



Annual Conference 2015
‘Midlands Rail -
Engineering for Growth’



Welcome
Colin Walton, Rail Forum Chair

Rail Forum
East Midlands



Rt Hon Patrick McLoughlin MP
Secretary of State for Transport



Andrew Pritchard
Director of Policy and Infrastructure
East Midlands Councils

Andrew Pritchard

Director of Policy and Infrastructure, East Midlands Councils

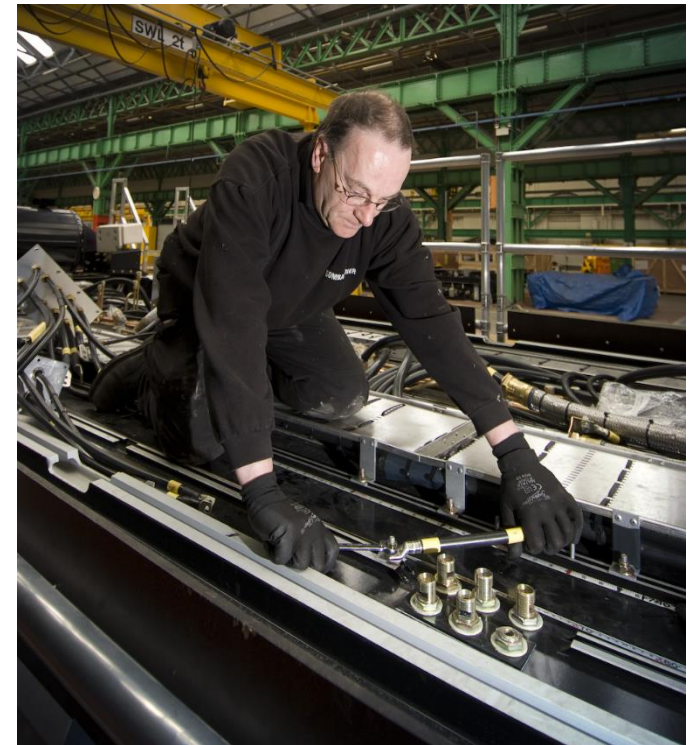
27TH NOVEMBER 2015

Introduction

- ▶ Rail as an Engine of Growth
- ▶ Midlands Connect
- ▶ Combined Authorities
- ▶ HS2 in the East Midlands

Rail as an Engine of Growth

- ▶ Job growth through the rail engineering sector
- ▶ Economic impacts through improved connectivity between places



Midland Main Line Upgrade & Electrification

- ▶ Reduce journey times by 14 mins between London and Sheffield
- ▶ Cut rail industry costs by £60 million per years
- ▶ Add £450 million of wider economic benefits



ARUP

The Case for Upgrading and Electrifying the Midland Main Line

November 2011



SHEFFIELD
City Region
Local Enterprise Partnership



leap
Leicester & Leicestershire
Enterprise Partnership

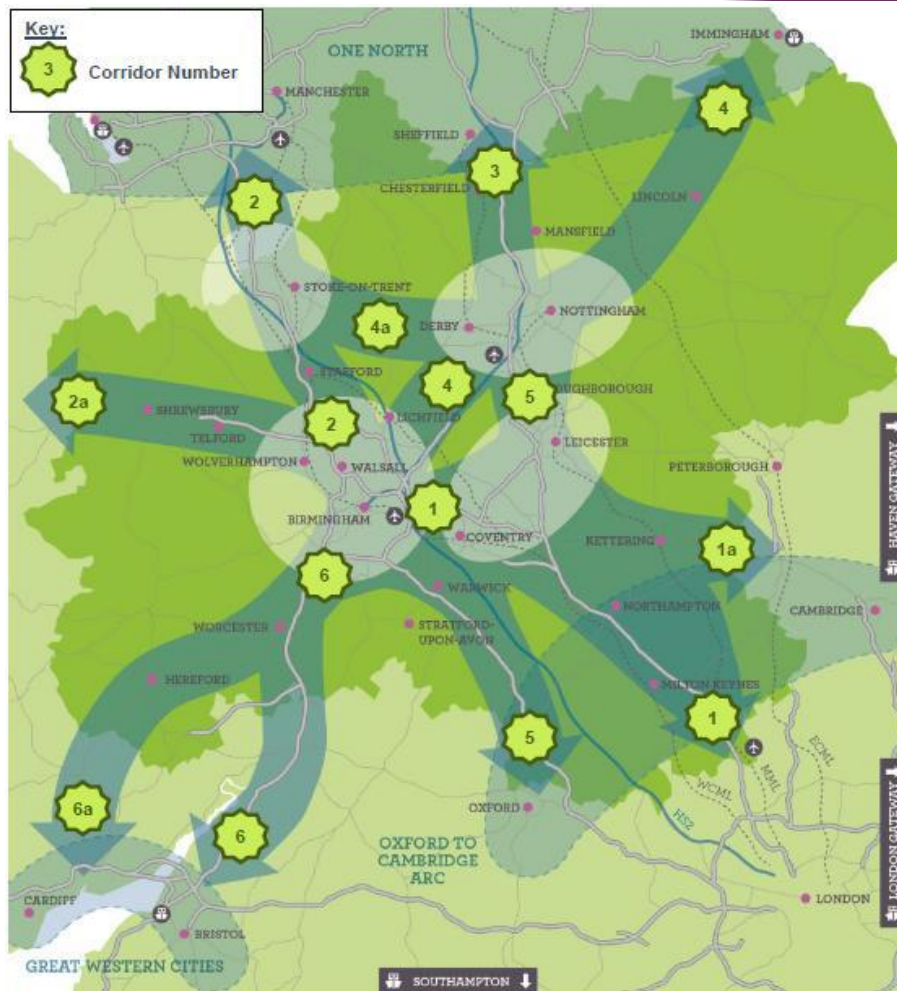
Northamptonshire
Enterprise Partnership

Midlands Connect

- ▶ We have a poor historic record in securing transport spending for the Midlands
- ▶ We need to get greater traction over national spending decisions - as the north have started to do



Midlands Connect



In 2036, if journey times were cut by 20% across all of the intensive growth corridors in The Midlands



BUSINESS JOURNEY
TIME SAVINGS

£460 million

PER YEAR



AGGLOMERATION
BENEFITS

£1.1 billion

PER YEAR



EMPLOYMENT IMPACT

306,000

additional jobs



LABOUR MARKET
IMPACTS

£33 million

PER YEAR

Towards 'Transport for the Midlands'

Angular Snip



Combined Authorities

- ▶ local devolution is key to securing local economic growth
- ▶ We have been working on proposals for an East Midlands Combined Authority covering the '4Cs'
- ▶ Transport is a key part of our CA 'ask'



HS2 Eastern Leg

- ▶ HS2 is essential to our long term competitiveness
- ▶ Eastern Leg of HS2 has the greatest economic impact

£2.6bn

PRODUCTIVITY
BENEFITS

30%

BENEFITS
FROM FASTER
CONNECTIONS

3.6

MILLION
JOBS

5.6

BENEFIT:
COST RATIO

8.6

MILLION
PEOPLE

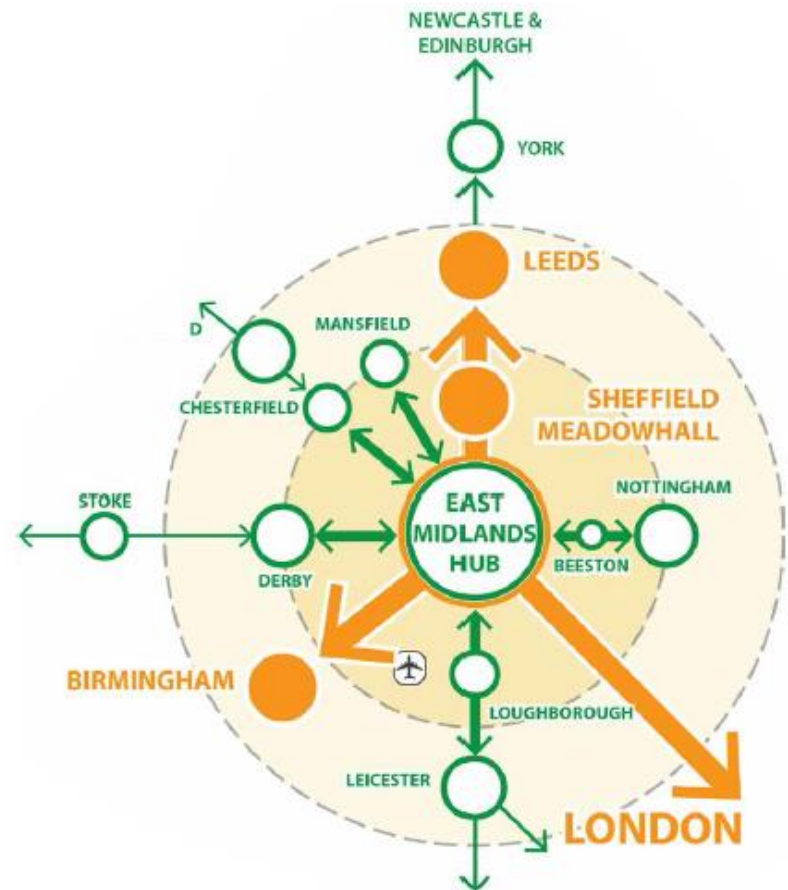
£4.2bn

ECONOMIC
BENEFITS



HS2 in the East Midlands

- ▶ We have worked hard to secure a clear local consensus in favour of a Hub Station at Toton
- ▶ We are now looking at connectivity to the Hub Station, and options for economic development around it



Hub Station Design Principles

An **iconic multimodal transport interchange** as well as a **destination station** as the **catalytic hub** for the **region**.

1. Provide **High Speed connectivity at national level** not only to London but also Birmingham, Sheffield, Leeds, York and onwards

2. Create **efficient rail connections with the principal East Midlands stations** from the East Midlands HS2 Hub

3. Consider the benefits and potential for convenient **cross platform interchange**

4. **Extend the existing tram network** to the East Midlands HS2 Hub

5. Allow for **future extensions of the tram** system potentially to Long Eaton, the East Midlands Airport and Derby

6. Provide **efficient road access** to strategic road network, **without adding to local congestion**

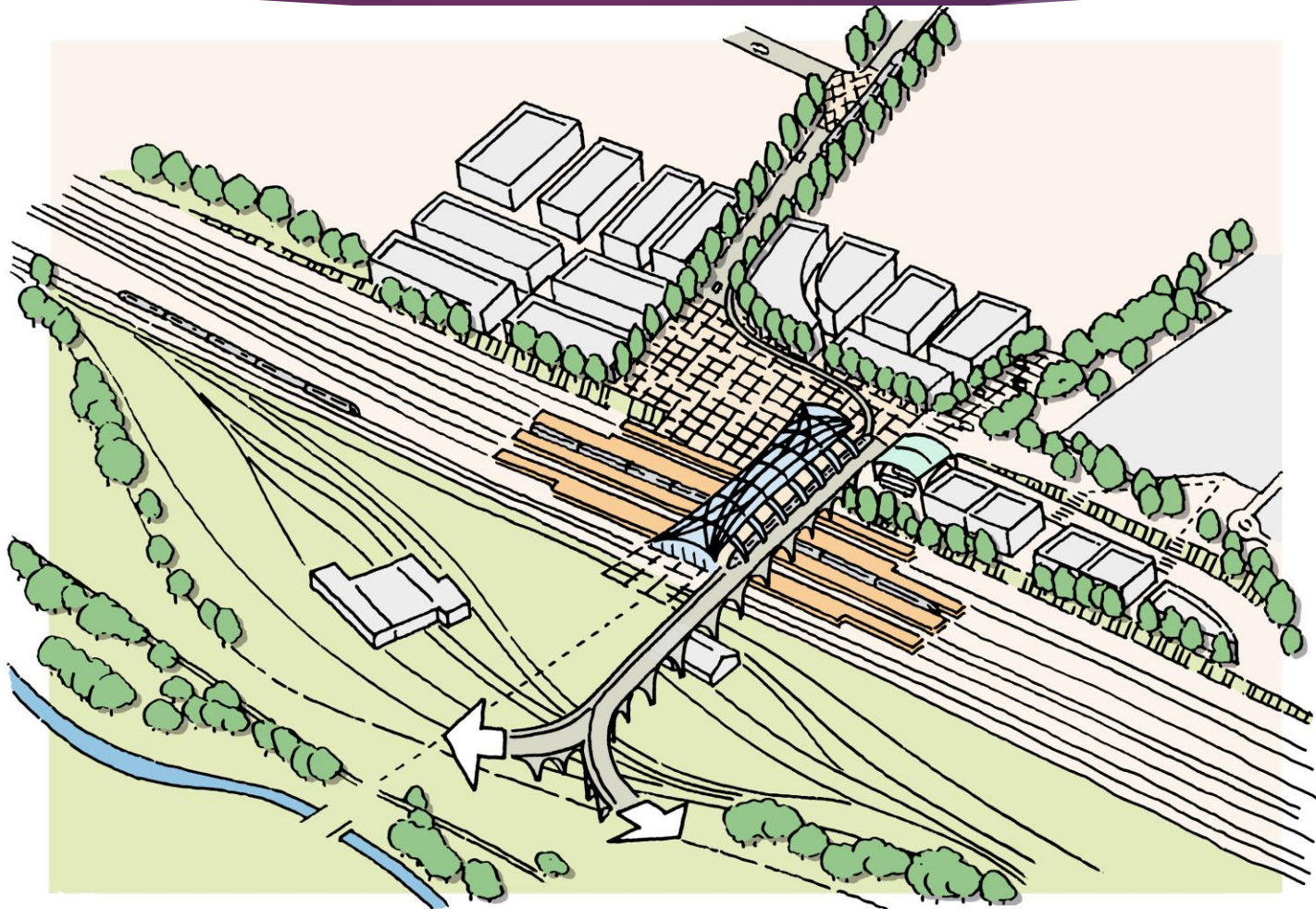
7. **Bus and coaches:** express and north-south bus through services to the East Midlands HS2 Hub

