

Introducing West Coast Partnership



WEST COAST
PARTNERSHIP
DEVELOPMENT



AVANTI
WEST COAST

We are proud to be the operator of the new West Coast Partnership franchise. The partnership is owned by FirstGroup and Trenitalia, and will run for at least the next 11 years.





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Introduction from First Trenitalia

Welcome to the West Coast Partnership. We are proud to be the new operator for the West Coast Partnership.

West Coast Partnership is owned by First Trenitalia, a joint venture of FirstGroup and Trenitalia, and will run for at least the next 11 years. And as Virgin Trains comes to an end, we would like to welcome their teams joining us for the journey, as we continue to pioneer exceptional service as standard for our customers.

At FirstGroup and Trenitalia, we all share the same passion for driving the West Coast rail experience forward. So we are putting our perfectly paired skills and experience – plus the expertise and knowledge from our Virgin Trains colleagues – to good use, to launch this ground-breaking new franchise.

The West Coast Partnership has two teams moving things along. Avanti West Coast is our customer-facing brand. And West Coast Partnership Development is working side by side with the Department for Transport (DfT) and HS2 Ltd. Together, we will design and develop high speed services we can run on HS2 infrastructure – getting our customers where they want to be even faster.

We are on a mission to run a railway that generates prosperity and pride, nationwide. Our plans will build on the achievements of our colleagues so far.

Avanti West Coast will refurbish all Pendolinos so that they feel like new trains to our customers, install 25,000 new comfortable seats and launch brand new electric and bi-mode trains to replace the Voyagers. On board, customers will see better catering with household brands as well as faster and more reliable free Wi-Fi.

New destinations will join our network – such as Liverpool South Parkway, Gobowen and Walsall – and existing ones such as Liverpool and Motherwell will enjoy a far better service. All in all, we will run an extra 263 services each week from December 2022.

We open our doors on 8 December 2019, running long-distance services on what will be an iconic railway the country can be proud of. And with outstanding customer service too. We are Britain's premier long-distance railway and a vital economic artery for the UK, brought about by the dedication and hard work of our teams.

We are honoured to have the chance to shape history, creating a revolutionary railway for our customers and stakeholders.

Welcome to West Coast Partnership.
Welcome to the future.



Steve Montgomery

Steve Montgomery
Managing Director, First Rail



Ernesto Sicilia

Ernesto Sicilia
Managing Director,
Trenitalia UK

We are on a mission to run a railway that generates prosperity and pride, nationwide.



About West Coast Partnership

Our new franchise has a once in a lifetime opportunity. We can strengthen Britain by bringing its cities closer than ever, to benefit society and the economy.



West Coast Partnership is made up of two teams: one for the current West Coast Main Line (WCML) operating business – **Avanti West Coast**, and another that will work with DfT and HS2 Ltd over the next few years to unleash the benefits of HS2, the largest investment in rail since the Victorian era – **West Coast Partnership Development**.

Both teams are supported by central functions including HR, Finance, and a new Partnership & Strategy Directorate. Ultimately, West Coast Partnership will operate high speed services on HS2 infrastructure, as well as continuing to operate services on the WCML.



Avanti West Coast is our customer-facing brand. We inherit a well-run business and we want to build upon its success and culture. The new franchise is our chance to take things to the next level. We want to bring the best parts of both Virgin Trains and First Trenitalia together. We will get all our colleagues involved to help us develop our culture and values, so they reflect our unique partnership and our ambitious plans for the future.

West Coast Partnership Development is the 'Shadow Operator' to the HS2 programme: designing, developing and mobilising high speed service operations and associated conventional services. Its goal is to maximise the benefits of the significant investment in high speed infrastructure. We will be the DfT and HS2 Ltd's trusted and flexible delivery partner helping to develop and prepare a unique and leading service for the customers who will use our new railway.

Today's railway: the WCML

The WCML is one of Britain's economic arteries, linking towns and cities with fast and frequent trains. It joins the British mainland together as it serves England, Wales and Scotland. Its economic contribution is significant, supporting towns and communities on the route as it helps to drive growth and power jobs.

