

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

Date of Meeting	Wednesday 15 September 2021
Time of Meeting	11.00 am
Venue	Virtual

Filming and broadcast of the meeting

This meeting is not a formal meeting of the Rail North Committee but is being held as a Consultation Call by the Chief Executive under the delegated powers of the Chief Executive to take action in consultation with Members of the Board. 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 Committee will attend the Call virtually.

This Consultation Call will replace the Rail North Committee meeting scheduled for 15 September 2021 but which has been cancelled due to concerns about Covid 19.

Item No.	Agenda Item	Page
1.0	Welcome & 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 consider the approval and signature of the minutes of the meetings held on 23 June and 14 July 2021 as a correct record and to consider any requests for updates on matters	5 - 8

	contained therein.	
4.0	<p>Rail Reform Matters - Responding to the White Paper</p> <p>Members are asked to consider the report of the Head of Rail Specification & Delivery.</p>	9 - 24
5.0	<p>Manchester Services and Infrastructure Update</p> <p>Members are asked to consider the report of the Interim Head of Investment Planning.</p>	25 - 30
6.0	<p>Rail North Partnership Operational Update</p> <p>Members are asked to consider the report of the Head of the Rail North Partnership Director.</p>	31 - 38
7.0	<p>Business Planning</p> <p>Members are asked to consider the report of the Programme Manager.</p>	39 - 46
8.0	<p>Virtual Participation in Meetings</p>	47 - 50
9.0	<p>Exclusion of the Press & Public</p> <p>To resolve that the public be excluded from the meeting during consideration of Item 10 on the grounds that:</p> <p>(1) It is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during such item(s), confidential information as defined in S100A(2) of the Local Government Act 1972 (as amended) would be disclosed to them in breach of the obligation of confidence; and/or</p> <p>(2) it / they involve(s) the likely disclosure of exempt information as set out in the Paragraphs [where necessary listed below] of Schedule 12A of the Local</p>	

	Government Act 1972 (as amended) and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	
10.0	<p>Train Operator Business plans</p> <p>Members are asked to consider the report from the Rail North Partnership Director.</p>	51 - 58

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Rail North Committee Strategic Rail Director Consultation Call Minutes

Wednesday 14 July 2021
Virtual

Present:

Attendee	Local Authority
Cllr Liam Robinson (Chair)	Liverpool City Region;
Cllr Craig Browne	Cheshire & the Potteries;
Mayor Andy Burnham	Greater Manchester Combined Authority;
Cllr Richard Hannigan	Humber Authorities;
Cllr Keith Little	Lancashire & Cumbria
Cllr Don Mackenzie	North Yorkshire;
Mayor Dan Jarvis	Sheffield City Region;
Mayor Tracy Brabin	West Yorkshire Combined Authority;

Partners in Attendance:

Bob Morris	Greater Manchester
Tobyn Hughes	North East

Also in Attendance:

Cllr Charles Edwards	Lancashire & Cumbria (Observer)
Richard George	

Officers in Attendance:

Name	Job Title
Gary Rich	Democratic Services Officer
Jim Bamford	Head of Investment Planning
Rosemary Lyon	Legal and Democratic Services Officer
Tim Wood	Northern Powerhouse Rail Director
Deborah Dimock	Solicitor
David Hoggarth	Strategic Rail Director

**Item
No:**

Item

1. Welcome and Apologies

- 1.1 The Interim Chief Executive welcomed Members and explained that the Chair would be joining the meeting a little later due to a commitment he had.

2. Declarations of Interest

2.1 There were no Declarations of Interests.

3. Manchester Recovery Taskforce Recommendation

3.1 The Interim Chief Executive provided Members with background detail on the current situation explaining that Manchester is one of the most highly congested parts of the rail network in England. He highlighted the issues with regards to infrastructure in the area and explained that the Department for Transport leads the Manchester Recovery Task Force (MRTF) with support from a number of bodies including Network Rail (NR). TfN and Transport for Greater Manchester (TfGM) are both members of the Task Force.

He then explained to Members how TfN is working collaboratively with the Department and have secured roundtable meetings with the Minister. He further explained that whilst the next roundtable had been cancelled the Minister is looking to reschedule. The Interim Chief Executive stated that a roadmap for delivery has been secured but TfN has made it clear that there needs to be a step up in rail investment and that short-term impacts on connectivity need to be addressed.

3.2 Members received the report from the Strategic Rail Director who highlighted the key issues within the report and a recommendation on the timetable to operated from December 2022.

3.3 Mr. Richard George explained that the situation currently being faced is similar to that of early 2019 where too many trains were being operated on the Castlefield Corridor impacting on the Northern network.

He stated that Members are being left with difficult decisions to make. He explained that the option being put to Members would lead to a number of losers but hoped these options will provide a collective win that will improve performance. Mr. George suggested that the Task Force B+ option should be the basis of the specification and is the least worst option. Mr. George cautioned against remaining with the current covid timetable as this would push this work down the priority list.

Mr. George highlighted the timescales that timetable planners are working towards with the deadline for bids being November 2021.

3.4 Before Members were invited to make comment the Interim Chief Executive outlined the suggested conditions for Members agreeing to the B+ option.

- The publication of the Integrated Rail Plan (IRP) in July 2021

- A commitment to an accelerated timetable for the package of rail infrastructure schemes in Manchester that will fully resolve the severe problems and that this work should commence sooner than planned
- Ensure that infrastructure schemes in Manchester enable the long held commitment for new connections including, services from Bradford and Calder Valley to Manchester Piccadilly and Manchester Airport.
- A firm commitment to reinstate direct rail services between South Yorkshire and Manchester Airport and the timescales for when these services will be reinstated
- A satisfactory resolution on Cheshire and cross Warrington service patterns during the next phase of the timetable development.

3.5 Members were in full agreement that the B+ package was not satisfactory and highlighted many issues that they had with the proposed timetable change for December 2022.

3.6 Mayor Jarvis expressed his disappointment that Members were being asked to agree to something without consultation or conversations with the Minister.

He then highlighted that the acceptance of B+ would lead to a loss of connectivity to Manchester Airport for Sheffield and South Yorkshire as well as the economic implications of this.

3.7 Mayor Burnham stated that the rail industry's focus is not on the North of England. He highlighted the lack of clarity on the delivery of infrastructure going through Central Manchester to sustain a reliable passage through Manchester which then impacts on the North of England. He requested clarity on the electrification of the line from Victoria through to Stalybridge which includes 3 trains per hour to Atherton and Hazel Grove and the restoration of a service that could call at the planned Golborne Station. He also requested clarity on the accelerated timetable for the Castlefield Corridor.

Mayor Burnham asked that the Interim Chief Executive write to the Secretary of State setting out the conditions of the Rail North Committee before being able to accept the timetable changes. He explained that if there is no agreement then the Committee would be formally in dispute on the timetable.

3.8 Mayor Brabin explained that if B+ is accepted then West Yorkshire would lose one direct Service to Manchester Airport. She expressed dissatisfaction at the time they have been given to approve this and urged the Government to publish the IRP as soon as possible.

3.9 Cllr Browne highlighted the issues that B+ would create for the new Warrington West Station, he explained that the business case for the

station was three services an hour with option B+ only offering one service an hour. He also highlighted the importance of access to Manchester Airport.