8. **Maximise land available for development** at the station, partly through efficient multi-storey car parking

9. Achieve **high quality cycle and walking connectivity** to, and through, the transport interchange and rail infrastructure from surrounding communities

10. Maintain and improve **local connectivity across the rail alignments**

East Midlands Hub Station





Paul Plummer
CEO, Rail Delivery Group

Rail Delivery Group

Paul Plummer, CEO, Rail Delivery Group and ATOC

Rail Forum East Midlands
27 November 2015

Rail Delivery Group

A challenging year for rail

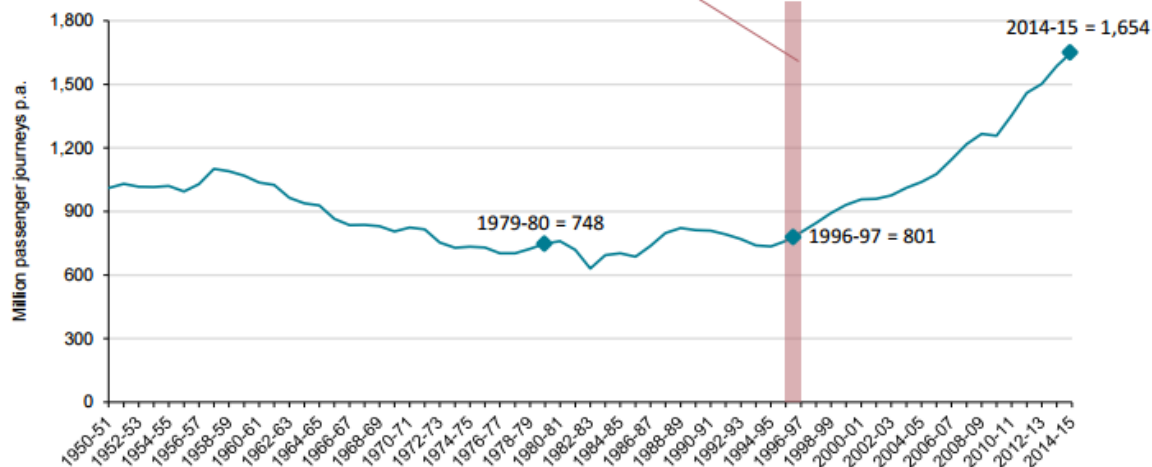


Rail Delivery Group

But our railway continues to improve...

Rail journeys (y/e 31 March)

Train operations
privatised between Feb
1996 and March 1997



Passenger complaints

↓ 75%

600 million more
journeys

rated 'satisfactory' or
'good'

Number of passenger
services

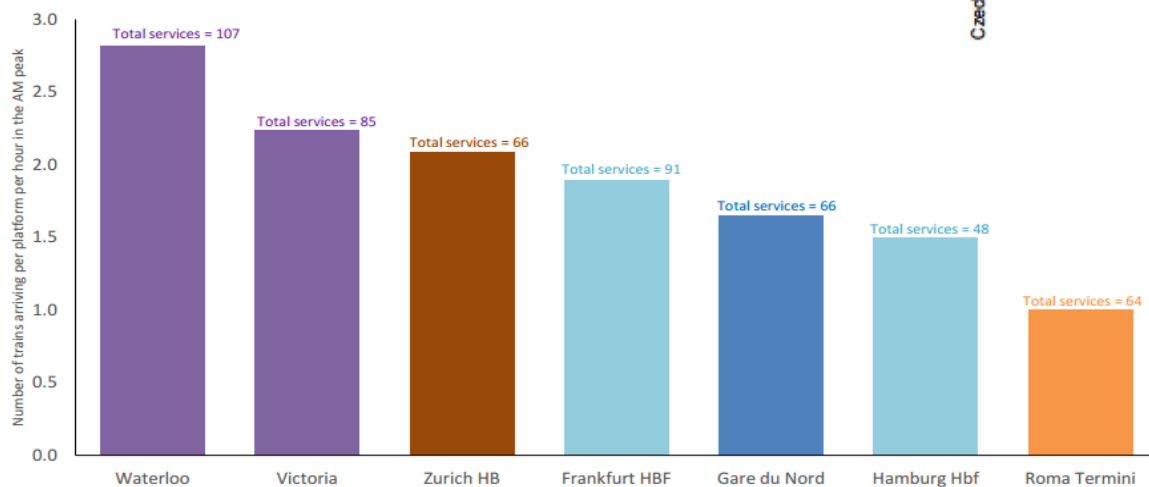
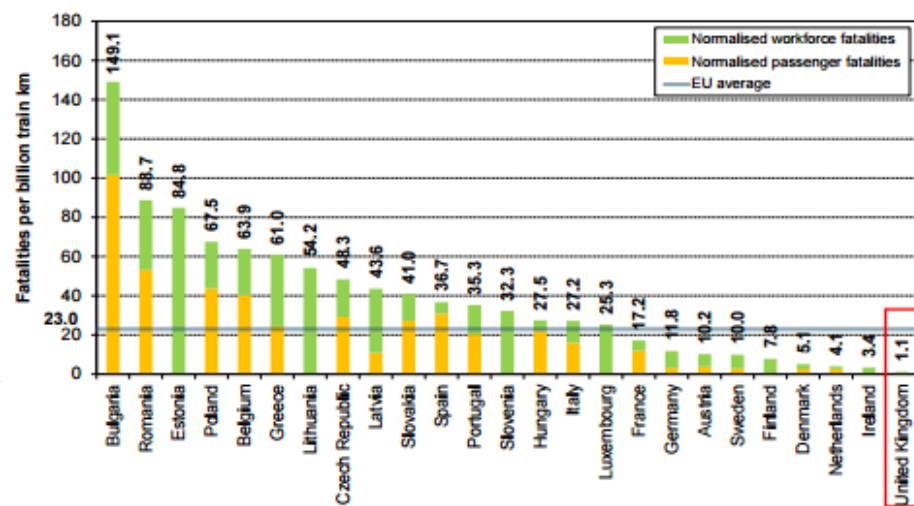
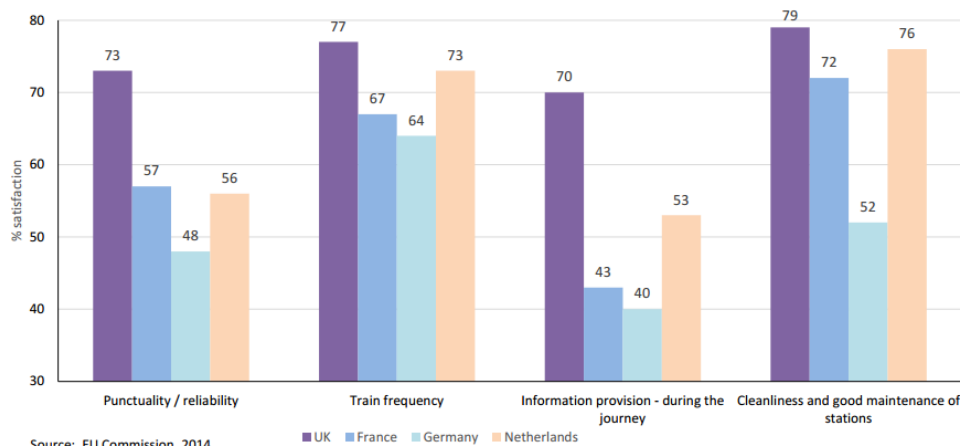
↑ 28%

70%

growth in freight volumes

Rail Delivery Group

... and we compare favourably with European rail



Rail benefits our economy and society



216,000
people
employed

£10.1bn
GVA

£11.3bn
enhanced
productive
potential

Up to
7.7m
tonnes of
CO₂ saved

Up to
865
casualties
and fatalities
prevented

Something to celebrate...



£9.3bn investment in rolling stock by 2019

Delivering **>3,700** new carriages

Supporting over **2,000** UK manufacturing jobs, including **100** apprenticeships

Current RDG work streams

Enabling continuous improvement in today's railway

- NTF
- APSCM
- Health and Safety
- People
- Transparency

Transforming customer experience of the railway

- Information and Ticketing
- Stations

Industry reform to enable excellence in the railway

- CRRWG
- Franchising
- Europe
- Competition

Planning tomorrow's railway

- POG
- Technology
- Sustainability
- Rolling Stock
- Digital Railway
- High Speed Two

Freight/TOC-specific

Communications and engagement

Organisation and capability

Future RDG Portfolios

Enabling continuous improvement in today's railway

- Performance is always critical
- But so is value
- What help do Operators/Routes need?

Transforming customer experience of the railway

- Ticketing is a collective priority
- And the top priority for ATOC/RDG
- Fares are a choice for government
- Which we need to help confront

Industry reform to enable excellence in the railway

- There will always be reform
- The industry can help shape this
- Shaw, Bowe, CMA, PR18 are live today
- But the detail matters

Planning tomorrow's railway

- Governments are important clients
- But industry needs to inform decisions
- And it needs to be joined up

Freight/TOC-specific

Communications and engagement

Organisation and capability

We need to improve the advocacy of the railway, perceived relevance of RDG and its effectiveness

Rail Delivery Group

Looking to the future...



Rail Delivery Group

www.raildeliverygroup.com

Rail Delivery Group, 2nd Floor, 200 Aldersgate Street, London, EC1A 4HD

Rail Forum
East Midlands



Jake Kelly
MD, East Midlands Trains

Delivering great service we can all be proud of

Where next for the railway in the East Midlands?

