

Transport Delivery Committee

Date	19 July 2021
Report title	Rail Business Report
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Report has been considered by	Councillor Richard Worrall – Lead Member Rail and Metro

Recommendation(s) for action or decision:

The Transport Delivery Committee is recommended to:

- (1) Note the content of the report

1.0 Purpose

- 1.1 To provide an update relating to the performance, operation and delivery of rail services in the West Midlands including on rail operator partnership agreements and West Midlands Rail Executive (WMRE) activity.

2.0 Section A – Background

- 2.1 Transport for West Midlands (TfWM) and WMRE currently work to influence the management and delivery of rail services and projects.
- 2.2 This report provides a summary of rail activity in the TfWM and wider WMRE areas between November 2020 and June 2021.

3.0 Section B – Williams Rail Review

- 3.1 The Williams-Shapps Review was published on 20 May and points towards a fundamental restructuring of the rail industry which is likely to have wide-ranging impacts on the way that rail services are specified and delivered.
- 3.2 A briefing note was circulated to members shortly after publication of the plan, and this is reproduced in Appendix A.
- 3.3 WMRE and TfWM will actively engage in the industry and political processes that will be set up to implement the plan, and will seek to maximise the influence and control that we can have over the provision of rail services in the region.

4.0 Section C – West Midlands Franchise

4.1 Service Performance

- 4.1.1 WMT ended the 2020/21 financial year with an excellent PPM MAA (moving annual average) of 92.3%. This is the highest MAA for this franchise since at least 2008 (data only available from this date). The equivalent score for the 2019/20 financial year was 78.9%. Turning to Time to three minutes (T-3), this was 93.0% and this increased the MAA to 90.3%.
- 4.1.2 The improvement in PPM MAA over the past year ranked WMT 4th amongst 20 TOCs. Improvement in T-3 MAA over the past year was 15.6% and this ranked WMT 5th out of 20 TOCs.
- 4.1.3 WMT's excellent operation performance during 2020/21 has undoubtedly been assisted by the reduction in the number of services and passengers using the network. Fewer trains has meant less congestion, which has prevented delays from occurring as frequently as the once did, and has also helped to contain the spread of delays when they have occurred. Fewer train movements has also meant that the trains and tracks have experienced less wear and tear, lowering the number of defects. Finally, a less crowded network has given controllers and signallers more thinking space with the result that better operational decisions have been made. Ensuring that this excellent punctuality and reliability is retained once customers have started to return is a key objective for the Grand Railway Collaboration in 2021/22 and beyond.

4.1.4 At present the principal threats to performance are WMT's driver training backlog and a downward trend in diesel fleet availability. WMT have taken direct action to try and address the former. This includes the introduction of 'COVID Safe' Driver training bubbles, recruiting more trainers, producing more efficient traincrew rosters, and a suite of initiatives designed to return longer term unproductive drivers to driving. WMRE has at all times worked to support WMT in their response to the traincrew challenge but has not shied away from challenging the company when required.

4.1.5 The causes of the increase in diesel train failures seem to be mixed. Staff sickness and changes in personnel at the Tyseley Maintenance Depot have reduced WMT's maintenance efficiency, whilst the recent lease of four Class 172 units from Chiltern Railways has also affected productivity. The result was a large number of services with fewer carriages than expected, creating difficulties for social distancing on some services. WMT's recovery plan shows that by the end of July a more stable situation should have emerged.

4.2 **West Midlands Direct Award (National Rail Contract)**

1.1.1. In October 2020 the government announced all Franchise Agreements were set to be replaced by directly awarded National Rail Contracts (NRCs). These would be brand-new contracts, meaning that the Franchise Agreements would expire upon the start of each NRC term. For WMT the NRC is due to commence 19 September 2021.

1.1.2. The DfT has published the following five objectives for all NRCs:

- Sustain the operation of essential rail passenger services;
- Protect the taxpayer interest and improve the financial sustainability of the passenger railway;
- Foster the continued development of a "One Railway" approach;
- Deliver targeted improvements to the customer offer and consider stakeholder needs; and
- Ensure that leadership and management processes within the Operators are flexible and dynamic

1.1.3. Unlike the Franchise Agreement it will replace, the NRC with WMT is not being let on the basis of a competitive tender process, rather a collaborative dialogue that is assessed for Value for Money. Instead of an ITT, WMT and Abellio have been issued with a Request for a Business Plan (RfBP), and are sharing their response as it emerges with DfT and WMRE to a defined timetable leading up to 19 September 2021.

1.1.4. Cost and revenue risk will remain with the DfT, although there is scope to transfer a degree of cost risk back to the operator during the term, should the circumstances warrant it, via a change mechanism designed to be more flexible than in previous contracts.

