

# Transport for the North Rail North Committee Agenda

<b>Date of Meeting</b>	<b>Wednesday 13 September 2023</b>
<b>Time of Meeting</b>	<b>11.00 am</b>
<b>Venue</b>	<b>Virtual</b>

## Filming and broadcast of the meeting

Meetings of the Transport for the North are 'webcast'. These meetings are filmed and broadcast live on the Internet. If you attend this meeting you should be aware that you might be filmed and included in that transmission.

<b>Item No.</b>	<b>Agenda Item</b>	<b>Page</b>
<b>4.0</b>	<b>Transpennine Trains Recovery Plan Outcomes</b> To consider the Transpennine Trains review. <b>Lead:</b> Chris Jackson	301 - 318

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# Stabilising and Transforming TPE

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Our plan to deliver sustainable growth

Agenda Item 4



# The immediate priorities



**We set three priorities when TPE transferred to DOHL:**

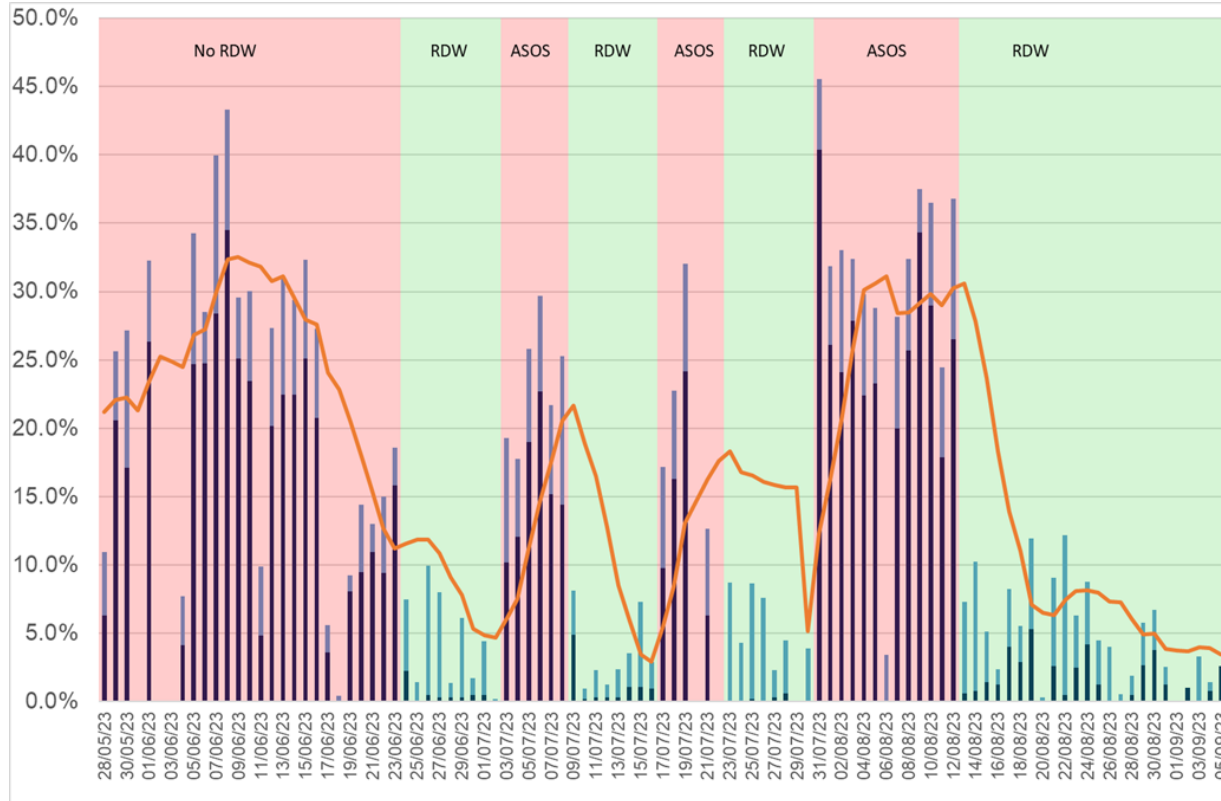
- 1. Get the trains running on time**
- 2. Reset relationships**
- 3. Deliver the Transpennine Route Upgrade**

**We took action to "fix" TPE as quickly as possible to secure stability for the long term; driving growth to reduce taxpayer subsidy**