Jake Kelly
Managing Director

Direct Award - Overview

- └ Runs from 18th October 2015 to 4th March 2018
- └ Option for an extension of up to 13 periods (DfT's discretion)
- └ £150m in premium payments
- └ Over £13m investment

An even better Customer Experience

- Improved WiFi on London Services with 15 minutes free in standard class
- Improved complaints handling / delay process
- More ticket machines
- Enhanced on-board catering offer
- More on-train / station cleaning
- Improved information at stations



Our role in the wider community

- Increased focus on sustainability
- More interaction with the communities we serve
- New community rail partnerships (e.g. Robin Hood Line)
- Working with small businesses (e.g. cleaning contractors, community space at stations)
- Making use of dis-used ('non-commercial') space at stations



Improvements to our fleet

- └ Package of reliability modifications across all fleets
- └ Heavy maintenance programme (C6) on HST's and Class 158s
- └ Improving productivity / resilience at our engineering Depots
- └ Targeted investment in longer term Depot enhancements



Growing the Market

- └ More marketing / brand refresh
- └ Refreshed website
- └ Mobile App
- └ New Customer Relationship Management system



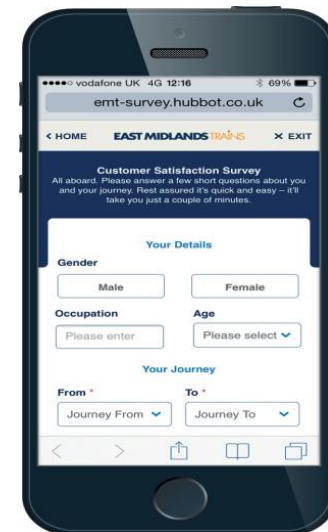
Enhancing our Train Service

- └ AEGIS (or equivalent) – GPS train performance monitoring
- └ Enhancements to Nottingham-Lincoln Saturday service
- └ Examining other options to take advantage of infrastructure improvements at weekends on local routes
- └ Working with stakeholders to develop opportunities for route improvements, i.e Derby to Crewe service



Developing our People

- Continuation of our Customer Service Training Programme
- More focus on equality and diversity
- Better equipment - Improvements to equipment (Smart phones / Smart App)



Probable control period 5 works (2014 - 2019)

- └ Electrification to Kettering and Corby by mid 2019
- └ Capacity and journey time schemes south of Leicester delivered for 2019
- └ Derby re-signalling and remodelling in 2018
- └ Timetable changes needed to reflect new Thameslink timetable in 2018 and electrified services to Kettering / Corby in Dec 2019
- └ North of England schemes in Manchester and Liverpool areas continue to be delivered for 2018/19
- └ The East of Nottingham Modular Signalling Schemes – Grantham line by Nov 2015 and Newark by end 2016

Likely control period 6 works (2019 – 2024)

- └ Electrification from Kettering to Leicester, Nottingham, Derby and Sheffield by 2023
- └ Leicester capacity scheme by 2023
- └ Line speed improvement works north of Derby
- └ Full introduction of new electric trains for 2023
- └ Hope Valley capacity works complete (end CP5 – but could be early CP6)
- └ Modular signalling scheme Derby to Stoke
- └ Peterborough - GN/GE access – dive under for 2020
- └ Newark flyover / dive under of ECML
- └ Full programme of works still being developed



Panel Q&A

Rail Forum

East Midlands



BREAK



Member of the SNC•LAVALIN Group

WE'RE REBRANDING IN 2016



SNC•LAVALIN



Neil Robertson
CEO, National Skills Academy Railway
Engineering



The National Skills Academy for Railway Engineering (NSARE)



**Training
Accreditation**

www.nsare.org



**Skills
iD**



Professionalising the Workforce



This new multimillion pound state of the art National Training Academy for Rail (NTAR) will specialise in vital traction and rolling stock training to help bridge the skills gap in the UK rail industry.



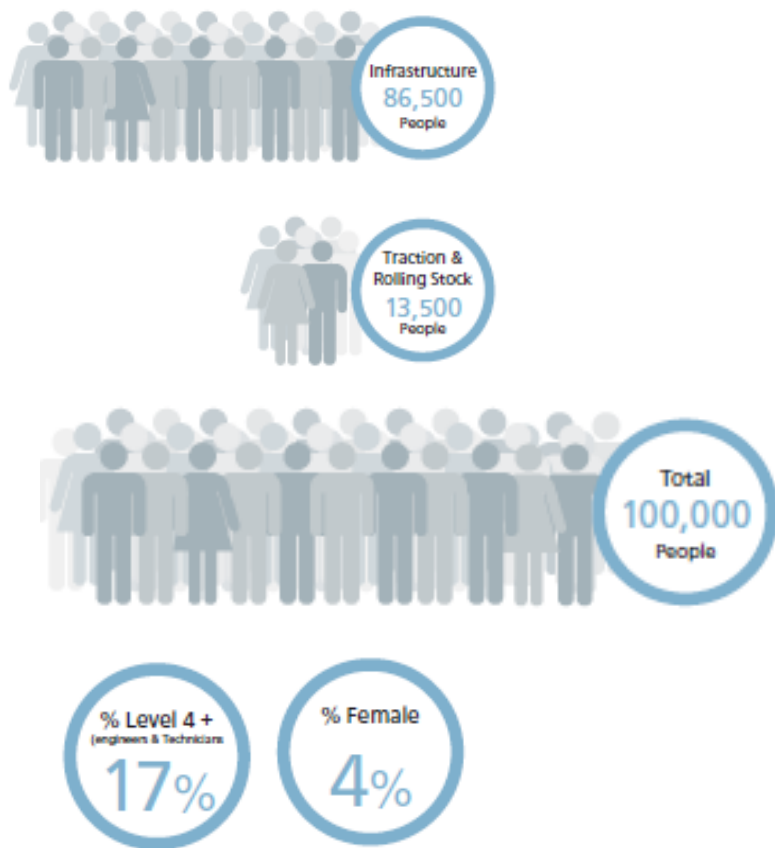


We're all
doomed!
DOOMED!

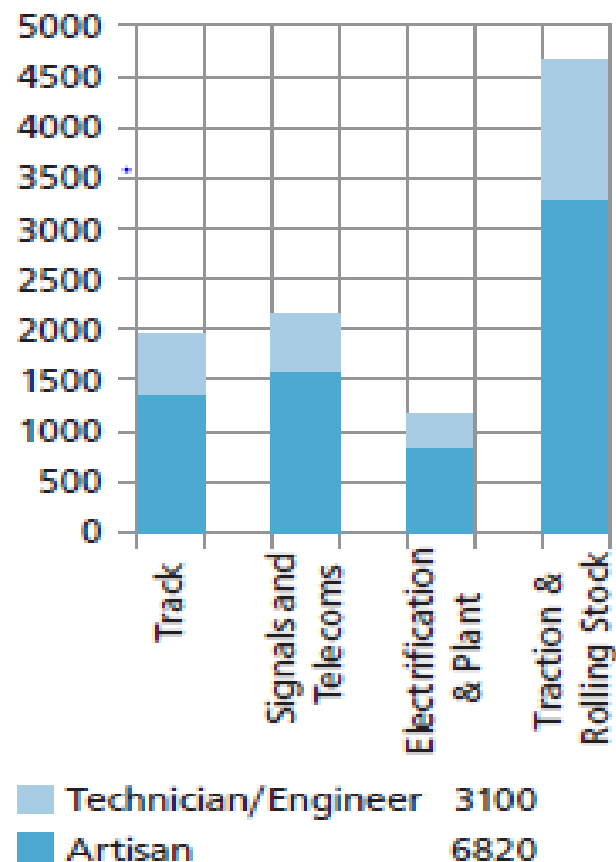


Forecasting the Skills Challenge 2012/13

Current Rail Engineering Workforce



New People Required -
Next 5 Years



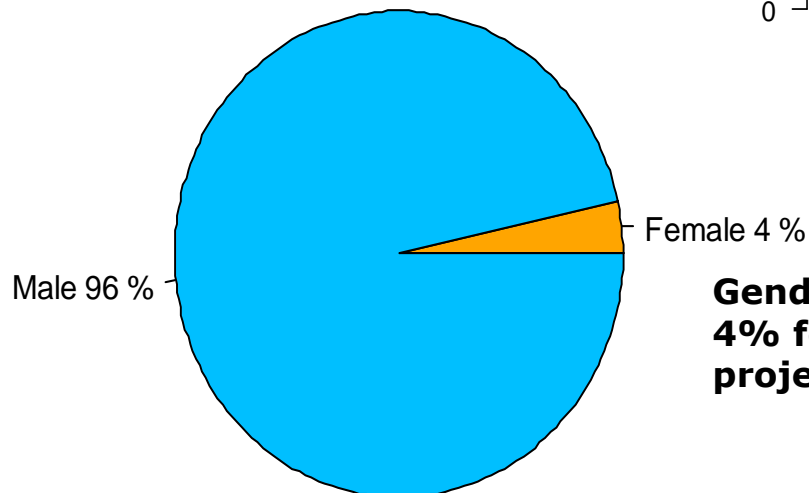
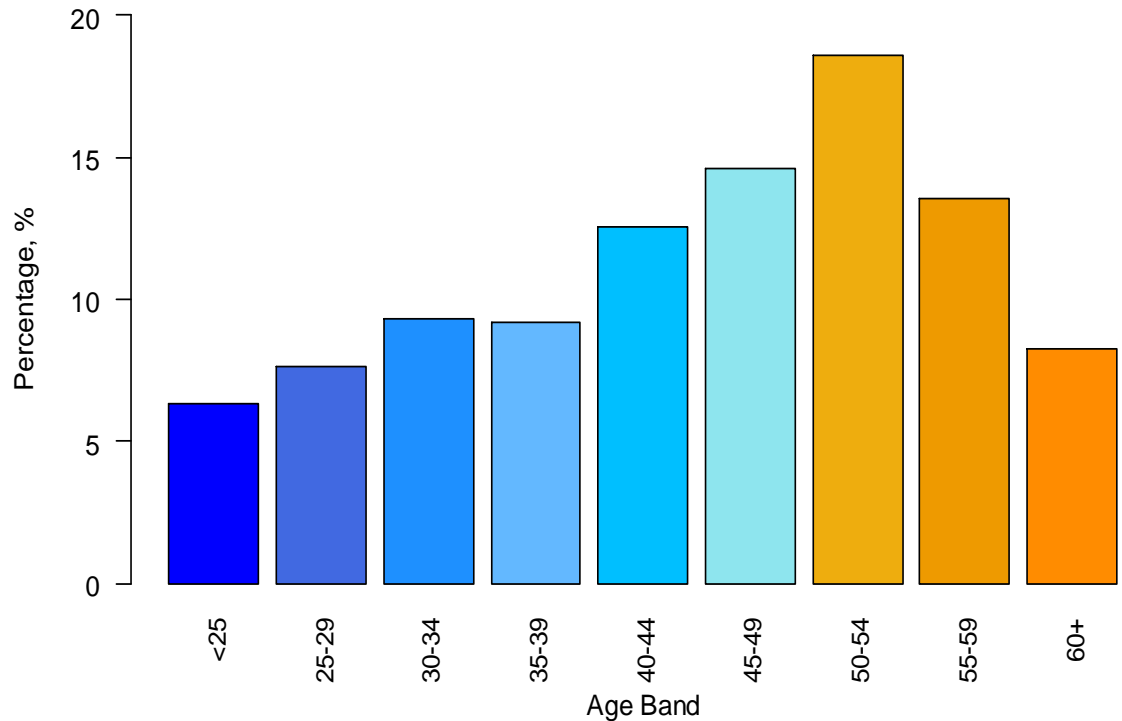
Today's T&RS Workforce Age and Gender