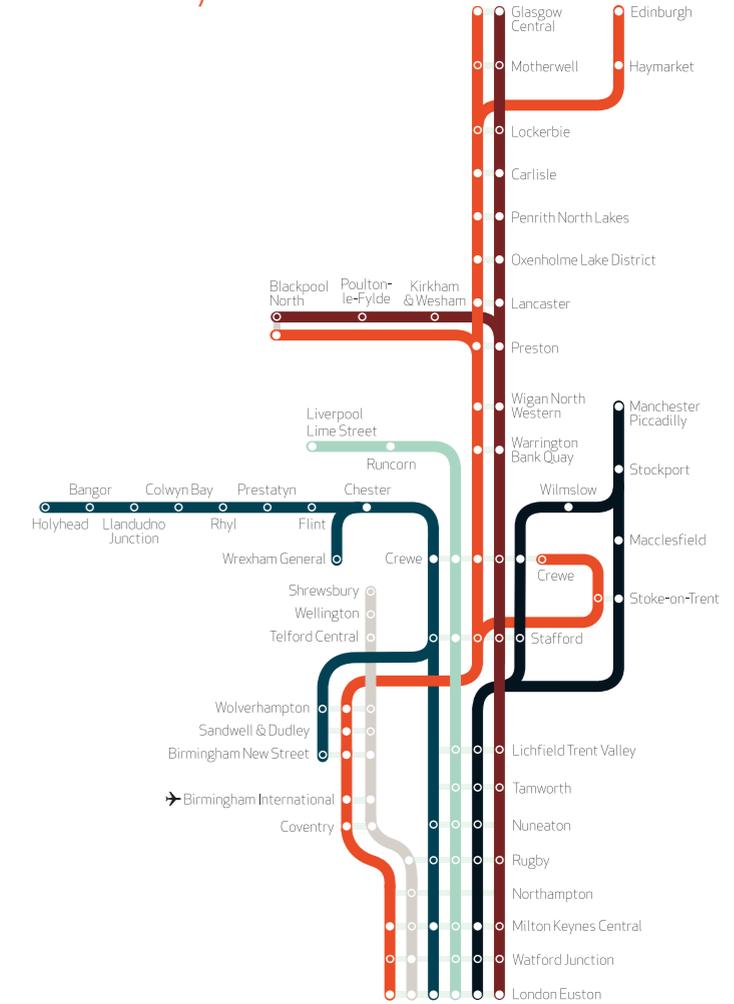
In the early 2000s, the West Coast route was upgraded with faster trains, and extensive infrastructure enhancements to increase the number of train services being operated. The dedicated efforts of colleagues joining us from Virgin Trains and our partners at Network Rail helped deliver these upgrades and maintain the importance of the WCML to the UK economy. As a team, they delivered significant improvements for customers.

Tomorrow's railway: an integrated WCML and HS2 network

We are on the verge of a huge transformation: the construction of a brand-new high speed line, HS2. We are working with HS2 Ltd, which is sponsored by the DfT, to design and operate high speed services.

Our new franchise has a once in a lifetime opportunity. We can strengthen Britain by bringing its cities closer than ever, to benefit society and the economy. FirstGroup's expertise in UK rail, Trenitalia's expertise in high speed rail, with the wealth of experience from colleagues joining us from Virgin Trains, will help us launch this new high speed era. We are waiting for the outcome of the Oakervee Review into HS2's future shape, but if all goes to plan, the new line will be built from London Euston to Birmingham Curzon Street and then on to Crewe. The current intention is for HS2 to be extended further north to Manchester and Leeds. New high speed trains will move seamlessly between WCML and HS2, cutting journey times and moving more people than ever before.

Today's network



Creating a true partnership railway

We are on the brink of a new era of high speed rail. Expectations are high.

Customers and stakeholders want a railway based on partnership. Together, we will work with our customers and stakeholders to pioneer exceptional service as standard, add more capacity to the railway and deliver more services for the regions we serve.

We will give our customers and stakeholders a voice in shaping the future of today's railway, and tomorrow's high speed services. To do that, we will create independently-chaired Stakeholder Advisory Boards and Customer Panels, to ensure they have an effective voice in the future success of the railway. Stakeholders will have a clear way of engaging with our business.

A dedicated directorate will drive this work, led by a Partnership & Strategy Director reporting to our Chief Executive. This Directorate supports both **Avanti West Coast** and **West Coast Partnership Development**.



West Coast Partnership stakeholder engagement channels

FORUM	WEST COAST PARTNERSHIP LEAD	PURPOSE
Shareholder Conference <i>Economic</i>	CEO	To engage stakeholders on our strategy
Stakeholder Conference <i>Integrated Transport</i>	MDs	
Parliamentary Drop-in Surgeries	Partnership & Strategy Director	To engage parliamentarians on our strategy
West Coast Partnership Stakeholder Advisory Forum <i>Economic</i>	MDs	To drive economic growth in the franchise area
West Coast Partnership Stakeholder Advisory Forum <i>Integrated Transport</i>	Partnership & Strategy Director	To drive integrated transport strategy and planning in the franchise area
Project Working Groups	Partnership & Strategy Director	To drive forward specific projects being delivered in the franchise
One-to-one meetings with stakeholders	Partnership & Strategy Directorate	To engage stakeholders on day-to-day matters, including projects



World-class high speed services

We need to be ready to start operating high speed services as soon as the infrastructure is ready for us.