# Our first 100 days

Delivered in the first 100 days		
<b>Operational Reset</b>	<ul style="list-style-type: none"> <li>• New driver training governance</li> <li>• Class 68s off South Route to smooth operations</li> <li>• Full Sunday timetable from 17 September</li> <li>• Move Traincrew resources desk to TPE Control</li> </ul>	<ul style="list-style-type: none"> <li>• £2m new roles signed off: 10x Traincrew Depot Supervisors Manchester/York, strengthened Control team</li> <li>• Operational 'Deep Dive' to inform Dec-23 TT</li> </ul>
<b>Fleet</b>	<ul style="list-style-type: none"> <li>• Improved toilet tanking capability including new tanking machine at Hull</li> <li>• Full replacement of Class 185 bodyside indicator lights</li> </ul>	<ul style="list-style-type: none"> <li>• New trains 'hot house' to develop specification for new TPE trains</li> </ul>
<b>Engagement</b>	<ul style="list-style-type: none"> <li>• Reset relationships with unions – RDW switched back on within 4 weeks</li> <li>• Reset crucial relationships with key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment to implement new uniform</li> <li>• Management Leadership conference</li> <li>• Collaboration across the business and with other public sector bodies on procurement</li> </ul>
<b>Stations</b>	<ul style="list-style-type: none"> <li>• Platform zoning at all TPE stations</li> <li>• £117k changing places toilet at Stalybridge</li> <li>• Continued roll out of new Ticket Vending Machines</li> </ul>	<ul style="list-style-type: none"> <li>• Shortlisted for accessibility improvements as Innovation of the Year, National Rail Awards</li> <li>• Launch of safeguarding hub at Hull</li> </ul>
<b>Fit for the future</b>	<ul style="list-style-type: none"> <li>• Launch of new Customer Ambassador scheme to reinvigorate service standards</li> <li>• 7 new apprentices join the business</li> <li>• Publication of Sustainability Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Validation of near-term Science Based Targets</li> <li>• Recommendation to apply for recertification for ISO 14001 (Environmental Management System)</li> </ul>

# Reducing cancellations

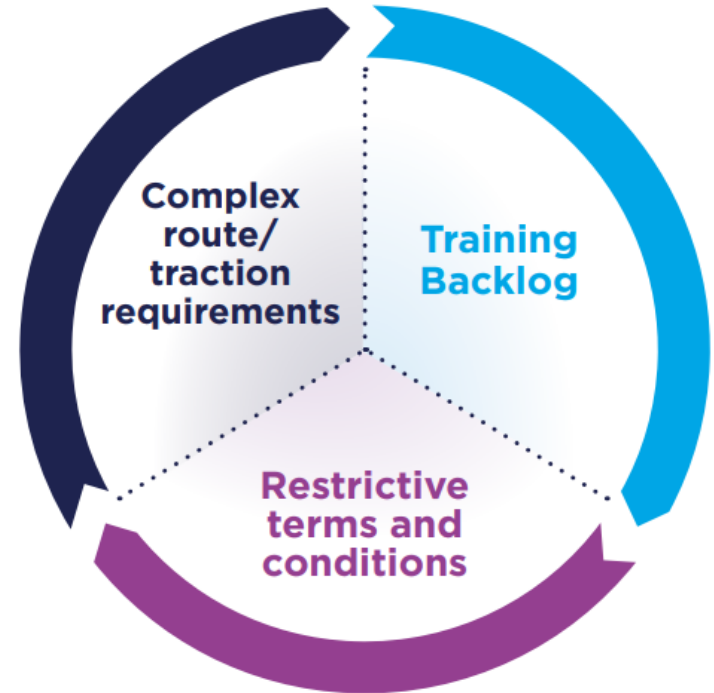


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# Training backlog remains

- **Complex route/traction requirements – 63% of drivers have all the route and traction knowledge needed (up from 50% on date of transfer to DOHL)**
- **Training backlog has reduced from 5,000 days to 3,500 days**
- **Restrictive terms and conditions remain and need collaborative action**



# December 2023 timetable (1)

- **Temporarily amended timetable and withdrawal of Nova 3 allows space for backlog in training to be completed**
- **Dec 23 will reduce cancellations and p-codes significantly, provides reliability and stability for customers and helps reset and fix TPE for the longer term**
- **Services will be reinstated at the Dec 24 timetable change at the latest with some reinstated earlier if certain conditions to be agreed with TfN are met**



