

Transport for the North Rail North Committee Strategic Rail Director Consultation Call Agenda

Date of Meeting	Wednesday 23 June 2021
Time of Meeting	11.00 am
Venue	Virtual

Filming and broadcast of the meeting

This meeting is not a formal meeting of the Transport for the North Rail North Committee but is being held as a Consultation Call by the Interim Chief Executive under the delegated powers of the Chief Executive to take action in consultation with Members of the Rail North Committee. Following the Consultation Call the Chief Executive will take delegated actions having regard to the consultation.

The Agenda and reports for the Consultation Call are being made available to the public and the Call is being livestreamed on the Transport for the North website to ensure openness and transparency. Members of the Board will attend the Call virtually.

This Consultation Call will replace the Rail North Committee scheduled for 23 June 2021 but which has been cancelled due to concerns about Covid 19.

Item No.	Agenda Item	Page
1.0	Welcome and Apologies	
2.0	Declarations of Interest Members are required to declare any personal, prejudicial or disclosable pecuniary interest they may have relating to items on the agenda and state the nature of such interest.	
3.0	Minutes of the Previous Meeting To note the minutes of the meetings held on 25 March 2021 and to consider any requests for updates on matters	3 - 10

	contained therein.	
4.0	Priorities for Future Rail Services To consider the report of the Rail North Programme Manager.	11 - 22
5.0	Rail Reform Matters To consider the report of the Head of Rail Specification and Delivery.	23 - 46
6.0	Rail North Partnership Update Members to consider the report of the of the Director of the Rail North Partnership.	47 - 56
7.0	Manchester Recovery Task force Update Members to consider the report of the Strategic Rail Director	57 - 62
8.0	Business Planning and Commissioning To consider the reports of the Head of Rail Specification & Delivery and the Rail North Programme Manager.	63 - 80

Rail North Committee Minutes

Thursday 25 March 2021
MS Teams

Present:

Attendee

Cllr Liam Robinson
Cllr Craig Browne
Cllr Trevor Ainsworth
Cllr Richard Hannigan
County Cllr Keith Iddon
Cllr Carl Marshall
Cllr Don Mackenzie
Cllr Heather Scott

Local Authority

Liverpool City Region;
Cheshire & the Potteries;
East Midlands Authorities;
Humber Authorities;
Lancashire and Cumbria;
North East Combined Authority;
North Yorkshire;
Tees Valley Combined Authority;

Also in Attendance:

Cllr Keith Little (Observer)
Cllr Chris Brewis
Melissa Farmer

Lancashire and Cumbria;
East Midlands Authorities;
Sheffield City Region

Partners in Attendance:

Karen Hornby
Carolyn Watson
Mark Powles
Darren Higgins
Graham Meiklejohn

Network Rail
Northern Rail
Northern Rail
Transpennine Express
Transpennine Express

Officers in Attendance:

Name	Job Title
Barry White	Chief Executive
Gary Rich	Democratic Services Officer
James Lyon	Executive Assistant
Julie Openshaw	Head of Legal
Adam Timewell	Head of Rail Service Outputs
Rosemary Lyon	Legal and Democratic Services Officer
Gary Bogan	Rail North Partnership Director
Deborah Dimock	Solicitor
David Hoggarth	Strategic Rail Director
Jim Bamford	Head of Investment Planning

**Item
No:**

Item

1. Welcome and Apologies

- 1.1 The Chair welcomed Members to the meeting. Apologies for absence were received from Mayor Andy Burnham and Cllr Susan Hinchcliffe.

2. Declarations of Interest

- 2.1 There were no declarations of interest.

3. Minutes of the Previous Meeting

- 3.1 The minutes of the meeting held on 12 January 2021 were considered and their accuracy as a correct record confirmed.
- 3.2 Cllr Craig Browne advised that he had sent apologies for the previous meeting and Cllr Karen Shore had substituted.

Resolved:

That the minutes of the meeting held on 12 January be approved as a true and accurate record.

4. Priorities for Future Rail Services

- 4.1 The report of the Strategic Rail Director was received by Members who highlighted the key points of the report.
- 4.2 The report was split into two parts; Part 1 covering rail recovery post-Covid and Part 2 looking at decarbonisation of rail. Mark Powles (Northern Rail), Darren Higgins (TransPennine Express) and Karen Hornby (Network Rail) would also be providing short updates.
- 4.3 The report primarily addressed the need for the rail industry as a whole to be ready to welcome back passengers as the country came out of lockdown and the report used the Roadmap to Recovery to set out a framework for the industry to focus on.
- 4.4 A central element to recovery was rebuilding passenger confidence and bringing the service back to full capacity in a reliable and sustainable manner.
- 4.5 Fares and ticketing initiatives were being explored to cater for the expected changes in the commuter market in particular; however a strong leisure market was expected due to the limited overseas travel opportunities currently.

- 4.6 David Hoggarth added that TfN was keen to work with all operators in a proactive manner to ensure a smooth recovery that took advantage of the opportunities.
- 4.7 Karen Hornby (Network Rail) advised that initial talks with train operators, stakeholders and tourist organisations had been held although NR was waiting on a steer from DfT regarding a national campaign around the return to public transport. Surveys of rail users were also being undertaken and a review of engineering works was ongoing in order to try to schedule work effectively around the changing passenger demand. Performance over the previous year had been excellent and Ms Hornby advised that maintaining these performance figures as customers returned to the railway was a key target.
- 4.8 Mark Powles (Northern) added that the previous 12 months with reduced customers had allowed Northern to complete its train refurbishment programme and introduce new rolling stock and improve station facilities. Northern had also conducted in depth research and survey work with customers and Transport Focus to help develop rebuilding plans. Northern had identified that the return-to-work market would significantly change with greater working from home and flexibility expected and therefore the products and services, especially ticket structure, would need to change to cater for this.
- 4.9 Darren Higgins of TransPennine Express (TPE) advised that TPE's approach had largely mirrored that of Northern. Their data analysis work had shown a reduction in passenger numbers of 83% over the year. Comprehensive work with user groups and stakeholders remained ongoing and TPE was putting in place a similar reassurance and incentivisation-to-travel package to Northern as the industry messaging began to change from "essential travel only" to "travel with confidence". However, he noted that there was a degree of flexibility in the campaign timelines dependent on any movement of the dates in the Government plan.
- 4.10 The Strategic Rail Director continued with the Decarbonisation report advising that the TfN Board had approved the Draft Decarbonisation Strategy which has a target of near zero-carbon surface transport by 2045 and he highlighted the rail aspects of this; one was the national target to remove diesel rail vehicles by 2040 which would involve a combination of electrification of as much of the network as possible and, where electrification was not possible, investment in alternative technology such as hydrogen or battery trains. The Chair added that MerseyRail is in the process of commencing a battery train live trial as part of the roll-out of new MerseyRail stock.

Resolved:

The Chair thanked the presenters for their update and reiterated the importance of the rail industry regaining customer confidence. The Committee noted the progress on the three workstreams.

5. Rail Reform Matters

- 5.1 Members received the report of the Strategic Rail Director on Rail Reform Matters. Key points of the report were highlighted, noting that the Williams Review is now expected to be published after the May elections and therefore was not available for comment.
- 5.2 The Manchester Task Force consultation, pertinent to both Item 4 and Item 5, had concluded and had received a strong response which was being worked through at the current time. A detailed response was expected to be presented at the next meeting on Friday 16 April.
- 5.3 TfN's priority was to maintain its strong "one voice" approach to rail reform plans and to push the devolution proposition to facilitate strong local input to rail enhancements.
- 5.4 A review of Rail North Partnership arrangements was also underway to determine the long-term changes to revenue risk and the control that DfT had over the franchises.
- 5.5 He noted that the Rail North Partnership, working with both DfT and TfN was the first step of devolution and had proven a very effective way of putting the voice of the North forward.
- 5.6 The Committee was asked to note the preparatory work being done on rail reform and invited to ask questions on matters arising. The Chair expressed his disappointment at the delay in publication of the Williams Review and strongly supported the principle of more devolution within the rail system in the North.

Resolved:

The Committee noted the work on the rail reform agenda and the review of the Rail North Partnership arrangements.

6. Rail North Partnership Update

- 6.1 Members received the report from the Rail North Partnership and Gary Bogan (Rail North Partnership Director) highlighted the key areas of the report. He explained that the Rail North Revenue Recovery Group is pulling together the strands of what would be a national campaign to get people

back to using the rail network and extracting the parts that could best suit the two main operators in the North, i.e. Northern and TransPennine Express. He also referred back to the points made by both operators under Item 4.

- 6.2 He praised the work done so far in moving the timetable and service very much towards a customer-focused priority, citing the discussions on introducing limited services on Boxing Day as an example.
- 6.3 Some discussion on the renewal of contracts and service agreements ensued with the comment that both operators would be running under Direct Award contracts which was expected to be a quicker and more effective process to renew the contracts.
- 6.4 Northern, having missed the outputs of their 100-Day plan due to Covid, had successfully converted the aims into a long-term Business Plan.
- 6.5 Cllr Heather Scott reiterated the points made in the report about connectivity on the East Coast Mainline; Gary Bogan replied that this would be discussed in more detail at Rail North Partnership Board on Thursday 1 April.
- 6.6 Melissa Farmer (on behalf of Mayor Jarvis of the Sheffield City Region) enquired about the delivery of the original franchise agreements and the continuation of these goals, noting that Sheffield still does not have a second express service to Leeds which had been part of Northern's previous franchise. She further asked about renewal of rolling stock, noting that the shorter contracts were less conducive to operators updating their stock. Gary Bogan advised that the changes to services were based on the timetables that were in place in December and, as the second service had not been running at that time, it was not factored in; however, this did not present a barrier to incorporating it later as part of the ongoing work between operators, TfN and DfT to "build back" the services.
- 6.7 Jim Bamford added that the reason the second express service between Leeds and Sheffield had not operated was because of limitations in the infrastructure at Leeds and he returned to a point made earlier in the debate in relation to the enhancements being made in conjunction so that rolling stock renewal, service uplift and infrastructure upgrades were made in an order to assist each other.

Resolved:

The report was noted.

7. Business Planning and Commissioning

- 7.1 Members received the report of the Strategic Rail Director on Business Planning and Commissioning.

- 7.2 It was noted that the TfN Board the previous day had approved the budget and Business Plan and also confirmed the Members' subscriptions.
- 7.3 The report looked at how to allocate resources to best cater for the Members' priorities and best manage the investment pipeline of works needed to improve reliability and capacity.
- 7.4 Measures to improve inclusivity and accessibility would also form part of this plan with the need to decarbonise the rail network embedded throughout.
- 7.5 There were no questions or comments arising from the business planning priorities which had largely followed on from the TfN Board discussion the previous day.

Resolved:

- 1) The Committee agreed the revised business plan priorities as presented to Transport for the North Board on 24 March 2021 and noted that the Members' subscriptions for 2021/22 previously advised were now confirmed.
- 2) The Committee noted the review the forward plan and additional items suggested for future Committees.

8. Any Business Which the Chair is Satisfied is Urgent

- 8.1 There was no urgent business for discussion.

9. Exclusion of the Press and Public

RESOLVED: that the public be excluded from the meeting during consideration of the following items of business because it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, there will be disclosure of confidential information as defined in Section 100A of the Local Government Act 1972 (as amended) and/or exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended)

10. Private Minutes of the Previous Meeting

- 10.1 The private minutes of the meeting held on 12 January 2021 were considered and their accuracy as a correct record confirmed. There were no issues arising from the minutes.

Resolved:

That the minutes of the meeting held on 12 January be approved as a true and accurate record.

11. Feedback from Working Group on TPE Direct Award and Northern Business Plan

11.1 The report on Feedback from Working Group on TPE Direct Award and Northern Business Plan was received by Members. They were then invited to ask questions and make comments on the update.

Resolved:

- 1) That the report be noted.
- 2) That the discussed recommendations be agreed.

12. Investment Planning

12.1 The report on Investment Planning was received by Members. They were then invited to ask questions and make comments on the update.

Resolved:

- 1) That the report be noted.
- 2) That the discussed recommendations be agreed.

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Transport for the North

Rail North – Strategic Rail Director Consultation Call

Subject: Priorities for Future Rail Services

Author: Salim Patel, Programme Manager

Sponsor: David Hoggarth, Strategic Rail Director

Meeting Date: Wednesday 23 June 2021

1. Purpose of the Report:

- 1.1 To update the Committee on the following:
- Roadmap to Recovery;
 - East Coast Mainline (ECML) consultation.
- 1.2 To set out the next steps for each of the above workstreams.

2. Executive Summary:

- 2.1 Transport for the North has outlined a five-year roadmap to recovery to rebuild rail demand and markets based around six key themes with a focus on the recovery of passenger demand and sustainability. The report provides an update on progress on the recovery plan.
- 2.2 The industry East Coast working group has now prepared a proposal for the timetable change in May 2022 to provide an uplift in LNER services following significant investment through the ECML upgrade programme (particularly at Kings Cross and Werrington) and the new Azuma fleet. The consultation has been published on 11th June, and Member authorities are encouraged to provide a response. The consultation was published on 11 June and this report highlights the main points and sets out the planned strategic points that would form part of Transport for the North's response.