- 3.10 The Chair stated that a strong letter needed to be sent to Government and that a press release would also be required. He requested that the letter being sent to Government also be put in the public domain. Once a full response has been received then a decision can be made on whether to accept the B+ proposal.
- 3.11 Cllr Little requested that the letter should be circulated to Members for comment prior to being sent. Mayor Burnham suggested that the Committee be reconvened in order to discuss the Government response.

Resolved:

- 1) That the Interim Chief Executive write to the Secretary of State outlining the conditions of acceptance of the B+ timetable
- 2) That a press release be circulated to the media which should include the letter sent to the Secretary of State
- 3) That Members note the roadmap for further development of services beyond 2022.
- 4) That Members note that the long-term infrastructure and service solution for Manchester continues to be developed and that quarterly roundtable meetings are planned between Transport for the North members and ministers following the special NTAC meeting.

Meeting:	Rail North Committee – 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 15 September 2021

1. Purpose of the Report:

- 1.1 This report provides an overview of how Transport for the North is responding to the Williams-Shapps White Paper, and how we are seeking to work collaboratively with the industry and transition team. This approach will form the basis of a report to the September 2021 Board meeting.
- 1.2 Committee Members are asked to note the proposed approach of emphasising four key pillars for the future role of Transport for the North and are invited to comment upon these and the more specific aspects of our proposed response (as detailed in the report below).

2. Recommendations:

- 2.1 That the Committee notes that Transport for the North’s proposed response is based around the four pillars set out in the report.
- 2.2 That the Committee provides any further comment needed to strengthen the narrative for Transport for the North’s vision of the future and the case for change.

3. Main Issues:

- 3.1 Transport for the North is working with advisors to draft a document which will provide a formal response to the Government’s White Paper, *Great British Railways: The Williams-Shapps Plan for Rail*. A number of inputs were provided which were reflected in this document, including:
 - Transport for the North’s Members’ stated priorities for future governance of the railway industry (accountability, decentralisation, transparency and integration);
 - Transport for the North’s assessments of strengths it can offer to partner with the railway industry (e.g. as the sole body concerned with long-term pan-regional intermodal planning,

focus on east-west connectivity, Transport for the North's Analytical Framework, the existing governance of the Rail North Partnership); and

- The results of a previous consultation exercise with officers from our partner authorities, at which they outlined a "central scenario" for how it could reasonably be expected rail devolution and the delivery of major investment programmes would proceed over the next few decades.

3.2 A draft response document was produced in which it was suggested that Transport for the North propose that four key elements (or pillars) should constitute its future relationship with Great British Railways (GBR).

3.3 The four pillars suggested are:

- 1) Transport for the North as a strategic partner for Great British Railways;
- 2) Transport for the North as the lead on multi-modal strategy and investment priorities for the North;
- 3) Transport for the North as the provider of evidence and analysis; and
- 4) Transport for the North as the single voice for northern authorities acting as the link between local devolution, integration and GBR's regions.

It should be noted that key aspects of this proposition include:

- The parts of Transport for the North's revised *Strategic Transport Plan* which deal with rail and the elements of GBR's future Whole Industry Strategic Plan which concern the North should be substantially the same; and
- The decarbonisation plans of Transport for the North and GBR should be closely aligned.
- Transport for the North will work with local partners to support greater local involvement and devolution appropriate to the needs of the area.

Background

3.4 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.

- 3.5 The White Paper proposed the creation of a new body, Great British Railways, which will combine all of the functions of Network Rail with some powers transferred from the Department for Transport and the Rail Delivery Group. The key purpose of GBR is to provide a single focus of accountability in the railway industry. Train services will be provided by private operators under the terms of Passenger Service Contracts (PSCs). Although GBR will have significant control over timetabling and fares policy, the White Paper leaves open the possibility that local and regional authorities will have some power in the new structure. (More information about the contents of the White Paper can be found in Appendix 1.)
- 3.6 Prior to the publication of the White Paper, Transport for the North's Members had set out their own priorities for Transport for the North's future role in the railway industry drawing on the Blake Jones Review produced in the aftermath of the May 2018 problems. These are:
- **Accountability to the public:** A structure ensuring the industry acts for Northern communities;
 - **Decentralisation:** Decision-making made locally to ensure better-informed decisions;
 - **Transparency:** Better sharing of information and joint working; and
 - **Integration:** Working as one intermodal system (e.g. joined-up ticketing and information).
- 3.7 In the months leading up to the publication of the White Paper, Transport for the North also undertook a consultation exercise with officers from our partner authorities. This led to the development of a "central scenario" which is a reasonable expectation of how rail devolution and the major investment programmes will proceed. A consensus was reached that rail devolution in the North is expected to be a progressive process in which powers are gradually decentralised. It was recognised that in order for this scenario to be realised, other reforms would need to take place (such as the establishment of multi-year funding agreements between Treasury and Transport for the North in order to allow long-term planning).
- 3.8 Two weeks after publication of the White Paper, Transport for the North responded to the Secretary of State with our 'offer' in order to illustrate what Transport for the North can bring to the future of the railway industry. Our key strengths were listed as:
- 1) **Strategic planning at a pan-Northern level:** This is supported by our ability to give statutory advice, our democratic governance arrangements, the analytical depth underpinning our *Strategic Transport Plan* of February 2019, the STP's basis in the earlier *Northern Powerhouse Independent*

Economic Review, and our relationships with local authority partners and the Northern business community (via Local Enterprise Partnerships);

- 2) **Ability to focus on East-West connectivity:** The White Paper suggests that Network Rail's current structure of radial routes meeting in London could be retained in GBR's internal structure, although it does concede that "a new regional railway across northern England may be beneficial once Northern Powerhouse Rail transforms travel between major towns and cities across the Pennines. Transport for the North's experience in working on Trans-Pennine Route Upgrade and Northern Powerhouse Rail, along with the importance of cross-Pennine labour market agglomeration and business-to-business contact to economic vision, will ensure that we can maintain the focus on East-West connectivity;
- 3) **Transport for the North's evidence and analysis capability:** Transport for the North's Technical Assurance, Modelling & Economics (TAME) team has developed a suite of cutting edge modelling tools, including the Northern Rail Modelling System (NoRMS), the Northern Economy & Land Use Model (NELUM), and the Northern Highway Assignment Model (NoHAM). This is supplemented by a variety of well-developed visions of possible social conditions which transport will have to serve in the award-winning *Future Travel Scenarios* (published December 2020). Together these provide cutting-edge tools to enable strategic prioritisation and support business cases, and are increasingly being used by our local partners and accepted by DfT. However, the knowledge that we can bring to the industry extends beyond this Analytical Framework to include local surveys and *ad hoc* studies for specific projects;
- 4) **Experience in reducing costs and scheme development:** Transport for the North has a track record in providing constructive advice on project development to other parties, and robustly challenging costs. Examples of this include strengthening the business case for the Northumberland Line by arguing that a slight increase in capital expenditure could significantly reduce operating costs, whilst the linespeed improvement workstream has led to Network Rail investigating methods by which journey times could be reduced at a relatively low cost;
- 5) **Local integration and collaboration:** Transport for the North has already developed close relationships with its local authority partners and the business community (via Local Enterprise Partnerships). Just as Local Transport Authorities examine multimodal integration at their level, Transport for the North has the ability to consider the trade-offs between different modes at a regional scale. Transport for the North is also

developing a closer working relationship with Network Rail through a Memorandum of Understanding and liaison meetings, and TfN has shown leadership during the crises following the May 2018 timetable difficulties and the start of the coronavirus pandemic; and

- 6) **The existing Rail North Partnership arrangements:** These have provided a template for how a statutory Sub-National Transport Body can provide leadership at a local level and bring more democratic accountability and integration to the railway. It is envisaged that the great majority of its functions will still be highly relevant in the new system of Passenger Service Contracts and can easily evolve to meet the needs of the new structure.

