

West Midlands Station Alliance: A New Approach to Station Assets

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Waiting room

**WEST MIDLANDS
STATIONS ALLIANCE**

WM Stations Alliance: The Need for Change



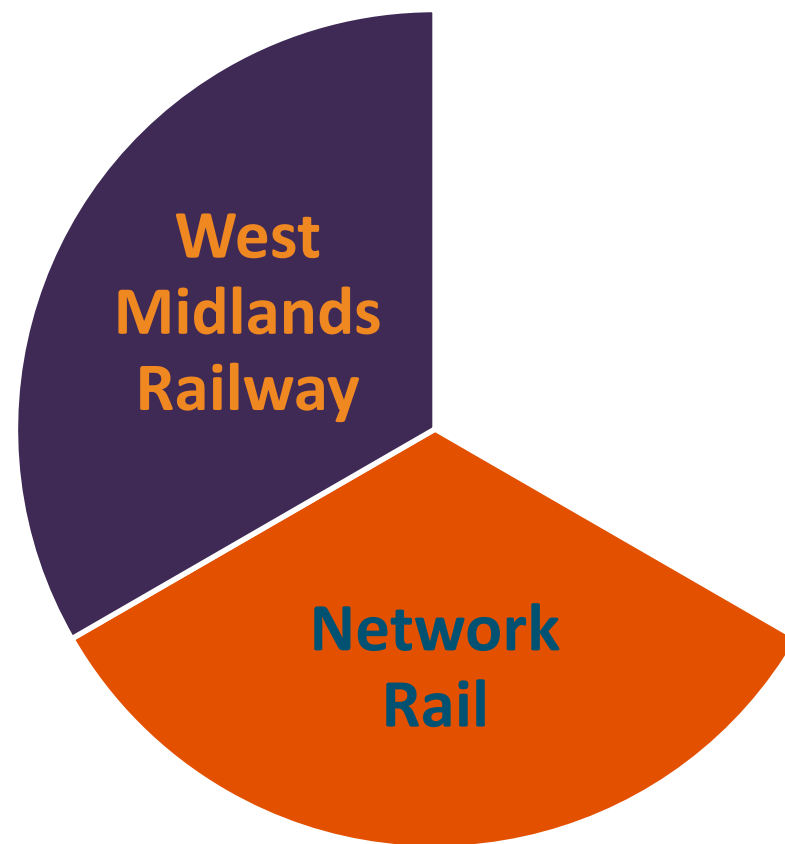
- Local stations seen only as access points to rail network
- Weak fare box incentive to invest in station facilities
- Weak contractual incentives
- Contractual structure means no long term integrated view

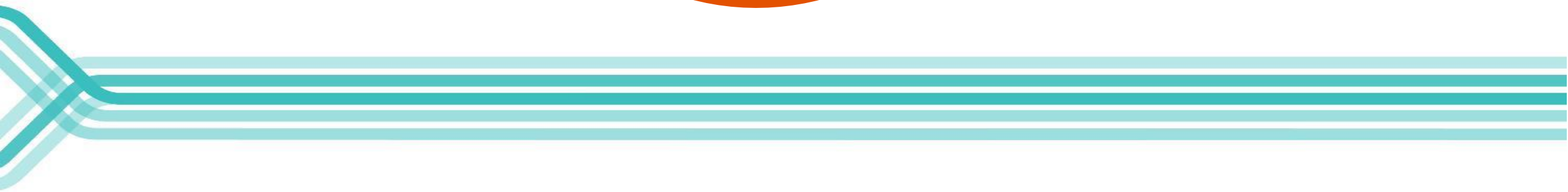
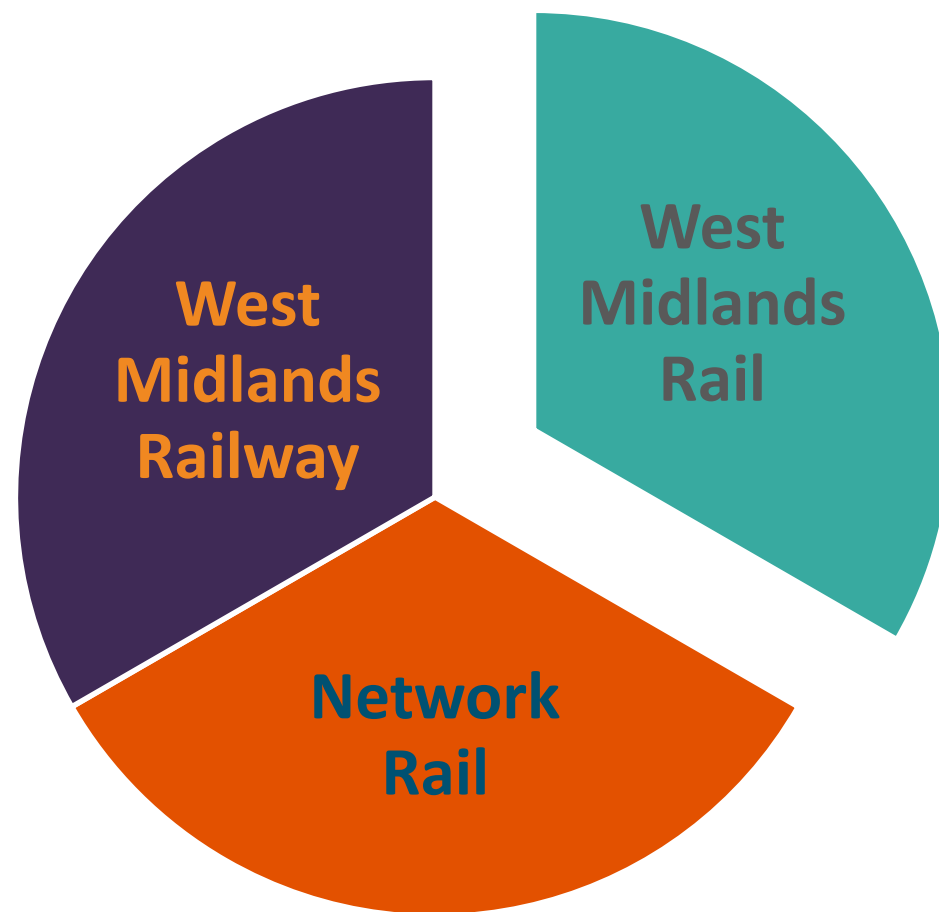
Wider Context ... a West Midlands Rail Renaissance