1.1.5. Unlike the Franchise awarded back in 2017, the NRC is not expected to herald major investment. The schemes delivered during the NRC will be those retained from the previous Agreement, including

- New DMU trains for services to Hereford and Shrewsbury
- New EMU trains for the Cross City Line and the West Coast Mainline
- New depot and stabling facilities
- New digital passenger information screens

- Infrastructure to facilitate the future roll out of PAYG ticketing
- Enhanced CCTV equipment and monitoring

- 1.1.6. Unfortunately, affordability pressures have resulted in some of WMT's previous commitments being re-scoped or discontinued entirely. These include booking office refurbishments at Birmingham Snow Hill and Worcester Foregate Street, car park expansion, and an on-board infotainment system.
- 1.1.7. The NRC is expected to run for a term of 5 years, with the option to 'shrink' this back to 3 years if it is deemed necessary, and is planned to end at approximately the same time as the original Franchise Agreement was due to expire.
- 1.1.8. In keeping with the precedent set during the procurement of the 2017 West Midlands Franchise, DfT have virtually seconded a member of WMRE staff to the NRC team. This role is focused on the specification of the new contract, ensuring that local knowledge is used to inform key decisions.
- 1.1.9. The NRC will also retain the separable business unit structure that was introduced in the current Franchise, as well as the WMRE-owned West Midlands Railway brand that is applied to the West Midlands Separable Business Unit.
- 1.1.10. WMRE will continue to hold primary responsibility for the management of the West Midlands Separable Business Unit in the NRC. This will include overseeing the delivery of WMT's new NRC commitments where they relate to this Business Unit.

5.0 Section D – Rail Programme

- 5.1 We have now started on site at University, and works are progressing ahead of the baseline schedule. This has been supported by a joint approach to progressive assurance with Network Rail that has enabled us to reduce the time spent in design review. Piling was completed well ahead of schedule, enabling the precast concrete frame to be installed. This is currently taking place over weekend possessions. We are still committed to ensuring that University Station will be in a fit state for the Commonwealth Games next year, and we continue to investigate options to bring the completion date of the new building forward from the current baseline position of September. These decisions are being informed by positive ongoing negotiations with our contractor.
- 5.2 Works at Perry Barr are also proceeding well. Services at Perry Barr Station were suspended for a year from May to enable construction to start. Tickets are being accepted on local buses whilst trains are not running. Following close work with WMT to clear the building, the old station building was demolished safely in an overnight possession, and the stairs have now also been removed. We remain on track to deliver the new station in time for the resumption of services in May 2022. Work is also continuing on the bus interchange, with consideration at Planning Committee expected in July.
- 5.3 We have successfully secured funding from the DfT Rail National Enhancements Pipeline for our new stations packages: Package 1 (Willenhall and Darlaston) and Package 2 (Camp Hill Line). This was facilitated by close work with Network Rail on a number of key areas, including timetabling. Alongside funding committed by WMCA and BCC, this means that the new stations are now fully funded.

5.4 On Package 1, work continues to secure the land parcels required to deliver the stations, and to move toward awarding the main contract as soon as this is complete. This is generally progressing well and in parallel we are considering mitigations to manage any programme risks. On Package 2, enabling works including devegetation took place at Moseley to prepare for construction, and we expect to begin procurement of the main works contract imminently.

6.0 **Section E – West Midlands Grand Rail Collaboration (GRC)**

6.1 The GRC continues to be a primary focus of activity within the West Midlands, driving industry collaboration. This is demonstrated by the engagement from all of its partners and the effectiveness of the Strategic Board which met on 26th May. Lucy Wootton has been appointed as Head of GRC on an 18 month Secondment from Chiltern Railways which is a positive movement and having a full time resource will be very beneficial in ensuring focus is maintained on the key workstreams.

6.2 A paper was submitted to the Department for Transport on the One Team Birmingham New Street Proposal and approval has been given to implement the first 3 stages of this work and the Customer Experience Task Force have mapped out how these stages will be delivered.

- Introduce engagement days, common briefings and a one team tabard or pin badge – for all Network Rail station colleagues, Avanti West Coast retail and automatic ticket gate line colleagues, CrossCountry Trains floorwalkers and West Midlands Trains cleaners based at Birmingham New Street.
- Introduce customer experience training for these customer-facing colleagues at the station, based on customer needs identified through Customer Insight Review.
- Introduce aligned frontline objectives and frontline incentives, and ‘soft’ management for all.

6.3 Stages 4 and 5 (creation of a single unified management structure across New Street, Moor Street, and Snow Hill) require additional development and analysis and this work is currently being progressed, led by Linda McCord from Transport Focus.