The Four Pillars

- 3.9 Transport for the North's has developed a vision for a strong future role in the railway industry based around four pillars that build on the existing strengths described above, meet our Members' aspirations, and fulfil the expectations of our local partners. The full response to the White Paper will take the capabilities that form these pillars and develop them into a compelling narrative for the future, which will build a case for change in the governance of the railway to drive improved benefits for the North. The four pillars are described below.
- 3.10 **1st Pillar – Transport for the North as a strategic partner for Great British Railways:** Given its existing capabilities, pre-existing relationships and the level of cohesion and trust that Transport for the North has built with Northern stakeholders, Transport for the North is well-placed to assist GBR in understanding the diverse requirements of the North, both from an operational and strategic perspective. GBR will also have specific powers and skills that can complement those of Transport for the North. There is therefore a strong case that Transport for the North can collaborate together with GBR on strategic issues through a formal relationship, and that GBR can deliver the rail element of Transport for the North's *Strategic Transport Plan*. It should be noted that Transport for the North's ability to be a strategic partner is not based purely on our capabilities in investment prioritisation, but also can be or has been demonstrated in crisis management (e.g post May 2018), timetable planning and spatial planning.
- 3.11 **2nd Pillar – Transport for the North as the lead on the multi-modal strategy and investment priorities for the North:** Transport for the North can assess both preliminary funding requests and potential new projects to ensure that they adequately and appropriately fulfil the needs of Northern communities as a whole. Transport for the North can examine projects and proposals to avoid duplication and assess the role of different modes in meeting the overall transport task. In order to ensure effective prioritisation,

Transport for the North will need greater budgetary oversight, in order to ensure that annual priorities are in line with available allocations at a given point in time.

- 3.12 **3rd Pillar - Transport for the North as a body as provider of evidence, data and strategic insights:** This will in turn inform evidence-based policy, enable information sharing (both between local authorities and with GBR) and break down silos between organisations. It will help avoid fragmentation particularly where bodies have overlapping boundaries and remits. Transport for the North's ability to provide technical support to local projects will shorten the timescales for project development, thereby reducing costs and realising benefits sooner. Crucially, Transport for the North can provide continuity in the evidence and knowledge base for the industry, mitigating the problem of lost wisdom when other organisations dissolve or restructure.
- 3.13 **4th Pillar – Transport for the North's role as a single voice for Northern authorities,** working with both small and larger devolved authorities and stakeholders to clarify, prioritise and bring to the fore the collective needs of various communities in the North. Transport for the North can act as the link between GBR and authorities at different stages of devolution particularly during the transition period. This will include providing a voice for communities and authorities who do not traditionally have strong buy-in from or interaction with central government. By using its convening power, Transport for the North can also bring stakeholders together to push against inertia in the system and move initiatives forward.

Supporting Narrative

- 3.14 In order to build on the four pillars, strengthen the case for change, and develop the narrative for the vision of the future, some additional points will be made in the full response document. The key elements that will be emphasised are:
- As GBR will be concerned with rail across the whole of Great Britain, and Transport for the North is concerned with all surface modes in the North of England, the area of overlapping concern should be aligned through ensuring that the Northern element of GBR's Whole Industry Strategic Plan and the rail element of Transport for the North's *Strategic Transport Plan* are substantially the same document;
 - Transport for the North and GBR will thus be able to build a strong mutually interdependent relationship, in which Transport for the North can help GBR develop the Whole Industry Strategic Plan, whilst GBR can deliver the rail element of Transport for the North's Strategic Transport Plan;
 - The oversight Transport for the North bring to operations through the Rail North Partnership can be built-upon for the new system of Passenger Service Contracts;

- In some areas, it would be possible to devolve powers to local bodies more rapidly than the general reorganisation of the rail industry would imply. Local management of stations and their environs is one such area and Transport for the North will work with local partners to support greater local involvement and devolution appropriate to the needs of the area;
- GBR and Transport for the North will not only collaborate on transport planning in the 30-year timescale (through the WISP and the STP), but will also co-ordinate their contributions to the decarbonisation agenda over the same time period;
- Smart ticketing remains a priority for the North. Transport for the North can draw on knowledge and experience from the previous Integrated and Smart Travel Programme and work with operators and local authorities to identify pilot projects and opportunities to integrate rail products with other modes including buses.
- Transport for the North can act as the holder of the regional evidence base, allowing our Analytical Framework and Appraisal Framework to act as the uniform standard for developing proposals; and
- Transport for the North will be able to reduce the cost of infrastructure not only by providing a robust cost challenge and sharing its insights, but by helping to co-ordinate enhancements with renewals workbanks and saving duplication of access and preparatory work (as demonstrated by the linespeed improvement programme).

3.15 Transport for the North's core strengths which can form the foundation of our future role include:

- Our Analytical Framework will underpin an Appraisal Framework, which will standardise and thus speed up decision-making and project development across the North, enabling quicker realisation of benefits;
- Ultimately the success of levelling up and transformational growth will be measured in terms of land use change, and Transport for the North are in an ideal position with NELUM to forecast and monitor that; and
- Our convening and collaborating roles include work with Local Enterprise Partnerships and thus the business community and also building relationships with adjacent areas including Transport Scotland, Transport for Wales and Midlands Connect.

3.16 A dedicated Northern Region in GBR would ensure maximum alignment. In 2016, the Government-sponsored Shaw Report: The future shape and financing of Network Rail recommended the creation of a Network Rail route for the North on the basis that it would bring a

greater focus on improving the connectivity and performance of the rail network in the region. The White Paper suggests that “For example, a new regional railway across northern England may be beneficial once Northern Powerhouse Rail transforms travel between major towns and cities across the Pennines.” Transport for the North will continue to make the case for a dedicated Northern Region to be implemented as quickly as possible. The industry structural change that will flow from the White Paper is likely to be the least disruptive way of implementing this.

- 3.17 Any additional funding required to implement the proposals set out in this report would need to be provided by government/GBR as part of the creation of the new industry structure and this would need to be considered as part of the next steps.

Next Steps

- 3.18 Papers are being presented to both Scrutiny and Rail North Committees for comment.
- 3.19 It is Intended that a final version of Transport for the North’s response to the White Paper will be available for approval at Transport for the North Board on 29th September 2021.

4. Corporate Considerations:

Financial and Resource Implications

- 4.1 There are no immediate financial implications for TfN. Future financial implications are referenced in the report
- 4.2 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 these matters evolve.

Legal Implications

- 4.3 Transport for the North Legal Team has confirmed there are no apparent legal implications.

Risk Management and Key Issues

- 4.4 There are no risk implications arising from this report and thus a risk assessment is not required.

Environmental Implications

- 4.5 A full impact assessment has not been carried out because it is not required for this report.

Equality and Diversity

- 4.6 A full Impact assessment has not been carried out because it is not required for this report.

Consultations

- 4.7 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.

5. Background Papers

- 5.1 There are no background papers to this report.