West Coast Partnership Development is working with the DfT and HS2 Ltd as 'Shadow Operator'. It will design, develop and mobilise high speed service operations and associated conventional services for our customers:

- Providing advice to DfT on the design of high speed and conventional services on the existing network once HS2 is open
- Sharing operational knowledge to provide support and challenge to HS2 Ltd
- Developing plans for the mobilisation and launch of integrated services

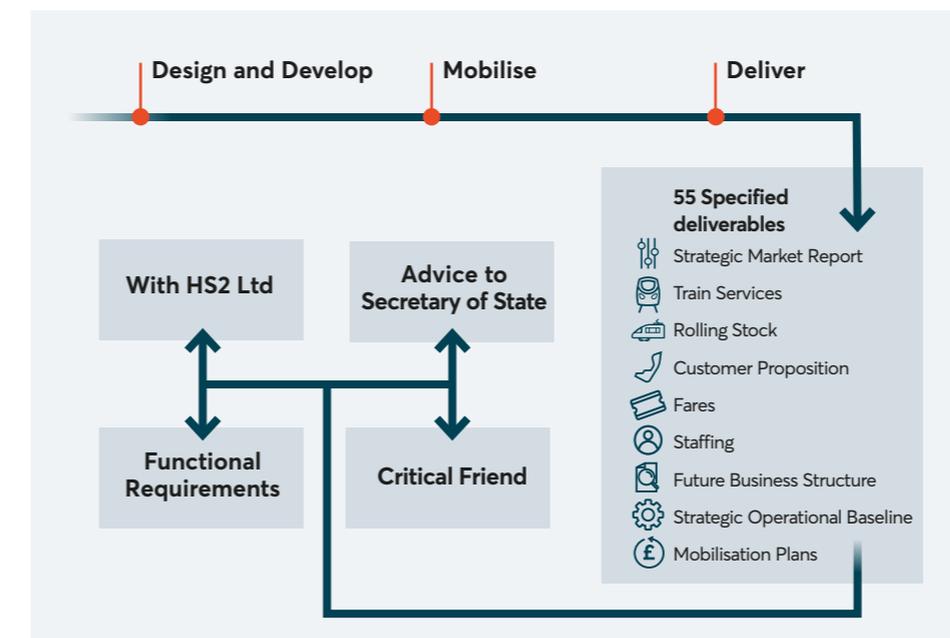
West Coast Partnership Development will be supported by the expertise and knowledge from Trenitalia and FirstGroup. Trenitalia has a wealth of experience planning, launching and operating high speed rail services in Europe. And FirstGroup's rail division truly understands what is required to operate high performing rail services in the UK, through its

experience in launching new fleets, upgrading timetables and managing services during major infrastructure work.

We will work with our industry colleagues, especially those in HS2 Ltd and Network Rail, to deliver high speed services in the next decade. We will pool our skills and expertise from across FirstGroup and Trenitalia for all aspects of the planning process – from the specialities of high speed, to commercial, programme management and rail technical disciplines.

We will manage our costs, with robust financial management and procurement, to ensure value for money. And support our partners with constructive advice to offer solutions.

In building a strong partnership with the DfT and HS2 Ltd, together we will unleash the benefits of the largest investment in rail since the Victorian era.