- Continuing passenger growth
- Coventry City of Culture 2021
- Commonwealth Games Birmingham 2022
- Devolution and connecting railway back to the communities it serves
- Wolverhampton station transfer from VTWC to WMT
- Major station rebuild projects (Coventry, Wolverhampton)
- New stations

**Network
Rail**







West Midlands Stations Alliance

West Midlands Stations Alliance

- Industry parties working collaboratively together:
 - Infrastructure owner/ Landlord
 - Station Facilities Owner
 - Local Government
- Formal alliancing arrangement
- Seeks to overcome inherent failings of extant contractual structure
- Shared vision

**Get things done *Better, Quicker
and Cheaper***



“We will develop stations as quality gateways between communities and the railway, supporting the changing needs of our passengers, residents and visitors.

Stations in the West Midlands will be community assets, supporting the wellbeing and development of the areas they serve through involving local community and business.”

A decorative graphic at the bottom of the slide consisting of several horizontal teal lines of varying shades, with a stylized knot-like shape on the left side.

Governance

Level	Who	Purpose
WMSA Board	MDs	Set strategy Determine and model behaviours Embed principles in own organisation Resolve disagreements if required
Exec Steering Group	Senior managers	Oversee implementation of strategy Lead co-located activity and new ways of working Monitor progress and report to Board
Delivery/Working Groups	Senior managers and others	Undertake alliance activities: <ul style="list-style-type: none">• Major projects• Maintenance• Process streamlining• Master planning• LDG

