London
Paddington

Manage London Paddington, 8th busiest station in the UK with 37m entry/exits; Reading 17m entry/exits and Bristol Temple Meads 11m entry/exits in 2017/18



We enable significant freight movement of construction aggregates, automotive freight, aviation fuel and Cornish clay across our route from local industries and the Ports of Bristol and Avonmouth



1,847

miles of track on the route



Serve seven passenger and six freight operators

CP6 at a glance



Engage with **55 local authorities**, ten local enterprise partnerships, **66 Members of Parliament** and **4 elected Mayors**



We will enable **140,000** more trains per year by **2024**



Our budget for operations, maintenance and renewals in CP6 (2019-24) is **£2.4bn**



We will deliver **540 km** of track improvements by **2024**



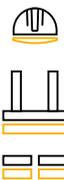
Additional new train services will be introduced to serve **Bristol Temple Meads, Bristol Parkway, Bath, Cheltenham, South Wales** and **Paddington**



The services between **Plymouth** and **Penzance** will double to **two** trains per hour



New Elizabeth line metro services will run from **Reading** through central **London** to **Canary Wharf** and to **Shenfield**



We have a target of improving workforce safety by **63** per cent by **2024**



We will invest **£10m** on accommodation for teams working on the railway



We want **20** per cent of our workforce to be female by **2020**

Passenger benefits

Working with our alliance partner GWR and other train operators in CP6 we will deliver

- 140,000 additional trains per year across the route by the end of 2024
- Two fast off-peak trains per hour from Bristol Temple Meads and London Paddington via Bristol Parkway
- One more peak time train per hour between Bristol Temple Meads and Paddington via Bath
- One more peak time train per hour between South Wales and Paddington
- Doubling the service between Plymouth and Penzance to two trains per hour
- A new stop at the newly opened Worcestershire Parkway station
- A new hourly service to Cheltenham Spa
- By the end of 2024 journey time reductions of approximately:
 - Bristol - London reduced by up to 17 minutes
 - Cardiff – London reduced by up to 14 minutes
 - Penzance – London reduced by up to 14 minutes
- The new Elizabeth line operating on Western route will bring:
 - New, longer Class 345 trains, each with space for 1500 passengers
 - Direct links from Reading, Maidenhead and Heathrow Airport directly to the West End, the City of London, Canary Wharf, Abbey Wood and Shenfield.
 - Paddington - Liverpool Street in 10 minutes, Paddington - Canary Wharf in 17 minutes

Stakeholder engagement

In developing our plans for CP6 we engaged with over 85 separate organisations in two series of workshops in 2017, and a further four workshops in October 2018.

Our stakeholders' views influenced our plans including the change to our boundary, our vision and strategic priorities. As part of our alliance with GWR we will have an alliance plan for each year of CP6 and we will have agreed scorecard metrics with all of our train operators.

We will publish our annual stakeholder engagement strategy at the start of each financial year, and from March 2020 we will also report on the preceding year's engagement.

Our stakeholders tell us that we must be easier to do business with; we need to be transparent about our plans and have clearer points of contact. Their overall priority is to see improved performance (reliability over speed) to support economic growth across the region.

Our people

Our people are our most valued asset and we will continue to invest in their development so that everyone can achieve their potential.

The focus for CP6 is to invest in the building blocks we put in place in CP5 to strengthen our people manager capability and attract and retain talent more effectively. Our ambition for CP6 is that all of our people managers attend our 'Great People Manager' course. We will work to improve the efficiency of our training programme to meet the competency-based needs of our frontline staff, particularly in operations and maintenance, and promote diversity across our teams to support new and improved ways of working.

We need to continue to improve our culture, creating a route which is even more welcoming, diverse and inclusive. Our ambition in CP6 is to increase the percentage of women in our workforce from 14 per cent to 20 per cent by 2020. To help this all of our employees will complete 'Everyone' diversity training.

Some of our people work in accommodation that is below the standard we would expect them to use. We are therefore investing £10m to improve workplace facilities.

In summary, we have an ambitious, funded plan to significantly improve services, connectivity and experience for passengers and freight enabled by the significant investment made in CP5.