6.4 Improving the visibility of the GRC is a key objective and Lucy will be working on initiatives to support this, one of which is to produce a prospectus / brochure that clearly demonstrates the objectives, workstreams and successes of the group. A first draft of this has been produced and it is hoped that once sign off is received this will be circulated later this year.

6.5 This will be accompanied by a concerted effort to raise awareness within each GRC partner, and Lucy is working with each organisation’s internal communication team and requesting attendance team meetings.

7.0 **Section F –Rail Investment Strategy and West Midlands Stations Alliance**

Rail Investment Strategy

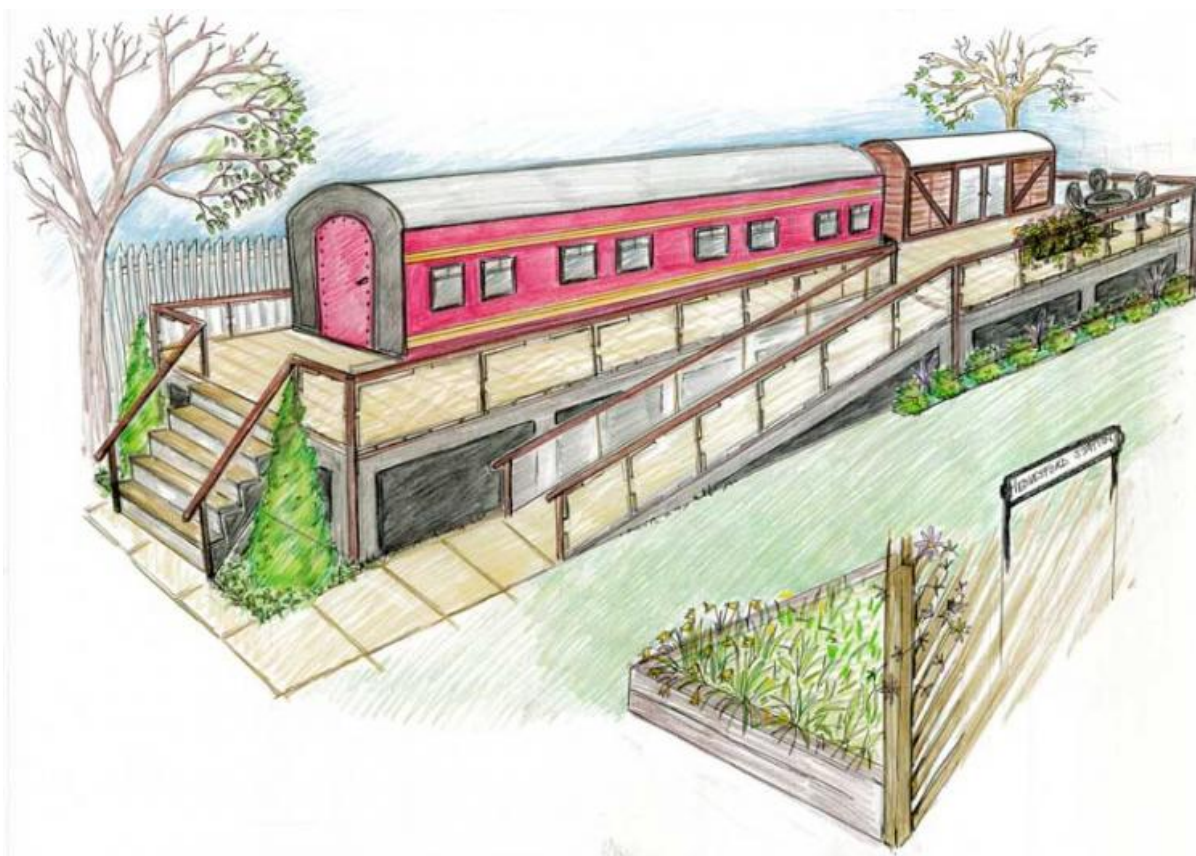
7.1 WMRE has been undertaking work to update its Rail Investment Strategy and has been developing future service scenarios linked to indicative changes to rail infrastructure. These service scenarios will be modelled to understand potential demand impacts.

7.2 The publication of the DfT’s Integrated Rail Plan is awaited, which will provide a national context to support the development of our local service aspirations

- 7.3 Also awaited is publication of a Traction Decarbonisation Network Strategy programme which will lay out the proposed phasing of electrification of the network. In advance of electrification of the network WMRE has been actively engaging with rolling stock companies to understand options for bringing battery/electric trains into the West Midlands. We have also held initial discussions about potential hydrogen train options.
- 7.4 Bids were submitted in March for the Restoring Your Railway Ideas fund for a number of projects including:
- Tettenhall (TfWM/WMRE)
 - Coundon Road/Foleshill/Coventry East (TfWM/WMRE)
 - Lichfield – Burton (TfWM/WMRE)
 - Sutton Park Line (BCC)
 - Castle Bromwich/Fort Parkway (BCC)
- 7.5 An Advanced Scheme Restoring Your Railway bid was also submitted for Aldridge. A decision on all these bids is awaited from the DfT.
- 7.6 WMRE and TfWM continue to actively engage with Midlands Connect, DfT and Network Rail over Midlands Rail Hub and other Midlands Engine Rail projects. We support work to accelerate delivery of Snow Hill Platform 4 and Kings Norton upgrade projects under the Project Speed initiative.

