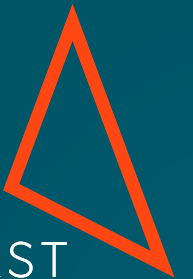


# *Ask Andy* Stakeholder Webinar

Andy Mellors, Managing Director

20 March 2025

AVANTI  
WEST COAST



# Achievements in 2024



## Key Performance Indicators – FY24 vs FY25

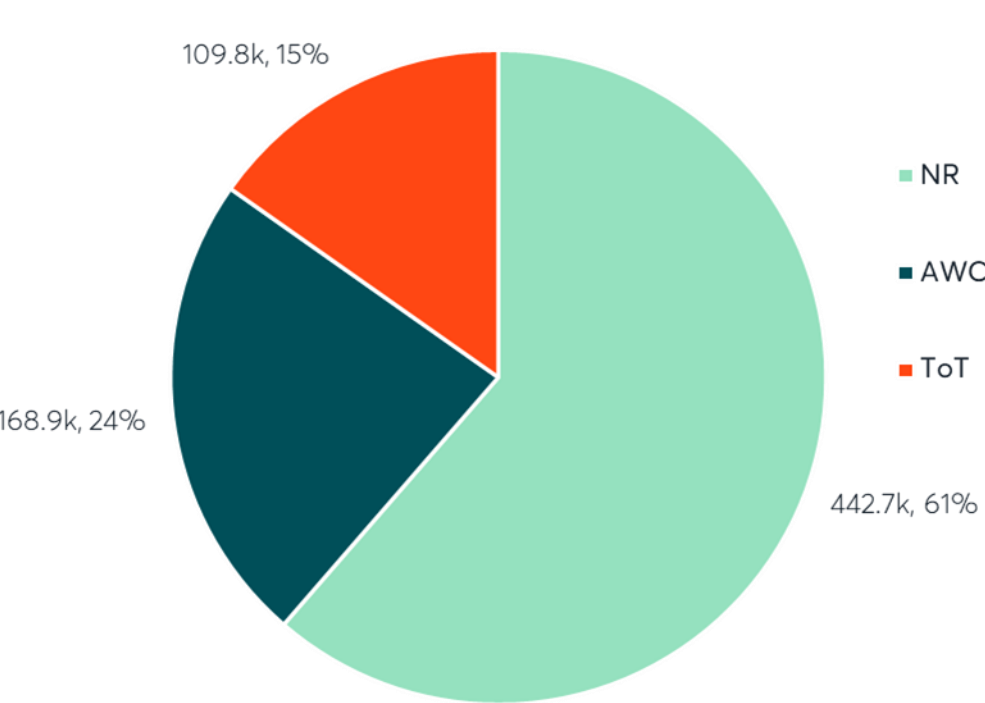
Operator Responsible (ToS) Cancellations reduced, other metrics challenging

National Rail Contract KPIs	Period 2412 MAA	Period 2512 MAA	Difference
T3	62.8%	59.3%	-3.5%
T15	88.9%	87.7%	-1.2%
ToS cancellation	4.1%	3.4%	-0.6%
All cancellation	6.6%	6.8%	0.2%
ToS delay per 1k miles	9.0	9.4	0.4