3. Roadmap to Recovery

- 3.1 The Roadmap to Recovery has been designed to build back demand and confidence in the rail network over five years following the pandemic.

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- 3.2 Since the last Committee meeting the Government has published the Williams–Shapps review outlining its future strategy for rail, and future management of rail services.
- 3.3 This has outlined the formation of a new ‘guiding mind’ called Great British Railways (GBR), incorporating Network Rail and rail operations. Private operators would continue to have a role to play in running operations under new management contracts with the revenue risk remaining with GBR.
- 3.4 Since the last Committee meeting Transport for the North has formed a new informal group called the North of England Recovery Group (NERG) bringing together industry and local Officers. This forum gives Operators the opportunity to share their recovery and marketing proposals with the Transport for the North member areas.
- 3.5 Operators have now produced plans to try to entice passengers back onto the rail network, taking advantage of the expected uplift in leisure travel, and also beginning to consider new commuter offerings like flexi season tickets as set out by the government in the rail reform White Paper.
- 3.6 At this stage, the wider marketing is expected to remain on hold until the government announces its plans for the next stage on unlocking now delayed until a new provisional date of 19th July.
- 3.7 Local input on the call strongly supported the formation of the group and challenged the industry to offer promotional travel that took the burden off roads, especially in tourist hotspots. They also welcomed the opportunity to feed in local expertise to deliver a more tailored offer for passengers.
- 3.8 Transport for the North will also be commissioning an agency to support Operators in co-ordinating targeting campaigns for rail recovery.

4. East Coast Main Line Consultation

- 4.1 Following significant investment in the East Coast Main Line (ECML) over recent years, it is planned to uplift LNER services, so that the benefits of this investment can be realised, as laid out in the original business case. An 8-week consultation on new timetable proposals for the East Coast Main Line through a number of operators, including LNER, TPE and Northern commenced on 11 June 2021. A summary of the relevant consultations together with links to the full documents is included as Appendix 1.
- 4.2 The headlines of the changes have been presented to Committee Members in advance of the consultation going live by LNER who will be leading the consultation.

The North East sub-area authorities did not support the suggested changes favouring retained connectivity with the Northern economic centres over enhanced connectivity to London. Members also suggested that the current proposal does not reflect the levelling up agenda as North/South connectivity is prioritised for East/West connectivity.

- 4.3 The ECML currently only has capacity for 6 train paths an hour north of Northallerton. As TPE currently only have 'contingent' rights for their service (Manchester Airport to Newcastle) it has been proposed that this service will be curtailed at York from May 2022. This would enable a third LNER London to Newcastle to take up the 6th path. It is suggested that a greater return on investment will be forthcoming through the increase in the 3rd LNER service to Newcastle rather than retaining the 2nd TPE service from Newcastle to Leeds and Manchester.
- 4.4 There are also a number of other changes that will affect local and commuter services. These include changes in stopping patterns and journey time changes between destinations.
- 4.5 A summary of the main changes and impacts in the North is set out below:
- The Liverpool to Edinburgh service curtails at Newcastle. The Northallerton stop is withdrawn and Chester-le-Street is added. The service will have an increased journey time of 5 minutes.
 - Manchester Airport to Newcastle will become Manchester Victoria to York. This maintains the amendment that was introduced at the start of the pandemic.
 - Redcar to Manchester Airport is extended to Saltburn. There may be some reduction to Northallerton services as part of this change.
 - The Scarborough to Liverpool service will not call at Garforth.
 - The introduction of a semi fast Middlesbrough to Newcastle will not be possible at this timetable change.
 - There will be an additional direct North East to London service an hour. The direct daily service to Sunderland will be removed.
 - LNER plans a new direct Grimsby/Cleethorpes to London service in the future.

Further information is available in Appendix 1.

- 4.6 Looking further ahead and in response to the plans and initial discussions with members, Transport for the North has established a collaboration with DfT (working through Rail North Partnership to):
1. Seek to improve and refine the base (May 2022) timetable - including protecting connectivity wherever possible;
 2. Enhance Northern services: Seek to improve journey times at each timetable change and agree a plan to deliver the Durham Coast enhancements (2nd train per hour)

3. Develop a roadmap for TPE service development at each future timetable change to improve regional connectivity

The collaborative work will be led by North East Regional Management Unit (NERMU) supported by TfN and Rail North Partnership and will also seek to align the changes with the Transpennine Route Upgrade.

- 4.7 Transport for the North will also seek to work closely with the DfT to develop a roadmap that delivers the required interventions and infrastructure to increase capacity on the ECML (North of Northallerton) initially to support the reliable re-introduction of those services that have been removed or amended, and also to increase capacity for a future delivery of Northern Powerhouse Rail.

- 4.8 TfN will now work to provide a strategic response to all the operators that are consulting on these proposals and this will be informed by members' feedback at the meeting. The proposed strategic points Transport for the North plans to make in response are as follows:

- Transport for the North and its members are clear that, while we understand the ambition for the ECML timetable revision proposals, long term intra-regional connectivity for the North should be protected and enhanced and is concerned that the proposals, in their current form, do not do enough to take account of these requirements and therefore do not reflect the 'levelling up agenda'.
- The proposed timing of the majority of changes (May 2022) does not provide sufficient time to address concerns and does not appear to reflect post-covid demand levels.
- There are infrastructure proposals under development which could facilitate the paths required to facilitate both enhanced London services and better regional services and these should be developed delivered as quickly as possible.
- There are some positive changes including the introduction of direct services between London and Middlesbrough and North East Lincolnshire plus the extension of the TPE service to Saltburn which Transport for the North strongly supports, but there are also significant reductions in regional connectivity. Transport for the North would like clarity on the economic analysis that supports the recommendations – particularly with regard to the impact on intra-regional services within the North.
- Transport for the North is seeking assurances that in building back better, there is an opportunity baked into the process for meaningful collaboration over the coming years to ensure that levelling up can be serviced through definitive decision-making.

- 4.9 A more detailed response is being developed and a draft will be circulated to Committee members for comment before submission.

5. Recommendations:

- 5.1 The Committee is asked to note the progress on the Roadmap to Recovery
- 5.2 The Committee is asked to note the ongoing consultations on changes to ECML services from 2022 and provide comments on the draft TfN response outlined in 4.8 above.

6. Appendices:

- 6.1 Appendix 1: Summary of ECML Consultations

Required Considerations

Equalities:

Age	Yes	No
Disability	Yes	No
Gender Reassignment	Yes	No
Pregnancy and Maternity	Yes	No
Race	Yes	No
Religion or Belief	Yes	No
Sex	Yes	No
Sexual Orientation	Yes	No

Consideration	Comment	Responsible Officer	Director
Equalities	A full Impact assessment has not been carried out at this stage as this is an update report.	Salim Patel	David Hoggarth

Environment and Sustainability

Yes	No
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Consideration	Comment	Responsible Officer	Director
Sustainability / Environment – including considerations regarding Active Travel and Wellbeing	A full impact assessment has not been carried out because this will be completed as part of the delivery of the business plan.	Salim Patel	David Hoggarth

Legal

Yes	No
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Consideration	Comment	Responsible Officer	Director
Legal	Transport for the North Legal Team has confirmed there are no legal implications.	Deborah Dimock	Julie Openshaw

Finance

Yes	No
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Consideration	Comment	Responsible Officer	Director
Finance	There are no financial considerations in this report.	Paul Kelly	Iain Craven

Resource

Yes	No
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Consideration	Comment	Responsible Officer	Director
Resource	There are no direct resource implications as a result of this report.	Stephen Hipwell	Dawn Madin

Risk

Yes	No
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Consideration	Comment	Responsible Officer	Director
Risk	This paper does not require a risk assessment. However, internal and external risks have been assessed in the business plan.	Haddy Njie	Iain Craven

Consultation

Yes	No
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Consideration	Comment	Responsible Officer	Director
Consultation	There is a public consultation on the proposed ECML service changes and TfN plans to make a response as set out in this report.	Salim Patel	David Hoggarth

Appendix 1: Summary of ECML Consultations

LNER, which recently reported on the proposals to TfN members along with the Department of Transport, said in their launch publicity:

“With significant changes planned to our timetable from May 2022, we have today (Friday 11 June) opened an eight-week consultation to seek views on our proposals.

As part of this consultation we are hosting various sessions with our route stakeholders on the proposed changes, to share details and receive feedback. During these sessions, we will also be joined by representatives from Network Rail and the other train operators on the route.”

They are hosting online briefings in different locations in the North on the following dates on their route:

- 7 July (2pm-3.30pm) - Tyneside, Teesside & County Durham
- 7 July (4pm-5.15pm) - Northumberland
- 9 July (3.30pm-5pm) - West Yorkshire
- 13 July (11.30am-1pm) – Selby and East Riding of Yorkshire
- 15 July (3.30pm-5pm) - South Yorks, Notts and Lincs
- 20 July (3pm-4.30pm) - North Yorkshire

You can find out more about LNER’s consultation [here](#) .

TPE also launched their consultation on the timetable it is proposed TransPennine Express operates on the East Coast Main Line at the May 2022 timetable change and it has invited responses.

TPE’s attached document provides details of the changes being proposed following a rail industry process, called the Event Steering Group (ESG) for all operators, led by Network Rail, that created the timetable for May 2022. Full details on the changes being made to our services are in the consultation document with the core changes being:

- The Edinburgh Waverley – Liverpool Lime Street via York hourly service will be amended to operate between Newcastle – Liverpool Lime Street
- The Newcastle – Manchester Airport hourly service will be amended to operate between York – Manchester Victoria
- The number of calls made at Chester-le-Street are increased, some southbound calls at Northallerton are removed and calls at Garforth are transferred to a Northern service
- Subject to infrastructure work, the Manchester Airport – Redcar Central service is planned to be extended to Saltburn
- Subject to discussions and funding, a limited service between Newcastle – Edinburgh Waverley might be introduced calling at Reston and Dunbar

TPE worked with the ESG, Network Rail, Department for Transport, Transport for the North, Rail North Partnership, Transport Scotland and other train operators to seek the retention of all services and connectivity in place at December 2019 in the May 2022 timetable, and while that work does see some timetable improvements, there are also some service reductions as a result.

The operator says the overall effect of the changes being made is something that it, the rail industry and its sponsors at Transport for the North, Rail North Partnership and the Department for Transport are acutely aware of and will be acting on. Later this month it plans to publish proposals and commence strategic discussions with stakeholders about reshaping our network in order that it can connect more people directly to the major towns and cities of the North of England and into Scotland.

The operator says it envisages that this will include connecting towns and cities to our network that are not presently served by TransPennine Express. You can see more [here](#) .

Northern says it operates services on a number of routes in the North East and Yorkshire that connect with the East Coast Main Line and would like views on proposed changes. It says while the vast majority of our train service frequency and calling patterns remain unchanged, it is the departure/arrival times of trains that will differ as a result of the proposals. Details of these changes can be found [here](#) .