Stations Alliance

- 7.7 Following the successful delivery of the West Midlands Stations Alliance/Staffordshire County Council scheme at Cannock, the Alliance is in the process of shortlisting for a further round of interventions for stations on the Chase Line north of Walsall. A budget of around £250k has been secured for this purpose. Planned actions vary from station to station but examples include bridge repairs (especially at Hednesford), litter and vegetation clearance, car park re-surfacing/re-lining, re-painting, additional wayfinding, and actions to improve security and tackle the ongoing vandalism of ticket vending machines.
- 7.8 The Stations Alliance is also working with West Midlands Railway's Head of Community to help deliver the 21/22 'Your Community, Your Fund' projects <https://www.westmidlandsrailway.co.uk/about-us/your-community-your-fund> . The fund has awarded £1.7m to 21 community led projects. Several of these involve making physical alterations to stations, something that can be extremely challenging for non-industry bodies given the railway's highly regulated nature. As a partnership of track, train, and local government, the Stations Alliance is helping the community groups navigate industry process and generally make the railway in the region more approachable. An illustration of the proposed scheme at Hednesford is shown below.



(Figure 1. Illustration of the proposed railway themed town centre community hub at Hednesford)

8.0 Section G – Financial Implications

8.1 There are no direct financial implications as a result of this update report. Although the latest status position covering the Rail Programme, Rail Investment Strategy and Stations Alliance is for noting in this report there are a number of financial risks and challenges against these that will be need to be carefully considered. This will form a key element as part of progressing the further development and/or delivery of these.

8.2 Any costs incurred or support provided by TfWM or West Midlands Rail Executive from supporting the activity in relation to the GRC will be met from within agreed funding and resources.

9.0 Section H – Legal Implications

9.1 There are no specific legal implications arising from this report.

10.0 Section I – Equalities Implications

10.1 There are no equality implications in relation to this update report. Individual schemes and projects need to undergo in-depth equality impact assessments to ensure inclusion and accessibility compliance.

11.0 Section J – Geographical Scope

11.1 This report covers rail services within the WMRE geographical area, which includes the seven authorities which make up WMCA as well as the nine Shire and Unitary authorities which ring the Met area.

12.0 Section K – Inclusive Growth Implications

12.1 As an update report for noting, there are no inclusive growth implications associated with the allocation of resources arising from this report. However, the schemes referenced in the report are likely to have the following implications, in line with the Future Generations and Universal Design inclusive growth tests:

12.2 Future Generations:-

The Midlands Rail Hub will be an important mechanism to ensure that the benefits of HS2 are felt across the region in terms of improvements to local rail services and the opportunities those services create. However, the majority of people in this region do not use heavy rail services as part of work and life. The implications of the transition from lockdown – assuming that we retain the aspirations laid out in WM2041 – are that walking and cycling will be vital in order to achieve a balance between connectivity and good health. Buses are the public transport mode of choice for most people in the region, and will continue to play an important role in the region's future. As such, all investments into heavy rail also need to be made with a view to encouraging people away from car ownership and towards active travel and mass transit. This can be realised in a number of ways, but notably in how stations connect to their localities, and in how train stations and carriages are designed to encourage walking and cycling. This also means that economic improvements that happen ahead of new heavy rail services can still be open to people via public transport.

12.3 On balance, the increased heavy rail capacity that HS2 brings is a positive for tackling climate change (assuming that people and freight move by train instead of by road) – however, anything that involves construction has an impact on the natural environment. The commitment to biodiversity net gain must be upheld, and opportunities to improve resilience to locked-in climate change should be designed in, including by developing sustainable urban drainage schemes.

12.4 In the interests of building strong regional economies across the UK it is important that stakeholders from the West Midlands are involved in shaping connectivity between our region and the regions of the Northern Powerhouse. Relationships and supply chains cross administrative boundaries. Furthermore, good relationships between the regions will serve the West Midlands well as it seeks further devolution of powers from Whitehall.

12.5 Universal Design:-

In improving rail services and assets, new stations and carriages should adhere to universal design principles – ensuring that disability, additional needs or age are no barrier to using a station, its surrounds or a train service safely and logically.