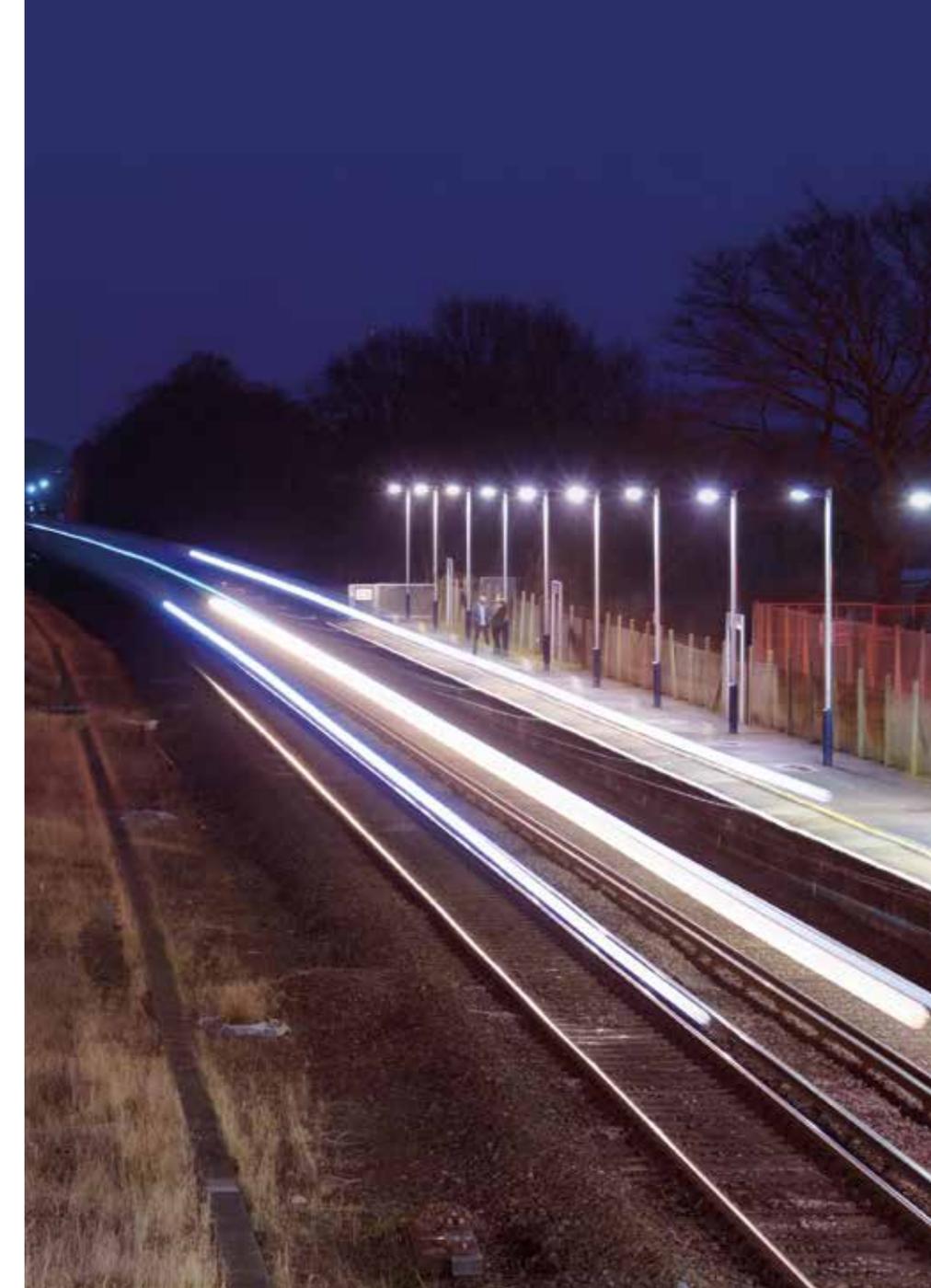
World-Class High Speed Service Development

Trenitalia has over **20 years** high speed experience

Access to over **500** industry experts

A trusted and flexible partner

Excellent value for money with robust financial management and procurement



Our plans for Avanti West Coast

It is all about our customers. Avanti West Coast is going to make sure they carry on enjoying exceptional service every day – as standard.

Our plans are positive news for customers: providing more services, more direct connections and ambitious initiatives for a cleaner, greener railway. In summary, this means:

- **Continuing an exceptional travel experience** by refurbishing the entire Pendolino fleet and introducing 23 new trains to replace the less popular Voyagers.
- **Making our railway accessible for everyone** by delivering improvements such as fully accessible digital journey planning tools and installing more Changing Places toilets.
- **Delivering more services and simpler ticketing**, offering 263 extra services each week from December 2022.
- **Driving sustainable intercity travel** by investing in more electric trains, solar energy, reducing water usage, and increasing recycling.
- **Investing in our colleagues and communities.** Investing in our colleagues through 50,000 training days and bringing new people to the industry through apprenticeships. We will also invest in the communities we serve, with funding available for Community Rail Partnerships (CRPs) and other community groups.



Delivering exceptional service as standard for our customers

A better travel experience

23 new trains replace Voyagers

25,000 new comfortable seats across the Pendolino fleet

Real-time train running information on all trains

Catering with **great quality brands**

The remainder of our fleet to be **refurbished to as new**

Recharging points accessible from every seat

900 more car park spaces

Free faster and reliable Wi-Fi

More services and simpler ticketing

263 extra services per week

More **flexible fares**

New and more direct services to London and Liverpool to have **two trains p/hour** (Mon-Sat)

Delay Repay 15

Making this railway accessible for all

Accessible **website and app**

New journey planner to help those with **invisible disabilities**



New Changing Places toilets at Coventry, Preston, and Stockport

Investing in the future

Customer & Communities Investment Fund

Over **50,000** training days for our staff

More **apprenticeships** than ever before

No zero-hour contracts and introduce the Real Living Wage for all sub contracted staff

Sustainable Intercity Travel

Investment in **solar energy** and rainwater harvesting

New fleets will help cut **carbon emissions** by over **60%**

Reduce water usage by at least **20%**

Zero waste sent straight to landfill; **increase recycling to 90%**

We will make our customers' journeys more enjoyable and more convenient with smarter, more comfortable trains.