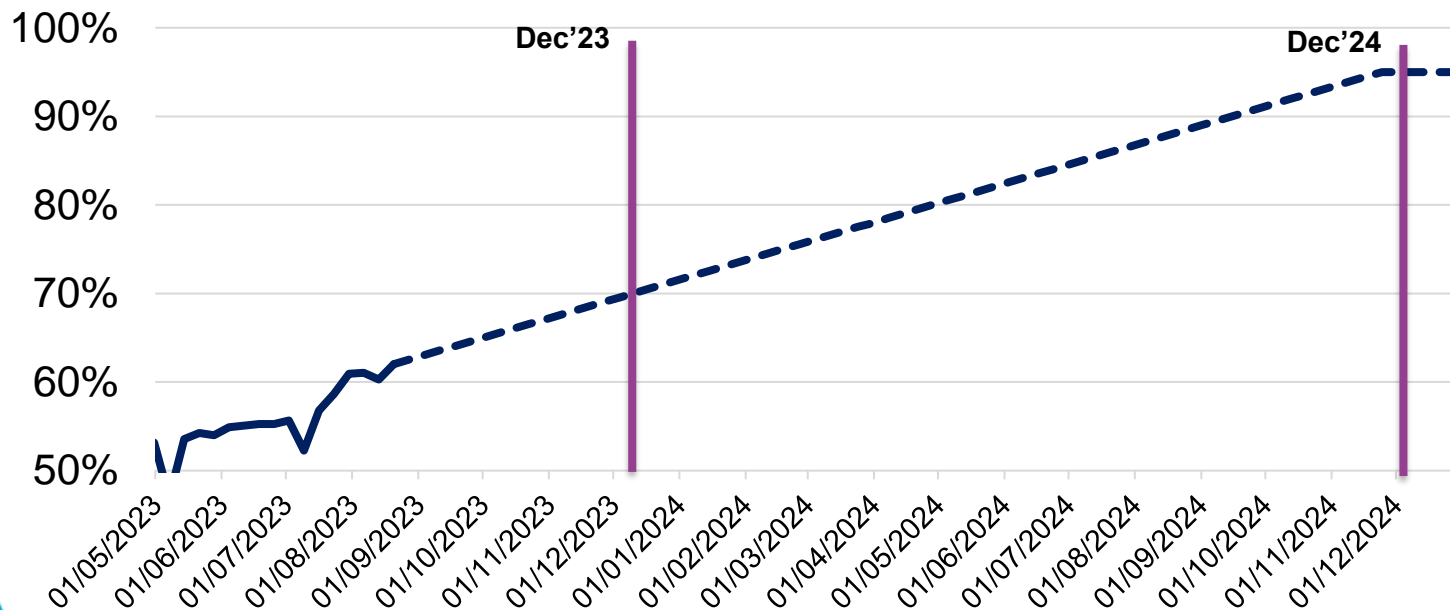
## **December 2023 timetable (2)**

- **We have discussed with TfN undertaking tests every 2 months to align with the opportunities for service reintroduction through industry processes**
- **The tests we have discussed take into account forecast operational inputs (all drivers to have 85% of required route/ traction knowledge, reflecting good practice set by RDG) and customer outputs (train crew cause cancellations to be <5 each day)**
- **Consideration will also be given to a collaborative review of wider risks such as the scope of planned industrial action**

# Forecast performance

December 2023 timetable allows us a stable platform to close training gaps and prepare for long term stability

*Projected Driver Competency Levels*



*Projections based on no substantial change to current industrial relations climate*

# Winning customers back

- **Stable and reliable operations enables customer win back marketing strategy to be deployed to deliver growth**
- **Heavily discounted Advance Purchase fares will be made available from early 2024 across our network with some fares starting at £1**
- **Weekly and monthly season ticket users included in win back plan with offers**
- **Advertising by TPE will re-start in the New Year**

# Our plan and ambition



- To deliver premium, sustainable and reliable connectivity across the North of England and into Scotland, for everyone
- This ambition is based on a plan to stabilise (now to Dec 24), re-engage (now to Dec 27) and transform (now to Dec 32) this business
- Our prospectus for transformation plan is a ten-year plan that quickly fixes TPE in the short-term to enable the benefits of TRU to be realised by TPE in the long-term.
- We will re-incentivise rail travel

# Stabilise phase

The overall objectives of the stabilise phase of our plan is to:

1. **Reset our relationships;**
2. **Enable reliable operations for TPE's customers**
3. **Improved workforce planning**

## **Outputs of this phase include:**

- **Improved relations with colleagues, customers and stakeholder**
- **Full reinstatement of Sunday services from 17<sup>th</sup> Sep**
- **Co-location of Control and Resourcing teams**
- **Amended timetable from December 2023**
- **Win back ticket sale from early 2024**
- **New employee uniform**
- **Deep clean of trains, new seat covers/carpets, improved on board toilets**

# Re-engagement

The overall objectives of the re-engagement phase of our plan is to:

1. **Provide customers with a premium experience**
2. **Realise economic, social and environmental benefits of rail travel for the communities by winning back customer confidence**
3. **Embrace the digital railway**

## **Outputs of this phase include:**

- **Improved overall customer experience with additional training for colleagues**
- **Implement PAYG with partners**
- **Improvements at Hull Paragon Station with toilet upgrades at Thornaby, Northallerton, Thirsk, Grimsby Town and Hull**
- **Enhanced revenue protection measures**
- **Station repainting**
- **Continuation of win back marketing campaign**



# Transformation

The overall objectives of the transformation phase of our plan is:

1. **New connectivity and service optimisation to realise the opportunities of TRU**
2. **New trains, depots and technologies**
3. **Transformation of stations in collaboration with Network Rail and Local/Combined Authorities**

## **Outputs of this phase include:**

- **New trains ordered and delivered as part of TRU with improved connectivity and frequency across the North and into Scotland**
- **New depots with skilled jobs created to maintain trains**
- **Digital railway – European Train Control System**
- **Significant upgrades to TRU stations including Stalybridge, Huddersfield and Dewsbury**
- **Decarbonisation of our network**

# Summary

- **Reset timetable in December allows us to stabilise TPE, address and fix the issues that affect us and realise the opportunities under our long-term plan**
- **By the end of year our cancellation rate will be substantially reduced**
- **Plan will restore customer confidence through improved reliability and reduced cancellations resulting in passenger growth**
- **Enables TPE itself to contribute £2bn per annum to the UK economy and the areas we serve across the North and into Scotland**

# Questions

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Thank you