6. Appendices

- 6.1 Appendix 1: Summary of White Paper

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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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Meeting:	Rail North Committee – Strategic Rail Director Consultation Call
Subject:	Manchester Services and Infrastructure Update
Author:	Chris Mason, Interim Head of Investment Planning
Sponsor:	David Hoggarth, Strategic Rail Director
Meeting Date:	Wednesday 15 September 2021

1. Purpose of the Report:

- 1.1 This report is to provide Members of the committee with an update on work on the Central Manchester congestion hotspot. This includes the development of the December 2022 timetable and collaboration with the Department for Transport on the infrastructure solution to support the required connectivity of train services across the north that traverse the Manchester area, including connectivity to the key regional hub of Manchester Airport.

2. Recommendations:

- 2.1 Committee Members are asked to:
- 1) Note the progress made on the development of the December 2022 timetable and the next steps including a further round of public consultation.
 - 2) Note the progress on developing an enhanced collaboration with the Department for Transport on the infrastructure solution which would facilitate a clear roadmap to restore and improve connectivity.

3. Main Issues:

- 3.1 Since the previous Committee Consultation Call Transport for the North and the DfT have been working collaboratively to find a way forward on Manchester that will allow the next phase of the public consultation on the 2022 timetable to take place.
- 3.2 Through the Manchester Recovery Task Force, positive progress has also been made on the development of a number of service enhancements to the proposed 2022 timetable which it is expected will be included in the forthcoming public consultation.
- 3.3 Work is ongoing to bring together, as a next step, a strengthened collaboration between Transport for the North and DfT to oversee a

roadmap of infrastructure and service enhancements which it is planned to bring together with the next round of public consultation in the next few weeks.

- 3.4 The industry has also moved forward with the development work on infrastructure plans for the congested Castlefield Corridor including progressing plans for Oxford Road station. As part of this work, Transport for the North has secured a detailed assessment of the performance benefits of including platforms 15/16 at Piccadilly.

Main Considerations:

Background

- 3.5 The long-standing issue of congestion in Central Manchester has become even more urgent as Network Rail has designated the Castlefield Corridor as 'congested infrastructure' – one of only a small number of pieces of railway nationally to have such a designation. This means that as well as being required to develop solutions to the problem, service changes need to be considered and the number of trains that can use the corridor will effectively be capped. In practice this means that the pre-covid timetable can't be operated and an alternative timetable solution must be found to allow services to operate reliably (important in the context of the strong growth of passengers returning to the railways in the North post Covid). The designation also means that the industry needs to identify a long-term service and infrastructure solution for the corridor.
- 3.6 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. Transport for the North is a member of the Task Force which allows us to inform its work including drawing on our evidence base and the needs of passengers in the North. In addition to the timetable work, 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.
- 3.7 At the previous Rail North Committee consultation call, Members identified a series of issues that needed to be addressed in considering the proposed timetable for December 2022 making it clear that the Manchester situation is an urgent example of the requirement for infrastructure investment holding back the railway in the North.

Further Engagement on Timetable and Infrastructure Development

- 3.8 There was a discussion at the Transport for the North Board meeting on 27 July 2021 when an initial written response from the Minister was shared with Members. The key points from the discussion with the Board were:
- The strong post-Covid growth of passenger numbers means it's important to lift the service above current Covid timetable and Transport for the North will continue to work through the Task Force to achieve the best short-term outcome by continuing to develop a 2022 timetable;
 - The Board highlighted the importance of taking opportunities to restore some services linking Sheffield/Manchester Airport and improve the cross-Warrington service pattern;
 - Recognising that there remains a need for long term solution, the short-term objective must be to maximise the uplift in services possible as well as delivering a reliable service for returning passengers; and
 - The Board requested further dialogue with the DfT through Rail North Committee members.
- 3.9 Following this, a positive dialogue has taken place between Committee Members and the DfT. As a result of the positive progress Rail North Committee Members agreed to carry on the work developing the 2022 timetable (an enhanced version of the B+ timetable proposed by the Task Force). Members made it clear that, in parallel, the need to have an agreed roadmap that sets out how a longer-term solution will be developed, one that moves beyond what is possible with the 2022 timetable.
- 3.10 Work is taking place on a new form of collaboration between the DfT and Transport for the North that links the development of infrastructure to the roadmap of future timetable enhancements. An update on this joint work will be provided before the next phase of public consultation on the 2022 timetable.
- 3.11 Positive progress has been made on the identification of appropriate infrastructure intervention at Oxford Road Station (one of the main congestion pinchpoints and therefore a key part of the solution to allow services to be enhanced beyond the 2022 timetable). Transport for the North was able to secure agreement to commission modelling work to confirm the additional capacity and performance benefits of new platforms 15 and 16 at Piccadilly. The results of the modelling work are due by the end of September. As infrastructure solutions are developed there will need to be engagement with stakeholders on future service options through the collaborative working.

2022 Timetable Development

- 3.12 The Train Operators, supported by the Manchester Recovery Task Force (MRTF), are finalising detailed timetables in readiness for the second consultation process which is planned to commence this Autumn and run for a 6-week period. This will ensure that industry timetable bidding timelines are met.
- 3.14 There is also an infrastructure investment programme progressing to support the 2022 timetable changes to support the revised pattern of services including longer platforms at some locations.
- 3.15 The Task Force is making good progress on detailed proposals including an improved cross-Warrington service pattern and in assessing options to maintain some direct connectivity between Sheffield and Manchester Airport for inclusion in the second round of consultation.
- 3.16 To ensure that the timetable is delivered robustly, the Manchester Recovery Task Force will oversee timetable simulation modelling alongside the consultation of the final all-day timetable and monitoring industry readiness.

Next Steps

- 3.17 Work is ongoing to progress the actions highlighted in the report and further updates will be provided to Members of the Committee as appropriate.
- 3.18 The next main milestone is the planned second phase of public consultation on the detailed timetable plans for December 2022. This is likely to commence in the next few weeks to meet industry timelines for planning and delivering a robust timetable.
- 3.19 Ahead of the start of the public consultation, it is intended that Transport for the North and the DfT will have implemented a new form of collaboration which will provide greater clarity for local communities impacted by the changes.

4. Corporate Considerations:

Financial and Resource Implications

- 4.1 Transport for the North Finance Team has confirmed there are no financial implications for Transport for the North.
- 4.2 Transport for the North HR Team has confirmed there are no direct resource implications for Transport for the North.

Legal Implications

- 4.3 Transport for the North Legal Team has confirmed there are no apparent legal implications.

Risk Management and Key Issues

- 4.4 This paper does not require a risk assessment, however, risks relating to the December 2022 timetable are being identified, managed and monitored.

Environmental Implications

- 4.5 A full impact assessment has not been carried out because it is not relevant to the type of work referenced.

Equality and Diversity

- 4.6 A full Impact assessment has not been carried out because it is not relevant to the type of work referenced.

Consultations

- 4.7 A full public consultation was carried out on timetable options for 2022 and a further consultation will be carried out by train operators on the detailed proposals.

5. Background Papers

- 5.1 There are no background papers to this report.

6. Appendices

- 6.1 There are no appendices

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Meeting:	Rail North Committee – Strategic Rail Director Consultation Call
Subject:	Rail North Partnership: Operational Rail Update
Author:	Gary Bogan, Director Rail North Partnership
Sponsor:	David Hoggarth, Strategic Rail Director
Meeting Date:	Wednesday 15 September 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. Recommendations:

- 2.1 It is recommended that the Committee notes the information in the report.