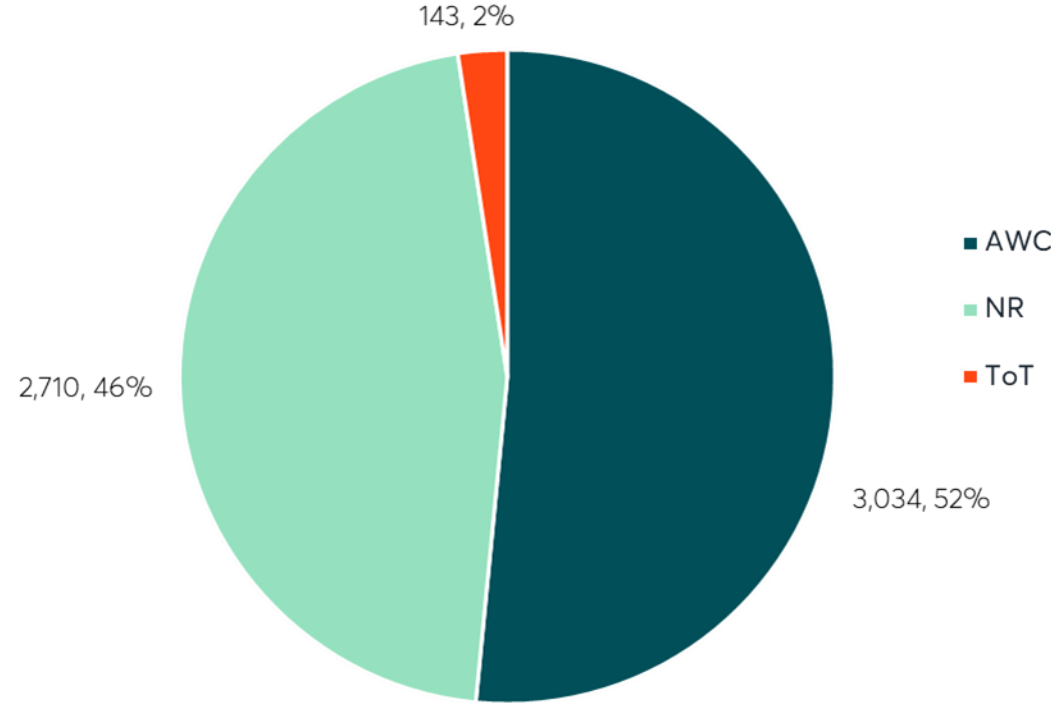


# Delay and Cancellation Attribution

Delay minutes by responsibility 2413-2512



All cancellations by responsibility 2413-2512



# Improved partnership working with Network Rail

- Joint strategy to improve resilience and reduce delays. Already delivering benefits.
- Winter collaboration to prevent and reduce the impact of bad weather on infrastructure and our services.
- Board more than half of services at Euston station 15-minutes or more before departure, helping to prevent the 'Euston Rush'.



**The First 60-Mile Plan** – ensuring infrastructure reliability on the critical stretch of track outside Euston. Targeting resilience, readiness, response capability and recovery of service.



**Anglo-Scot and Manchester-Euston Task Forces** – cross-industry working groups to provide focus and fixes for some of the most pressing performance challenges on these key routes.



**Seasonal readiness** – working to manage autumn and winter readiness, focusing on response to extreme weather events, flooding and fleet preparedness.

## New and refurbished fleet - half a billion investment

- £350m Evero fleet – better customer experience and reduced carbon footprint.
- £117m largest ever fleet refurbishment programme for our iconic Pendolinos.
- Enabled the introduction of timetable uplift - an additional 32,000 seats weekly.



## Improving customer experience

- Over 2.5m Standard Premium journeys.
- Superfare expanded to more routes.
- Digital wayfinding, Travel Companion, Shaw Trust Accredited website.
- 75,000 customers used Passenger Assist, with 87% satisfaction last year.
- Campaigns targeting safety improvements at stations and onboard.



# Growing customer journeys through innovative commercial programmes

- 'Feel Good Travel' marketing campaigns promoting the benefits of rail travel.
- Award winning Club Avanti loyalty scheme exceeds half a million members.
- Data enabled digital marketing has delivered nearly 2 million clicks to our website.
- Partnerships with Destination Marketing Organisations (DMOs) including Visit Liverpool.
- Improved website making it easier to find live travel information, and other key items.

**Pack more in this summer.**  
Take the train from London to Liverpool from just **£25**.

AVANTI WEST COAST  
Exclusions & limitations apply.

**London to Liverpool from only £26**  
Book early and save

AVANTI WEST COAST  
Exclusions & limitations apply.