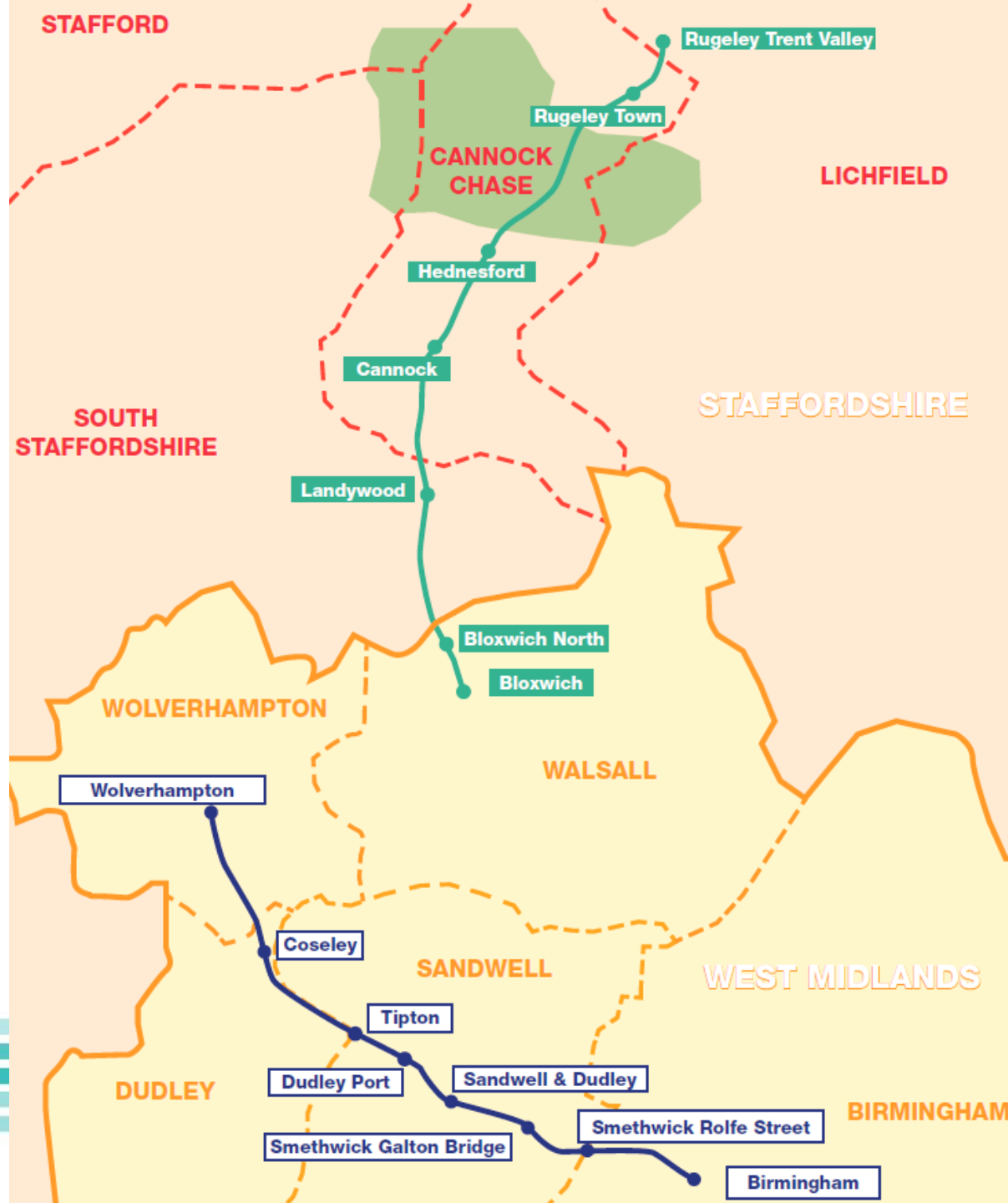
Key activity



- Station master planning
- Process streamlining
- Co-located client-side teams:
 - New stations
 - Station rebuilds
- Maintenance and repair
- Third party funding generation

Station Master Planning Pilot





All stations considered at high level in first stage

- **Cannock**
- **Dudley Port**
- **Rugeley Trent Valley**
- **Sandwell & Dudley**