Further information on the specific changes in the consultation documents is set out below:

*denotes only stops every other hour

London North Eastern Railway

Service	Stops
London – Edinburgh (fast service)	York, Newcastle, Edinburgh
London – Edinburgh (semi fast service)	Peterborough, Newark North Gate, Doncaster, York, Darlington*, Durham*, Newcastle, Alnmouth*, Berwick-Upon-Tweed*, Dunbar (limited service), Edinburgh
London – Newcastle (new semi-fast service) N.B direct LNER daily Sunderland train does not run	Stevenage, Grantham, York, Northallerton*, Darlington, Durham, Newcastle
London – Leeds <i>[one train daily extended to Skipton]</i>	Peterborough, Grantham, Doncaster, Wakefield Westgate, Leeds <i>[Shipley, Keighley, Skipton]</i>
London – Leeds (extended to Harrogate every two hours with Horsforth stop on all services) <i>[1 service extended to Bradford Forster Sq, previously 2 trains, and 1 to Huddersfield TBC]</i>	Stevenage, Newark NG, Doncaster, Wakefield W, Leeds, (Horsforth*, Harrogate*) <i>[Shipley, Bradford Forster Sq][Dewsbury, Huddersfield]</i>
London – Lincoln (every two hours)	<i>Peterborough, Grantham, Newark NG, Lincoln</i>

<i>London – York (every two hours) (one train per day extended to Middlesbrough)</i>	<i>Peterborough, Retford, Doncaster, York (Thornaby, Middlesbrough)</i>
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TransPennine Express

Liverpool – Newcastle (previously Liverpool – Edinburgh)	Stations to Leeds, York, Darlington, Durham, Chester-Le-Street, Newcastle
Liverpool – Scarborough (note the Garforth call off-peak is now moved to Northern Blackpool North – York service)	Stations to Leeds, York, Malton, Seamer, Scarborough
Manchester Victoria – York (previously Manchester Airport – Newcastle)	Stations to Leeds, York
Manchester Airport – Saltburn (now extended from Redcar)	Stations to Leeds, York, Thirsk, Northallerton (not every hour southbound), Yarm, Thornaby, Middlesbrough, Redcar Central, Saltburn

East Midlands Railway

Norwich – Nottingham TBC (previously Norwich – Liverpool)	Stations to Peterborough, Grantham, Nottingham
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Cross Country

Plymouth – Edinburgh	Stations to York, Northallerton, Darlington, Durham, Newcastle, Morpeth*, Alnmouth*, Berwick-upon-Tweed, Reston (3 trains per day), Dunbar (2tpd), Edinburgh
Reading – Newcastle	Stations to Doncaster, York, Darlington, Durham, Newcastle

Scotrail

Edinburgh – North Berwick (hourly off-peak but every half hour in the peak)	Musselburgh, Wallyford, Prestonpans, Longniddry, Drem, North Berwick
Edinburgh – Dunbar (every hour approx, previously every 2 hours approx)	Musselburgh, Dunbar

Grand Central (open access operator)

<i>London – Bradford Interchange (4 trains/day)</i>	<i>Doncaster, Pontefract Monkhill, Wakefield Kirkgate, Mirfield, Brighouse, Halifax, Low Moor, Bradford Interchange</i>
<i>London – Sunderland (6 trains/day, previously 5 trains per day)</i>	<i>London, York, Thirsk, Northallerton, Eaglescliffe, Hartlepool, Sunderland</i>

First East Coast Trains Ltd (new open access operator)

<i>London – Edinburgh (5 trains per day)</i>	<i>Stevenage (2tpd), Newcastle, Morpeth, Edinburgh</i>
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Hull Trains (open access operator)

<i>London – Hull (7 trains per day)</i>	<i>London – Hull (8 trains per day to Hull, 7 to London)</i>
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Northern

Newcastle^ – Morpeth [one train per day extended to Chathill] ^Change for Metrocentre	Manors, Cramlington, Morpeth [1tpd to Pegswood, Widdrington, Acklington, Chathill]
Doncaster – Leeds	Bentley, Adwick, South Elmsall, Fitzwilliam, Sandal, Wakefield Westgate, Outwood, Leeds
Leeds – Harrogate – York (twice per hour, previously only hourly Knaresborough – York)	Burley Park, Headingley, Horsforth, Weeton, Pannal, Hornbeam Park, Harrogate, Starbeck, Knaresborough, Cattal, Hammerton, Poppleton, York
<i>Leeds – Harrogate (every two hours)</i>	<i>Horsforth, Hornbeam Park, Harrogate</i>
Leeds – York	Cross Gates, Garforth, East Garforth, Micklefield, York.
Blackpool North – York (will now include Garforth call off-peak previously on TPE Scarborough)	Stations to Leeds then Garforth, Church Fenton and York

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Transport for the North

Rail North – Strategic Rail Director Consultation Call

Subject: Rail Reform Matters: Responding to the White Paper

Author: David Worsley, Head of Rail Specification & Delivery

Sponsor: David Hoggarth, Strategic Rail Director

Meeting Date: Wednesday 23 June 2021

1. Purpose of the Report:

- 1.1 This report provides an overview of the Williams-Shapps White Paper, highlights the value that Transport for the North brings to the rail sector and sets out the next steps to establish a strong role for Transport for the North that delivers for the North's passengers and freight customers.
- 1.2 The Committee is recommended to note the next steps set out in Section 4 and discuss how Transport for the North can build a strong role for the North working with the new body and local authority partners.

2. Executive Summary:

- 2.1 Section 3 includes a summary of the main recommendations of the White Paper. These include:
 - The formation of a new organisation – Great British Railways – bringing together track and train (incorporating all the functions of Network Rail but also have significant powers over timetabling, fares, and long-term planning);
 - The simplification of the fares system and the introduction of new flexible season tickets (for 2 or 3 days per week); and
 - The replacement of the franchise system by Passenger Service Contracts (PSCs), focussing on punctuality and improved efficiency. The PSCs will be based on Transport for London's contracts for Overground and Docklands Light Railway services.
- 2.2 Although the White Paper states that existing devolved administrations will retain their current powers and role, the future role for Transport for the North has not been described. This presents an opportunity for Transport for the North to emphasise the value that it has added in the past to the railway industry, and the unique combination of democratic

legitimacy and intellectual depth (through the analytical framework) that will enable it to play a major role in the future. Transport for the North has also played a significant role in supporting its partner authorities and building strong local partnership arrangements, and it is necessary to ensure that this continues into our future relationships with GBR.

- 2.3 The report concludes by recommending that Transport for the North build on its existing powers and relationships (e.g. with Network Rail through our Memorandum of Understanding) in order to secure a clear role for itself in the future railway industry. This will enable it to address regional concerns such as poor train performance and excessive infrastructure costs and align Great British Railway' strategic plans with Transport for the North's decarbonisation programme and Strategic Transport Plan.

3. Consideration:

Background

- 3.1 The Department for Transport's White Paper entitled *Great British Railways: The Williams-Shapps Plan for Rail* was published on Thursday 20 May 2021. It is the culmination of Keith Williams' review of the industry, initiated following the May 2018 timetable problems and the reversion of the East Coast franchise to directly operated status.
- 3.2 A summary of the White Paper recommendations can be found in Appendix 1. The principal recommendations include the creation of a new public body, Great British Railways (GBR), intended to provide readily identifiable and accountable leadership for the railway industry, bringing together track and train. GBR will operate the railway network and undertake long-term planning. It will collect revenue from fares (including bearing the revenue risk), set most fares and timetables, and manage a website which will sell tickets and provide a single point of contact for information. GBR will incorporate the functions of Network Rail (i.e. to own, maintain, renew and enhance the infrastructure), and receive some functions from the Department for Transport and the Rail Delivery Group. There will be measures to increase workforce diversity in GBR and the wider industry, including stretch targets in contracts and collaboration with further education institutions.
- 3.3 It is intended that the fares system will be simplified, with new flexible season tickets (for use 2 to 3 days per week) on sale from 21 June 2021 and valid for use from 28 June 2021. There will be a clearer system for claiming passenger compensation (via the GBR website), with more rapid moves towards pay-as-you-go contactless ticketing (e.g. digital tickets for smartphones). Walk-on off-peak and season ticket prices will be protected as at present.

- 3.4 The franchise system will be replaced by Passenger Service Contracts (PSCs), focussing on punctuality and improved efficiency. The PSCs will be based on Transport for London's contracts for Overground and Docklands Light Railway services. Arrangements for track access (between GBR and the train operating companies) will replace the current compensation system, making it easier and cheaper for GBR to plan maintenance, renewals and enhancements. New opportunities for open access operators will be explored, whilst other operators will be given commercial freedom (e.g. to introduce new fares and share revenue with GBR) as rail demand recovers.

[The White Paper and Devolution Opportunities](#)

- 3.5 The White Paper states that "Existing devolved administrations and authorities across Great Britain will continue to exercise their current powers and to be democratically accountable for them" (p. 30).
- 3.6 However, Transport for the North's role in the future industry structure is not clearly defined, due to the following features of the White Paper:
- Transport for the North's role as the only Sub-National Transport Body to have statutory status is not mentioned;
 - Subsequent discussion at Transport Select Committee has seen DfT talk about local authorities being "informed clients" and stakeholders, but this could be a step back from the statutory role enjoyed by Transport for the North and its partners;
 - All accountability will rest with GBR, who are in turn accountable to Ministers;
 - Network Rail's current regional structure will be retained in GBR, which could make delivery of east-west connectivity benefits across the North less easy to deliver; and
 - Reorganisation could impact the delivery models of the major programmes covered by the forthcoming Integrated Rail Plan (including Northern Powerhouse Rail).

It should however be noted that if GBR retains Network Rail's current routes (radiating from London), this could be an opportunity for Transport for the North to stress its credentials as the only body looking at rail from a pan-Northern perspective.

- 3.7 Appendix 2 sets out an initial approach to our future role that has been submitted to the DfT, intending to pave the way for more detailed dialogue. It should be noted that as Transport for the North is already fully representative of its elected members, it is prepared for devolution of powers.

Establishing Transport for the North's Future Role

- 3.8 As the structure and context of the railway industry changed during the pandemic, Transport for the North set out four key priorities for the Northern rail network's future. Transport for the North reiterated that it wishes to see local accountability to the communities served by rail, with decision-making decentralised as far as possible. Transport for the North also wish to see a rail industry which is transparent and collaborative, and better integrated with other modes of transport. Transport for the North's partners have stressed that Transport for the North plays an essential role in the governance of transport across the North, as prior to Transport for the North's existence, policy was set in a centralised and unaccountable manner, without the benefit of local knowledge; we cannot allow any backwards slippage to this situation, nor reduce Transport for the North's ability to support its partners.
- 3.9 Transport for the North is in a unique position to realise these goals, as it is an established organisation with statutory powers, and has a track record of achievements in rail. For example, in the wake of the May 2018 timetable problems (which hit TransPennine services severely), Transport for the North was able to take the lead in developing emergency timetables, deploying an independent expert to oversee the recovery, and implementing passenger compensation. However, the White Paper indicates that the system of control within GBR will be based on existing Network Rail regions, which means that the North would be split between two business units which will reflect (and likely prioritise) north-south connections rather than the east-west links which Transport for the North recognises as economically vital. Transport for the North's ability to influence the response to future similar performance problems thus needs to be clarified.
- 3.10 A core feature of the White Paper (reflecting Transport for the North's view) is joining up track and train. The White Paper sets out how Network Rail will be incorporated into GBR.
- 3.11 Transport for the North is already working closely with Network Rail in the North. We have developed a Memorandum of Understanding to help govern our relationship with Network Rail; this covers issues such as our legal duties, common objectives, areas in which we can collaborate, and potential future projects. Transport for the North have been able to enter into more productive liaison with Network Rail as a result of this Memorandum, and Transport for the North therefore require clarification on how we can maintain and deepen our relationship with Network Rail during their transition to GBR.
- 3.12 A specific issue referenced in the White Paper (p. 14) is the estimated capital costs that Network Rail are quoting for proposed infrastructure investments. This is a topic which has caused great concern to Transport for the North, as our own rail professionals have collected evidence which illustrates that several proposed enhancements have been estimated to cost three times or more than what comparable

infrastructure has cost to build, even in recent years. We are also concerned that train performance for operators in the North is almost uniformly poorer than elsewhere in Britain, and that the knock-on effect of rail congestion at performance hotspots (such as Manchester and Leeds) has not been taken into account fully when assessing the business case for ameliorating measures.

- 3.13 There is a clear opportunity to use Transport for the North's expertise to influence long-term strategy and promote the transformational pan-Northern growth to which we aspire. We have already influenced policy in this area by making the case for the rolling stock investment which has improved rail journeys across the North, whilst the incorporation of our *Long Term Rail Strategy* (Jan. 2018) into the *Strategic Transport Plan* (Feb. 2019) has ensured that rail schemes are prominent in the case which is being built for a Northern transport programme and budget. The White Paper states that GBR will be required to develop a 30-year strategy in addition to the current Network Rail 5-year plans; this presents an opening for Transport for the North to align GBR's plans with our *Strategic Transport Plan*, whilst deploying our cutting-edge appraisal tools (Northern Rail Modelling System & Northern Economy and Land Use Model) to strengthen the case for investment in our region's network. Responding to Transport for the North, the Secretary of State for Transport has noted that Transport for the North possess expertise in several relevant areas, and pledged that DfT officials would work with Transport for the North to harness this knowledge during the transition to Great British Railways.
- 3.14 The White Paper also emphasises ongoing decarbonisation as part of DfT's priorities for the industry, with further details to emerge in a future *Transport Decarbonisation Plan*. This provides a further opportunity to advance Transport for the North's agenda and influence national policy, as Transport for the North's analytical toolkit includes detailed consideration of how carbon emissions will be impacted by potential trends in future transport and urban geography. The work done already for our *Future Travel Scenarios* report (Dec. 2020) can inform strategic choices that will be made by GBR and other government agencies over the coming decades.

4. Next Steps:

It was proposed and agreed at Transport for the North Board on 9th June that the following steps are taken to develop Transport for the North's role:

1. Emphasise the importance of a pan-Northern role for Transport for the North under the new rail structures, using the available evidence for our ongoing impact, and stressing integration with local systems and other modes. This would include challenging the retention of the existing Network Rail structure, which splits the North across two regions;

2. Strongly engage with the development and implementation of the White Paper by DfT, in order to shape the future structure of the rail industry in the North. Transport for the North will request a seat on the Advisory Board which will drive the establishment of GBR;
3. Work with Local Transport Authority partners on how to maximise local delivery and integration within the new framework. This will recognise that Transport for the North can play a major role in securing strong local partnerships between GBR and local authorities, in order to facilitate local integrated networks. In particular, this should involve making the case for more rapid devolution of powers in areas where this is possible, such as control of station facilities and environs. Stations could be regarded as community infrastructure rather than rail infrastructure, and devolving their management will allow more rapid progress towards achieving full accessibility; and
4. As agreed by Transport for the North's Board on 9 June 2021, develop a detailed 'case for change' to define a leading role for Transport for the North, supported by appropriate evidence, and based on the principle that Transport for the North is an existing and effective statutory organisation (made up by elected leaders) that is devolution-ready. This work is currently being commissioned; Transport for the North will work with Lead Officers from member authorities during this period and bring regular reports to Rail North Committee on its progress. The commission and 'case for change' will include consideration of more rapid devolution for management of stations, as requested at Transport for the North Board.