3. Main Issues:

Contract Updates:

3.1 [Northern Trains Ltd](#)

Northern had put temporary plans in place from August 2 to reduce some services on selected lines in response to the Covid 'pingdemic' impact on train crew. All the affected services have now been reinstated.

The August bank holiday weekend saw some gaps in driver rotas particularly on Sunday in South Yorkshire which resulted in some cancellations.

The overall passenger numbers continue to grow. Northern is experiencing figures in the high 60% of its pre-COVID-19 numbers. The uplift is mostly in the leisure market which has been strong especially on a weekend and looks set to continue into autumn. Leisure was traditionally a comparatively small part of Northern's market, with commuters making up the bulk of the passengers. The operator has an eye on September when the schoolchildren return and commuter numbers potentially rise.

3.2 TransPennine Express

TPE continues to plan for December '21 and May '22 timetables against the background of uncertainty due to the deferral of the planned ECML timetable changes at May '22. Leisure markets continue to bounce back strongly, and the operator is seeing a return in commuting patterns but not on pre-Covid scales. Passenger numbers are now regularly in excess of 50% of pre-pandemic levels. Service performance is consistently high as is customer satisfaction.

3.3 CrossCountry, LNER and Avanti

Avanti has stepped its services back up earlier than planned and from Monday 9 August 2021, it was broadly running five trains per hour increasing to six trains per hour from Monday 16 August 2021. Ticket acceptance with other operators has been in place.

LNER is building back up to a 100% timetable over the coming months now that the latest East Coast Upgrade is complete although it is running slightly fewer services due to the issues around cracks found on the Hitachi Azuma trains earlier this year. Revenue is recovering with leisure-based revenue (which accounted for over 60 per cent before Covid) at nearly 100 per cent of pre-pandemic levels.

Tickets for LNER services through to early January are now available. This is based on a trial of new technology allowing the operator to offer and manage bookings over 20 weeks in advance. Whilst this timeframe won't always be possible, the new approach means LNER can improve on the industry goal of 12 weeks. If it proves effective, it is hoped that this approach will allow more tickets to go on sale much sooner to allow customers to plan ahead and secure the best fares.

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

CrossCountry is seeing a similar trend in passenger numbers – mostly from the leisure market at around 60 per cent of pre-Covid levels. Services in the South East and to Scotland are particularly busy. The operator continues to operate more 'double-set' trains which means no direct Newcastle-Reading services are currently operating and this is expected to continue for the December 2021 timetable change. The length of the double sets allows for more passengers however the frequency of service is reduced because the units are coupled up rather than being separate. The operator expects to run its additional Edinburgh services in May 2022. There have been some performance challenges in the north particularly around Northallerton with infrastructure issues.

Timetable Updates

3.4 December 2022

Northern is introducing the following service changes at the December 2021 timetable change:

- improves to an all-day 1 train per hour (tph) service between Newcastle – Morpeth – Chathill
- improves to an all-day 2 tph service between Carlisle – Hexham – Newcastle
- improves to a 3 trains per day (tpd) service between Chester-le-Street & Durham
- improves to an 8 tpd service between Morecambe/Lancaster – Skipton
- reduces to a peak only service between Bridlington – Hull until the May 2022 timetable however the Scarborough to Hull service will remain at once an hour.
- improves to an all-day 2 tph service between York – Harrogate – Leeds
- improves to an all-day 1 tph service between Leeds – Sheffield – Lincoln
- improves to an all-day 1tph service between Hull – Leeds – Halifax
- improves to an all-day 1 tph service between Liverpool – Warrington – Manchester Airport
- improves to a 7 tpd service between Liverpool – Warrington Bank Quay

TransPennine Express is introducing the following service improvements at the December 2021 timetable change:

- improves to a 5 trains per day (tpd) service between Edinburgh – Newcastle
- improves to an all-day 1 train per hour (tph) service between Manchester – Scarborough
- improves to an all-day 1 tph service between Manchester – Edinburgh/Glasgow

All Train Operators timetables for December 2021 are now publicly available.

3.5 May 2022

Using the December 2021 timetable as a base, the plan for the May 2022 timetable change is to maintain recent high levels of performance, provide sufficient capacity to support passengers but remain responsive to changing passenger needs.

The planned introduction of the May 2022 East Coast Main Line timetable change has been postponed for at least a year. It is vital that the views of passengers and members are heard and reflected in the timetable. This decision ensures the lessons of May 2018 are learned, enabling the industry to conduct a full review of its readiness and resolve outstanding issues identified by the industry assurance group. The industry will also focus on delivering an improved, achievable new timetable, which fully considers the consultation responses by passengers and local stakeholders and delivers reliable services on the East Coast.

On that basis, Rail North Partnership (RNP) have recommended the following improvements are implemented at the May 2022 timetable change:

Northern

- return to an all-day 1 train per hour (tph) service between Bridlington – Hull
- improve to an all-day 1 tph service Hull – Doncaster
- improve to an all-day 1 tph service between Hull – Selby – York
- improve PM peak with additional services between Skipton – Leeds/Bradford
- improve to an all-day 1 tph service on each route between Leeds – Knottingley/Goole

TransPennine Express

- improves to an all-day 1 train per hour (tph) service between Liverpool and Scarborough
- improves to a 4 tpd service between Liverpool and Glasgow
- extension of the Manchester service to Saltburn.

Network Rail are now in the Timetable Preparation Period for the May 2022 timetable change. They will publish the Working Timetable on 12 November 2021 after which Train Operators will have a period where they can appeal any specific changes. That process should be completed by the end of January 2022 after which the timetable data is prepared for publication with a Timetable Start Date of 15 May 2022.

There are a number of services still in discussions with the train operators as to the best, most reliable options. RNP expects to provide an update on those services at the Rail North Consultation call on the 15 September 2021.

3.6 **December 2022**

Focus on December 2022 is planned for the introduction of the Manchester Recovery Task Force timetable (Agenda item 5. provides further information on this work.

3.7 May 2023

The current planning assumption for the May 2023 timetable change is the implementation of a new East Coast Mainline timetable. Significant work is being undertaken to review the feedback received from the consultation and the operational readiness to deliver an improved, achievable new timetable that responds to the feedback.

3.8 **Transpennine Route Upgrade**

The first major blockade of the Transpennine Route Upgrade Programme has now been completed in full and the railway was handed back on time in the early hours of Monday 16 August 2021. Since the blockade started on Saturday 31 July 2021 the following works between Manchester Victoria and Stalybridge have been completed:

- reconstructing Dantzic Street and Queens Road railway bridges;
- strengthening Bromley Street and Oldham Road bridges;
- upgrading over 3000m of track;
- realigning track; and
- installing 17 new signals.

Further work took place on Sunday 22 August 2021, is planned on Sundays throughout September, and on the weekend of 2/3 October, to make the final changes with less disruption to passengers. All TransPennine Express (TPE) services will again be diverted into Manchester Piccadilly, with TPE services between Manchester Piccadilly and Liverpool being operated by rail replacement buses on Sundays. Buses will also replace Northern services between Stalybridge and Manchester Victoria calling at Ashton-under-Lyne.