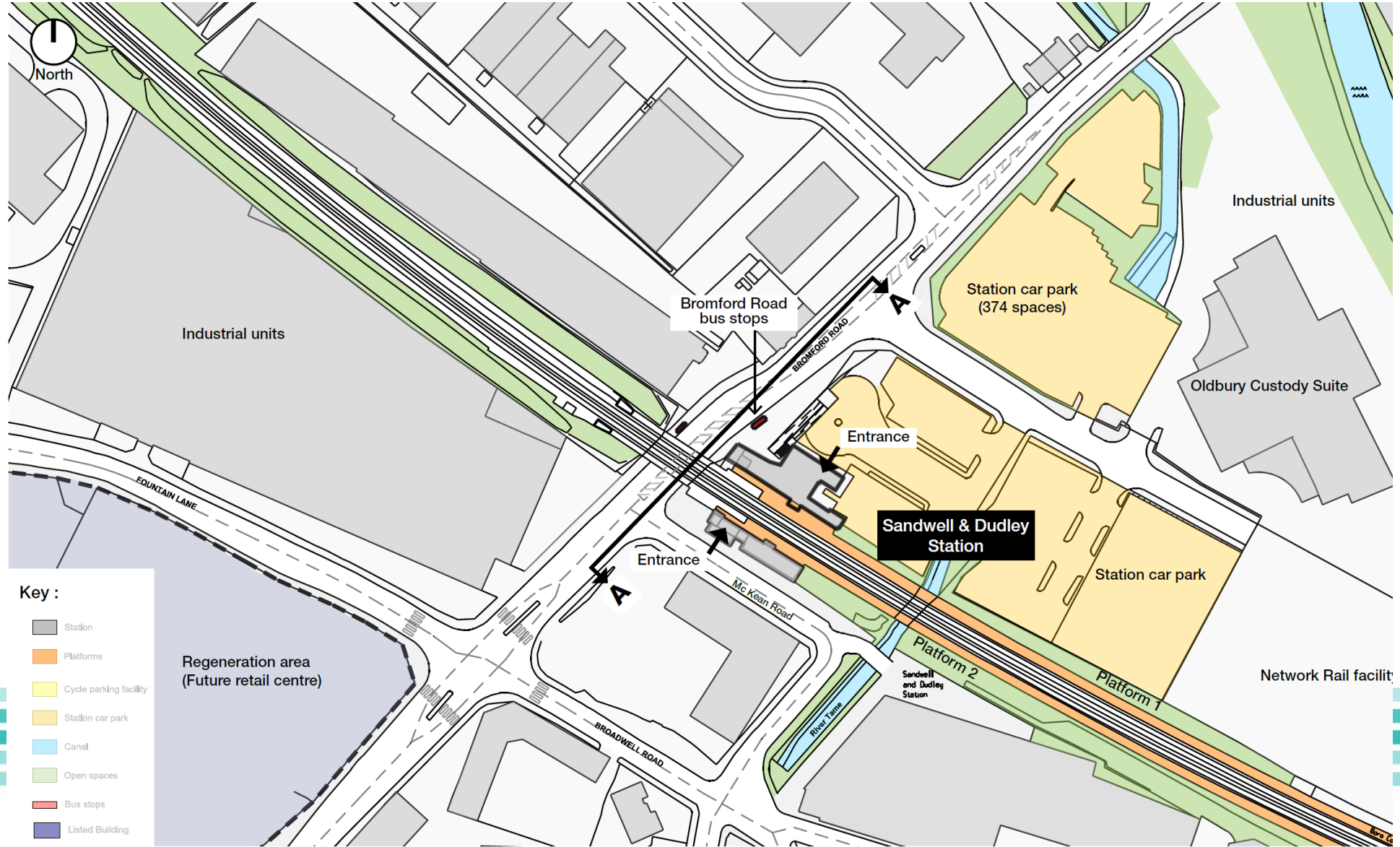
selected by WMSA partners and LAs as priority stations for more detailed consideration