- 40% are 50+ years
- 22% are 55+ years

Average age is 46, up from 44 in 2012 study

Average retirement age is 62

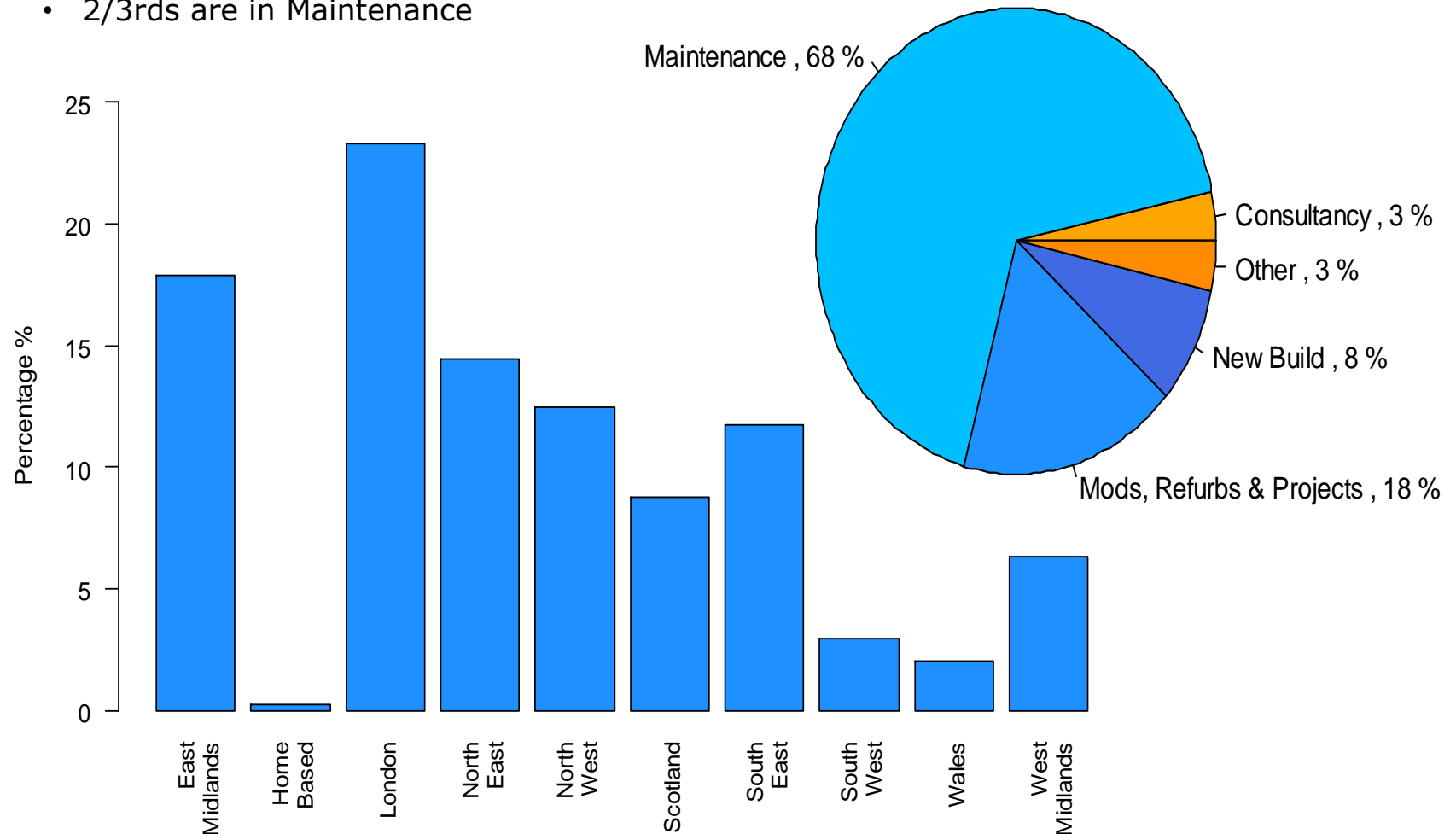


Gender split remains at 96% male and 4% female - worse for maintenance (3%) and projects (2%)

Today's T&RS Workforce – Key Headlines 1



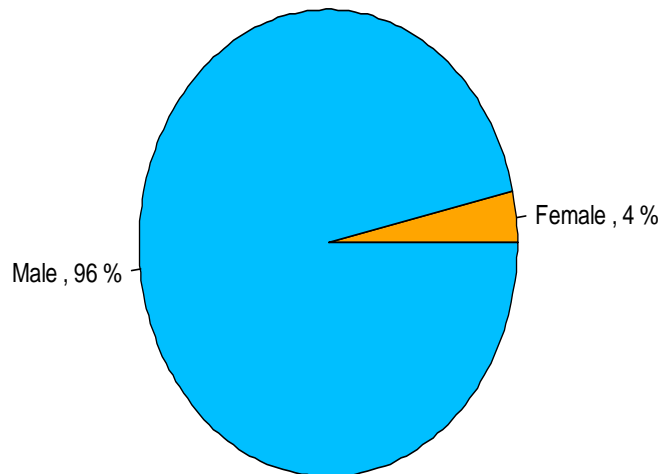
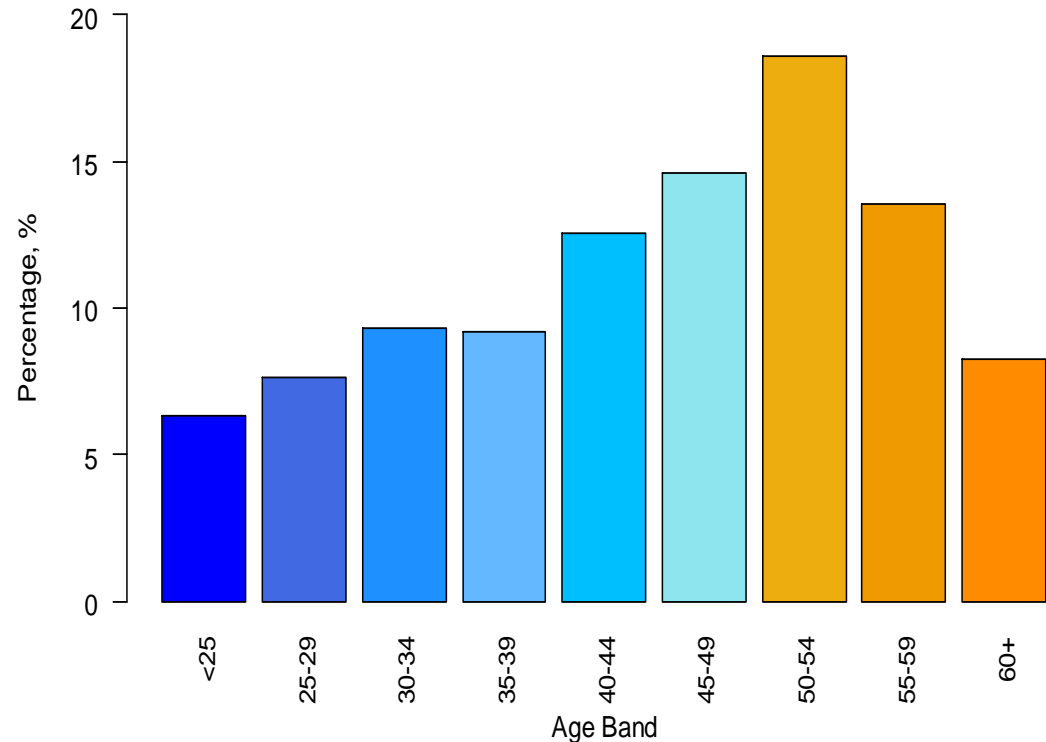
- Location split shows key areas of London and East Midlands remain the highest workforce locations
- 2/3rds are in Maintenance



Today's T&RS Workforce – Key Headlines 2



- In terms of the age profile
40% of workforce are 50+ years , and 22% are 55+ years
- Average age is 46 years,
in comparison to 44 years
in 2012 study

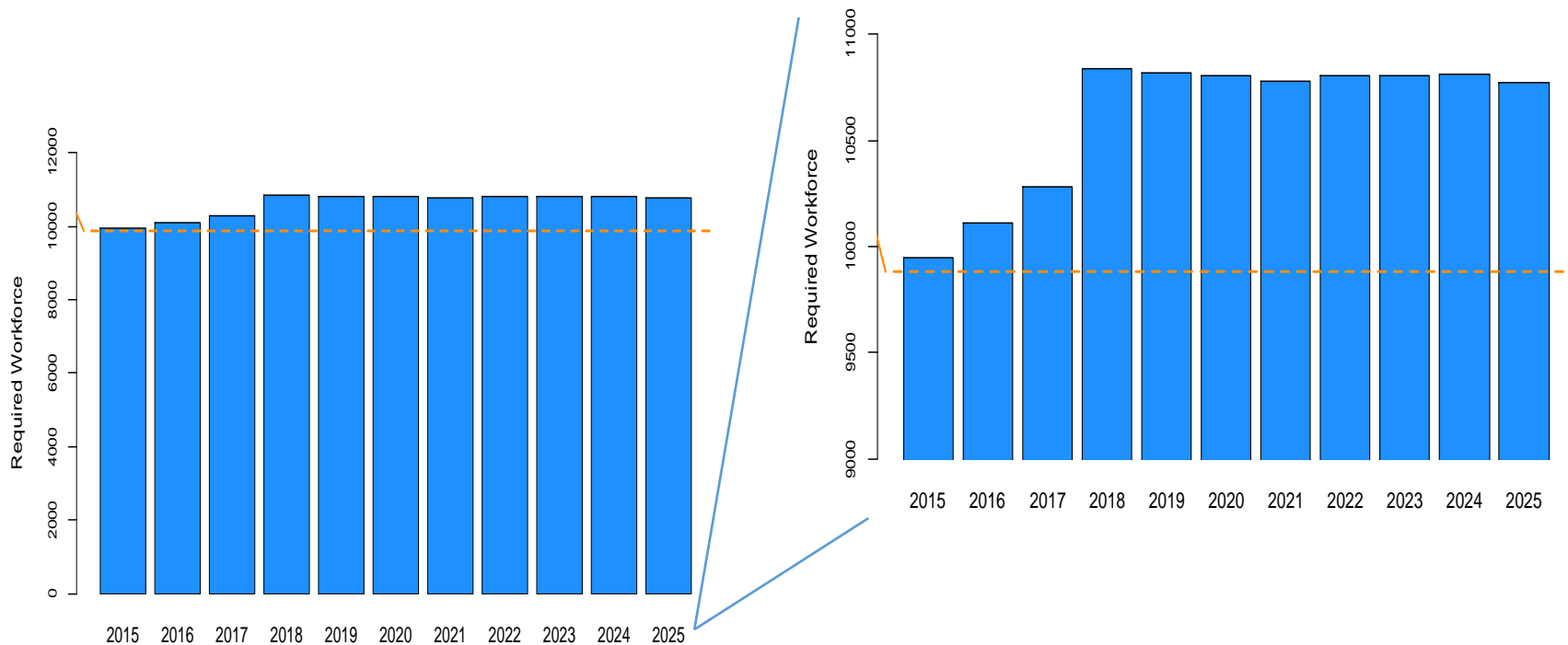


- Gender split remains imbalanced at 96% male and 4% female, although this gets worse for maintenance (3%) and projects (2%)



Tomorrow's Future Demand Maintenance

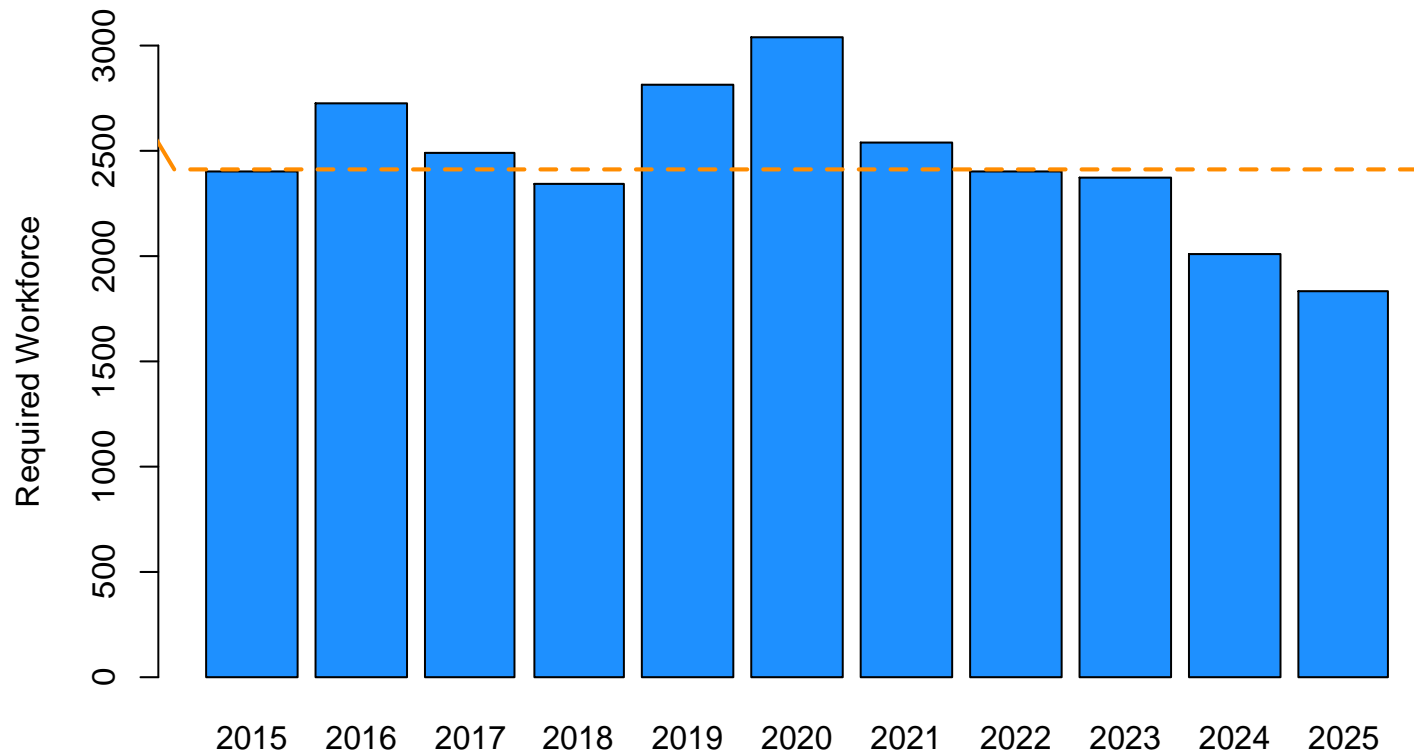
- Retirement age is assumed to be 62; Process improvements (RCM etc) and new technology improvements modelled. ETCS impact on the maintenance has been assumed to be neutral
- Future workforce is modelled on total domestic fleet size, including new and planned fleets
- Circa 3,500 workers will retire over the next 10 years, and 900 additional new hires needed