CLUB AVANTI  
**SAVED**  
ON FULL PRICE FEELING  
Join Club Avanti today and get 10% off your next return ticket

avantiwestcoast.co.uk/clubavanti  
exclusions & limitations apply

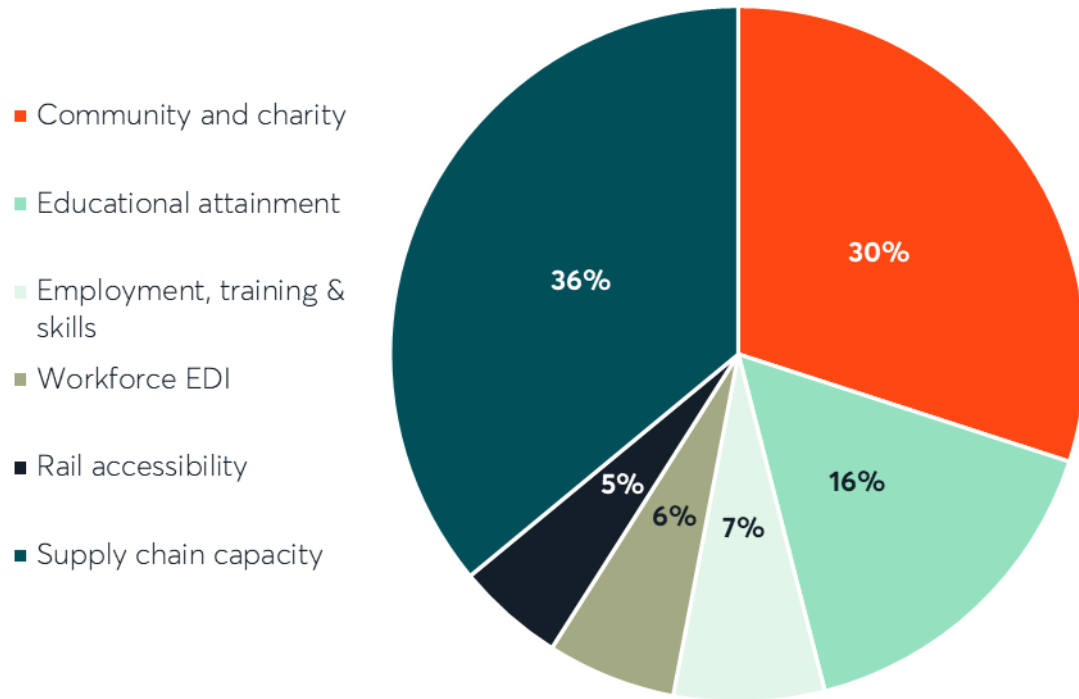
## Investing in stations

- Co-investing with Network Rail, local authorities and stakeholders.
- Delivered improved customer facilities, including:
  - ✓ Changing Places (Lancaster).
  - ✓ Skylights, improved signage & heritage tiling (Coventry).
  - ✓ New Ticket Office and First Class Lounge (Glasgow).



# Social Value Report

- Created **£345 million** social value over the past year.
- On track to hit our target of **£1 billion** by 2031.