Appendix A

The Williams-Shapps Plan for Rail

The **Williams-Shapps Plan for Rail** represents the single biggest change to the structure and management of Britain's railways since the privatisation of the industry in 1994-97.

Unlike the numerous previous reviews of the rail industry over the past two decades, Keith Williams' review:

- has acknowledged and sought to address the fundamental structural problems of the fragmented industry which have led to inefficiency, duplication and high "whole industry" costs in relation to both infrastructure projects and the procurement and operation of franchised rail contracts
- has been shaped into a formal **White Paper** in the form of Williams-Shapps Plan for Rail, which has the full backing of government and the Secretary of State for Transport's name attached to it.

The Williams-Shapps Plan for Rail identifies **10 key outcomes** (Appendix 1) designed to:

- address the weaknesses, complexities and conflicts within current rail industry structure
- provide clearer accountability and reduce overall industry costs
- increase the speed of infrastructure renewal and enhancements
- improve the passenger experience and retail offer in the post-COVID world
- support rail freight growth
- align a new 30 year Rail Industry Strategy more closely with wider government priorities such as decarbonisation and housing provision
- provide mechanisms for greater local control over the railways

To support delivery of these outcomes the Plan for Rail makes **62 commitments** (Appendix 2) designed to bring the sector together to secure the long-term future of the rail network and support everyone who uses it or works on it.

The implementation of the Plan for Rail over the next 2 to 3 years will be managed under a **Rail Transformation Programme** led by the Department for Transport.

The core proposal of the Plan for Rail centres on the creation of a new organisation **Great British Railway** which will take over Network Rail and the majority of core DfT rail functions (see below).

The Plan also incorporates more immediate proposals designed to help post-COVID recovery, notably new **flexible season ticket** "carnets" available from 21 June 2021, which will allow travel on any **8 days in a 28-day period** (although the price / VFM of these will be key).

The **future role of organisations such as West Midlands Rail Executive is unclear**, as unlike, Merseytravel, Transport for Wales or Transport Scotland, whose role and responsibilities are safeguarded, WMRE is not a fully devolved rail funder and specifier. However, the Plan for Rail does provide some warm words about "**local control**" which are considered below.

Creation of Great British Railways (GBR)

From around 2023, following passing of the required legislation, Great British Railways will **take over roles and responsibilities of Network Rail and most rail functions of the Department for Transport**, including procurement of new **Passenger Services Contracts**.

Great British Railways will be accountable to Ministers.

The Secretary of State will also be given statutory powers to set long-term strategy and have sweeping powers to issue guidance and mandatory directions to Great British Railways **on any matter at any time**.

Great British Railways will be subject to a series of mandates from Ministers, including to:

- Operate in the interests of passengers, freight customers and local communities;
- Increase efficiency and co-operation within the industry
- Pursue financial sustainability through the reduction of waste and inefficiency
- Grow passenger numbers and open up new markets
- Develop revenue streams that benefit customers.

Great British Railways will have responsibility for the “whole-system” planning and operating functions needed to deliver a joined-up rail network.

GBR will be made up of **five regional railway divisions which are** expected to follow current Network Rail region geographies. <https://www.networkrail.co.uk/running-the-railway/our-regions/north-west-and-central/>

It is proposed that the five regional divisions are “**locally rooted and accountable**,” with new culture and incentives focused on serving customers.

Each GBR regional division will:

- **Be accountable to customers** for their journeys
- **Manage Passenger Service Contracts, stations and infrastructure**
- Procure private partners, including operators and contractors
- **Manage budgets locally and regionally**
- Integrate track and train at a local level
- Work with and **be responsive to the needs of local and regional partners**
- **Integrate rail with other transport services** (e.g. integrated information and ticketing between rail, light rail and bus services)

Within each division, **integrated local teams** will bring decision-making closer to the people and places that the railways serve.

Local teams will be responsible for day-to-day delivery on routes of the network **in partnership with operators** and will bring together infrastructure, customer service, station management and train operations into one team.

Future Rail Devolution and Role for WMRE

In the short term, WMRE is negotiating a new “Collaboration Agreement” with the Secretary of State for Transport, which will establish WMRE’s role and responsibilities in the specification and management of the new **interim National Rail Contract** between the Department for Transport and West Midlands Trains.

The DfT is currently proposing that **this interim National Rail Contract will run from September 2021 until March 2026**. This potentially “**sets in stone**” for another **5 years** any interim devolution arrangements under the new Collaboration Agreement currently being negotiated, but yet to be agreed between WMRE and the Secretary of State.

The timeline for this finalising this new Collaboration Agreement is also tight, with **agreement in principle for a final draft ideally required by July 2021**.