Diagram 1 : Process Map

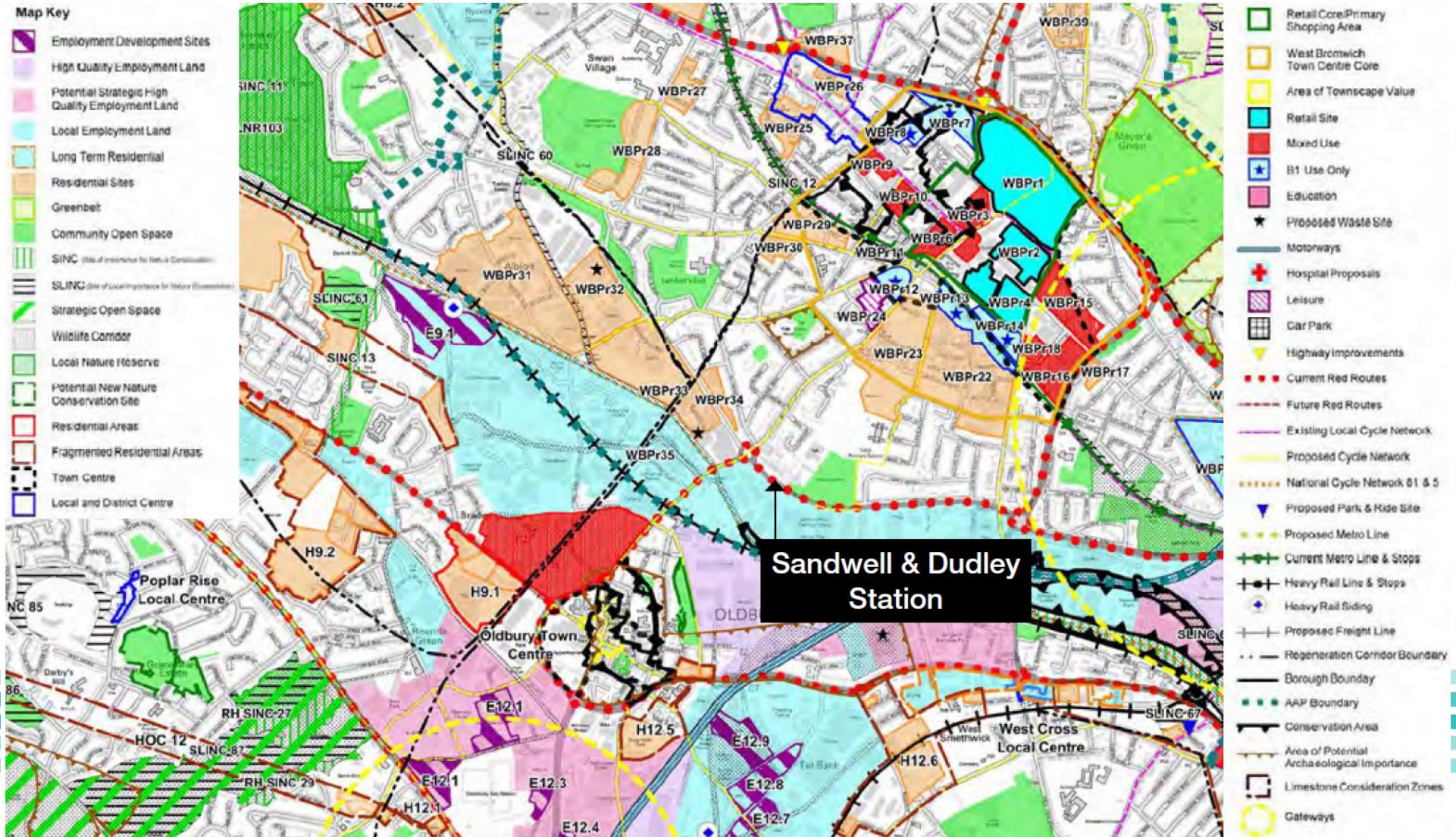


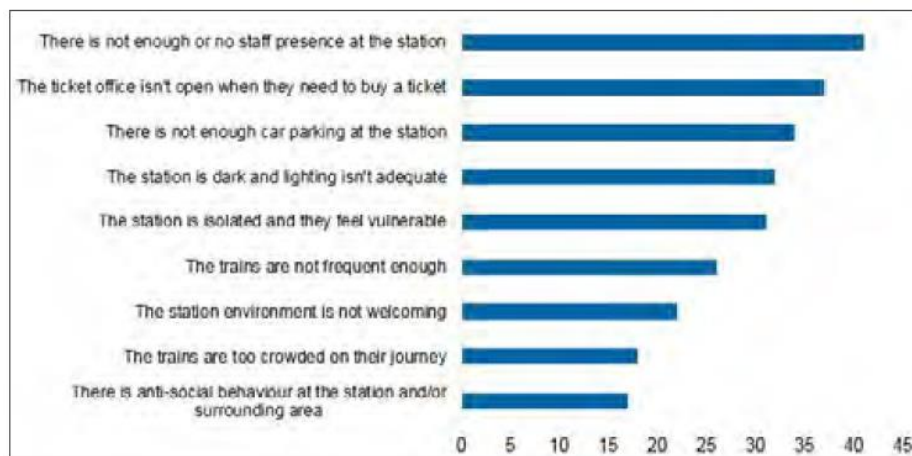
Overview of Master Plan

Station Site

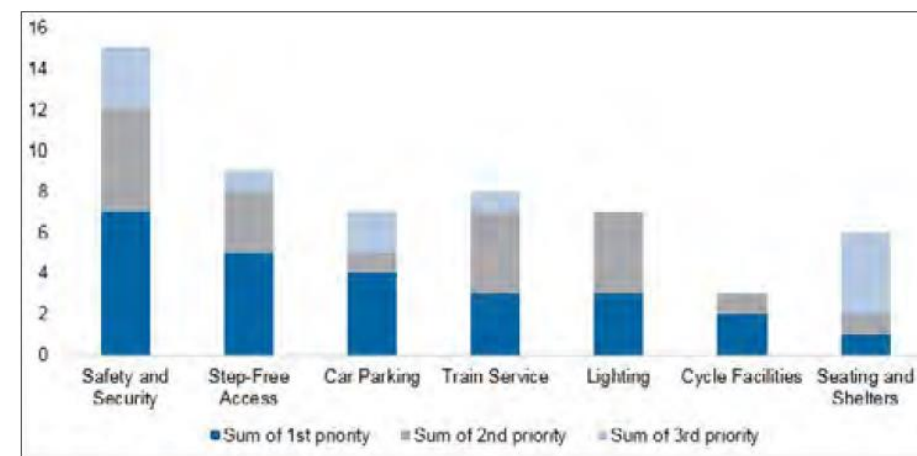


Based on Existing Local Plans (But “Blue Sky” thinking considered)