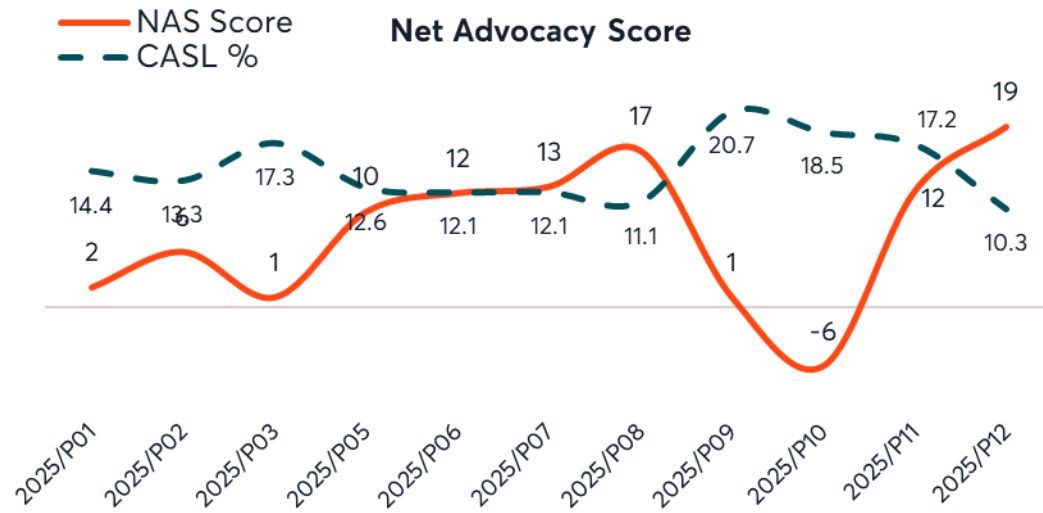


## Feel Good Field Trips

- 5,000 pupils from disadvantaged areas with experiences along the route, for free.
- Parliamentary celebration with pupils, teachers, and Community Partners.
- Trips have included:
  - ✓ Art workshops at The Herbert Art Gallery and Museum in Coventry.
  - ✓ Outdoor adventuring in the Lake District.
  - ✓ A news and media workshop delivered by The Guardian Foundation.



# Customer advocacy has improved this year, reaching 19 in P12, the highest level since 2021



- Net Advocacy Score has increased year on year from 2 ( P1-12 in FY23-24) to 8.
- On trains that arrived within 10 mins of schedule, the score increased by +10 pts, from 23 to 33.
- Punctuality and Disruption Handling has more impact on Net Advocacy Score than any other factor.

## Customer Satisfaction scores



### Boarding the train and finding your seat

FY24 **FY25**  
66% **72%**



### Carriage cleanliness

FY24 **FY25**  
63% **71%**



### Ease of ticket purchase

FY24 **FY25**  
68% **75%**



### Friendliness & helpfulness of onboard staff

FY24 **FY25**  
72% **78%**



## Return to premium payer

Only 2 out of the 14 DfT operators who return a premium to government and the taxpayer

FY23 – £69.6m subsidy

FY24 – £73.5m premium

FY25 – £100m+ premium (forecasted)