Just as the infrastructure teams achieved what they set out to do during the blockade, it is also the case that the train operators mitigated for the disruption very well. The blockade saw the first use of the TRU Customer Delivery Managers (CDMs), who are employed by TPE but are deployed across all train operators and locations affected as a cross-industry resource. In particular, they have augmented existing rail staff at stations informing passengers about the work going on and alternative travel plans in place. There has been much positive feedback about the success of the CDMs, with passengers indicating that they have been well informed throughout the project.

3.9 **Performance**

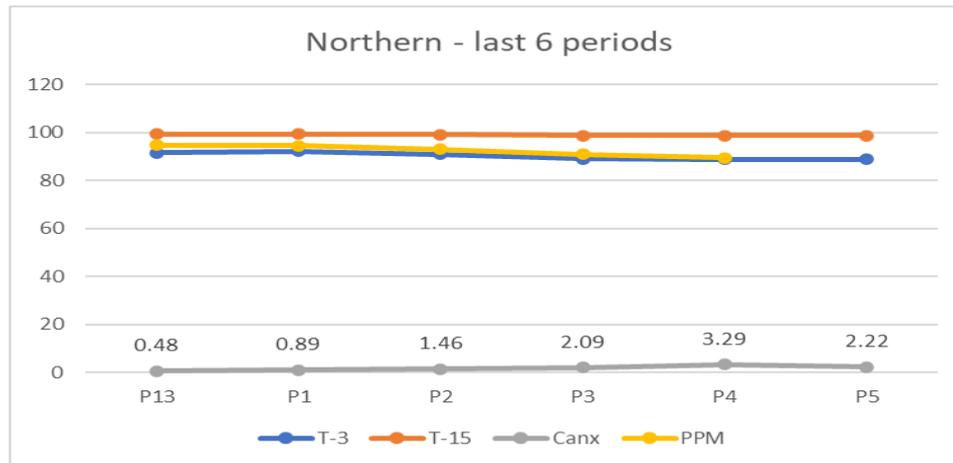
The graphs below highlight the train performance for both Northern and Transpennine Express.

The data is reported under the new performance metrics:

- T-3 (arriving within 3 minutes)
- T-15 (arriving within 15 minutes)
- Cancellations (% of trains cancelled v scheduled to run)

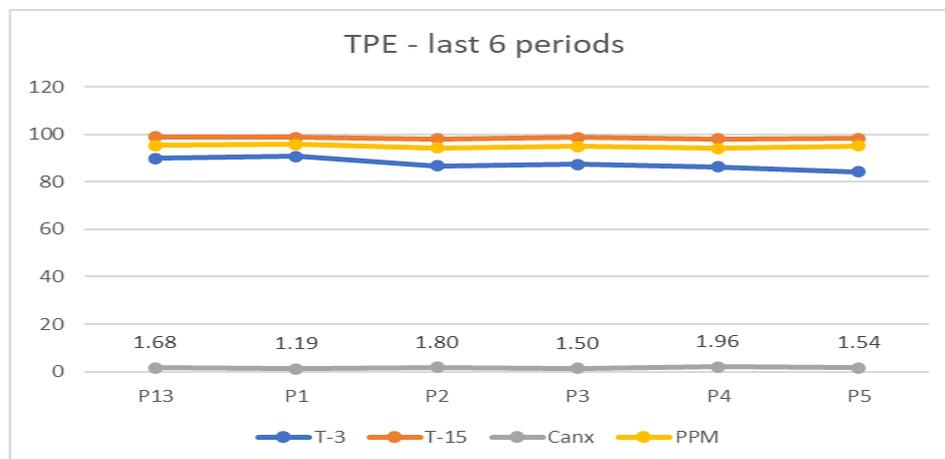
Although Public Performance Measure (PPM) is no longer a reporting metric, it has been included as a visual guide (data for PPM is extracted from the Office of Rail and Road webpages).

Northern



Performance overall has remained stable, however there has been a small decline in performance as patronage has increased. The proportion of trains running to T-15 has remained high throughout the last 6 periods - in the high 90s%. However, T-3 has steadily dipped since period 1 but remains in the mid-80% region. While PPM is no longer an official measure, analysis shows that this currently sits just below 90%. The percentage of trains cancelled has also increased steadily since period 13, peaking at 3.29% in period 4.

TPE



Transpennine Express has seen relatively good levels of performance at T-15, which has remained consistently high throughout the past 6 periods. However, T-3 shows a downward trend from the peak in period 1 to the lower mid-80% in period 6.

By comparison, PPM remains high throughout the six periods at mid-90% and the percentage of trains cancelled has remained stable throughout the six periods.

4. Corporate Considerations:

Financial and Resource Implications

- 4.1 Transport for the North Finance Team has confirmed there are no financial implications.
- 4.2 There are no direct resourcing implications as a result of this report.

Legal Implications

- 4.3 Transport for the North Legal Team has confirmed there are no apparent legal implications as a result of this report.

Risk Management and Key Issues

- 4.4 A risk assessment has been carried out and the key risks are included in the report.

Environmental Implications

- 4.5 A full impact assessment has not been carried out because the report is for noting.

Equality and Diversity

- 4.6 A full impact assessment has not been carried out because the report is for noting.

Consultations

- 4.7 A consultation has not been carried out because the report is for noting.

5. Background Papers

- 5.1 There are no background papers to this report.

6. Appendices

- 6.1 There are no appendices

Meeting:	Rail North Committee - Strategic Rail Director Consultation Call
Subject:	Transport for the North's Business Planning
Author:	Salim Patel, Programme Manager
Sponsor:	David Hoggarth, Strategic Rail Director
Meeting Date:	Wednesday 15 September 2021

1. Purpose of the Report:

- 1.1 This report provides an update on progress against Transport for the North's Strategic Rail Business Plan for 2021/22.
- 1.2 The report sets out (for endorsement) a planned approach to the business plan, budget and member contributions for 2022/23. Subject to Members' comments this will be developed through the usual Transport for the North Business Planning and Budget cycle.
- 1.3 The report also provides an updated forward plan for the Rail North Committee.

2. Recommendations:

- 2.1 It is recommended that the Committee note progress on delivery of the business plan for 2021/22.
- 2.2 It is recommended that the Committee endorses the approach set out in the report to the 2022/23 business plan. This will be developed further as part of the Business Planning Process.
- 2.3 It is recommended that the Committee endorses the meeting forward plan.

3. Main Issues:

Business Plan 2021/22 Progress:

- 3.1 The business plan for 2021/22 was set against the backdrop of a pandemic and a reduced core budget for Transport for the North. Despite this, the Strategic Rail team outlined an ambitious programme of outputs to continue to make the case for investment in the North's railways.
- 3.2 The business plan outlined six key performance indicators that the team would be measured against. These are outlined below:

Demonstrate clear added value in supporting and developing return to rail initiatives across the North to aid economic recovery.	Mar-22
Deliver plans for rail hub enhancements around two major stations to maximise the potential of the network	October 2021 & Feb 2022
Demonstrate meaningful and beneficial engagement for the North on rail reform within three months of publication of the Williams White Paper	Sep-21
Further embed the TfN rail journey time improvement initiative with Network Rail to deliver better reliability on at least two rail routes during 2021/22	Mar-22
Maximise the digital transformation of fares, ticketing and information through collaboration and the development of business cases across the North	Mar-22
Continue to use TfN's existing powers and role in Rail North Partnership to deliver the best outcomes for passengers by influencing train operators and major programmes including TRU and Central Manchester - March 2022	Mar-22

- 3.3 Progress has been good to date with the team on target to deliver the first KPI's on programme.
- 3.4 The response to the Williams-Shapps review is being developed for Transport for the North Board at the end of September 2021 for approval.
- 3.5 Delivery plans for Hubs are progressing well with one Hubs plan anticipated for delivery by early October 2021.
- 3.6 Transport for the North continues to work closely with DfT and Rail North Partnership to drive forward the Roadmap to Recovery through fares initiatives and marketing. An agency has also been commissioned to support this activity.
- 3.7 Transport for the North's line-speed increase initiative has been widely praised for its innovative approach to reducing the cost of enhancements. Transport for the North is in the process of commissioning Network Rail to complete the next stage of development on 5 routes and following initial approvals has reached agreement with DfT for it to develop a further 22 routes through the Rail Network Enhancement Programme.
- 3.8 Transport for the North continues to work closely with Network Rail and the TRU programme to influence the outputs.