Creating an even better travelling experience

New and refurbished trains

The Pendolinos will feel like new trains for our customers and colleagues. We will refurbish the interiors of the Pendolino fleet, including carpets, more luggage space, and toilets. We will invest in more comfortable seating, with 25,000 replacement Standard Class bespoke seats across the Pendolino fleet to give unparalleled comfort for our customers. First Class interiors will also be refurbished and real time information screens in all carriages will be refreshed.

On-board, our colleagues will continue to provide a friendly, helpful service to our customers. We will support them with a wide range of training courses so that they can continue their professional development.

A new café bar will be introduced on every train, with plenty of tasty snacks and drinks from great quality brands, along with an at-seat service in both First and Standard Class. Our customers will also be better connected, and for longer, with on-board Wi-Fi upgraded, power points from every seat, and wireless charging at tables.

Diesel-powered Voyager trains will be replaced with 23 more comfortable, spacious, and greener trains by December 2022. They will comprise 13 'bi-mode' (electric/diesel) trains and 10 electric trains.



Investment in stations

As well as revamping our trains, we will also be refurbishing our stations to bring everything from more accessible facilities to more comfortable waiting times. We will invest in our stations with refreshed waiting rooms, more car park spaces, and greater accessibility for those who need it. We will support pop-up shops and local firms, bringing unused space back to life and available for community use.

Our stations will deliver smoother door-to-door journeys; we will improve access and interchange for each station, install clearer wayfinding signage, create 10 new secure cycle facilities and install bus information screens at 12 stations.

We will provide 900 more car park spaces and 100 new electric car charging points, with Automatic Number Plate Recognition (ANPR) installed at all our car parks.

We will improve waiting rooms and First Class lounges at all stations (including new First Class lounges at Preston, Stockport and Rugby), and invest in more shelters and seating.



► Birmingham New Street



We will boost the sustainability of communities we serve, cut our environmental footprint, reduce carbon emissions and be the most sustainable intercity travel option.

We will introduce a range of initiatives to make tickets easier to understand so people can get the best value fare.

More services and simpler ticketing

More services

We will introduce a new timetable (planned for December 2022) so that our customers can be better connected. We will introduce 263 extra services each week including more direct trains:

- Doubling the frequency of services to and from Liverpool, with two trains every hour all day (Monday to Saturday).
- More services stopping at Motherwell, making it a key interchange in Scotland.
- New direct services to destinations including Liverpool South Parkway (for Liverpool John Lennon Airport), Walsall, and Gobowen (for Oswestry).
- Llandudno will gain extra direct services to give it the frequency it deserves (from December 2020)

We will also work collaboratively with Network Rail in its delivery of infrastructure projects such as Euston station upgrade, Crossrail 2, North Wembley to Euston Power Supply Works, East West Rail, Birmingham New Street resignalling, Midlands Rail Hub, Crewe Hub, Northern Powerhouse Rail, North of England Programmes, and Transpennine Route upgrade.

Simpler ticketing

Many of our customers travel for leisure - going to see friends or getting away for the weekend. So we will make it as easy as we can for them to go by train. We will introduce a range of initiatives to make tickets easier to understand so people can get the best value fare, as well as making it easier than ever before to buy a ticket.