Tomorrow's Future Demand Projects

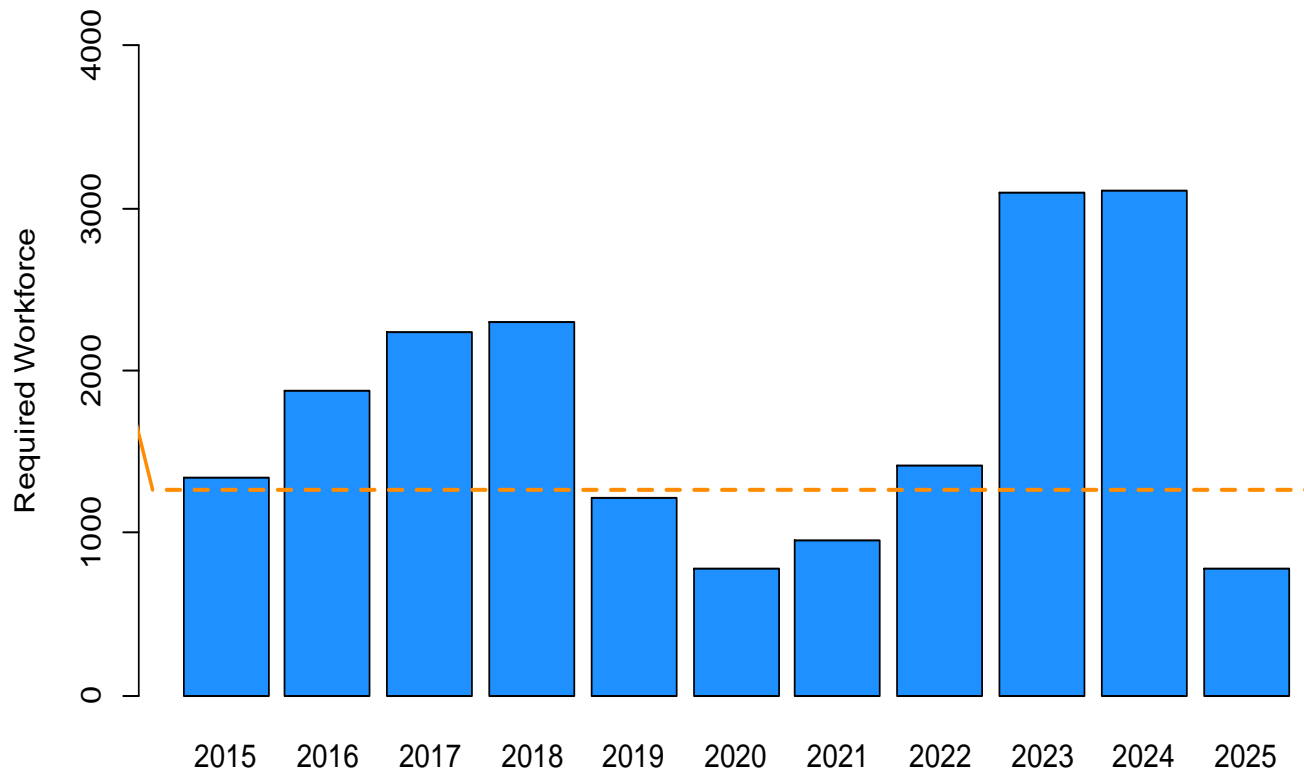
- Retirement age is assumed to be 62
- Number of interventions modelled include C4, C6 and Component Overhaul; generic team developed for each intervention and forward profile extrapolated from work numbers
- Circa 900 workers will retire over the next 10 years, and 600 additional new hires needed





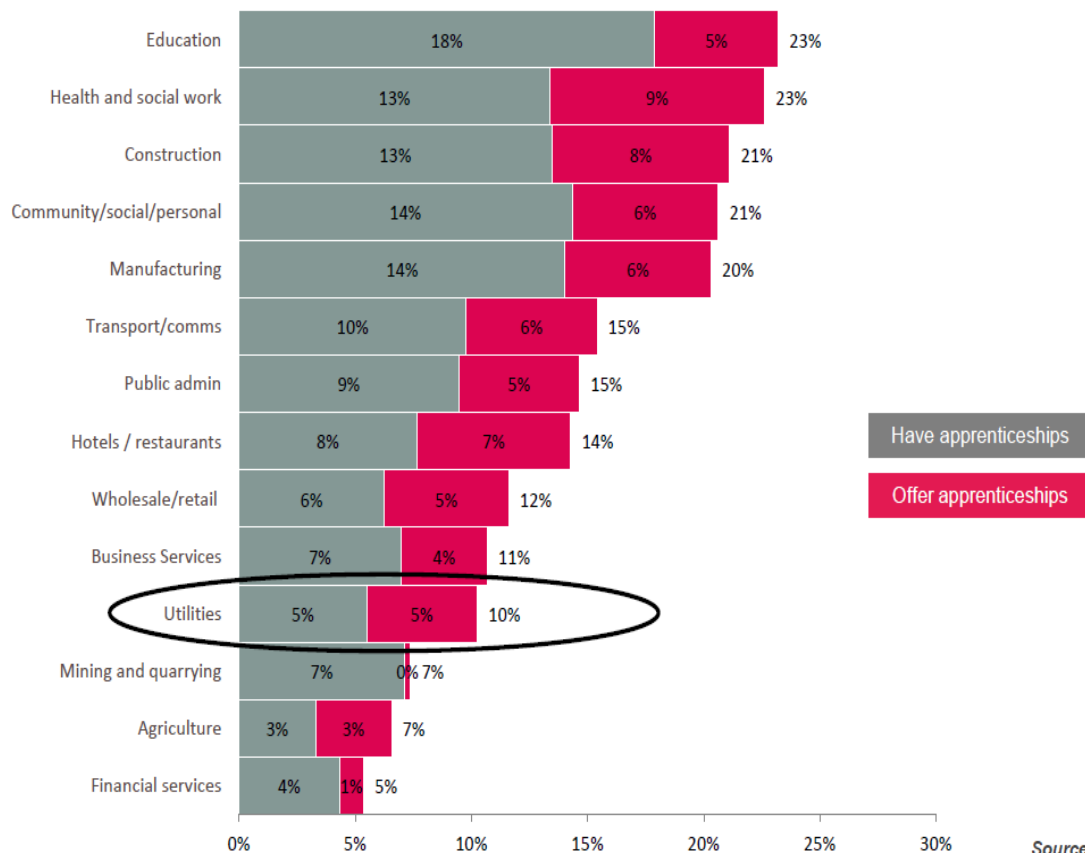
Tomorrow's Future Demand New Build

- Retirement age is assumed to be 62; new fleets modelled – no of vehicles, price, introduction date;
- Two stages modelled, Design and Manufacture. HS2 modelled with higher UK ratios
- Circa 500 workers will retire over the next 10 years, and 1,800 additional staff required





Who is offering apprenticeships? A sector breakdown:



Source: UKCES Employer Perspectives Survey 2012
Base: all employers





CONTEXT

- Skills shortages across all infrastructure sectors are putting at risk the National Infrastructure Plan – cost and schedule.

Skills are not an end in their own right but one of the drivers of productivity

Government has announced:

- a productivity plan where skills is one of the principal drivers
- a target of 3m apprenticeships
- a levy to help pay for this
- 30,000 transport apprentices
- DfT transport skills strategy
- RSG leading 'sector strategy' (productivity)

DfT, organisations and individual business all recognise and are addressing the skills shortages. A strong collective response will require co-ordination and support.

Not just engineering skills.





OPERATIONAL PLAN

1. Develop Rail Industry Skills strategy and advise wider stakeholders of progress and challenges in rail skills (BIS, HMT, DFE, UKCES)
2. Develop the case for investment in rail skills at economic and company level
3. Maintain and develop skills intelligence (forecasting, workforce planning, benchmarking) for companies, government and regulator
4. Identify and develop skills programmes (benchmarking graduate, apprenticeship and new skills areas) and support NTAR

CONT.

OPERATIONAL PLAN

5. Engage and support SMEs in all aspects of skills and training
6. Support and co-ordinate sector attraction to improve industry awareness and diversity
7. Map training supply and demand and industry skills-related activity
8. Optimise training supply and demand through an industry virtual network





Rail Skills Strategic Activity as at 23 November 2015

Stakeholder / Driver	Deliverable	National / Regional	Status / Delivery
HMT	National Infrastructure Skills Plan	National	Published 2015 Due to be updated 2016
HMT BIS	CSR, and Levy arrangements	National	25 Nov 2015
DfT	Transport Infrastructure Skills Strategy	National	Due Jan 2016
RSG	Sector Strategy (People & skills chapter)	National	Due Jan 2016
NSARE	Sector Skills Plan – to deliver the DfT and RSG skills strategies above		Due March 2016



You're invited to our formal opening...



A brand new training academy
providing world class training
for the rail industry



Why are Apprenticeships Changing?

The 'Richard Review' found that there were key areas of Apprenticeships where significant improvements could be made to make them **more rigorous and responsive** to the needs of the employer.

The main aims of the changes are to make the new standards:

- Higher quality
- Simple to understand
- Employer driven

However, it also impacts:

- **Minimum Duration**
- **Delivery Model**
- **Assessment**
- **Funding**
- **Employers to negotiate with providers**

And puts the onus on employers to develop the new Standards. Assessment plans and delivery models

Industry Promotion & Career Path



Welcome to Routes into Rail!

Here you can find information about the rail industry, how it is structured, who the big players are; what career opportunities are available for you and links to activities and resources you may be interested in.

Enjoy your journey!