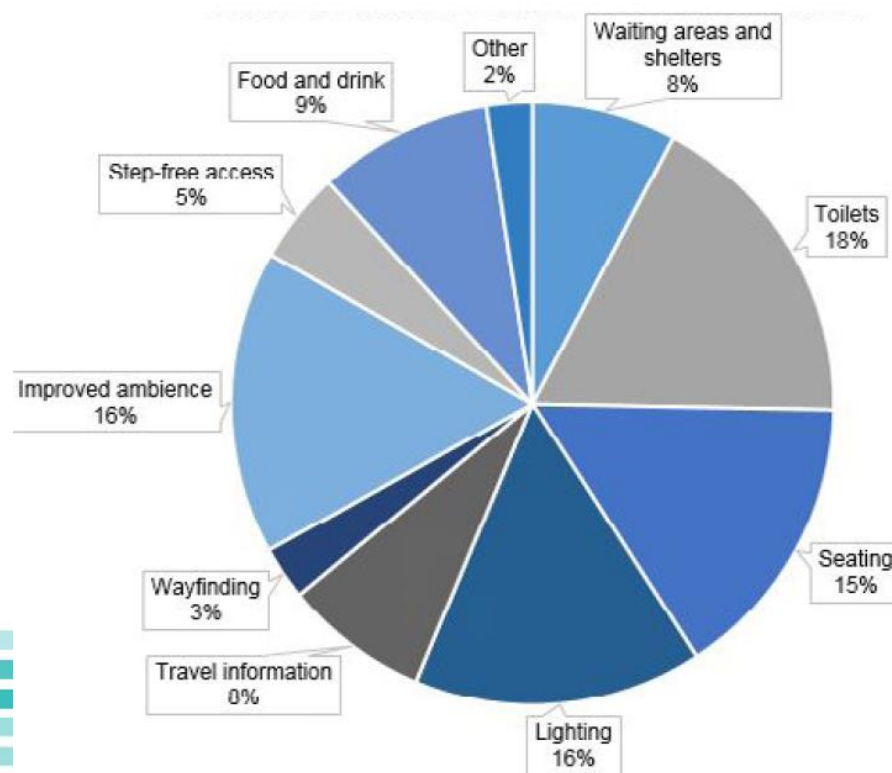




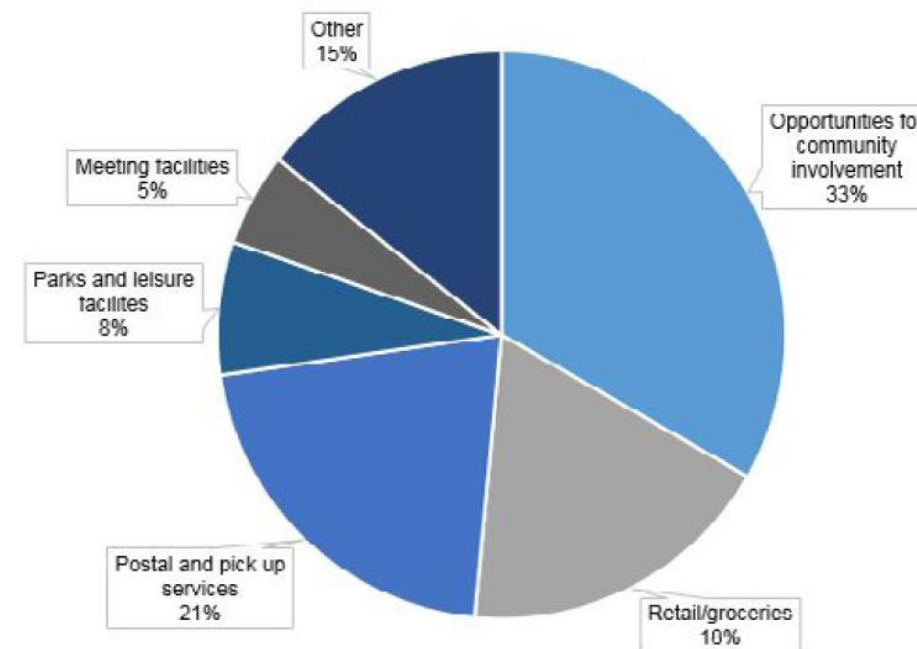
2.35 Survey results : Popular responses



Comments on top priorities



2.36 Survey results : Desirable station facilities



Desirable community facilities

A) Station Facilities

B) Community Opportunities



No canopy or shelter outside lift shaft



Un-inviting secondary entrance



No canopy, shelter or seating area along platforms



No active frontages or retail offer in immediate surroundings of the station