Looking ahead towards the new **permanent Passenger Service Contracts**, it should be noted that there is **no specific mention in the Plan for Rail of devolved organisations such as WMRE** or Transport for the North, which currently specify and manage franchise contracts jointly with the Department for Transport (although this may be deliberate given that there are potentially competing devolution ambitions - notably between Manchester and Transport for the North).

However, this doesn't necessarily mean that WMRE's current devolved role won't be maintained, or even strengthened, under the new Passenger Service Contract arrangements.

The Plan for Rail states that:

- ***New partnerships between Great British Railways and local and regional government will be established to give local leaders a greater say in how the railways are run in their area***

such partnerships will include the **ability for local leaders to:**

- ***integrate ticketing and fares with other local transport services***
- ***control stations***
- ***buy additional services or infrastructure using funds raised locally***

Local railway managers will also be scrutinised by local politicians through:

- ***joint governance arrangements to provide clear accountability locally in areas where such arrangements are appropriate.***

Further **detail on the involvement of local leaders in rail and other transport services and the levers available** to them **will be set out in the "Levelling Up" white paper** in due course.

However, elsewhere the Plan for Rail also states a clear ambition for:

- ***rooting the railways in the places they serve ... to empower people, create locally responsive railways and help to level up.***

and it is proposed that **a pilot to integrate a GBR local team with local communities and local leaders be undertaken as a priority.**

There is **a clear opportunity to press for that pilot to be undertaken in the West Midlands**, between WMRE and a "shadow" GBR local team comprising Network Rail and DfT members.

New Passenger Service Contracts

In addition to noting that:

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

further information is provided in relation to the new Great British Railways awarded Passenger Service Contracts which will:

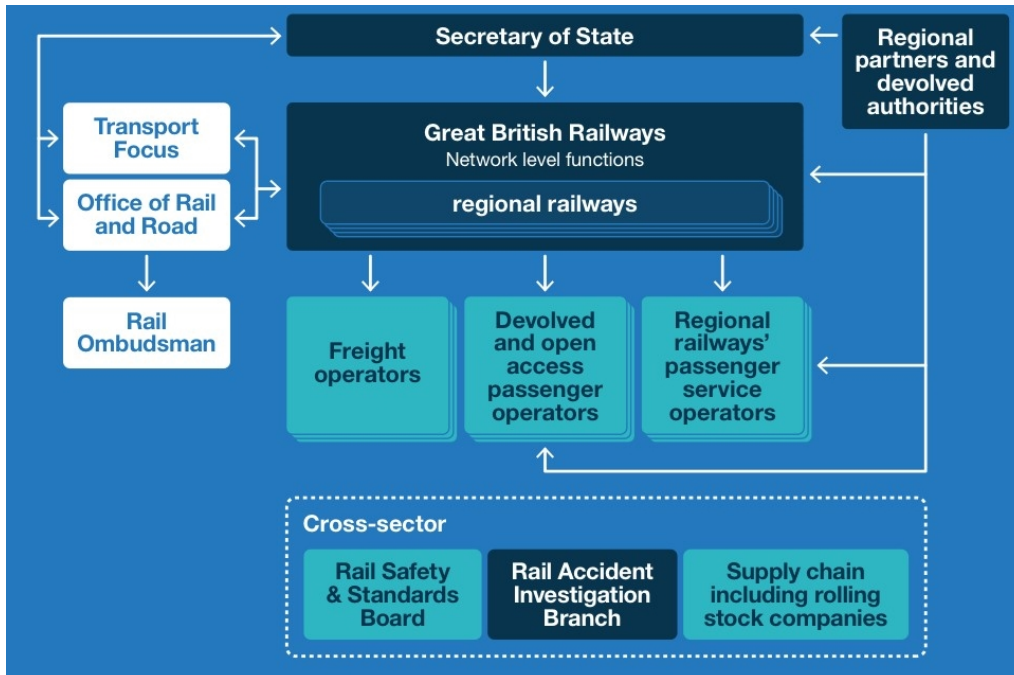
- **be let and managed by individual GBR regional divisions**
- **focus on quality, performance and growing the rail market**
- **specify the timetables, branding, most fares and other aspects of the service**
- **agree a fee with the competitively-procured passenger service operator to provide the service to this specification.**
- **see fare revenue go to Great British Railways, with operators taking cost risk**

- **require the operator to support the integration objectives** for bus travel and cycling set out in the government's recent bus and cycling strategies.

Crucially,

- **Passenger Service Contracts will be different across the network** and will not take a one-size-fits-all approach
- the **geographic and financial size of Passenger Service Contracts will reflect local markets and needs**

Overview of “Plan for Rail” Industry Structure



Other key “Williams-Shapps” proposals

- **New 30 year Strategy for the whole rail network** will ensure that the railway’s key strategic priorities align with government priorities such as levelling up, the environment, housing and regeneration.