The National
Skills Academy

**RAILWAY
ENGINEERING**

Neil Robertson, NSARE CEO
E. Neil.Robertson@nsare.org
T. 07899 000016

www.nsare.org



Chris Swan
Senior Manager Rail and Shipping,
Tarmac

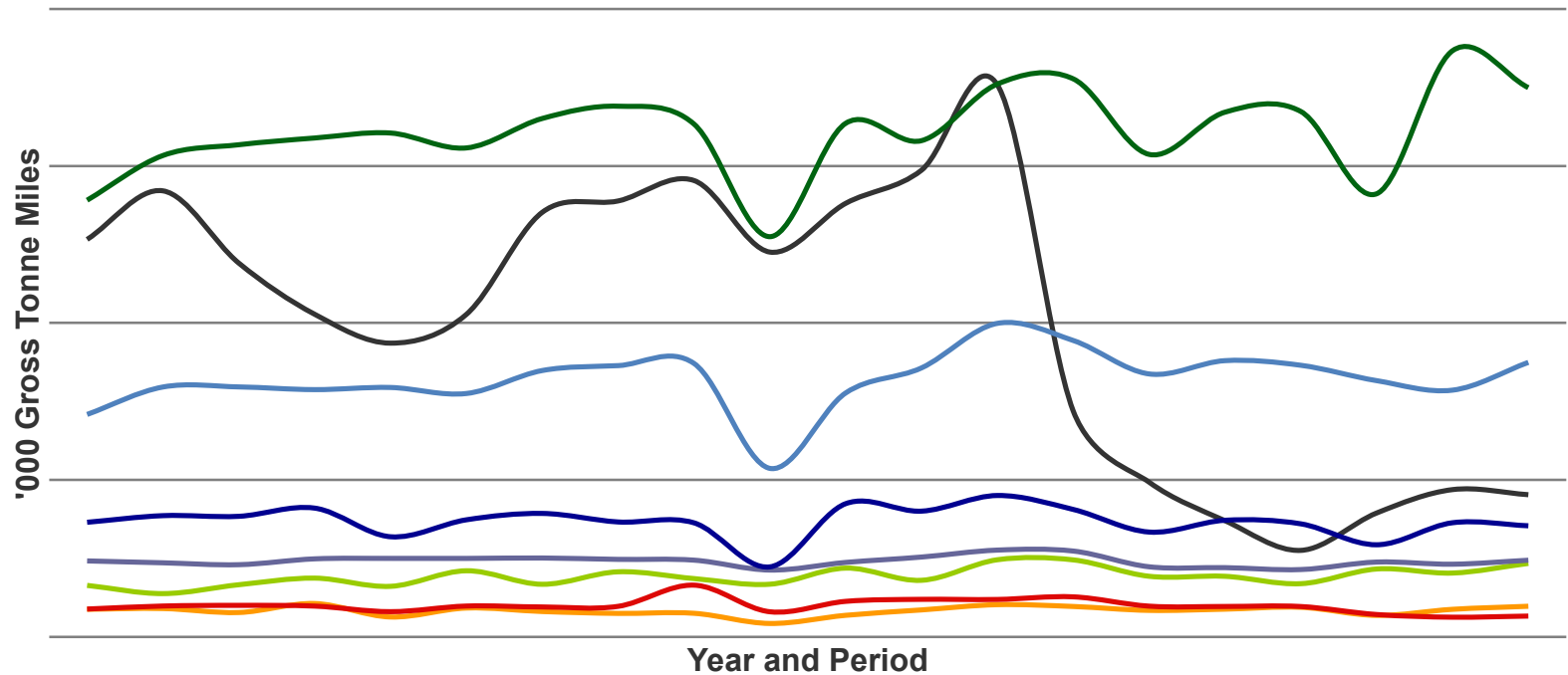
‘Midlands Rail – Engineering for Growth’

A Railfreight perspective

Chris Swan – Senior Manager Rail & Shipping
Tarmac – Part of the CRH Group

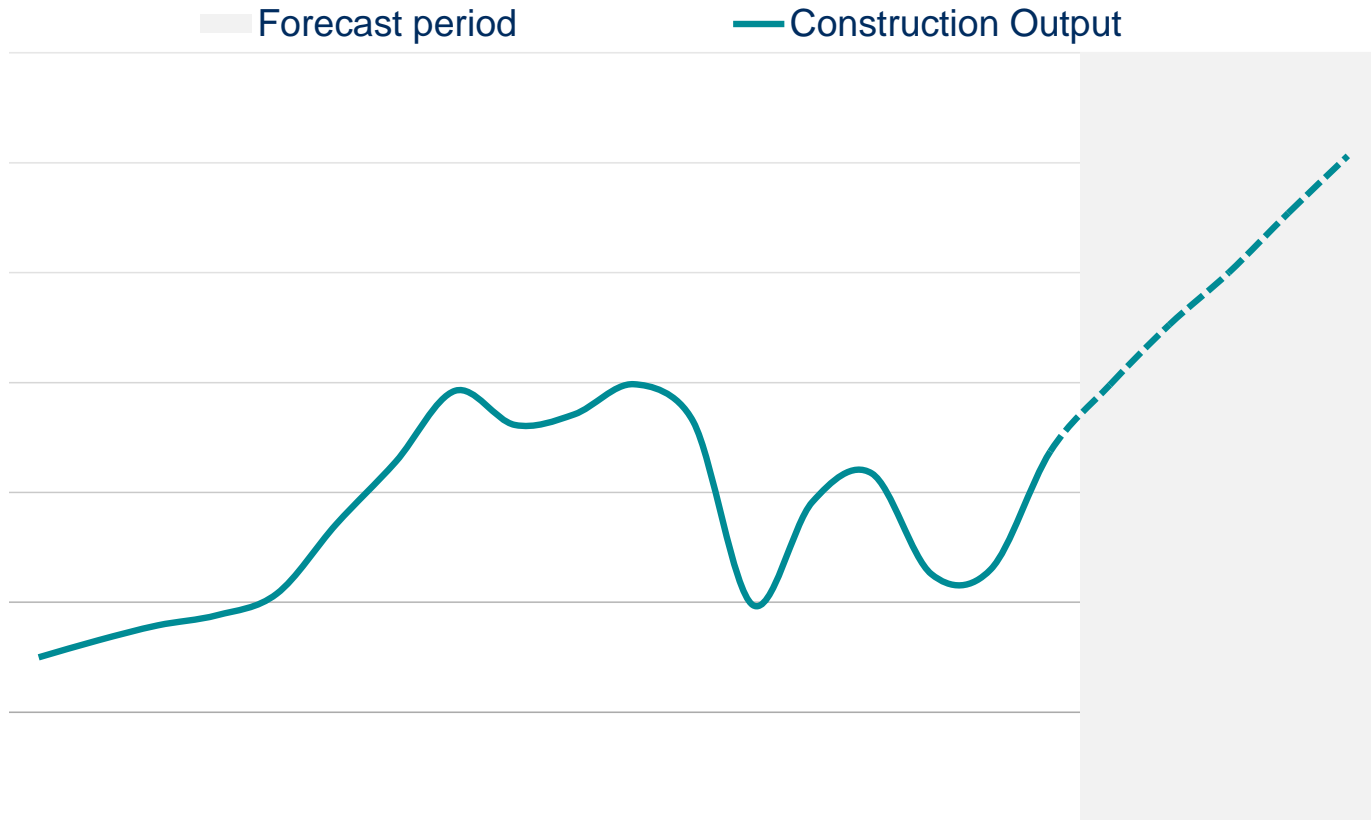
Railfreight Market – the Current state of play

Commodity volumes by rail (KGTM)
1 April 2014 to 17 October 2015, inclusive (Periods 1501 to 1607)



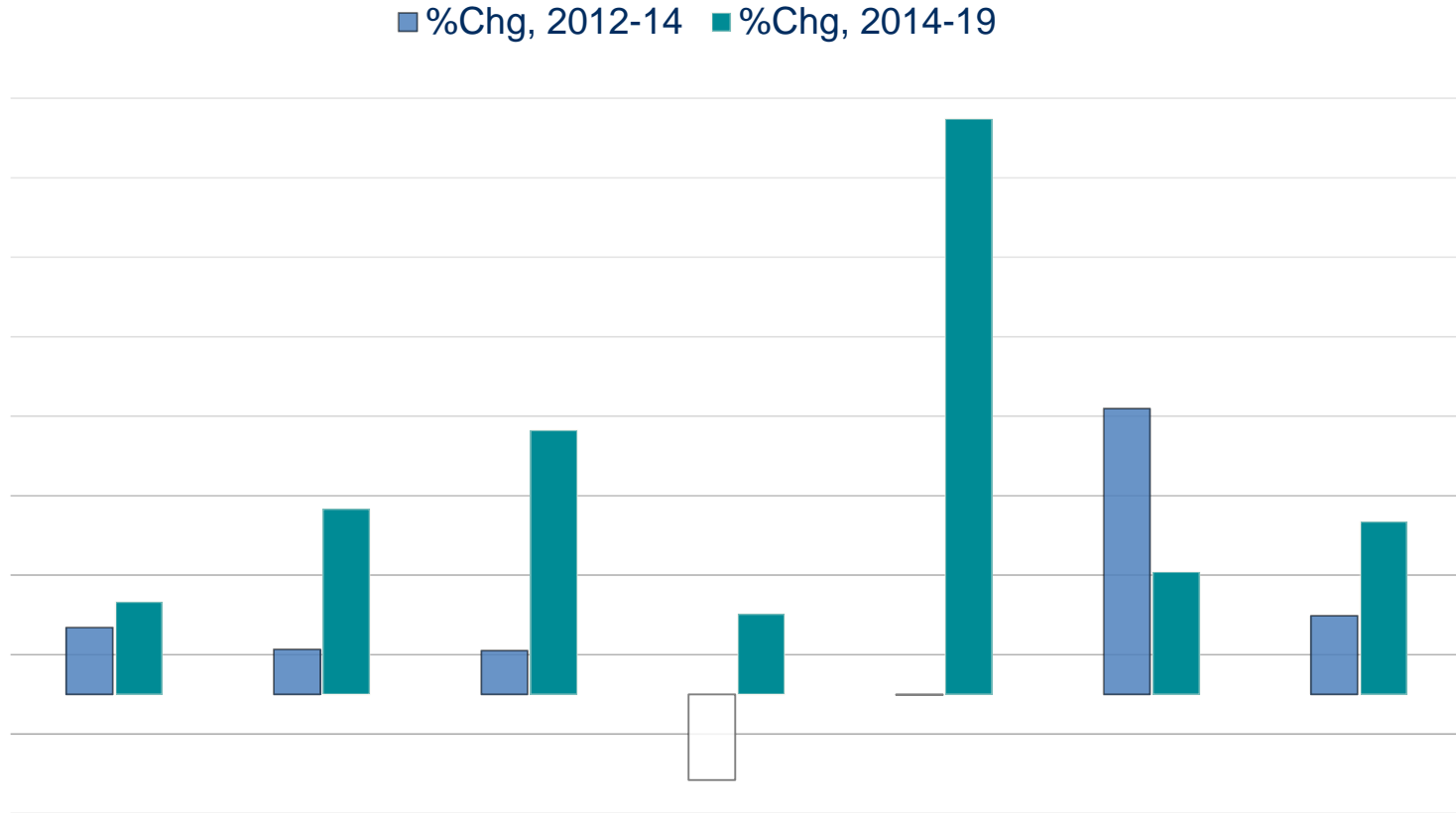
— Biomass	— Coal ESI	— Construction Materials	— Domestic Intermodal
— Domestic Automotive	— Petroleum	— Steel	— Channel Tunnel

Construction output to rise by 22% by 2019



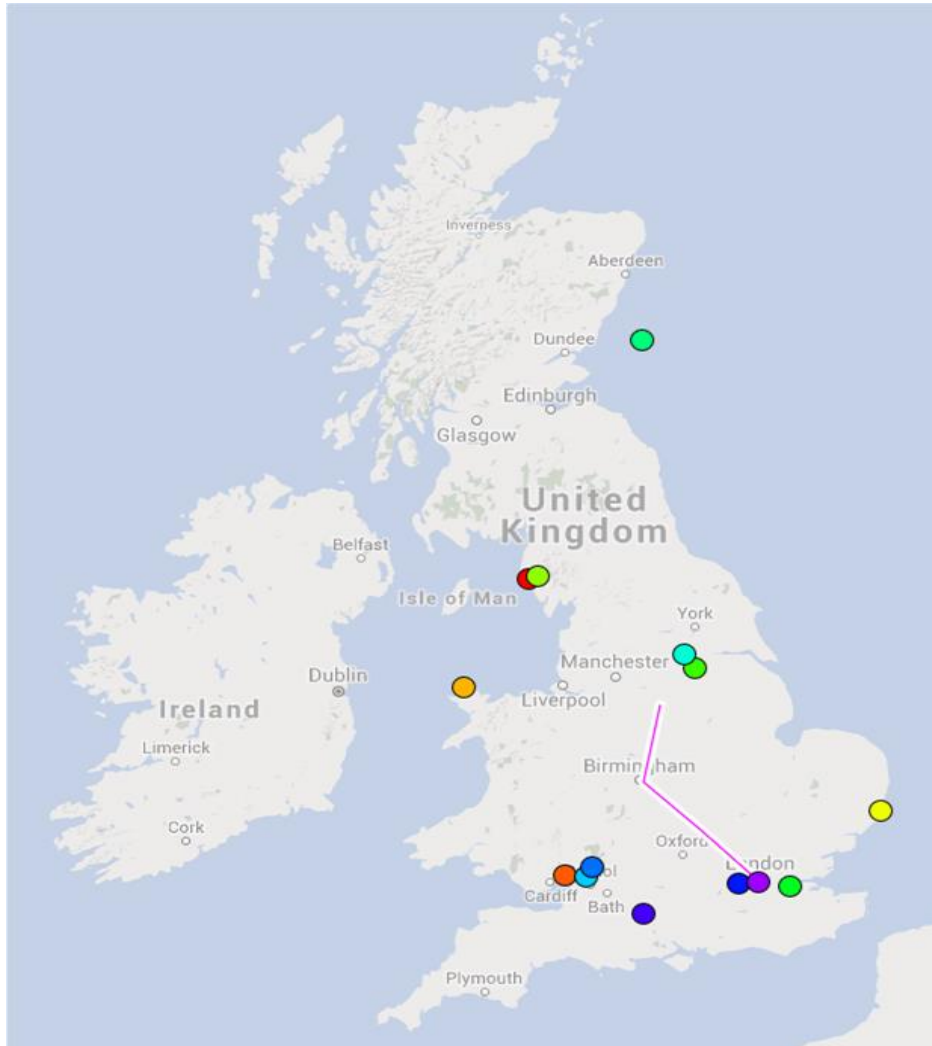
Source: ONS, CPA summer-15 forecast.