# 2025 and beyond



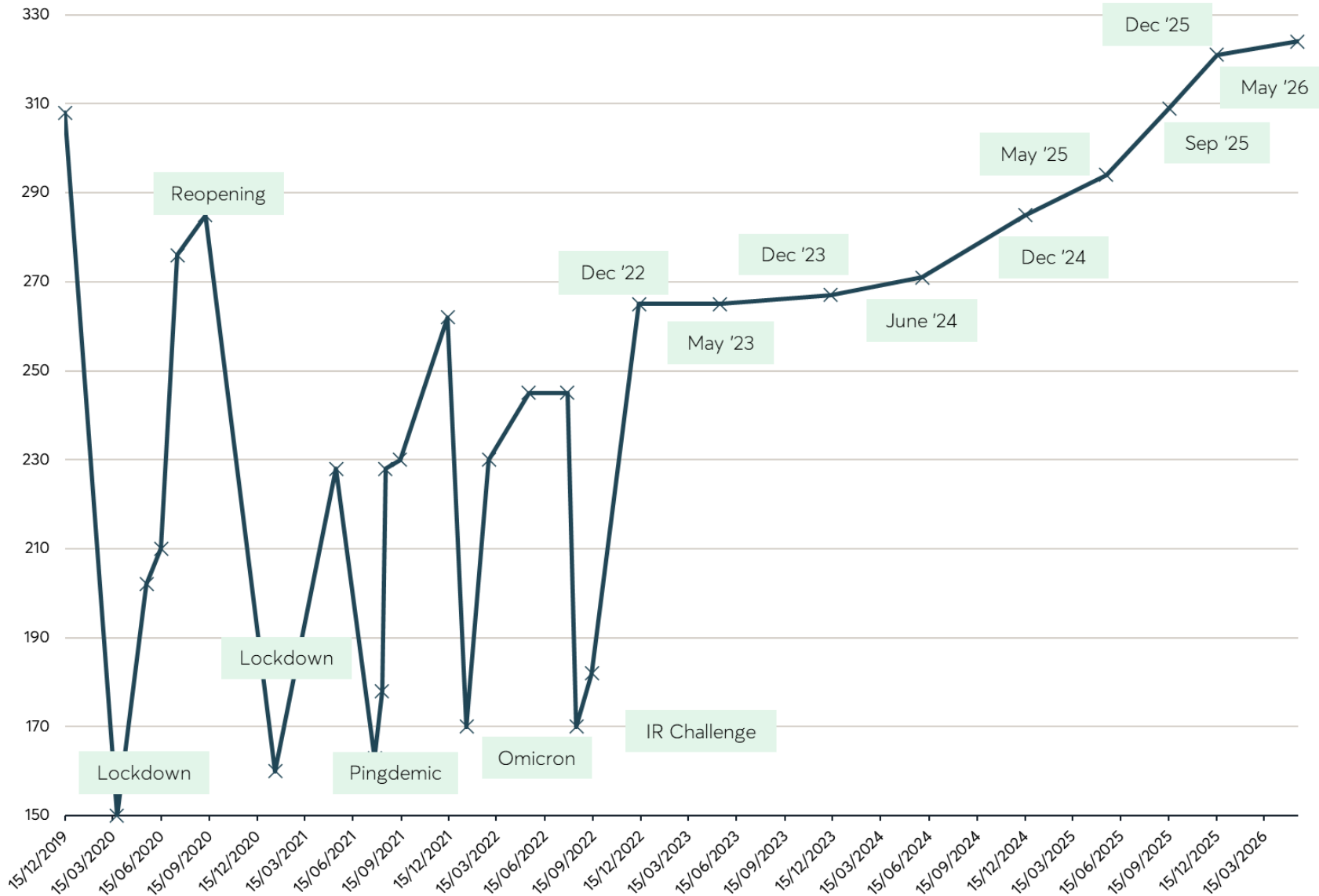
## 2025/6 forward look

### Delivery and growth

- Delivering our Mission: transport of choice connecting our customers and communities along the West Coast – day in, day out.
- Build resilience and connectivity. More services than ever, driving economic growth.
- Focus on delivering value and more money to the taxpayer than receiving in subsidy.
- Social impact – Railway 200, Record Run, Diversity and Inclusion Wrap.



# Avanti timetable trajectory



Timetable	Number of weekday trains
Dec '19	308
Dec '24	285
May '25	294
Sep '25	309
Dec '25	321
May '26	324



## Delivering 2 tph for Liverpool

- Over half of the additional services will be operating from 15 September.
- Subject to final confirmation, a full 2tph timetable by the end of the Dec 25 timetable.
- Roadmap to full 2 tph = a total of 161 additional services per week.

Number of additional services	Commencement Date
30 already running	From Nov / Dec 2024
20 more services	From May 2025
36 more services	From Sept 2025
55 more services	From Dec 2025 (TBC)
20 more services	From April 2026 (TBC)

# Investing in people

- Unprecedented recruitment and training.
- 692 drivers, **18%** increase start of franchise. A third of new trainee recruits are women.
- 431 Train Managers, **10%** increase since start of franchise.
- **New staff training** to improve customer experience and colleague engagement.
- Working with Unions to resolve Industrial Action.