Area dominated by industrial sheds and car parks



Nearest retail offer in Oldbury town centre

A) Urban Realm

B) Roads and Parking



Poor visibility from street and poor legibility of access



Poor visibility of station entrance and poor use of wide pavement

Bus stop



Main station entrance / station face

Drop-off



Low height of railway bridge

Narrow footway



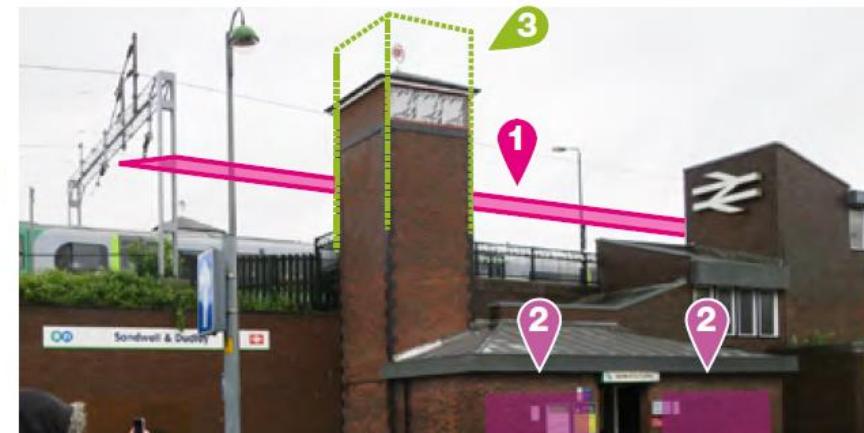
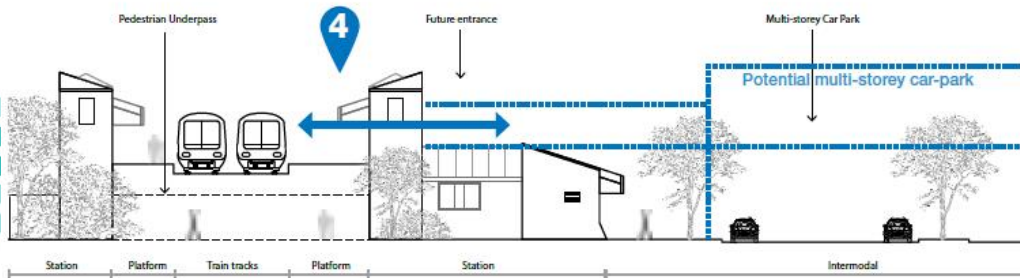
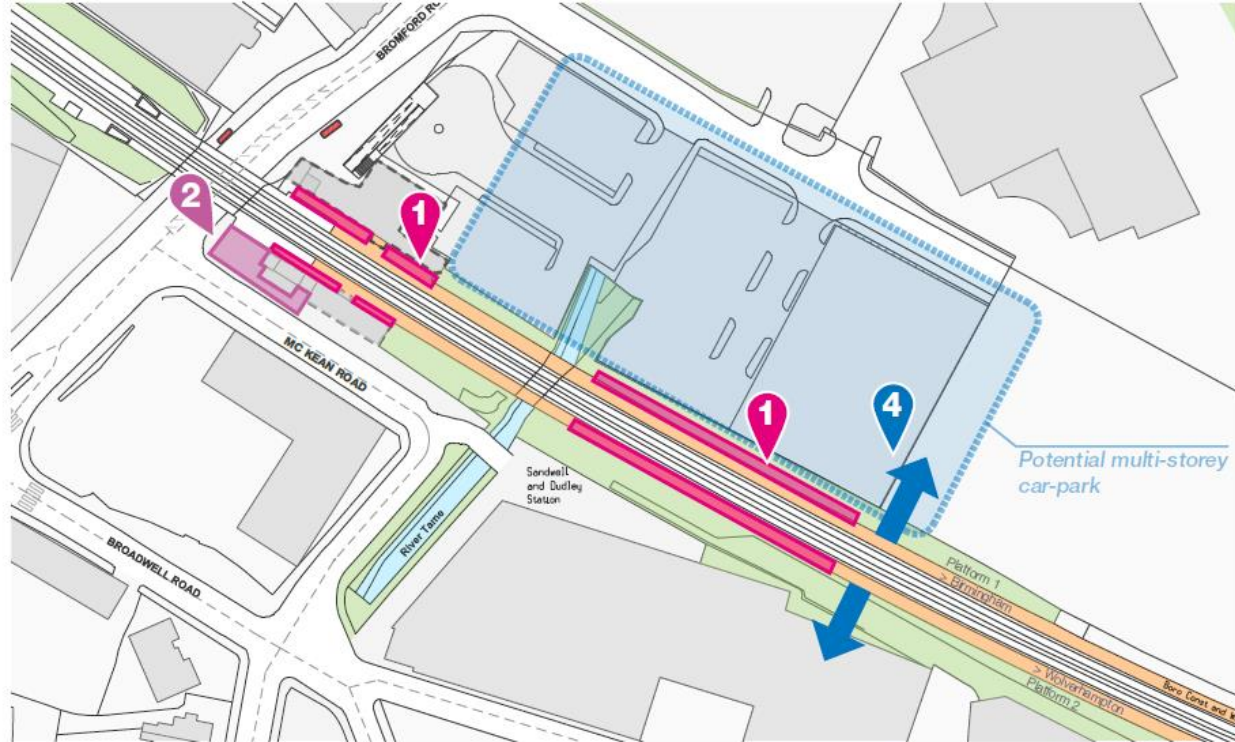
Station car-park at capacity