5. Recommendations:

It is recommended:

1. That the Committee notes the White Paper, and its focus on addressing the problems caused by the past fragmentation of the railway industry;
2. That Transport for the North continues to seek clarity from Government that the existing arrangements and statutory powers through Transport for the North are not proposed to be changed, and can therefore provide a strong building block for Transport for the North's future role; and
3. That the Committee discusses what Transport for the North can bring to the new structure and the next steps set out in Section 4 above. As more details of what is planned are confirmed by the Department for Transport, these will be incorporated in to the 'case for change' and our vision of Transport for the North's future role.

6. Appendices:

The following appendices are included separately:

Appendix 1: Summary of White Paper

Appendix 2: Transport for the North's Initial Response to DfT

List of Background Documents:

There are no background papers to this report.

Required Considerations
Equalities:

Age		No
Disability		No
Gender Reassignment		No
Pregnancy and Maternity		No
Race		No
Religion or Belief		No
Sex		No
Sexual Orientation		No

Consideration	Comment	Responsible Officer	Director
Equalities	A full Impact assessment has not been carried out because it is not required for this report.	David Worsley	David Hoggarth

Environment and Sustainability

Yes	No
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Consideration	Comment	Responsible Officer	Director
Sustainability / Environment – including considerations regarding Active Travel and Wellbeing	A full impact assessment has not been carried out because it is not required for this report.	David Worsley	David Hoggarth

Legal

Yes	No
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Consideration	Comment	Responsible Officer	Director
Legal	Any legal implications are included within the report.	Julie Openshaw	Dawn Madin

Finance

Yes	No
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Consideration	Comment	Responsible Officer	Director
Finance	Transport for the North Finance Team has confirmed there are no financial implications.	Paul Kelly	Iain Craven

Resource

Yes	No
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Consideration	Comment	Responsible Officer	Director
Resource	Dependant on the implementation of the GBR Target Operating model there may be structural, resource and skills implications for Transport for the North – this will be kept under review and the Committee appraised as this matter evolves	Stephen Hipwell	Dawn Madin

Risk

Yes	No
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Consideration	Comment	Responsible Officer	Director
Risk	There are no risk implications arising from this report and thus a risk assessment is not required.	Haddy Njie	Iain Craven

Consultation

Yes	No
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Consideration	Comment	Responsible Officer	Director
Consultation	Transport for the North's partners have been informally consulted on our response to the Williams-Shapps Plan, and will have the opportunity to provide further input to the case for change.	David Worsley	David Hoggarth

Appendix 1

Further Information

The document is split in to 8 chapters. Further key details which have emerged from study of these chapters are covered here as supporting information:

Chapter 1: The Railways since Privatisation

Although praising the increase in services, higher passenger numbers, improved rolling stock and eventual improvement in safety during the privatised era, the report admits that the fragmentation of the industry has led to inefficiency in many areas (e.g. through duplication). Collaboration between organisations is poor, fares have increased 48% in real terms since 1997, performance has been erratic, and the privatisation has not been accepted by the public. In particular, poor cost control from Network Rail has prevented improvements. Simplification of the industry and better alignment of the incentives of the bodies involved is seen as the key to ending an adversarial blame culture. Great British Railways will therefore “be made up of regional railways that are locally rooted and accountable, with new culture and incentives focused on serving customers”.

Chapter 2: Our Commitment to Rail

It is noted that the government is still committed to HS2, direct London to Middlesbrough services, the Northumberland Line, and that in “northern England, Manchester’s railways are being unblocked . . .” It is promised that the Integrated Rail Plan will be published soon, and that the “government’s priority for the future is to level up rail services and other public transport services in rest of the country to the high standards already set in the capital”. Helping rail to recover from the pandemic will include the flexible season tickets but also a “major effort to develop rail’s leisure market further and help to attract new passengers to the railways”.

Chapter 3: Integrating the Railways

The McNulty report from a decade ago identified “the lack of whole-system thinking and adversarial relationships as key reasons for high costs, poor value and inefficiency”, but this has not been rectified. The key goal is that “Great British Railways will bring together the whole system and perform a role for rail services similar to the one Transport for London has in the capital. It will own the railways across Great Britain and run them as an integrated system to common goals, set out in this white paper and in the future by Ministers.”

GBR will be required to develop a 30-year plan, in addition to the current 5-year plans, and will incorporate functions from DfT and Rail Delivery Group as well as Network Rail. GBR will be accountable for punctuality, efficiency and safety, and

also take the revenue risk. In order to improve passenger focus, GBR “will need to include meaningful numbers of people in middle and senior management roles with substantial experience outside Network Rail, including in some cases from outside the rail and transport industry altogether; and more people with retail and customer relationship experience”. Expect cost savings from integration and deduplication are £1.5 billion per year.

GBR will be accountable to the Secretary of State for Transport in a manner similar to TfL’s accountability to the Mayor of London. However, in order to boost local accountability, “Great British Railways will be made up of powerful regional divisions, with budgets and delivery held at the local level, not just nationally”. Passenger Service Contracts and other procurement will be managed locally. There will be five regional divisions, initially matching Network Rail’s current structures, so the North of England would still be split between Eastern and North West & Central regions.

Chapter 4: Replacing Franchising

The government has a legal responsibility to keep franchised services in operation, and introduced emergency measures that kept the trains running for key workers, assuming full responsibility for cost and revenue across all 14 national franchises. A new role for operators is now needed to restore a focus on providing high-quality services for passengers, encouraging people to travel by train and running services more efficiently. Franchising will therefore be replaced by new Passenger Service Contracts. Use of a concession model to contract with private partners to operate trains has been more successful than franchising in enabling operators to be held to account for running trains on time, delivering passenger satisfaction and controlling costs.

GBR will specify the timetables, branding, most fares and other aspects of the service and agree a fee with the competitively-procured passenger service operator to provide the service to this specification. Operators will take cost risk but will need to balance that with service quality, in order to be efficient while also meeting the needs of passengers. National Rail Contracts will succeed the emergency agreements and act as stepping stones towards the new Passenger Service Contracts. They will include incentives to drive revenue growth and the flexibility to ‘switch on’ further revenue growth measures when conditions allow.

Great British Railways’ regional divisions and their commercial partners will also push each other to help people back onto rail, working together on areas such as marketing. Revenue incentives will be built into contracts to grow passenger numbers, foster a culture of innovation and introduce efficiencies. In some areas, including city regions, local leaders will become directly involved in shaping and drawing up contracts, through partnerships with Great British Railways’ regional divisions. Each contract will require and incentivise operators to co-operate and work collaboratively with Great British Railways and its other partners, including other transport services, to enable more convenient connections between long-distance and local services and joint working during

disruption or emergencies. The length of contracts will also vary. On some parts of the network, longer contracts than those used under franchising may be adopted to support major investment programmes or the delivery of significant changes for passengers.

Chapter 5: A New Deal for Passengers

The long-term vision is for 'turn up and go' railways, seamlessly connected with other transport services. Accessibility should be improved, and the compensation regime simplified. The nine key requirements of passengers are that the railways should be: Safe, Accessible, Seamless, Connected, Reliable, Comfortable, Informed, Affordable, Trusted.

GBR will be responsible for ticketing across the country, with digital tickets encouraged for regional, long-distance, and frequent journeys. The commercial freedom of some operators will most likely be limited to advance purchase tickets. The role of stations in the community will be modernised, to cater for on-demand shopping collection, small-scale freight, and public services such as education, training and health and wellbeing services.

Chapter 6: Unleashing the Private Sector's Potential

The government wants to ensure the new model takes the very best of the private sector – innovation, an unrelenting focus on quality, outstanding customer service – and harness it under the single guiding mind of the public sector. It is anticipated that GBR will support a more open, innovative system with shared data, new forms of competition and opportunities for new ideas to flourish and scale-up to benefit passengers, freight customers, the economy and taxpayer. It is argued that the railways will not become more efficient, modern, and innovative without the involvement of the private sector, including the extensive supply chain, freight market, funders and passenger operators and rolling stock companies.

Critical safeguards will be introduced to ensure freight operators receive fair access to the network. ORR will act as an appeals body for operators or applicants to ensure that Great British Railways applies policies, including track access and charging, fairly. GBR will have statutory duty to promote rail freight, and government will work with the market to consider vital network enhancements that increase capacity for freight or help to grow the rail freight market; this could be helpful for our freight aspirations in the North.

Reforms are envisaged to create a culture in the sector where every organisation, public or private, is aligned and incentivised to achieve high levels of performance, from train build and maintenance to service dispatch, that will get trains running on time across the network. Teams will be empowered locally to work collaboratively with private partners to do the right thing for passengers and freight customers. They will also improve engagement with local businesses and communities, including through creating new opportunities for local partners

and businesses to play a greater role in shaping investments in their area. Integrated local teams within Great British Railways' regional divisions will push forward design and delivery with their partners, supported by new incentives that encourage innovation, partnership, and collaboration.

Chapter 7: Accelerating Innovation and Modernisation

It is argued that real opportunities to improve services for passengers and freight customers through new technology have been consistently missed so rail needs to innovate and accelerate change if it is to remain relevant. A modern rail network requires an ambitious approach to decarbonisation, climate change adaptation and data driven transformation, by becoming more outcome focused and forward thinking and by balancing competing priorities carefully. The railways need to better understand their customers and speed up delivery of projects.

Electrification of the network will be expanded, and alternative technologies such as hydrogen and battery power will help to achieve zero emissions from trains and reduce air pollution. Rail is the only form of transport currently capable of moving both people and heavy goods in a zero-carbon way. Electrification is likely to be the main way of decarbonising the majority of the network, and the electrification of Leeds to Manchester is a key part of that, whilst battery and hydrogen-powered trains will be trialled for passenger routes where conventional electrification is an uneconomic solution. Railways need to encourage a shift away from planes, cars and lorries; become the best option for long-distance travel; and improve the whole journey experience. This includes making it easier to get to and from stations by walking, cycling or other public transport, charging points at rural stations, modernising fares to compete with air travel and improving freight connectivity through interchanges and links with freeports. This will require close working with local and devolved administrations.

Open data compiled by GBR and partners will improve transparency, trust, and innovation. An 'open by default' approach to data will be introduced, with common frameworks and standards across the sector created. Open data will make it easier for partners to provide new services such as: end-to-end journey planning; 'find my seat' features; and personalised travel offers, like free coffee when delayed. Great British Railways will become the primary public funder of RD&I initiatives across the sector, delivering priorities set by Ministers. Stronger links with centres of industry and private sector innovators will be a core part of the new RD&I system. Great British Railways' regional divisions, working more closely with local partners, will lead delivery of RD&I projects to focus them on the needs of passengers and freight customers.

Lessons learnt from the government's Project SPEED (Swift, Pragmatic, Efficient Enhancement Delivery) will be rolled out across the industry, in order to streamline the decision-making process, and strip out unnecessary complexity from planning processes through system-wide reform in conjunction with other government departments. These benefits will be realised by changing ways of

working across the whole rail sector. There are 11 cross-cutting themes that have been identified from a set of pilot projects. These focus on identifying opportunities for simplification and efficiency.

Chapter 8: Empowering Rail's People

A new joined-up, cross-sector training and skills offer will support people at every career stage to develop skills and bring in experience from outside the rail sector. The fragmented structure of the railways impedes effective leadership at both organisational and individual levels and limits the opportunity for whole-system, efficient solutions. To tackle this, a sustained programme to invest in skills, training and leadership across the rail sector will foster greater collaboration and openness to innovation and new technology and so support vital long-term productivity improvements. A virtual leadership academy will be established; the academy will professionalise and standardise the skills offer across the entire sector, bringing together commercial, technology and passenger service experience.

Great British Railways will work with the sector to develop a system-wide workforce plan, and support industry-wide co-ordination of driver training and take steps to ensure that operators can recruit and retain talent in a way that is sustainable for the whole sector. Diversity across the sector will be improved through the inclusion of stretching measures in contracts to actively promote and increase recruitment and retention of a diverse workforce. Comprehensive data on productivity and pay will be collected and published by ORR, which will report on the data and compare it with that of other sectors and labour markets.

ENDS

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Date: 1 June 2021

The Rt. Hon. Grant Shapps

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SW1P 4DR

Tim Wood

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Tel: 0161 250 2711

Sent by e-mail to:

DfT.Ministers@dft.gov.uk

Dear Secretary of State,

Re: TfN's Response to the Williams/Shapps Plan for Rail

I am writing on behalf of the Transport for the North (TfN) Board following the publication on Thursday 20 May of your white paper: '*Great British Railways: Williams-Shapps Plan for Rail*'.