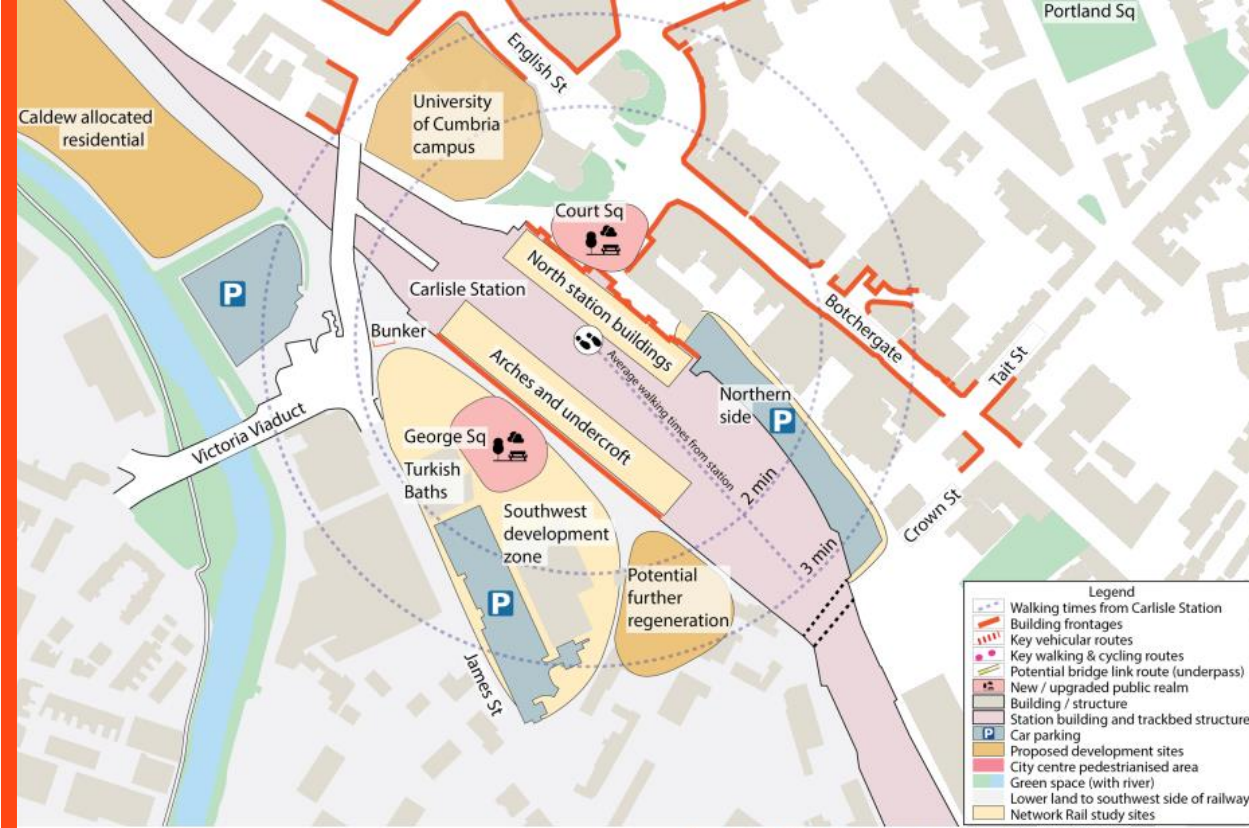
## Investing in stations

- Working on further station investments:
  - ✓ Reuse of Station Master's House (Penrith)
  - ✓ New pub (Carlisle)
  - ✓ New restaurant on disused platform (Lancaster)



# Land development

- Long-term, collaborative approach to develop station and surrounding land.
- Working with NR on masterplans for:
  - ✓ Carlisle (see opposite)
  - ✓ Birmingham International
  - ✓ Preston
  - ✓ Stafford
  - ✓ Wigan
- Further significant opportunity for housing, retail and public realm improvements as we develop stations for HS2 services.



*Carlisle Station is both a hub for rail services and a gateway to the city and wider Borderlands region. The station will develop to serve the next generation of train passengers, residents, visitors and businesses, as a transport interchange and focal point for economic and cultural activity.*



## Social impact

- Railway 200 – celebrating UK rail and inspiring future generations.
- Attempt a Record Run later this year – fastest non-stop run between London and Glasgow.
- Initiatives to promote Diversity and Inclusion at AWC and across the industry.



Any questions?