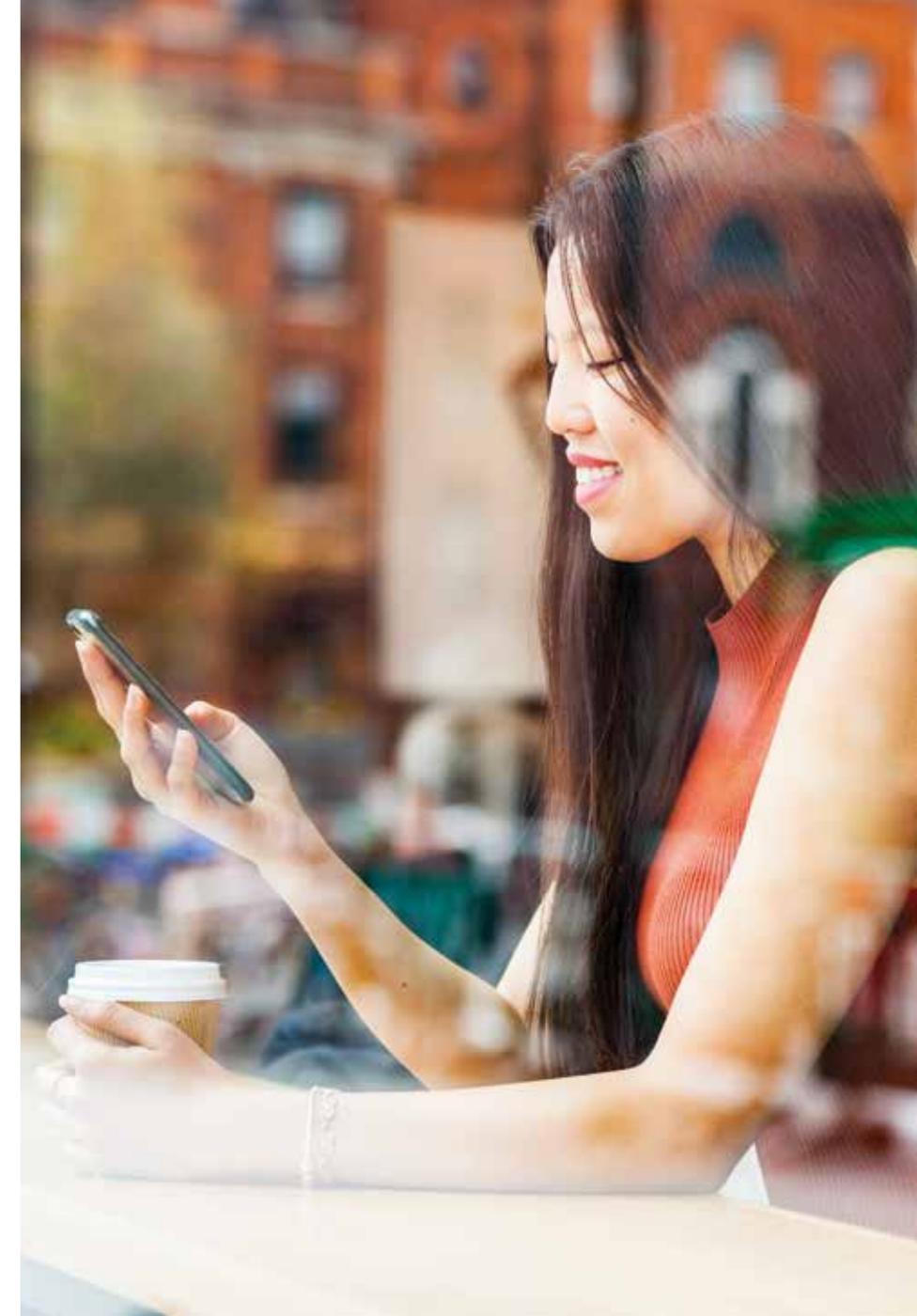
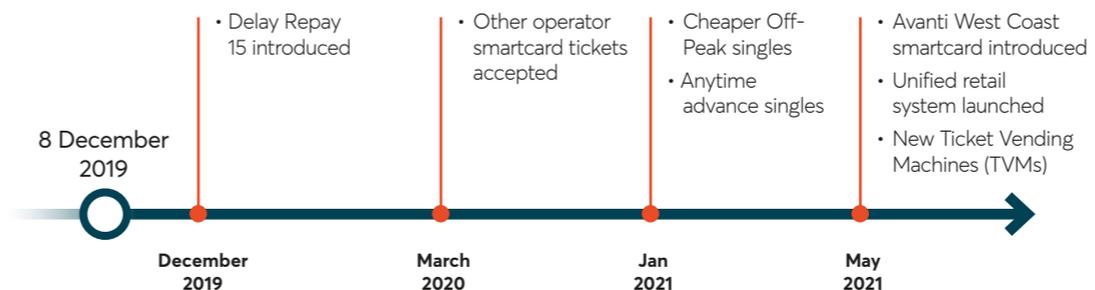
We will strive to remove the red tape around our fares: Off-Peak Singles will cost no more than 70% of the Off-Peak Return, discounts will be offered on Anytime Single fares, and customers will be able to upgrade to First Class at an affordable price.

It will be easier to get an exchange or refund. Customers will be able to exchange a ticket bought from one retail channel - such as on a mobile phone - through another, such as at a ticket office. Best of all, customers will be able to make changes on the day of travel.

We will improve compensation for when things go wrong. From the first day of the franchise, Delay Repay 15 will be introduced, and delay claims can be made through an online system to ensure quick refunds. Delay Repay 15 guarantees compensation for our customers if their journey on one of our services is delayed by more than 15 minutes at their destination.