We very much welcome the publication of the white paper which contains many things that TfN called for in our submission to the Williams Review; the bringing together of track and train; single accountability through a 'guiding mind' and the commitment to regional railways – guided by local knowledge - that deliver better outcomes for passengers. The TfN Board will consider a fuller response when it meets on the 9 June.

We share the government's recognition that this has to work for the North of England's 15 million people given the scale of the agreed, long-term investment programme needed to level up economic opportunity and rebalance the UK.

We have been reassured by Ministers' commitment to the key role that Sub-national Transport Bodies have to play in realising White Paper's potential. As the only regional statutory STB, the TfN Board is committed to working with you to advance the proposals in the paper.

Building on our existing structures, such as Rail North and our co-clienting of Northern Powerhouse Rail, we stand ready to support the establishment and work with Great British Railways (GBR) and look forward to participating in the Advisory Council.

In legislating for and funding TfN, government enabled the North to publish a statutory strategy for the North (our Strategic Transport Plan). For the first time, setting out a 30-year strategy and the infrastructure priorities need to deliver for the North's communities. By working with government, we now have a solid

foundation on which to quickly implement the opportunities set out in the White Paper.

Moving away from this principle would be a backward step not only for the railway and devolution, but also for the North of England. Instead we see clear opportunities for GBR to work with TfN, as a statutory, informed client, to deliver our adopted northern strategy.

The advantage of having GBR to provide a single guiding mind for the rail network is crystal clear. The TfN Board is ready to work with GBR moving forward as a new industry structure is established. This will build on our very clear strengths and capabilities as England's only STB with statutory powers, our unique co-client role with DfT on services (through the Rail North Partnership) and infrastructure (through NPR) and our existing strategic partnership working with both Network Rail and HS2 Ltd, and our current regulatory and oversight role with the RNC and Rail North Partnership Board (RNPB).

A new, stronger partnership between TfN and GBR would provide greater value than the current arrangements, drawing on the strength and depth of TfN's technical expertise, analytical capability, and hard-won confidence of our members, DfT, Network Rail, stakeholders, and the rail industry. This is because TfN has consistently demonstrated reach and insight right across the region, including strong collaborative cross-border relationships with the Midlands, Scotland and Wales, positioning rail investment as a driver of transformational sustainable economic growth and social opportunity.

That approach is supported by the strong contribution the Chairman of Network Rail has made to TfN Board and the strong relationship with the System Operator. By working through the TfN Board we have already demonstrated how it is possible for the overarching ambition of our Strategic Transport Plan to be fed back into the existing regional structure of Network Rail (which will also be reflected in the initial structure of GBR). So we want to build on the strong partnership working we've established with Network Rail with a clear offer from TfN to support GBR with a model for successful partnership working at a pan-regional level.

The attached paper sets out the tangible value continued investment in TfN has and will continue to provide government with the clarity on investment priorities across the North it seeks, meaning that we can help GBR deliver faster change, especially around getting passengers back on the railway after the pandemic, and assisting in the delivery of a decarbonisation strategy and economic recovery bespoke to our region. The North of England - as your government has rightly highlighted and our evidence demonstrates - is a Northern Powerhouse waiting to be ignited, helping create tens of thousands of jobs once east and west of the Pennines are fully connected.

I'm copying this letter to Chris Heaton Harris MP, the Permanent Secretary, and her senior team, as well as Sir Peter Hendy and Andrew Haines at Network Rail. I will also ensure my Board and our chairman John Cridland receive a copy.

I look forward to your response.

Yours sincerely,



Tim Wood
Interim Chief Executive

TfN's offer to Great British Rail. Six areas of unique capability and strength.

1. Strategic planning at a Pan Northern level. TfN statutory role as the owner of the strategic overview of the Norths' transport requirements is set out in legislation. The work to build TfN means we have a system already in place and agreed, with clear governance and a clear programme and evidence base behind the Strategic Transport Plan. This includes the Northern Powerhouse Independent Economic Review which sets the direction for economic growth and is agreed with the LEPs and wider northern stakeholders, as well as the Long Term Rail Strategy. Our own decarbonisation strategy is out ahead of DfT's own plan which recognises the importance of reducing emissions from longer distance trips and fully aligned with NR electrification plans.

We are already sharing that evidence with the two east and west teams developing the whole industry plans within Network Rail. We can build on that strong sense of shared goals and objectives between GBR and TfN and plans which bake in TfN evidence from the outset will be stronger and immediately recognisable to Northern stakeholders in GBR – offering seamless stakeholder buy in and a shared problem statement.

Statutory advice from the TfN Board has provided clear unambiguous advice to government on a range of major transport issues and investment decisions. We see the statutory functions of TfN playing a key role in continuing to influence and shape national decision making under the new arrangements.

We also see TfN collaborating in the sponsorship of a Northern Rail Infrastructure Pipeline – working with GBR and local partners to bring forward schemes and create stable flow of investment over next 30 years within an agreed funding envelope with DfT defined initially through the Integrated Rail Plan. Through all our development work we now have a clear agreed view of rail requirements for the North and the capability to prioritise the key interventions needed. The mechanisms required to be the sponsorship function for strategic investment decisions are already in place or currently being developed through the assessment of the TfN Northern Investment Programme. We are therefore well placed to help shape Great British Railway's 30-year strategy in the North of England.

2. East West connectivity is essential for growth and levelling up. We understand that NR will continue to be split east and west reflecting the current network and welcome the recognition that will need to change once NPR starts to come onstream. Clearly we would want to move at pace to a new pan Northern structure as soon as possible but in the interim, TfN is extremely well placed to work with GBR on the gaps and interfaces between East and West, especially on NPR, TRU and freight, building on existing collaboration and joint working with the NR SO function. Two key examples are:

- The development of NPR has balanced east and west priorities – looking at longer distance connectivity and taking a whole network approach. Our analysis of east west NPR services was a driving factor in the decision to remove the junction at Stourton from the design of Phase 2b, removing cost and complexity from the delivery of HS2. More recently the work on Sheffield Manchester options has taken that broader approach, allowing our members to take collaborative decisions about relative investment priorities.
- Similarly, TfN involvement in TRU has made a significant impact in determining the appropriate east west freight solution between Leeds and Manchester, facilitated integration between TRU and NPR and identified the linkages across the two business cases. Our emerging freight strategy and underpinning analytical work will further strengthen the case for east west freight interventions by taking a pan Northern approach. The TRU advice has helped ensure that the key outputs such as gauge cleared freight route for container traffic and full electrification remain objectives.

3. TfN’s evidence and analysis capability. TfN has developed industry leading tools and data analytics, backed by a capable in-house team. Our bespoke rail model NoRMs was developed and delivered in 2 years, and with NELUM and other tools now have a fully functional analytical framework to rival TfL, HS2 ltd etc. We are now uniquely positioned to provide the detailed pan Northern approach to business case development, particularly on the key interactions between connectivity and wider economic, social, and environmental factors. We now see TfN tools and models increasingly being used with local partners and more widely in DfT and stand ready to embed them as support to the evidence base into the new organisation. We see TfN taking on an assurance role for business case development for Northern investment schemes– building on the informal approach taken by DfT/NR to date. In particular we would highlight:

- NPR business case development – our analytical tools have transformed the economic case for Northern Powerhouse Rail and provided a robust basis for investment decisions. That’s been delivered through a strong focus on spatial detail and growth opportunities, distributional factors, and decarbonisation. The most recent iteration of our models has delivered a 30% uplift in benefits for Northern Powerhouse Rail.
- Our pioneering work on future travel scenarios and long-term rail demand modelling in the North which is already being used in continuous planning exercises and business case development with Network Rail.

4. Reducing costs and scheme development. We have developed clear capability through both NPR and Rail North on scheme development, demonstrating true meaningful collaboration, and a clear track record of working with the industry to challenge and drive down costs based on technical expertise but with a strong outcome focused approach which is the ethos of TfN. This is where co-clienting and co-sponsorship adds most value –

not in duplicating activity but ensuring strategic fit between delivering a realistic and appropriate solutions to long standing problems, driving Value for money while still remaining fully transformational.

Examples include:

- In NPR we have reduced projected costs since the original proposals without losing the clear ambition of the project, by integrating plans and sharing infrastructure with HS2, working constructively and methodologically with NR and our partners to remove unnecessary scope and challenge costings.
- Recently rigorous cost challenges led by TfN have been successful in identifying where costs can be reduced, including securing a £4bn cost reduction on initial assured costs by evidenced based challenging the pricing methodology and land and property requirements, thereby ensuring that unnecessary costs are not imported into the scheme. Robust benchmarking and challenge on design and the methodology for calculating electrification, possessions and isolations has identified potential for a further £5bn of real reduction in costs. The result is an ambitious set of proposals recognised by our partners with a stable and assured cost envelope at 50% of the original estimates. We are now working with DfT and NR to apply that approach into TRU and the work of the Manchester Recovery Task Force.
- TfN has led a new approach to significantly reducing the cost of journey time improvements which is can be utilised across the network. We are also leading on a reliability and resilience delivery plan for the North – joining up track and train and unlocking quick wins that the industry has previously been unable to get going.
- Working with the North East Authorities, TfN has driven operating cost savings on the Northumberland Line re-opening project (supporting economic regeneration) by ensuring the infrastructure is designed to support the most efficient service pattern.

5. Local integration and collaboration are the driving force of the TfN partnership. Only TfN has the capability, technical expertise and the strength of partnership working to define, agree and deliver transport solutions at scale that also deliver for local areas, fully integrated into local plans and ambitions. We have both the governance mechanisms and relationships already in place to do this and a strong track record of gaining the confidence of northern leaders through the use of industry experts.

TfN has been hugely successful in bringing together civic and business leaders from across the North to articulate our vision and priorities for NPR, ensuring that funding and strategy decisions about transport in the North are informed by local knowledge and requirements. TfN has been unanimous in its vision for NPR, rallying behind its preferred NPR network and phasing

based on systematic evidence generation, and our recommendations for the sponsorship and delivery of NPR as we move toward delivery.

Through NPR we have worked closely with local partners and the department to agree innovative plans for new station development that can maximise local economic and social benefits within national infrastructure projects. Examples include the new stations at Rotherham and Barnsley, where as well as the emerging proposals for a new Bradford station which TfN has supported an integrated approach to master planning and economic regeneration.

During Covid, TfN led the creation of a new North of England Contingency group to oversee the rapid re-design of services and was able to bring local knowledge to ensure that the service was tailored to the needs of key workers. Not only did this bring together local authority partners sealing with the crisis on the ground, but all train operators serving the North.

We already have a strong collaboration with Network Rail both as a Delivery Partner (and TfN Board member) and have recently agreed an MOU to take the collaboration to the next level with a shared development agenda.

TfN has also demonstrated how it can work effectively with local authority partners to help them accelerate projects that support local economic priorities. Examples include working with Cumbria Council on 'Powering up the Energy Coast, supporting West Yorkshire on the opening of new stations and providing Project Management Support to North Yorkshire on the developer-funded upgrade of the Esk Valley Line – supporting commuter and leisure markets.

6. The existing Rail North Partnership Arrangements. The Rail North Partnership was established in 2015 as the first of a new model of greater local involvement; the only one with a statutory Sub-National Transport Body and a template that helped establish partnerships elsewhere including the West Midlands and East Midlands. In the Rail North Partnership we have a team based in the North that has successfully navigated to the challenges of franchise failure and the ramifications of the May 2018 timetable disaster to oversee transformation of the Northern and TransPennine Express rolling stock (500 brand new carriages) and service offer with strong local input through TfN's Rail North Committee.

Since 2015 Rail North has demonstrated partnership working in practice:

- A strong and decisive response to the May 2018 timetable crisis with TfN providing local input to the emergency timetable and recovery measures
- Establishing a passenger compensation scheme in the aftermath of May 2018 that best met the needs of passengers and businesses impacted (including part time workers)

- Following calls from TfN members, jointly bringing in an independent expert to work with local partners and the industry on performance improvements
- TfN has taken a lead in the recovery post-pandemic creating a roadmap to recovery which is used to shape the work of the Rail North partnership.
- The Partnership is already joining up track and train at a local level; for example TfN made Statutory advice on two infrastructure programmes (TRU and Central Manchester) and is bringing its evidence base and modelling suite to making the strongest strategic case
- TfN members have demonstrated the ability to make tough choices where necessary including agreeing to two short term service changes in 2020 to kickstart the recovery of performance in the Manchester area.

Rail North Partnership: Operational Rail Update

Subject: Rail North Partnership: Operational Rail Update

Author: Gary Bogan, Rail North Partnership Director

Sponsor: David Hoggarth, Strategic Rail Director

Meeting Date: Wednesday 23 June 2021

1. Purpose of the Report:

- 1.1 To update the committee on operational rail matters and to ask members to note the information in the report.