- 3.9 Although Transport for the North's smart programme has now ended, development of digital and smart technologies continues to be a priority. A new Head of Digital Strategy will join the team in October 2021 to progress this work further. In particular, opportunities will be sought to pilot new products in the North and to link in with the work local authority partners are undertaking on their bus strategies.

Proposed Priorities for 2022/23:

- 3.10 Transport for the North's Strategic Rail Team has two core functions:
- Providing Transport for the North's direction to the Rail North Partnership to meet the terms of the Partnership Agreement including consultation with partner authorities; and
 - Overseeing delivery of the Long-Term Rail Strategy element of the Strategic Transport Plan including the rail investment programme and Statutory Advice to the Secretary of State relating to rail investment.
- 3.11 The Strategic Rail team represent Transport for the North's interests on the project and programme boards for the DfT's North of England Rail Programme. As well as prioritising the shape and focus of the rail investment pipeline in the North, working with partners, the Programme also serves as a vehicle to bring together the organisations and bodies which together drive this work and ensure that local intelligence helps shape decision-making.
- 3.12 Transport for the North is currently developing an input to the Comprehensive Spending Review and the outcome of this will determine the resources available for Transport for the North to prioritise its work. The outcome of this is unlikely to be known until later in the autumn, and Transport for the North may not receive confirmation of its funding allocation until the start of the new year.
- 3.13 In parallel, work has commenced on identifying the key focus areas and priorities for the Strategic Rail team. As per previous years, this report provides an opportunity for the Rail North Committee to comment on and shape the relevant aspects of draft priorities.
- 3.14 As the build back of services and demand continues, and changes to working practices take shape we propose the overarching aim for 2022/23:

To use Transport for the North's influence to ensure customers are at the heart of the continued re-building of demand after the pandemic, responding to new markets and make the case for continued investment in rail services and infrastructure in the North through a strong role in the new industry structure.

- 3.15 Within this, the following objectives are proposed for 2022/23:
1. To retain the good levels of performance seen through the pandemic and to drive accountability to deliver better passenger outcomes;
 2. To work with Great British Railways to implement the William-Shapps review and to make the case for the role of Transport for the North and its members in providing a single influential voice in the North;
 3. To secure greater levels of investment and smarter delivery of projects to support Transport for the North's strategy; and
 4. Strengthen joint working with Transport for the North member authorities to make better use of local knowledge and insight.
- 3.16 The above objectives are intended to be used to allocate the core funding available to the Strategic Rail team, noting that there is still considerable uncertainty with regard to how much funding Transport for the North will be allocated. The objectives will be developed into a set of priorities through the business planning process.

Resources

- 3.17 The approach to resource allocation follows the overall approach that Transport for the North is taking. This includes a business as usual baseline based on a continuation of resources/ budget in the current financial year for the organisation as a whole. As the business plan is developed a resource base will be developed to deliver the programme across the organisation, subject to the level of funding allocated.
- 3.18 Transport for the North's CSR submission will also assume a continuation of the specific funding contribution from Department for Transport for the Rail North Partnership Management Team. It also assumes a continuation of partner contributions at current levels (subject to the usual indexation).
- 3.19 The budget currently funds eleven roles in the Strategic Rail Team in addition to modest external consultancy support and business infrastructure costs. As the role/ scope of activities has evolved (from that originally established under Rail North Ltd), the majority of the team's funding (around £1 million p.a) is now through Transport for the North's core budget and is not subject to any ringfencing. Expenditure levels are therefore dependent on the Board overall prioritisation of activities across the organisation and the funding settlement that Transport for the North receives.
- 3.20 The range of activities that can be supported through the core funding and budget include:

- Current level of influence on rail services and outputs;
- Servicing Rail North Committee and working groups to current levels (quarterly Committee meetings);
- Limited input to DfT funded major schemes including the Transpennine Route Upgrade (e.g. around access planning and information about project progress);
- Making the case for investment, including on Central Manchester and East Coast Mainline;
- Communicating information from Rail North Partnership and operators to members;
- Response to industry consultations and engagement where directly relevant to the North;
- A basic service to member authorities on their plans and priorities except where there are able to provide additional funding (e.g. the collaboration with North Yorkshire County Council on the Esk Valley project);
- Continuing programme of delivery plans and development of business cases for 1-2 projects across the North; and
- Delivery of Line-speed and reliability workstreams.

Member Contributions

- 3.21 The proposed total Members contributions (as defined in Transport for the North's Franchise Management Agreement) are:
- Member Contributions: £40,828 (without indexation) 'Cash' contribution;
 - Additional Contributions: £40,828 (without indexation) 'Cash' or 'in kind' contribution; and
 - Supplemental Payments: £567,54 (without indexation) Combined Authorities/PTEs only.
- 3.22 Previously 'in kind' contributions have been permitted or the Additional Contributions in the form of staff time (for example Local Transport Authority staff working on specific projects or programmes on behalf of Transport for the North). Specific members' contributions are set out in the Franchise Management Agreement and are based on voting metrics.

Committee Forward Plan

3.23 This is set out in Appendix 1.

4. Corporate Considerations:

Financial and Resource Implications

4.1 The financial implications have been set out in the report, in particular the current uncertainty regarding the CSR and likely funding allocations in 2022/23.

4.2 The potential resourcing implications are set-out in the report and as detailed will be subject to the outcome of the CSR and subsequently worked through as part of the business planning process for FY2022/23.

Legal Implications

4.3 There are no legal implications for Transport for the North as a result of this report. DfT remains formal client for both services and infrastructure.

Risk Management and Key Issues

4.4 Risks in this report relate to the outputs of the CSR submission and this will be worked through as part of the business planning process.