Drivers of construction activity set to change...



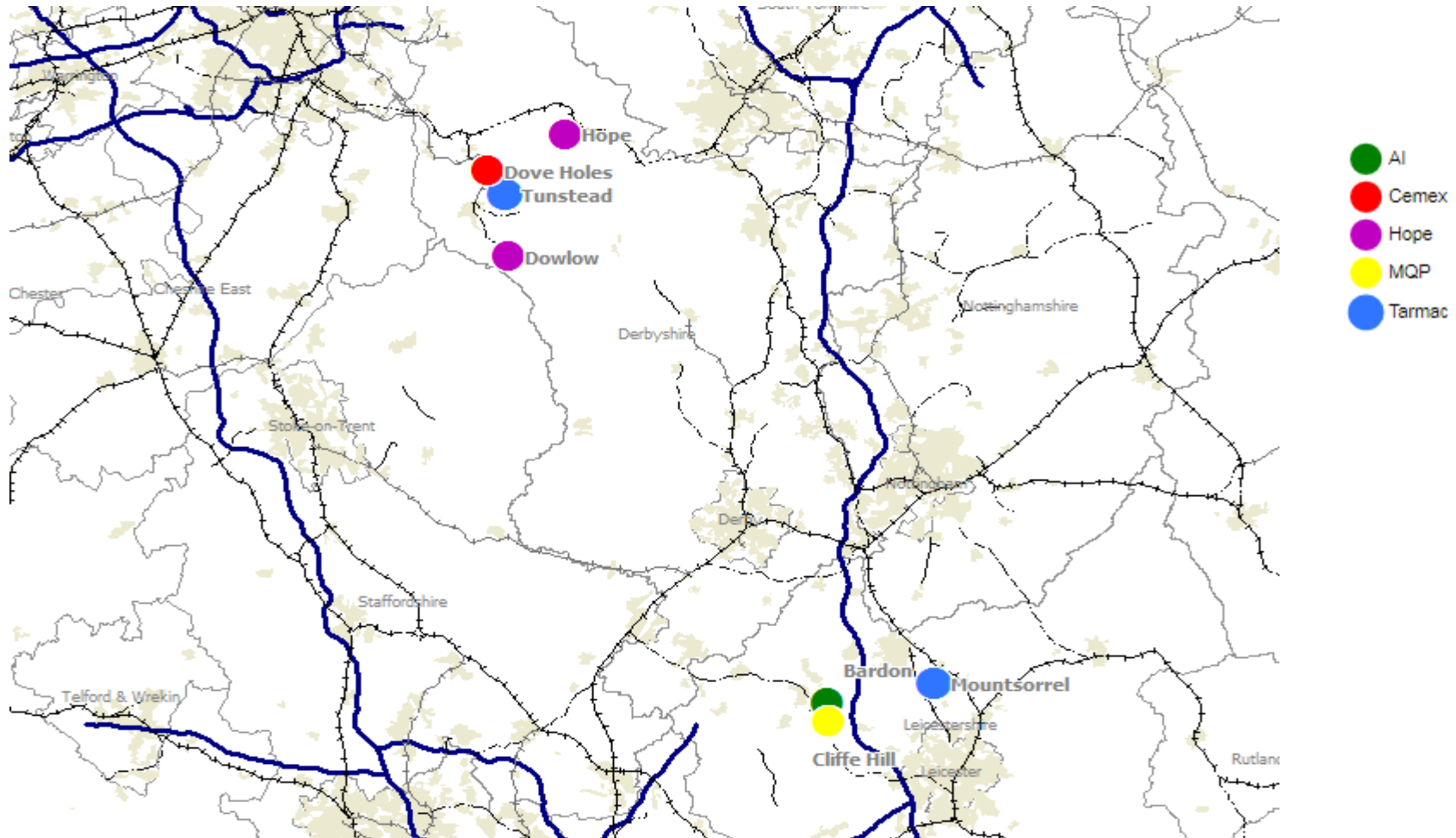
Source: ONS, CPA summer-15 forecast.

Major Construction projects



●	Sellafield	£1bn pa
●	M4 Corridor Around Newport	£850m
●	Wylfa Newydd Nuclear Power Station	£8bn
●	Sizewell C Power Station	£2bn
●	Moorside Power Station	£5bn
●	Thorpe Marsh CCGT	£1bn
●	Paramount Theme Park	£2bn
●	Offshore Wind Farms [Rnd 3]	£38bn
●	Knottingley CCGT	£750m
●	Avon Gas Fired Power Station	£1.4bn
●	Oldbury Nuclear Power Station	£7.5bn
●	Heathrow New Runway and Terminal	£9bn
●	A303 Stonehenge Trunk Road	£2bn
●	Crossrail 2	£20bn
—	HS2 Phase 1	£11.5bn

East Midlands – Key to Construction Materials by Railfreight



SUSTAINABLE CONSTRUCTION SOLUTIONS

Tarmac is the UK's leading sustainable building materials and construction solutions business.

Our innovative products and solutions not only deliver the infrastructure needed to grow the UK economy but also help to create a more sustainable built environment for the country's long term future.

OUR BUSINESS AT A GLANCE

6,900               
EMPLOYEES

15,000
CUSTOMERS 

 **£2**
BILLION
TURNOVER

100,000
ACRES OF LAND 

22  
CONTRACTING DEPOTS **110**
READYMIX PLANTS

74  
ASPHALT PLANTS **2**
LIME PLANTS


44  
RECYCLING OPERATIONS **47**
BUILDING SITES

3  
CEMENT PLANTS **120**
QUARRIES

FLEET VEHICLES 
1,700

 **20** MARINE
WHARVES

 **5**
AGGREGATE
DREDGERS

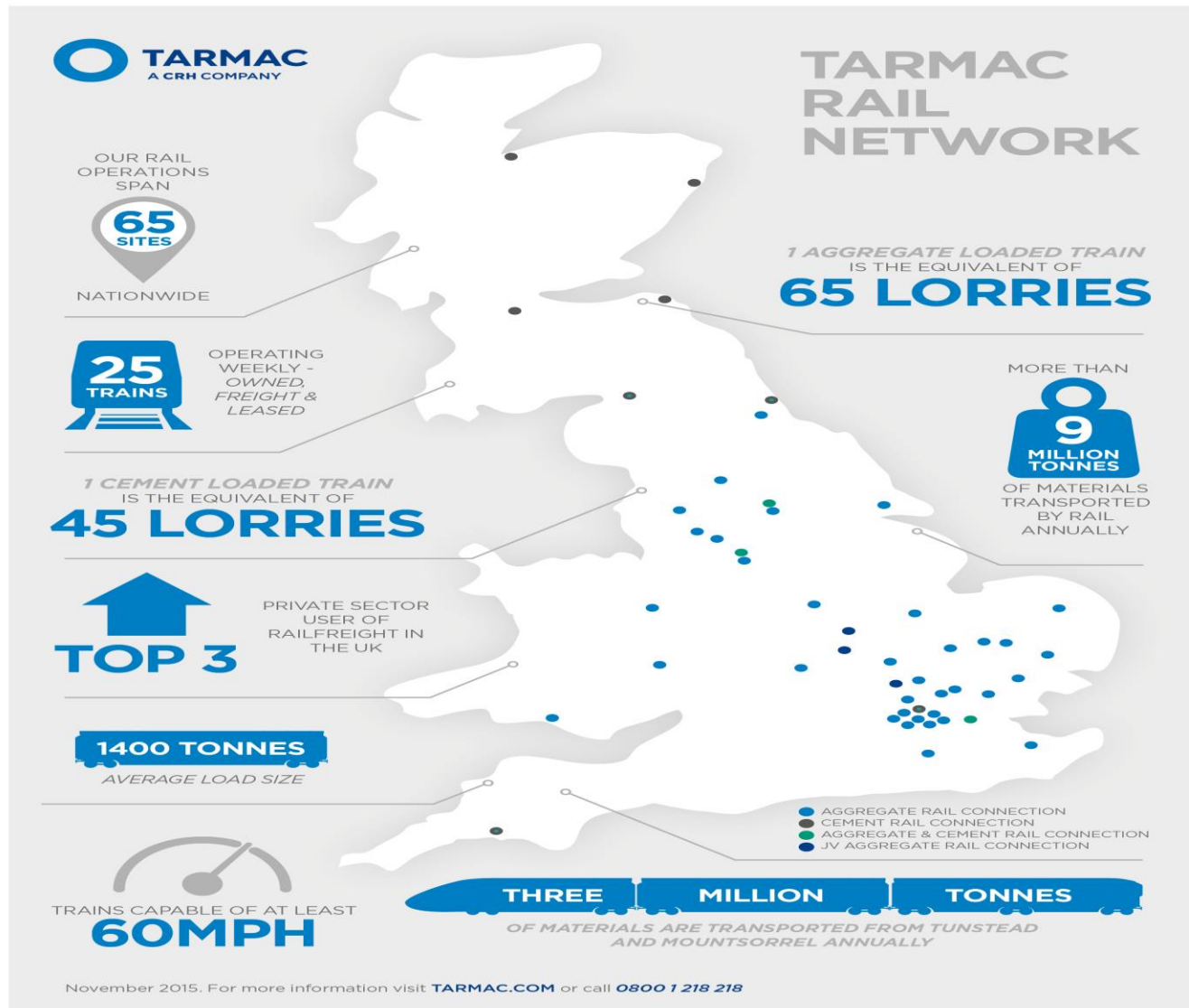
25  
TRAINS **2.5** MILLION
TONNES
LAID BY OUR
CONTRACTORS

56
MILLION
TONNES
AGGREGATE
PRODUCTION 

4
MILLION
TONNES
CEMENT
PRODUCTION 

7.6
MILLION
TONNES
ASPHALT
PRODUCTION 

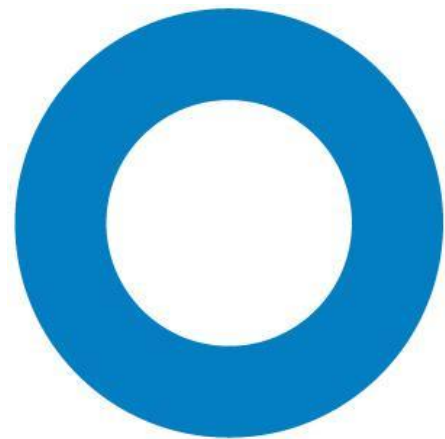
3
MILLION
METRES³
CONCRETE
PRODUCTION 



Tarmac – Working in Partnership with the Rail Industry



- **Midlands Rail Challenges:**
 - Appetite for growth & innovation
 - Terminals
 - Longer trains –but needs 3 things: wagons / terminals / network
 - Performance – year on year industry improvement (FOC + NR)
 - Capacity – delay of 4 track & Leicester capacity
 - Digital & Technology improvements



TARMAC

A CRH COMPANY

Rail Forum
East Midlands



Richard Hunter
MD, Bombardier Transportation



Presentation to: Rail Forum East Midlands Annual Conference

Richard Hunter
Managing Director UK
Bombardier Transportation

BOMBARDIER
the evolution of mobility

THE CLIMATE IS RIGHT FOR TRAINS

Megatrend overview



- **Urbanization and population growth**
- **Congestion**
- **Environmental awareness**
- **Ageing of societies**

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BOMBARDIER TRANSPORTATION

Overview



Bombardier Transportation, a global leader in rail technology, offers the broadest portfolio in the rail industry and delivers innovative products and services that set new standards in sustainable mobility.