2. Covid Recovery Timetables:

2.1 [Northern Trains Ltd](#)

The operator continues to perform well with around 70 per cent of its trains On-Time for the railway period starting May 30 to date – June 11. Trespassers and signal failures were amongst the issues impacting performance.

In response to Covid -19, Northern Trains Ltd (NTL) is pursuing a resource-led approach to timetabling. The operator continues to balance its timetable with available resources and customer demand. Similar to other operators, some services for December 2021 are not yet able to be reintroduced. This has been partly due to a training backlog caused by the pandemic which has led to fewer available trainees to support a wider reintroduction of services. In addition, East Midlands Railway (EMR) is unable to cascade its 15 x Class 156s which were due to be delivered in time for December 2021. NTL doesn't yet have a date for when it will receive the units.

As a result, the operator has had to make some difficult choices about where to prioritise resource. It has developed a plan that takes into account the number of train crew likely to be available at a depot level and anticipated availability of rolling stock. The service coverage remains broadly as per May 2021 apart from some exceptions. These include the Liverpool to Warrington Bank Quay route which will see its hourly service reintroduced. There is a withdrawal of the Hull-Bridlington service off-peak only and the Hull-Leeds-Halifax service sees an increase from a two-hourly service to one train per hour. The

Morecambe/Lancaster – Skipton service will increase from six trains to eight per day and the current Knaresborough to Leeds will be extended to York. The industry is still working to condensed timelines to achieve the changes for December 2021.

2.2 TransPennine Express

Performance remains strong at 94 per cent On-Time for June to date (June 14) and the operator has seen demand rise with figures regularly above 40 per cent of pre-Covid levels, Monday to Friday and 50 per cent at the weekends. Whilst social distancing is a personal and social responsibility, it is being monitored and similar to other operators, there has been social distancing breaches on some sections of the TPE routes. A total of 31 per cent of Class 185s breached social distancing rules between 31 May – 6 June. The most reported breaches during this week were on Saturday, June 5 when TPE had 42 per cent of Class 185 services breaching social distancing capacity. The most frequent source of breaches included sections on the Manchester to Hull service at 29 per cent, the Manchester to Cleethorpes service at 25 per cent and Manchester Airport to Redcar Central at 23 per cent. The Class 185s are the only fleet to be referenced in terms of capacity breaches because they have a fully functioning automatic passenger counting (APC) system.

Other operators are also seeing rising capacity issues and communications efforts have been doubled to inform passengers of alternative services and to emphasise personal responsibility. Passengers can also take advantage of travel alerts to help them maintain social distancing. The 'Alert Me by Messenger' technology tells rail users how disruption and crowding may affect their journey by providing alternative routes and is available on National Rail platforms. It is due to be offered by most train companies later this year.

TPE's December 2021 service offer is currently as per the May 2021 timetable – in line with the government's instructions to maintain performance. The plan is to increase service levels for May 2022 although this is dependent on passenger demand. There are opportunities to increase services during the next 12 months, particularly during the summer for leisure travel but again this will be dependent on people returning to rail.

In a separate issue, the backlog of driver training remains as a result of the pandemic. This affects new drivers and drivers that are out of competency. Whilst this doesn't affect the existing service levels, drivers with diversionary route knowledge gives TPE increased flexibility. This is important in handling unforeseen circumstances during disruption such as the Transpennine Upgrade when more drivers may be required with this alternative route knowledge.

TPE has a new managing director in Matthew Golton who started his role on 1 June. Matthew joins the operator from First Rail where he

was Business Development Director. He replaces Liz Collins who has taken up a position with West Coast Partnership. Matthew will be introducing himself at the Rail North Committee on June 23.

2.3 CrossCountry, LNER and Avanti

Based on the industry assumption of a rollover of the May 2021 timetable, CrossCountry is planning to run 99 per cent of its services on its regional routes in December whilst the long distance intercity routes remain at the current one train per hour and double sets. Similar to the regional routes, some station calls will still be omitted however this is being reviewed.

LNER is building up to 100 per cent of its timetable over the coming months now that the East Coast Upgrade is complete. This will need to take the Hitachi fleet issues into account which means it is running slightly fewer services than it would otherwise. To note:

- LNER's first Middlesbrough service – a daily return – is due to start in December.
- The operator is planning to start serving Reston in Scotland (once a day in each direction) from December, dependent on this new station being built in time.

Avanti is still working through its timetable proposal and options to incrementally step up services are being looked at as part of the work.

3. **Rolling Stock Update**

3.1 TransPennine Express

In May the fleet of 800 series Hitachi trains were removed from service as a precaution when cracks were found on the lifting points of the trains. Following safety checks, TransPennine Express, Hull Trains and ScotRail were able to resume operating services across their routes. The Hitachi issue is not thought to be a significant risk for TPE due to the lower mileage of its fleet. However, at the time of writing, TPE had five of its 19 'Nova 1' 802 trains out of service for various maintenance reasons not related to the LNER defect. TPE remains able to cover the timetable with its remaining fleet.

There is one Nova 3 train left to deliver which is going through its final acceptance checks. Handover to TPE is expected by the end of the week commencing June 13. The fleet roll-out began in mid-2018 and has suffered delay due to Covid.

3.2 Northern Trains Ltd

During a routine examination on April 3, a class 195 was found to have a stress fracture in the Yaw Damper bracket – designed to reduce

swaying motion in the carriage. Cracks were found in a total of 25 trains following inspections. The defect was in Northern's new CAF fleet, affecting the Class 195s and the Class 331s. An interim solution has been developed and these have been fitted to the fleet. A total of 24 are now back in service and the priority has been to strengthen the Blackpool service, increasing four carriages to six, followed by the Blackpool to Hazel Grove and Liverpool to Blackpool services. The faults meant that NTL had to delay the reintroduction of three services in the May timetable however these have now been reinstated.

3.4 **Dispensation**

NTL has been granted a Person with Reduced Mobility (PRM) dispensation for 10 x Class 153s and 6 x Class 150s/ 3 car to maintain the service levels of the planned 2021 uplift. They will be coupled with a compliant train and NTL will ensure that any assistance booked on to these services will direct passengers to the fully compliant part of the train. Relevant staff will be fully briefed on the arrangements to provide a consistent service and there will be extra signage to inform people of the arrangements.

4. National Rail Contracts (NRC)

4.1 **TPE – Recap on issuing of the Direct Award**

The new National Rail Contract (NRC) started on Sunday 30th May at 02:00. The contract is for a two-year term to May 2023 with options to extend by up to two further years to May 2025. Under the NRC model, the DFT retains the revenue risk and a substantial amount of the cost risk. For TPE, the fixed management fee is £2.3 million per annum and there is the opportunity to earn up to an additional £5.2m which is the maximum attainable performance fee. The contract is designed to reward the achievement of operational targets including punctuality. It also emphasises collaboration and includes commitments to a new sustainability strategy, integration with other modes of public transport and improvements to employee accommodation.

4.2 **NTL – National Rail Contracts progress**

The RNP Management Team has had initial conversations with NTL and some stakeholders about the potential timeline and is now liaising with the DFT on more detailed timing. The team plans to discuss options under the NRC with Transport for the North and its members in July.

5.0 Business Planning

5.1 Work is underway to develop next year's business plan with an opportunity for Transport for the North members to contribute throughout the process. The RNP Management Team will work with Transport for the North to identify how this will be done however it

must be noted that the aim of the business plan is for contract managers to ensure train operators have the processes and capabilities in place to deliver its contracts.

Annual Business Plan Timescales for contract teams:

- **01 April – 30 September:** Assessment of current year, development of plans and collaboration discussion on the following year
- **30 September:** Issue Request for Business Plan
- **15 December:** Train operator submits draft Business Plan
- **15 December - 27 February:** Collaborative dialogue and agreement of Business Plans
- **28 February:** Agreement and issue of final Business Plan
- **29 February – 31 March:** Contractualisation and mobilisation
- **01 April:** Commence Business Plan

5.2 **TPE Business Planning**

Whilst the business plans largely have an inward focus, TPE has a number of funds including money for Station Improvements, Minor Works and Community Rail Partnerships. It is required to work with local authorities and community rail networks to allocate the funding and will be writing to stakeholders shortly with a request for ideas and to seek match funding.

5.3 **NTL Business Planning**

The operator is planning to share content of its existing business plan in July and hold follow-up sessions in the autumn.

6. Boxing Day Services

A four-way working group was set up earlier this year with representatives from Transport for the North, RNP, NTL and Network Rail. There have been detailed discussions about what might be possible for 2021, 2022 and 2023 based on scheduled major engineering works and which routes are likely to have more demand and revenue potential. Boxing Day is an opportunity for Network Rail to carry out its engineering work which requires more than 50-hour blockades. Strategic discussions need to take place to identify the most appropriate times of the year to carry these essential works out which limits the impact on passengers. The current Boxing Day service

aspirations currently conflict with this planned work including the Transpennine Route Upgrade and ongoing major work at Newcastle.

Liverpool City Region has been identified as the only location with no major engineering works and offers the most potential for operating a 2021 Boxing Day Service. In discussion with Liverpool City Region, a service between St Helen's – Liverpool Lime Street will be taken forward for further investment discussions and any subsequent approvals.

List of Background Documents:

There are no background papers to this report.

Required Considerations

Equalities:

Age	Yes	No
Disability	Yes	No
Gender Reassignment	Yes	No
Pregnancy and Maternity	Yes	No
Race	Yes	No
Religion or Belief	Yes	No
Sex	Yes	No
Sexual Orientation	Yes	No

Consideration	Comment	Responsible Officer	Director
Equalities	A full Impact assessment has not been carried out because the report contains updates only,	David Hoggarth	David Hoggarth

Environment and Sustainability

Yes	No
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Consideration	Comment	Responsible Officer	Director
Sustainability / Environment – including considerations regarding Active Travel and Wellbeing	A full impact assessment has not been carried out because it is not required.	David Hoggarth	David Hoggarth

Legal

Yes	No
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Consideration	Comment	Responsible Officer	Director
Legal	The legal implications have been considered and are included in the report.	Julie Openshaw	Dawn Madin

Finance

Yes	No
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Consideration	Comment	Responsible Officer	Director
Finance	TfN Finance Team has confirmed there are no financial implications.	Paul Kelly	Iain Craven

Resource

Yes	No
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Consideration	Comment	Responsible Officer	Director
Resource	There are no direct resourcing implications as a result of this report	Stephen Hipwell	Dawn Madin

Risk

Yes	No
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Consideration	Comment	Responsible Officer	Director
Risk	A risk assessment has been carried out and the key risks are included in the report.	Haddy Njie	Iain Craven

Consultation

Yes	No
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Consideration	Comment	Responsible Officer	Director
Consultation	A consultation has not been carried out because it is not required	David Hoggarth	David Hoggarth

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Transport for the North Rail North Strategic Rail Director Consultation Call

Subject: Manchester Recovery Task Force Update

Author: David Hoggarth, Strategic Rail Director

Sponsor: David Hoggarth, Strategic Rail Director

Meeting Date: Wednesday 23 June 2021

1. Purpose of the Report:

- 1.1 To provide Members with an update on the work to address congestion on the rail network in and around Manchester following discussion at the Transport for the North board meeting on 9 June 2021.

2. Background:

- 2.1 The railways in and around Central Manchester are a major congestion pinchpoint impacting on the reliability of services across a wide area of the North of England. Not only does it drive poor performance across the North, it also prevents service enhancements from being delivered and constrains economic growth.
- 2.2 The Department for Transport (DfT) has established a Task Force (Manchester Recovery Task Force) to develop solutions to the problem including short-term timetable changes. Network Rail has been developing an infrastructure plan for the area which is currently divided into three tranches covering short, medium and long-term proposals. At the moment the programme has funding allocated for development work across all tranches and the first tranche is expected to be delivered in the next few years.
- 2.3 During 2020, the DfT commissioned Manchester Recovery Task Force developed short-term timetable changes. In Autumn 2020, the Task Force produced three service options for public consultation. Transport for the North agreed to undertake a joint consultation with DfT and Network Rail which ran from January to March 2021. A report to the Board on 9 June 2021 set out the concerns raised by members about the timetable change proposals, the special meeting of the Northern Transport Acceleration Council (NTAC) and proposed pathway to a resolution.