The “*Whole Industry Strategic Plan*” will become the first 30-year strategy from 2022

- **GBR five-year business plans covering both services and infrastructure** will inform government decisions about both **infrastructure funding and the level of operational subsidy**.
- Rollout of project **SPEED** to provide faster delivery of rail network enhancements and new stations and services
- **End to gold-plating and over-specification of infrastructure** projects
- **Dedicated station management teams will be created locally within regional divisions of Great British Railways** to manage stations, land and assets.

These teams will improve accountability and long-term decision-making over how stations and the estate are maintained and improved for passengers and local communities. There are **implications for WM Stations Alliance and for TfWM in respect of car parks**

- **A national accessibility strategy and a new long-term investment programme**
- **More integrated “one stop shop” approach to ticket retailing with:**
 - **a single GBR website and ticketing app**
 - **a more easily understandable ticketing structure**
 - **standard compensation arrangements**
 - **pay-as-you-go tickets in major cities**

Government’s ambition is for:

- passengers to be able to buy a through ticket from any bus stop to any station with a single tap on their phone or contactless bank card
- the Great British Railways website and app will increasingly become a portal for all public transport services, showing bus and light rail information and selling integrated tickets across different services to support easy journeys.

It is as yet **unclear how any changes will align with Transport for West Midlands existing multi-modal ticket products)**

In addition to the above, the Plan for Rail noted that:

Government will shortly be announcing further major projects in the Midlands and North, including in our Integrated Rail Plan, electrification schemes and further Beeching reopening projects

Appendix 1: Williams-Shapps Plan 10 Key Outcomes

1. Modern passenger experience

Passengers must receive high-quality, consistent services. More accessible, reliable, well connected journeys and a new customer offers at stations and on trains.

2. Retail revolution

Simpler, modern ways of paying for travel and straightforward compensation. Clear prices, digital ticketing and flexibility will underpin this transformation.

3. New ways of working with the private sector

Passenger Service Contracts will replace franchising. New opportunities for innovators, suppliers (including small and local partners) and funders will be created through streamlined contracts and more contestability.

4. Economic recovery and financially sustainable railways

The railways are a public service, paid for by taxpayers and passengers. Bringing together responsibility for cost and revenue in Great British Railways will ensure the railways become more financially sustainable.

5. Greater control for local people and places

Railways will be more responsive to the needs of local communities. Empowered, locally-led teams will support improvements and be accountable to the people and places they serve.

6. Cleaner, greener railways

Railways will spearhead the nation's ambition to become a world leader in clean, green transport. Decarbonisation, greater biodiversity and improvements in air quality will ensure rail is a cleaner public transport network.

7. New opportunities for freight

National co-ordination offering greater flexibility and responsiveness will create new opportunities for rail freight. Modern contracts will ensure the sector continues to keep goods moving and delivering vital economic and environmental benefits.

8. Increased speed of delivery and efficient enhancements

Restoring lost rail links and accelerating the delivery of critical upgrades to the network will support new economic growth and connectivity across our nations and regions.

9. Skilled, innovative workforce

A culture of collaboration, strengthening leadership and enhancing the skills of people working across the sector are vital to delivering a better service for passengers. High-value and fulfilling opportunities for staff will ensure they can best serve the needs of customers.

10. Simpler industry structure

A 'guiding mind' for the system delivered by 'Great British Railways', which will be organised around regional railways. People, culture and incentives will focus on serving all customers, with clear accountability, better decision-making and a single financial system. A 30-year strategy will enable the sector to transform and modernise efficiently.

Appendix 2: Williams Shapps Plan for Rail: 62 commitments

CHAPTER THREE — INTEGRATING THE RAILWAYS

1. A new public body, **Great British Railways**, will run the network in the public interest.
2. Great British Railways will be the **single guiding mind** and leader that the railways currently lack.
3. Great British Railways will be given the means to think and plan for the longer term.
4. There will be **a national brand** and identity to emphasise that the railways are one connected network.
5. Great British Railways will be a new organisation, not just a larger version of Network Rail.
6. Great British Railways will be given a **binding mandate to have as its primary focus serving the interests of passengers, freight customers and taxpayers and growing rail usage**.