BOMBARDIER ECO4 technologies – built on the four cornerstones of energy, efficiency, economy, and ecology – conserve energy, protect the environment and help to improve total train performance for operators and passengers. Bombardier Transportation is headquartered in Berlin, Germany, and has a very diverse customer base with products or services in more than 60 countries. It has an installed base of over 100,000 vehicles worldwide.

BOMBARDIER
the evolution of mobility

BOMBARDIER

At Bombardier, we're shaping the evolution of mobility by...



Investing in leading mobility solutions



Growing local roots in key markets



Achieving flawless execution

Our growth strategies

Great Talent Globally

Strong Financial Discipline

Active Risk Management

Integrated Sustainability

Our competitive foundation

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OUR PRODUCTS AND SERVICES

The broadest portfolio in the rail industry

Rail Vehicles	Transportation Systems	Services	Rail Control Solutions	Propulsion & Controls	Bogies
 <ul style="list-style-type: none"> ▪ Light rail vehicles ▪ Metros ▪ Commuter trains ▪ Regional trains ▪ Intercity trains ▪ High speed trains ▪ Locomotives 	 <ul style="list-style-type: none"> ▪ Monorail systems ▪ APM systems ▪ Light rail systems ▪ ART systems ▪ Metro Systems ▪ Intercity Systems ▪ Transit Security 	 <ul style="list-style-type: none"> ▪ Fleet Management ▪ Asset Life Management ▪ Material Solutions ▪ Component re-engineering and overhaul 	 <ul style="list-style-type: none"> ▪ Integrated control systems ▪ Automatic train protection and operation ▪ Interlocking systems ▪ Wayside equipment ▪ Services 	 <ul style="list-style-type: none"> ▪ Traction converters ▪ Auxiliary converters ▪ Traction drives ▪ Control and communication 	 <ul style="list-style-type: none"> ▪ Portfolio to match entire range of rail vehicles ▪ Full scope of service over the lifetime of a bogie

BOMBARDIER TRANSPORTATION

Our game-changing products shape the market

Bombardier Transportation game-changing products



ZEFIRO Very High Speed (VHS) train

- Traction power ensures speeds between 250 and 380 km/h
- Our multi-voltage technology enables cross-border operations
- V300ZEFIRO impresses with a very low energy consumption per seat
- BT's proven technology and services solutions ensure low lifecycle costs and increase return on investment



PRIMOVE – eco-friendly and sustainable urban transport

- The fully integrated system includes fast inductive charging, long-life batteries and efficient propulsion equipment
- *PRIMOVE* reduces local CO₂ emissions to zero, eliminates noise pollution and frees e-mobility from the constraints of cables, wires and plugs for trams, cars and buses
- Entry into automotive industry becomes more and more feasible



AVENTRA – our next-generation EMU platform

- Capable of serving many market requirements from metro to intercity
- Optimised energy consumption
- Reduced maintenance costs
- High reliability
- Improved passenger experience

Bombardier Transportation – design & manufacturing in the UK

Bombardier Transportation

Rolling Stock UK design, assembly and testing facility in Derby

1,200 employees

3,000 employees UK-wide, including:

100 Apprentices

40 Graduates

UK's number one rail supplier

Over 2,000 rail vehicles manufactured in Derby in the last decade

Over 1,600 **BOMBARDIER ELECTROSTAR** vehicles in operation, consistently excelling in performance and reliability league tables



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Recent new-build projects

ELECTROSTAR Electric Multiple Units



North London Railway Class 378

- 57 *ELECTROSTAR* intermediate (MOS B) cars and modify existing units
- Order placed in May to extend current configuration from 4 to 5-car
- Assembly completed June 2015



Southern Class 387

- 116 *ELECTROSTAR* cars / 29 x 4-car trains
- Now in passenger service

Current new-build projects



Sub-Surface Lines (SSL)

- 1395 cars / 191 x trains of 7 & 8-cars
- 2007-2009 'pre-series' – 2 x 8-car trains
- 2009 - 2015 'series build' – 1379 cars
- Series manufacture commenced April 2009
- >100 vehicles in passenger service
- Scheduled for completion early 2016



Current new-build projects



Southern Class 387/2

- 108 *ELECTROSTAR* cars / 27 x 4-car trains
- Assembly commenced March 2015
- For operation on Gatwick Express services



London LOTRAIN

- 180 *AVENTRA* cars / 45 x 4-car trains
- Contract awarded in June 2015
- Assembly to commence May 2016
- For operation on London Overground and West Anglia Inner Metro services

Current new-build projects



Crossrail AVENTRA

- 66 x 9-car trains (594)
- Mar 2015- Apr 2016 'pre-series' build
- Sept 2016 – May 2019 'series build'
- Concept designs for the new trains recently published by Transport for London (TfL)



The assembled
first production
(pre-series)
bodyshell

Crossrail – Innovation - ‘Train Zero’

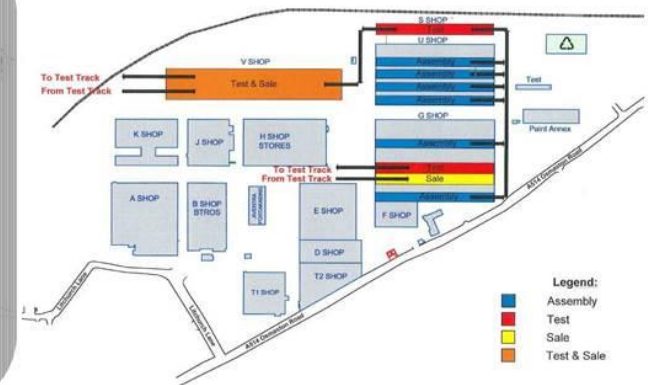


Advanced pre-production testing of electronics/systems, at a much earlier stage than was previously possible. A ‘debugging’ facility to ensure all the various on-board systems and components can ‘talk’ to each other. To drive out integration problems and deliver more reliable trains/improved performance.

Crossrail – Innovation - new Test Facility

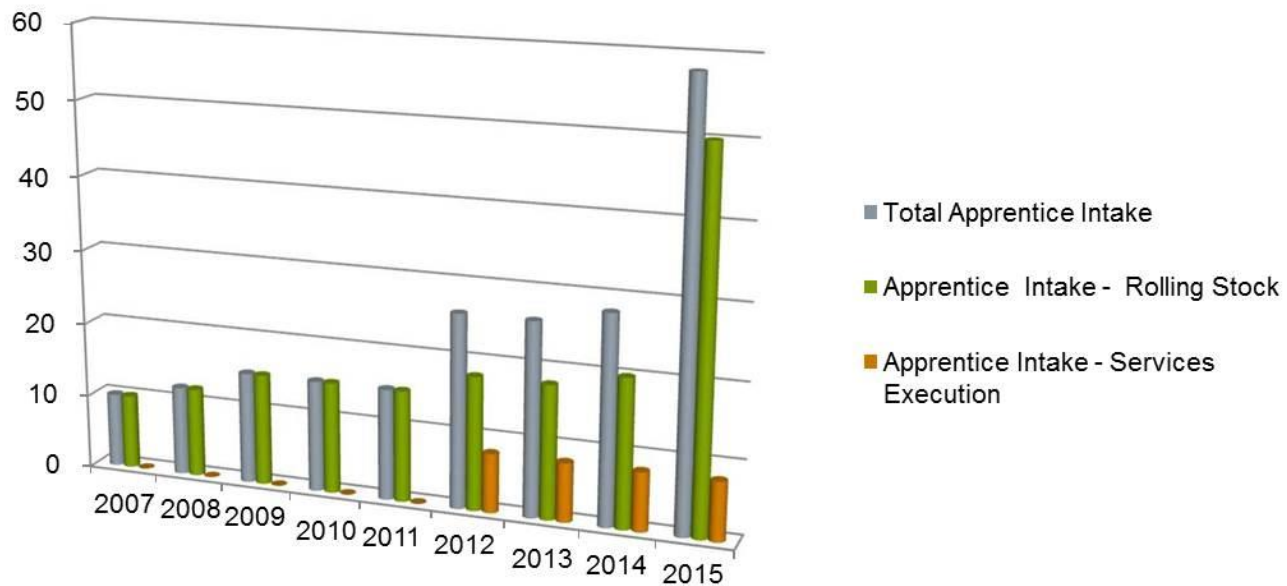


To ensure a seamless approach to manufacture, type testing and final validation & verification. A 250m x 40m, 10,400 square metre facility. Four fully flexible, multifunctional lines, configurable for both type testing and final acceptance testing. Scheduled to open in early 2016.



UK Apprentice Intake

Apprentice Intake - Bombardier Transportation



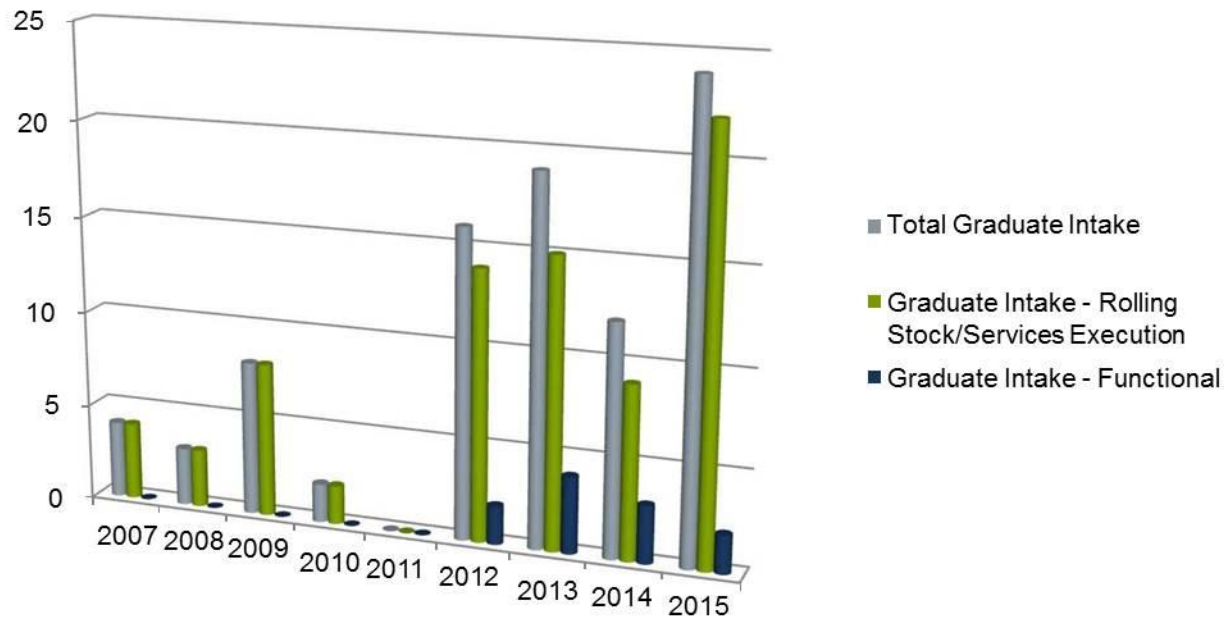
Investing In our People

Some of our new Apprentices



UK Graduate Intake

Graduate Intake - Bombardier Transportation



UK Graduate Intake



Bombardier Transportation - Graduate Intake 2015

BOMBARDIER

the evolution of mobility

Rail Forum
East Midlands



Introduction to Workshops / Discussion Groups

Midlands Rail – Engineering for Growth



Meeting the Chancellor's '*Midlands – Engine for Growth*' challenge!

Three priority areas for action:

- **Technology and Innovation**
- **People and Skills**
- **Engaging with and Supporting SMEs**

In addition we recognise that supporting collaboration across member companies is really important

Midlands Rail – Engineering for Growth



Location of Workshops

Encouraging Innovation	Green	Exec Lounge (next door)
Developing New Talent	Yellow	Back of This Room
Engaging With SMEs	Red	Front of This Room
Collaborative Working	Blue	Board Room (downstairs, outside on left)



Closing Remarks
Michelle Craven-Faulkner,
Rail Forum Vice Chair



**Thank you
and have a safe journey home**

www.midlandsrail.co.uk