A_Station Facilities

- Step Free - accessibility
- Ticketing / Information
- Waiting room
- Platform
- WMR brand / Passenger Experience

OPTIONS TO SCORE

- A1 New canopies to spread platform utilisation
- A2 Ground floor modifications to welcome passenger & improve visibility (glazing / canopy)
- A3 Add light 'beacons' to lifts to waymark station
- A4 New step free entrance from multi-storey car-park



Master Planning Pilot: Lessons Leant (1)

- Lowest Price Tender was probably unrealistic
 - Other bids were considerably more expensive for arguably less ambitious scope of work
- Potential Issue for Planning Authorities regarding “blue sky” consideration of options which are not covered by existing Local Plans

Master Planning Pilot: Lessons Leant (2)

- Consultant required more support and input from partners (especially from local planning authorities) than envisaged
- Targeted community engagement and link with specific Community requirements need greater focus
- Input from (predominantly) rail users based on questionnaires appeared to work well (problem was reaching wider community)
- Value in talking to directly to users when seeking feedback!

Master Planning Pilot: Lessons Leant (3)

- Master Planning is resource intensive (including for Partners)
- Local knowledge is key!
- Station Development Potential or Community Asset?
- Dedicated internal Master Planning staff resources may provide alternative approach to consultants but do we have the necessary skills / technical capability (CAD drawings etc.)
- Prioritise based on Funding Availability / Development Need

Prioritisation of Future WMSA Master Planning

To be agreed between WMSA Partners and WMR Local Authority Members, taking into account:

- Funding Availability
- LEP Economic Development Priorities
- Local Transport and Development Plans
- Existing station redevelopment plans / ISP
- Patronage (Ticket Sales/Footfall)
- Interchange with other transport services

and other factors including:



Prioritisation of WMSA Master Planning Tranche 2

Prioritisation approach to also consider factors such as:

- Customer Satisfaction Surveys (WM Rly)
- Proximity to major employment/development/housing sites
- Proximity to major leisure/retail facilities
- Community facility development/enhancement opportunities
- Existing levels of community involvement
- Deprivation Index
- Crime Statistics

Station Master Planning Next Steps

- WMSA Pilot internal reports being finalised
- Completion of “Lessons Learned” Exercise
- Pilot project outputs already being fed into development phase of enhancement schemes (e.g. Dudley Port – Interchange with West Midlands Metro)
- Future Tranches of Master Planning:
 - Template approach for All Stations
 - Partner Authority and WMSA Priorities

Vision to Reality – “WMSA MAX”

- WMSA Board focus on alliance behaviours and culture
- Creation of a virtual organisation, with clear unifying brand
- Station people ‘work’ for the Alliance
- Co-location where possible, to promote collaborative working
- Most appropriate person or team does the job
- Potential for synergies of moneys and shared budgets to be trialled
- WMSA LDG to develop and oversee ISP
- Relentless pursuit of process streamlining (ASPRO, GRIP, New Stations)

2018/19 Success Measures

- Alliance behaviours
- WMSA brand and identity as an 'organisation'
- Co-located teams
- Tangible streamlining progress
- Bespoke approach to asset protection and design approvals for WMSA schemes
- Clear plan for the enhancement of platforms at Wolverhampton
- Strategy for graffiti management visible from stations
- WMSA Station Design Guide
- Plan for canopy painting
- West Midlands Railway Rebranding
- Prioritisation methodology for future master planning
- 10 'shovel ready' schemes
- Trialling a joint budget concept at a trial group of stations
- Appointment of jointly funded 'WMSA Manager'

Issues to Consider

- What do you think are the key blockers to more efficient working between the Alliance Partners?
- How might these be resolved?
- What ideas do you have to bring in 3rd party funding and persuade more external parties to invest in stations?
- How can we improve engagement with the communities around stations?