3. Transport for the North Board Update

- 3.1 The report to Transport for the North Board set out a proposed new collaboration with DfT and Network Rail to both find the right infrastructure solution and make the strongest possible strategic case to secure the funding required. Transport for the North will deploy its local evidence base and newly developed modelling tools which will highlight the strategic importance and wider benefits associated with the investment case. The work is being progressed through a programme of workshops and 'hothouses' starting with DfT as the client for infrastructure.
- 3.2 Transport for the North proposed that any service changes should not be implemented before December 2022 to allow sufficient time for further engagement with Transport for the North Members, the industry to plan the resources it needs to deliver the change and for a second round of public consultation on the detail of the proposed change. DfT have indicated that they are very receptive to this which has been communicated to the Task Force. Even with a December 2022 change, there is still a need to agree a way forward quickly so that the industry can plan with certainty to deliver a resilient timetable.
- 3.3 The Board noted the report and actions taken by Transport for the North to find a way to a resolution on both services and infrastructure. Board members stressed the importance of Transport for the North continuing to keep the pressure on to get the right outcome for passengers and highlighted that solutions are there, but also need to be considered in the context of the forthcoming Integrated Rail Plan.
- 3.4 At the Board meeting, Richard George (who previously advised Transport for the North and the DfT on dealing with the issues ensuring from the May 2018 timetable changes) addressed members. He has agreed to assist with the process by drawing on his experience and will be meeting with Committee members over the next few weeks.

4 Next Steps:

- 4.1 On the December 2022 services changes, the next steps are:
- Completion of discussions with the Task Force on the issues raised by Transport for the North members;
 - Further 'hothouse' session with lead officers;
 - Discussions with Committee Members and Richard George
 - Informal briefing for Committee members;
 - Rail North Committee formal consideration of service changes – planned for July 2021;
 - Part 2 of the public consultation led by the industry.

- 4.2 On the infrastructure side, the first 'hothouse' session with DfT is taking place shortly and further sessions will be arranged with the industry during the next few weeks where all evidence and options will be on the table. An update on progress will be prepared for the meeting of the Committee where the services proposals are considered.

5. Recommendations:

1. That the Committee notes the report setting out the current position on services and infrastructure in and around Central Manchester including the discussion at the Transport for the North Board meeting on 9 June 2021 and the link to the anticipated Integrated Rail Plan.
2. That the Committee notes the actions taken by Transport for the North and the proposed next steps including a planned meeting of the Committee next month to consider the service changes for December 2022.

List of Background Documents:

There are no background documents.

Required Considerations
Equalities:

Age		No
Disability		No
Gender Reassignment		No
Pregnancy and Maternity		No
Race		No
Religion or Belief		No
Sex		No
Sexual Orientation		No

Consideration	Comment	Responsible Officer	Director
Equalities	A full Impact assessment has not been carried out because it is not required for this report.	David Hoggarth	David Hoggarth

Environment and Sustainability

	No
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Consideration	Comment	Responsible Officer	Director
Sustainability / Environment	A full impact assessment has not been carried out because it is not required for this report.	David Hoggarth	David Hoggarth

Legal

	No
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Consideration	Comment	Responsible Officer	Director
Legal	There are no legal implications for Transport for the North as a result of this report. DfT remains formal	Julie Openshaw	Dawn Madin

	client for both services and infrastructure.		
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Finance

	No
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Consideration	Comment	Responsible Officer	Director
Finance	There are no financial implications for Transport for the North. There are financial implications for DfT relating to service changes and infrastructure choices.	Paul Kelly	Iain Craven

Resource

	No
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Consideration	Comment	Responsible Officer	Director
Resource	Transport for the North's input is provided through existing budgeted resources.	Stephen Hipwell	Dawn Madin

Risk

Yes	
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Consideration	Comment	Responsible Officer	Director
Risk	Risk assessment continue to take place which can be found in the risk register. The main risk relating to this paper is that: There is a risk to rail service connectivity and performance pending implementation of an appropriate infrastructure solution. Transport for the North's	Haddy Njie	Iain Craven

	actions to mitigate this risk are set out in the report.		
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Consultation

Yes	
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Consideration	Comment	Responsible Officer	Director
Consultation	A public consultation has been carried out on the service changes and a second consultation by train operators on the detailed proposals is planned.	David Hoggarth	David Hoggarth

Transport for the North

Rail North – Strategic Rail Director Consultation Call

Subject: Long Term Rail Strategy Delivery Plans Update

Author: David Worsley, Head of Rail Specification & Delivery

Sponsor: David Hoggarth, Strategic Rail Director

Meeting Date: Wednesday 23 June 2021

1. Purpose of the Report:

- 1.1 This report is intended to update the committee on the progress of three workstreams which form part of the Long Term Rail Strategy (LTRS). In order to deliver aspects of the LTRS, its contents have been split in to six Thematic Delivery Plans, which will sit alongside Hub Delivery Plans intended to address issues around major railway interchanges.
- 1.2 The three Thematic Delivery Plans which will be addressed here are: Stations; Journey Time Improvements; and, Reliability and Resilience. (Of the others, Network Gaps will be reported separately, whilst Fares & Ticketing and Cost-Effectiveness are not currently being dealt with as separate items.) Strategic Rail are seeking the Committee's agreement to continue with the workstreams as described.

2. Executive Summary:

- 2.1 Analysis undertaken by Arup has identified the likely value for money that could be generated by investing in typical stations facilities enhancements at representative stations in the North and suggested some ways in which the business cases for such investments can be strengthened. In order to boost the attractiveness of stations (and thereby rail travel in general) it is recommended that a three-pronged approach to securing investment is adopted, using the Rail Network Enhancements Pipeline, Local Transport Authorities and the Access for All Fund. Use of Transport for the North's appraisal framework will enable stations to be allocated to each route, by identifying those where facilities investments will generate the strongest economic case.
- 2.2 Transport for the North have identified that an existing Network Rail process could be repurposed in order to identify where linespeeds on existing infrastructure could be improved at minimal cost. This could

be done when renewals or enhancements are already planned in an area, and could thus generate a very high return on investment. A number of potential routes where this could be done efficiently have already been identified, and DfT funding has been sought to undertake more studies. It is hoped that Network Rail's licence could be altered in order to make this process mandatory.

- 2.3 With regards to improving reliability and resilience of train services, Transport for the North has worked with the operators and Network Rail to identify around 120 potential interventions. 13 of these (including signalling improvements, a new platform at Preston and level crossing alterations) have been identified as highest priority. A Network Rail Senior Sponsor has been appointed to take these forward and it is hoped that most of them can be implemented within 2 years.

3. Consideration:

Stations Strategy

- 3.1 The Stations Strategy comprises part of the Long Term Rail Strategy (LTRS), being one of the Thematic Delivery Plans which are intended to realise the objectives of the LTRS. This workstream has built upon the recommendations made in the May 2018 report *Long Term Rail Strategy: Stations in the North of England* by Steer Davies Gleave. Steer suggested that future development of a Transport for the North stations policy should focus on 7 key areas, namely: Design Standards; Innovation and Technology; Information; Partnerships; Long-Term Sustainability; Safety and Security; and, Sharing Best Practice.
- 3.2 The current Stations Strategy was originally intended to cover only design standards, long-term sustainability and safety/security from this list. However, the report as developed has addressed topics from all areas, including the ability to share best practice by distributing an analytical tool to our partners which will help them to identify promising station interventions.
- 3.3 The first stage of the work was a consultancy commission (undertaken by Arup) intended to:
- Collate existing policy and standards documents (26 in total) regarding what facilities constitute the minimum, desirable and best practice at small and medium-sized stations (i.e. Categories C to F in the standard industry classification);
 - Undertake hypothetical cost-benefit analyses on implementing sets of enhancements at two selected stations (and nearby stations in a "cluster") in order to identify which interventions typically have the strongest economic case (i.e. value for money); and

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- Develop any general conclusions that can be observed in the research.

The two stations which were chosen as case studies were Whitehaven (as an example of a station at the centre of an isolated line remote from major cities) and Castleford (as part of a cluster of towns in a metropolitan area).

3.4 The principal conclusions reached in the research were:

- The value for money provided by different types of stations facilities enhancements varies widely, mainly because the cost of interventions often varies more than the benefits. For example, customer information systems or wifi in waiting rooms can benefit many passengers at relatively modest cost.
- The implication of this observation is that packages of interventions at some stations will generate good value for money (VfM) if different types of enhancement are grouped together; the challenge is to identify which stations these are.
- A stronger case for station facilities enhancements can be generated if a group of stations with a significant number of trips between them (a cluster) can receive investment at the same time. Arup's research suggests that an isolated line such as the Cumbria Coast is more likely to enjoy this effect.
- Often a 30-year appraisal period provides a strong business case, but this could be challenged if it was thought that investments could be rendered obsolete by technological change. Care thus needs to be taken to "future proof" station facility improvements if possible.

3.5 Arup have also developed a spreadsheet tool for assessing potential station enhancements, and it is intended that this will be distributed to Transport for the North's partners. Transport for the north is still testing this tool, but it should enable Local Transport Authorities to input some basic details about passenger volumes at each of the stations in their area and generate an approximate value for money metric for the many different types of station facility enhancement that could be implemented. This would identify priorities for further development.

3.6 The next steps to be taken in this workstream should reflect the wider aspirations that Transport for the North have for stations across the North. In particular, it is noted that accessibility for persons with reduced mobility (PRMs) at many stations is still not acceptable. It is therefore proposed that the analysis and conclusions from the Arup report form part of a three-pronged approach to improving accessibility at our stations:

- 1) Transport for the North's analytical tools (i.e. NoRMS, the Northern Rail Modelling System) can be combined with the train operating companies' data regarding station facilities in order to identify the priority stations at which facilities improvements will have the strongest value for money. Transport for the North could then apply for these to be included in the DfT's Rail Network Enhancements Pipeline.
 - 2) For those stations at which local knowledge will be required in order to develop a strong business case (e.g. because knowledge of walking/cycling routes and intermodal connections is needed) Transport for the North will support its partners' work.
 - 3) For the remaining stations, at which the capital investment required will make generating a strong economic case difficult, it is proposed that Transport for the North and its partners request additional funding for the Access for All and Mid-Tier programmes.
- 3.7 This three-pronged approach is required because at the present rate of progress it could take many decades for acceptable accessibility to be provided at all of the North's stations. It is estimated that approximately 40% of stations in the North may still need improvements; a report to TfN Board in July will provide further information. However, in Control Period 6, only 15 stations in the North (listed in Appendix A) were included in the full Access for All (AfA) programme, equivalent to 3 per year. This funding is generally used to create an obstacle-free, accessible route from the station entrance to the platforms. This can include providing lifts and/or ramps, as well as associated works and refurbishment along the route.
- 3.8 Alongside the AfA programme, the Mid-Tier programme has allocated £20 million for small-scale accessibility enhancements such as tactile paving, handrails and Harrington Humps (which increase platform heights). The maximum grant is £1m per bidder, and match funding is required. In CP6, 124 stations were successful, of which 92 were in the Transport for the North area (see Appendix B); the disproportionately high allocation to the North is perhaps indicative that many of our stations were below standard compared to other regions. The Mid-Tier programme could be useful to bring stations up to full Equality Act standard (i.e. covering modifications to public address and customer information services) but would be insufficient to fund the major investment required in making all stations step free. The three-pronged approach will therefore be required in order to deploy as much potential funding and use as many business case routes as possible.

Journey Time Improvements

- 3.9 Transport for the North has been developing new ways of working on linespeed improvement schemes. Working with Network Rail and TransPennine Express, we have developed a new way of assessing the linespeed capability of the existing railway assets, known as the

Theoretical Line Speed process. This process was originally being developed within Network Rail to enable the industry to determine whether Sprinter differentials were still necessary. However, Transport for the North identified that the process actually allowed asset capability to be better understood, such that an objective linespeed could be produced for the whole of the network.

- 3.10 The process uses Network Rail's asset information to identify the linespeed capability of each asset, thereby providing the following:
- It identifies the assets which would need intervention to achieve a higher speed in most cases where assets are capable of a higher speed, thereby streamlining and reducing the cost of development of linespeed improvement schemes;
 - A theoretical linespeed profile showing the locations where all assets are theoretically capable of the same higher speed; and
 - New Technical Running Times (TRTs) for the new theoretical linespeed profile.
- 3.11 Transport for the North commissioned Network Rail for a study of 5 routes and has also ensured that other projects which Network Rail is developing have used the process to understand the linespeed capability of their assets. These include the Hope Valley infrastructure project, whilst one of the diversionary routes being developed through the TRU Diversionary Routes project is also looking to use the process.
- 3.12 In all cases, the theoretical linespeeds possible on the existing assets were higher than the current linespeeds, with resultant running time improvements of between 5% and 15% (without the need for infrastructure work). These findings require validation, but following that, if implemented, would provide reliability and resilience benefits, and potentially journey time benefits at a future timetable change. It will require decisions to be taken across the industry on the use to which the improvements should be put, but ultimately it is anticipated that they will help to reduce the cost of running the railway network in the North; it may even be possible to reduce the number of train sets required to run some service groups.
- 3.13 RNEP funding has been sought, with a decision expected on 24 June 2021 for around 20 to 30 further route studies. Transport for the North expects that Network Rail will be commissioned to undertake these studies shortly, and beyond that Transport for the North will be seeking further funding to assess the linespeed capability of the remaining routes in the North. We will be pressing for improvements to linespeeds across the region, aligned with renewals and other enhancements for maximum efficiency.
- 3.14 Transport for the North has also held discussions with the Office of Road and Rail on including in Network Rail's licence agreement the

need to optimise its assets following renewals through use of the Theoretical Line Speed process to assess whether they are capable of a higher linespeed. We anticipate that this will become a requirement from Control Period 7 onwards, which will allow incremental linespeed increases to be achieved across the North over the next few Control Periods.