Other improvements include:

- We will modernise Glasgow Central, Preston and Rugby ticket offices.
- New intuitive Ticket Vending Machines will be installed at every station we operate. All ticket vending machines will be compliant with the latest accessibility legislation.
- We will offer simple, personalised ways to buy tickets with mobile and smart tickets covering all fare types.



We will deliver over 50,000 training days to enhance our skills, confidence and tools to 'wow' our customers.

Investing in our colleagues and communities

Our colleagues are our most important asset. Every one of them is vital when it comes to giving our customers an excellent experience, every day. They are essential for us to deliver our plans. They bring with them a well-respected culture, one to be proud of, underpinned by strong values.

This will continue with West Coast Partnership and our teams in **Avanti West Coast**. We will work with our colleagues to develop our culture and values even further, making sure they reflect our unique partnership franchise and our future plans.

We will build on their great skills and experience even further. We will invest in our colleagues and will provide them with the tools and training to provide the best service possible. We will deliver over 50,000 training days to enhance our skills, confidence and tools to 'wow' our customers. We will focus on diversity in all recruitment, with targeted recruitment campaigns and school engagement across the network.

We commit to ending zero-hour contracts, delivering the Real Living Wage across the business and our supply chain, supporting wellbeing, appointing an Employee Director to ensure that colleagues' views get the voice they deserve, and we will continue to offer apprenticeship opportunities.

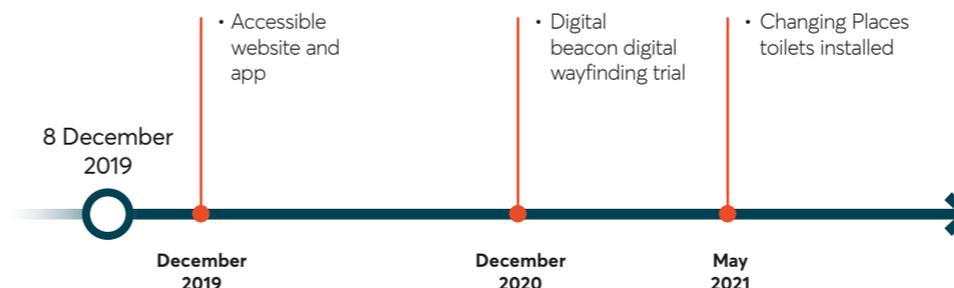
Our commitments extend to the communities we serve. We will work with our stakeholders to support their schemes and projects across the franchise – developing integrated transport schemes and launching Customer & Community Investment Schemes for which funding is available from 2021.



Making our railway accessible for everyone

We will ensure that everyone can enjoy train travel and make it as easy as possible for people who need some extra support to travel with us. We will launch a new website and online journey planner, which will include technology to help those with invisible disabilities, allowing customers to translate the page, change its colours or have the text read out.

We will improve wayfinding at all stations and, at Birmingham International, we will introduce digital beacons to help our customers navigate this busy station as part of a digital wayfinding trial. We will install new Changing Places toilets at Coventry, Preston, and Stockport to support those with more profound and multiple learning disabilities, as well as people with other physical disabilities such as spinal injuries, muscular dystrophy and multiple sclerosis.



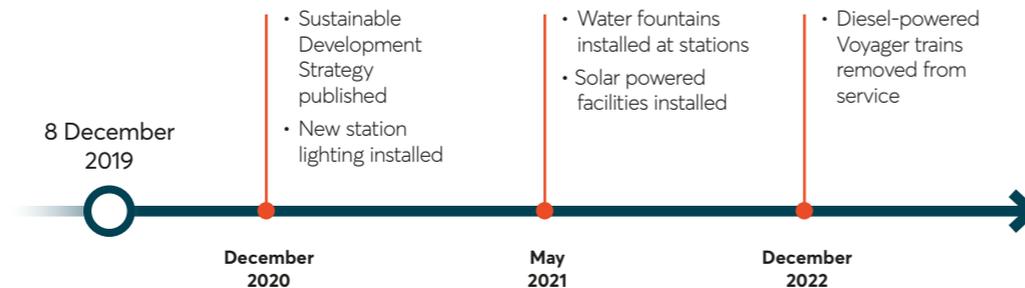
We will protect the environment and support economic and sustainable development.

Sustainable intercity travel

We will boost the sustainability of communities we serve, cut our environmental footprint, reduce carbon emissions and be the most sustainable intercity travel option. We will protect the environment and be a good neighbour, support economic and sustainable development, optimise energy, fuel and water usage and manage waste sustainably.