Environmental Implications

4.5 A full impact assessment has not been carried out because it is not required for this report.

Equality and Diversity

4.6 A full Impact assessment has not been carried out because it is not required for this report.

Consultations

4.7 No public consultation required, however the final business plan will be made available publicly.

5. Background Papers

5.1 There are no background papers to this report.

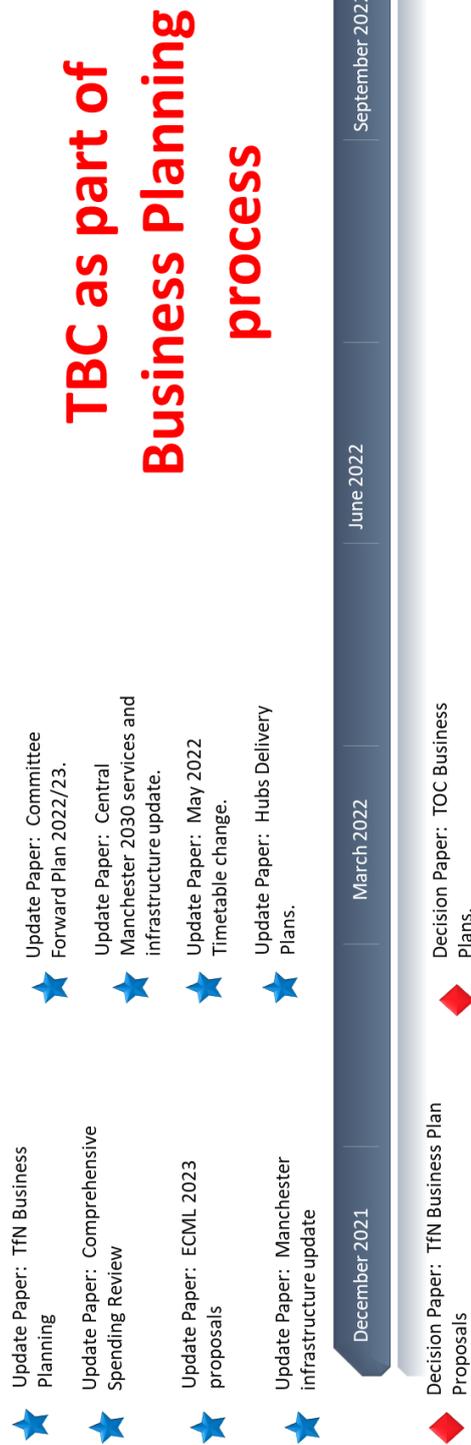
6. Appendices

Appendix 1. Committee Meeting Forward Plan.

Appendix 1: Forward Plan

Rail North Committee Forward Plan

2021/22



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Meeting:	Rail North Committee - Strategic Rail Director Consultation Call
Subject:	Rail Reform Matters: Responding to the White Paper
Author:	Manjit Dhillon, Senior Lawyer
Sponsor:	Julie Openshaw, Head of Legal Services
Meeting Date:	Wednesday 15 September 2021

1. Purpose of the Report:

- 1.1 The purpose of this report is to update and inform Members of the arrangements for future meetings now that the legislative provisions which enabled virtual attendance at Board and Committee Meeting have come an end, the requirement for Members to attend meetings in person has been reinstated and seek a view on the conduct of future Rail North Committee meetings.

2. Recommendations:

- 2.1 The Committee is asked to:
- 1) Note the recommendations of the Members' Working Group and the Transport for the North Consultation Call and the proposed amendments to the Procedure Rules in the Constitution which are proposed to be recommended to Board on 29 September 2021 to allow Members and officers to contribute to meetings virtually as set out in Appendix 1
- 2.2 Consider how it wishes to conduct its future meetings.

3. Main Issues:

- 3.1 Now that the legislative provisions which enabled virtual attendance at Board and Committee meetings have come to end the requirement for Members to attend meetings in person has been re-instated. The Constitution mirrors the legal requirements and states that attendance at a Transport for the North Board or Committee Meetings has to be in person.
- 3.2 The holding of virtual meetings has reduced the time commitment by both Members and officers in physically attending meetings saving on the travel time. Going forward, it is likely Members will wish to continue to attend virtually. However, the decision of the High Court has ruled out virtual attendance as being a valid attendance for the

purpose of quorum and there is no provision in the Constitution which would allow Members not physically present at a meeting to take part virtually. Currently, the Transport for the North Constitution requires Members to be physically present at meetings and does not allow for anyone not physically present in the meeting to join the meeting virtually or to speak at meetings. The Terms of Reference of the Rail North Committee provide that in many circumstances its role is advisory to Transport for the North Board, and because the Chief Executive has delegated powers to take any action required as a matter of urgency in the interests of Transport for the North subject to consultation where practicable with the Chair or Members of Board, and the Strategic Rail Director has delegated power to oversee the discharge of Transport for the North's obligations under the Partnership Agreement with the Secretary of State relating to rail franchise management and any other agreement Transport for the North may enter in relation to rail franchise matters, there are occasions on which Rail North Committee can be consulted by those officers who would then be empowered to take appropriate action which can give effect to Members' wishes without it being absolutely necessary to have a face to face meeting, although if formal decisions are required, the a quorate face to face meeting is necessary.

- 3.3 The Members Working Group (MWG) was asked to consider amendments to the Constitution which would allow Members to join formal meetings i.e. Board, Audit & Governance Committee, Rail North Committee, Scrutiny Committee and General Purposes Committee virtually and to allow them to contribute to debate, although they would not be entitled to vote or to be counted as present for quorum purposes. At the Transport for the North Consultation Call on the 9 June 2021 it was also requested that Members should be able to put forward representations in respect of items for the agenda when they were unable to be physically present at the meeting. The MWG has recommended that virtual participation should be allowed with the agreement of the Chair and proposed amendments to the Procedure Rules in the Constitution which are proposed to be recommended for approval by Board on 29 September 2021 are set out in Appendix 1.

4. Corporate Considerations:

Financial and Resource Implications

- 4.1 Transport for the North Finance Team has confirmed there are no financial implications for Transport for the North.
- 4.2 Transport for the North HR Team has confirmed there are no direct resource implications as a result of this report.

Legal Implications

4.3 The legal implications are set out in the report.

Risk Management and Key Issues

4.4 A risk assessment has not been undertaken as it is not required.

Environmental Implications

4.5 A full Impact Assessment has not been carried out as it is not required.

Equality and Diversity

4.6 A full Impact Assessment has not been carried out as it is not required.

Consultations

4.7 Members are being consulted on options for future meetings as set out in the report.

5. Background Papers

5.1 There are no background papers to this report.

6. Appendices

6.1 Appendix 1: Proposed Amendments to the Constitution.

Part 5 Procedure Rules

Public Speaking and Members Participating Virtually

- 23.76 Members of the public will not normally be allowed to address a meeting of the Transport for the North Board. Any request to address a meeting of the Transport for the North Board will be referred to the Chief Executive who will decide whether to make appropriate arrangements for the member of the public to meet either with officers of Transport for the North or a delegation of Members of the Board outside the Transport for the North Board Meeting.
- 23.77 Members of the Board who are not in attendance at a meeting may participate in the meeting virtually provided that facilities are available to enable them to be heard and if possible seen by all Members and members of the public present at the meeting. Such Members will be entitled to speak in a debate with the agreement of the Chair but will not be entitled to move a motion or amendment or to participate in any vote. Such members shall not be treated as in attendance at the meeting for the purposes of quorum.
- 23.78 Any Member of the Board who is not in attendance at a meeting may make written representations on any item on the Agenda provided such representations are received by the Monitoring Officer not later than 5pm on the day before the day of the meeting. Such representations will be read to the meeting by or on behalf of the Chair.
- 23.79 Officers of Transport for the North who are not in attendance at a meeting may participate virtually if invited by the Chair to do so and provided that the facilities are available to enable them to be heard and if possible seen by all Members and members of the public present at the meeting

Agenda Item 10

By virtue of Section 100A(2) of the Local Government Act 1972 |(likelihood that confidential information would be disclosed in b

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