Reliability and Resilience

3.15 Train performance in the North has been a particular area of concern, as operators which run services in our region almost uniformly experience poorer reliability than those elsewhere. Accordingly, Reliability & Resilience is one of the Thematic Delivery Plans in the Long Term Rail Strategy. Several meetings have taken place with Northern, TransPennine Express and Network Rail, which have identified 120 possible interventions to improve reliability and resilience across the North. These were sifted using a multi-criteria assessment, taking factors such as cost, ease of deliverability, potential timescales and impact into account.

3.16 The multi-criteria sifting identified 13 possible interventions as a priority, which included:

- Block signalling improvements on 3 lines;
- 4 level crossing improvements;
- Preston Platform 0; and
- Hadfield/Glossop linespeed improvements.

3.17 Network Rail has appointed a Senior Sponsor who will provide funding requirements for the 13 priority interventions to be further developed. It is anticipated that two-thirds of priority interventions will be fast-tracked, and thereby hopefully delivered within the next 12 to 24 months.

4. Conclusion:

4.1 Transport for the North's Strategic Rail team has made progress on a number of the Thematic Delivery Plans which were identified as means to deliver the Long Term Rail Strategy. There are now prioritised infrastructure interventions for the reliability and resilience and journey time improvement workstreams, and a decision is expected soon on inclusion of further journey time studies in the Rail Network Enhancements Pipeline's funding. Meanwhile, a method has been devised to prioritise stations facilities enhancements and enable a three-pronged strategy for improving accessibility through using the RNEP, our partners and the Access for All programme.

5. Recommendation:

5.1 It is recommended that the Committee agree to the next stages in the workstreams described above, namely:

- That Transport for the North's TAME team assess the potential for stations enhancements at all Category C to F stations in the North, in order to allocate them to one of the three potential routes to implementation;
- That Transport for the North continues to apply for the inclusion of journey time improvement studies and schemes in the Rail Network Enhancements Pipeline, and work with the Office of Road and Rail to alter Network Rail's licence; and
- That Transport for the North supports Network Rail's Senior Sponsor in progressing the 13 priority reliability and resilience interventions.

5.2 Members are also asked to note the need for greater funding to improve accessibility at rail stations in the North, noting that the rate of progress in Control Period 6 has been 3 stations per year in the North, and that this will not lead to satisfactory accessibility within an acceptable timescale. A report will be prepared for the TfN Board on the issue of accessibility at stations in July 2021, and it is intended that the Stations Strategy workstream will form a major part of rectifying the gap in this area.

6. Appendices:

6.1 [Appendix A: Stations in the North in Control Period 6 Access for All](#)

1.	Birkenhead Park	6.	Flint	11.	Menston
2.	Bridlington	7.	Handforth	12.	Selby
3.	Broad Green	8.	Hillside	13.	Shotton
4.	Chorley	9.	Hunt's Cross	14.	St. Michaels
5.	Daisy Hill	10.	Irlam	15.	Todmorden

6.2 [Appendix B: Stations in the North in Control Period 6 Mid-Tier](#)

1	Billingham	32	Hall Road	63	Romiley
2	Accrington	33	Hamilton Square	64	Rose Hill
3	Ainsdale	34	Heald Green	65	Ryder Brow
4	Aintree	35	Heaton Chapel	66	Sandhills
5	Altrincham Interchange	36	Hightown	67	Seaforth & Litherland
6	Aughton Park	37	Hillside	68	Southport
7	Bache	38	Hooton	69	Town Green

8	Bank Hall	39	Hoylake	70	Trafford Park
9	Bebington	40	Humphrey Park	71	Wallasey Grove Road
10	Belle Vue	41	Hunts Cross	72	Wallasey Village
11	Bidston	42	James Street	73	Walton
12	Birkdale	43	Kearsley	74	Waterloo
13	Birkenhead Central	44	Kirkby	75	West Kirby
14	Birkenhead North	45	Kirkdale	76	Westhoughton
15	Birkenhead Park	46	Leasowe	77	Barnetby
16	Blundellsands & Crosby	47	Liverpool Central	78	Darnall
17	Bolton	48	Liverpool South Parkway	79	Darton
18	Bootle New Strand	49	Lostock North	80	Dodworth
19	Bramhall	50	Maghull	81	Elsecar
20	Bredbury	51	Middlewood	82	Horton-in-Ribblesdale
21	Broad Green	52	Moorfields	83	Hull Paragon
22	Bromborough Rake	53	Moorside	84	Kiveton Bridge
23	Bromley Cross	54	Moses Gate	85	Kiveton Park
24	Brunswick	55	New Brighton	86	Malton
25	Chassen Road	56	Old Roan	87	Penistone
26	Davenport	57	Ormskirk	88	Pontefract Monkhill
27	Ellesmere Port	58	Orrell Park	89	Silkstone Common
28	Fairfield	59	Overpool	90	Thirsk
29	Farnworth	60	Prescot	91	Thorne South
30	Fazakerley	61	Rice Lane	92	Woodhouse
31	Formby	62	Rock Ferry		

List of Background Documents:

There are no background papers to this report.

Required Considerations:
Equalities:

Age		No
Disability		No
Gender Reassignment		No
Pregnancy and Maternity		No
Race		No
Religion or Belief		No
Sex		No
Sexual Orientation		No

Consideration	Comment	Responsible Officer	Director
Equalities	A full Impact assessment has not been carried out because it is not required for this report.	David Worsley	David Hoggarth

Environment and Sustainability

Yes	No
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Consideration	Comment	Responsible Officer	Director
Sustainability / Environment – including considerations regarding Active Travel and Wellbeing	A full impact assessment has not been carried out because it is not required for this report.	David Worsley	David Hoggarth

Legal

Yes	No
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Consideration	Comment	Responsible Officer	Director
Legal	Transport for the North Legal Team has	Julie Openshaw	Dawn Madin

	confirmed there are no legal implications.		
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Finance

Yes	No
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Consideration	Comment	Responsible Officer	Director
Finance	Transport for the North Finance Team has confirmed there are no financial implications attributable to Transport for the North.	Paul Kelly	Iain Craven

Resource

Yes	No
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Consideration	Comment	Responsible Officer	Director
Resource	There are no direct resourcing implications as a result of this report.	Stephen Hipwell	Dawn Madin

Risk

Yes	No
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Consideration	Comment	Responsible Officer	Director
Risk	This paper does not require a risk assessment.	Haddy Njie	Iain Craven

Consultation

Yes	No
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Consideration	Comment	Responsible Officer	Director
Consultation	TfN's partners have been informed and informally consulted about both the Stations Strategy and Journey	David Worsley	David Hoggarth

	Time Improvement workstreams. The Performance & Resilience workstream has involved liaison with Train Operating Companies and Network Rail.		
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Transport for the North

Rail North – Strategic Rail Director Consultation Call

Subject: Business Planning and Commissioning: Forward Plan

Author: Salim Patel, Programme Manager

Sponsor: David Hoggarth, Strategic Rail Director

Meeting Date: Wednesday 23 June 2021

1. Purpose of the Report:

- 1.1 This report provides an update on business plan delivery and commissioning for the Transport for the North Strategic Rail team.
- 1.2 The report also sets out an updated forward plan for future Rail North Committee meetings.

2. Executive Summary:

- 2.1 Transport for the North's Strategic Rail Business Plan has made a good start to the delivery of its commitments for the financial year 2021/2022. To support the delivery of key milestones over the coming the team has commenced the procurement of a number of key consultants that will be expected to be on board through the summer.
- 2.2 The forward plan identifies key discussions and decisions that will be brought before Committee in the forthcoming year.

3. Business Planning and Commissioning:

- 3.1 There are a number of key workstreams that Transport for the North are currently prioritising in line with the Business Plan.

- 3.2 [Response to the Williams-Shapps review](#)

Work has been ongoing in to prepare for the publication of the White Paper. Transport for the North is now preparing a response to submit back to government that will be shared with members in advance.

3.3 [Central Manchester Infrastructure and Service Changes](#)

Transport for the North is arranging a number of 'hothouse' sessions to work collaboratively with the DfT to prepare a package of infrastructure solutions for the Central Manchester area. These sessions will continue into the summer.

3.4 [ECML May 2022 Consultation](#)

Transport for the North has worked with the Rail North Partnership team and the DfT to represent members' interests for the changes that are being proposed on the ECML given the impacts on local connectivity. Working alongside colleagues in the North East, proposals for the further development of regional services will be assessed.

3.5 [Other activities](#)

Transport for the North is also making good progress on the Journey Time improvement workstream, the reliability workstream, input to Tranpennine Route Upgrade and work on delivery plans

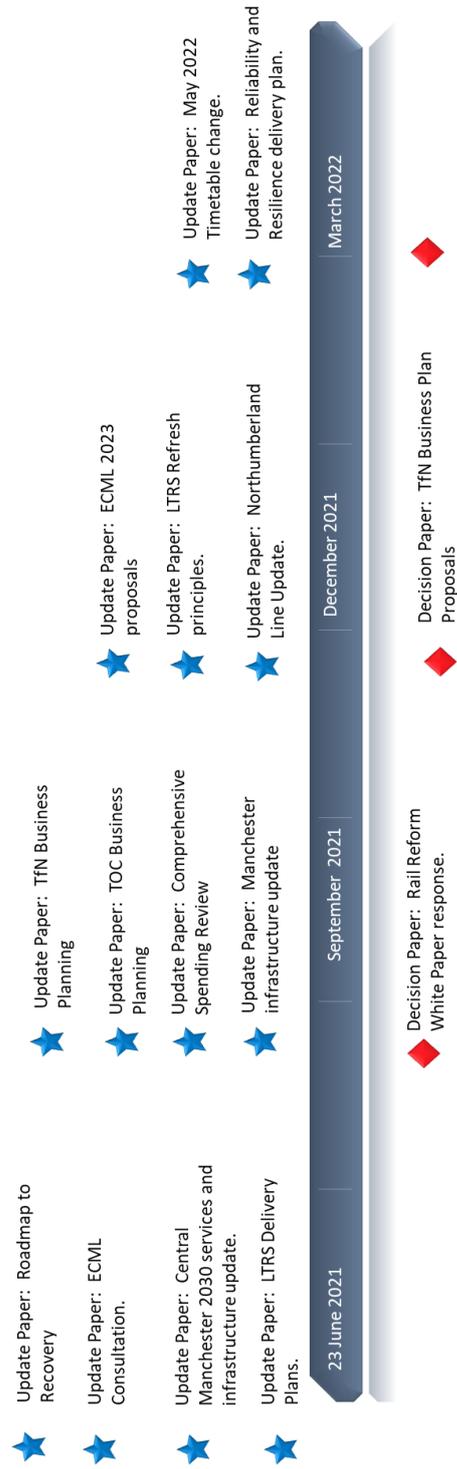
4. Recommendation:

- 4.1 The Committee is asked to note the progress in the business plan milestones and key workstreams.
- 4.2 The Committee is also asked to review the forward plan and suggest any additional discussion items or decisions that they would like to be brought before future Committees.

6. Appendices:

- 6.1 Appendix 1 – Forward Plan

Rail North Committee Forward Plan 2021



Required Considerations

Equalities:

Age	Yes	No
Disability	Yes	No
Gender Reassignment	Yes	No
Pregnancy and Maternity	Yes	No
Race	Yes	No
Religion or Belief	Yes	No
Sex	Yes	No
Sexual Orientation	Yes	No

Consideration	Comment	Responsible Officer	Director
Equalities	A full Impact assessment has not been carried out at this stage as this is an update report.	Salim Patel	David Hoggarth

Environment and Sustainability

Yes	No
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Consideration	Comment	Responsible Officer	Director
Sustainability / Environment – including considerations regarding Active Travel and Wellbeing	A full impact assessment has not been carried out because this will be completed as part of the delivery of the business plan.	Salim Patel	David Hoggarth

Legal

Yes	No
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Consideration	Comment	Responsible Officer	Director
Legal	The Transport for the North Legal Team has	Julie Openshaw	Dawn Madin

	confirmed there are no legal implications.		
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Finance

Yes	No
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Consideration	Comment	Responsible Officer	Director
Finance	There are no financial considerations in this report.	Paul Kelly	Iain Craven

Resource

Yes	No
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Consideration	Comment	Responsible Officer	Director
Resource	There no direct resource implications as a result of this report.	Stephen Hipwell	Dawn Madin

Risk

Yes	No
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Consideration	Comment	Responsible Officer	Director
Risk	This paper does not require a risk assessment. However, internal and external risks have been assessed in the business plan.	Haddy Njie	Iain Craven

Consultation

Yes	No
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Consideration	Comment	Responsible Officer	Director
Consultation	The Business Plan and Budget has been developed in consultation with Transport for the North members and has been approved at Transport for the North Board.	Salim Patel	David Hoggarth