7. Great British Railways will be **mandated to increase efficiency and co-operation**.
8. The **government will hold the railways' leaders accountable** for meeting the needs of the customers and communities the network serves.
9. A **30-year strategy will provide clear, long term plans** for transforming the railways to strengthen collaboration, unlock efficiencies and incentivise innovation.
10. Great British Railways will be made up of **powerful regional divisions, with budgets and delivery held at the local level**, not just nationally.
11. In England, **new partnerships with Great British Railways' regional divisions will give towns, cities and regions greater control over local ticketing, services and stations**.
12. Devolved railways will be strengthened, with closer collaboration with Great British Railways improving services, consistency and co-ordination across the country.
13. **Community rail partnerships will be empowered** to strengthen rail's social and economic impact.
14. **Station management will be integrated within Great British Railways** to improve accountability for long-term investment in stations.
15. **Opportunities to better unlock housing, local economic growth and social value** will be explored.
16. **Transport Focus will be reformed to become a passenger champion**, advising the Secretary of State on passenger priorities.
17. **Performance and efficiency will be independently scrutinised** by the statutory regulator, the Office of Rail and Road.
18. Current **safety and security rules will remain in place** across the rail network. A consultation will be undertaken to ensure safety roles, rules and standards are appropriate for the future.
19. Cross-sector organisations will be consolidated and integrated to enable the railways to operate more effectively and efficiently.
20. **Track access will be overhauled to make the best use of the rail network** in the overall public interest.

CHAPTER FOUR — REPLACING FRANCHISING

21. Franchising will be replaced by **new Passenger Service Contracts**.
22. Passenger Service Contracts will **focus operators on meeting passengers' priorities** and will incentivise them to **grow rail usage**.
23. Each Passenger Service Contract will be designed to **support the needs of passengers and the whole network**, as part of an integrated system.
24. **Passenger Service Contracts will be different across the network** and will not take a one size-fits-all approach, including on contract length.
25. Operators will have greater commercial freedom on some parts of the network, with revenue sharing arrangements where appropriate. **New open access services will also be explored** where spare capacity exists.
26. The **geographic and financial size of Passenger Service Contracts will reflect local markets and needs**.
27. Competition for Passenger Service Contracts will be greater than for franchises and Great British Railways will aim to compete all contracts.
28. **If operators fail, the government will be ready to step in** and take control where needed.

29. The government will work with the sector and potential new market entrants to develop and implement these changes.

CHAPTER FIVE — A NEW DEAL FOR PASSENGERS

30. Easy, frictionless payment options for every journey will be introduced across the network.
31. **Pay As You Go journeys will be expanded** outside London to make millions more trips straightforward.
32. **Digital tickets** will be introduced across the network.
33. A **new Great British Railways website and app** will create a personalised travel experience.
34. Customer service at stations will be modernised, with one-team working expanded across the network.
35. **Fares will be simplified.**
36. **Affordable fares and season ticket caps** will continue to be **protected**.
37. Off-peak services will be protected.
38. **New flexible season tickets** will be introduced to reflect changing working patterns.
39. Journeys across **rail, bus, tram and bike will become seamless** in the future.
40. Getting to the station on a bike and **taking bikes on a train will be made easier.**
41. Trains will be made more pleasant to travel on and easier to work aboard.
42. **Compensation will be simpler and easier to claim, with a consistent,** modern process right across the network.
43. Passengers will receive clear, consistent information before, during and after their journeys. Their experiences will be monitored more effectively.
44. The first robust **national accessibility strategy and long-term investment programme** will improve inclusion and access for all.

CHAPTER SIX — UNLEASHING THE PRIVATE SECTOR'S POTENTIAL

45. The economic and environmental benefits of **rail freight will be supported by a new, customer-focused approach,** modern track access rights and new safeguards.
46. **Operators will take a lead role in improving services and performance** by innovating with private partners, including train-leasing companies.
47. Modern contracts will be introduced to increase competition, reduce costs and help to attract private investment for new technologies.
48. Partnerships with other key infrastructure providers, such as broadband innovators, will help to boost the country's drive towards a revolution in connectivity.
49. New, locally-led innovation schemes will unlock smarter working and support growth.
50. **Local engagement will better support small-and medium-sized enterprises** and start-ups.
51. Contestability across operations will be increased, but sub-contracting will need to deliver real value for money.

CHAPTER SEVEN — ACCELERATING INNOVATION AND MODERNISATION

52. **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.
53. The contribution of the railways to the nation's green recovery will be strengthened, including through a **comprehensive environment plan by 2022** that will establish rail as the backbone of a cleaner future transport system.
54. **Energy efficiency, renewable power production, tree-planting and other green initiatives** across the rail estate will be accelerated.

55. Long-term **investment in climate resilience will be prioritised**, supported by smarter forecasting, planning and technology.
56. An **'open by default' approach to data sharing** will better inform journeys, improve transparency and unlock new technology.
57. **Research, development and innovation funding will be simplified** to make it more outcome focused and to improve collaboration.
58. **SPEED will accelerate the delivery of improvements**, making more efficient results the new normal.

CHAPTER EIGHT — EMPOWERING RAIL'S PEOPLE

59. 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.
60. A **sector-wide workforce plan** will be developed to assist employers and build system-wide resilience.
61. **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.
62. **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.