We will be a responsible business, taking our commitment to sustainable development seriously and ensuring we contribute positively to society and the communities we serve, while minimising negative effects on the environment. We will develop and deliver a comprehensive Sustainable Development Strategy to structure our activities and deliver positive sustainable development outputs.

The introduction of new bi-mode and electric trains to replace the Voyagers will help us to reduce our CO₂ emissions by over 60%. We will install drinking water fountains at all stations we operate to encourage our customers and staff to refill water bottles and reduce single-use plastics, as well as continuing to offer discounts for customers buying hot drinks in re-usable cups on our trains. Deploying Automatic Meter Readers to monitor water usage will help us to deliver reductions in usage by at least 20%. And we will replace old lighting and heating systems with modern, more sustainable systems (such as LED lighting), and invest in solar energy and rainwater harvesting.



Our Targets

In the first 12 months of our franchise, we will be aiming to improve a range of areas, to make our customers' experiences as good as they can be. We will report on how we are performing in our Customer Report and on the Avanti West Coast website. We will regularly review and refine our plans for improving performance through our annual business cycle.

National Rail Passenger Survey (NRPS)

Transport Focus' NRPS is our main indicator for assessing how we are improving our services.

By delivering on our plans we will improve our scores for each category in the survey.

Table 1: Avanti West Coast NRPS Targets (%)

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Station	74.6	75.9	77.7	79.3	80.9	81.2	81.6
Trains	81.7	82.0	82.6	82.7	82.8	82.9	83.0
Customer Services	84.2	84.9	85.5	86.0	86.0	86.9	87.4
Dealing with Delays	63.7	64.5	65.5	66.4	67.3	67.8	68.2

Train punctuality

We will be measured on our train punctuality with both Time to 3 minutes (T-3) and Time to 15 minutes (T-15) – the percentage of recorded

station stops called at within 3 or 15 minutes of the time we are scheduled to get there.

Table 2: Avanti West Coast T-3 Annual Targets (%)

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
T-3	69.40	70.50	71.00	71.00	71.50	72.00	72.00

Table 3: Avanti West Coast T-15 Annual Targets (%)

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
T-15	93.60	94.00	94.50	94.50	95.00	95.00	95.50



About First Trenitalia

West Coast Partnership is owned by First Trenitalia, a joint venture between FirstGroup and Trenitalia.



About FirstGroup

As FirstGroup's rail operating business, First Rail is one of the largest rail operating groups in the UK and we are proud of the offer we make to our customers, while never relenting in our desire to improve it. We operate four UK rail franchises and are responsible for one third of the rail market in Britain, through our Great Western Railway (GWR), South Western Railway (SWR) and TransPennine Express (TPE) DfT franchises, and now West Coast Partnership. We also run the open access operator, Hull Trains, and from 2021, will launch East Coast Trains running direct services from London to Edinburgh.

First Rail is the only owning group that operates each type of rail service: high-speed, commuter, regional and sleeper services. Our services carried 345 million passengers in 2018/19 and we operate more than 400 stations. First Rail's operators form collaborative relationships with their stakeholders to add capacity to the railway with new infrastructure, station and car park changes.

We are transforming our customers' journeys with new and refurbished trains and investing in our people to give them the skills to serve our customers. Across our train companies, we are introducing over 1,800 new carriages, delivering a better experience for our customers and creating new depot facilities and jobs. This investment is clear at each of our franchises.

About Trenitalia

Trenitalia operates as a subsidiary of Ferrovie dello Stato Italiane SpA, the State-owned holding company responsible for infrastructure and services on the Italian rail network.

Trenitalia is the leading operator of high speed services in Italy. Along with other FSI subsidiaries, Trenitalia has designed and built a high speed network of almost 1,000km, more than half in the last ten years. It is the only high speed operator in the world that faces domestic rail competition. It gives exceptional service to its customers.

As the primary operator across FS Italiane Group's network, Trenitalia is the cornerstone of the transport business, accounting for over 60% of Group revenues. The company generated a revenue of over €5.37 billion in 2018.

Trenitalia offers two major services: domestic and high speed rail, and regional transport. The company is best known for its iconic Frecciarossa high speed services. With the recent introduction of the state-of-the-art, Italian-made Frecciarossa 1,000 trains, Trenitalia operates one of the most advanced rail services in Europe.

Trenitalia is also present in France with Thello, in Germany with Netinera Deutschland and in Greece with Trainose. Moving forward, Trenitalia will be the face of FS Italiane Group's international expansion. The company plans to strengthen its existing international service offerings such as Trenitalia's Thello services operating between Paris and Venice (via Milan and Marseille).





Bells Bridge

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