

TfN Rail North Committee Meeting – Item 7.0

Subject: Future Work Plan for the Committee
Author: Tom Davidson, Transport Planner
Sponsor: David Hoggarth, Strategic Rail Director
Meeting Date: Thursday 23rd August 2018

1. Executive Summary:

- 1.1 This report sets out a draft work plan for the Committee, with a focus on improving services for passengers following the issues around the May 2018 timetable.

2. Recommendation

- 2.1 That members consider the draft work plan and **agree** priorities for future meetings.

3. Consideration:

- 3.1 The recent focus has been on poor performance and passenger impacts following the introduction of new timetables on 20th May 2018. As set out in the Terms of Reference, the Committee's focus is on the improvement of franchised rail services and management of performance obligations.
- 3.2 Officers have developed a draft work plan to improve the passenger experience and train performance, outlining eleven workstreams covering short, medium and long-term actions.
- 3.3 Some of the workstreams are already underway and the Committee will have an important role in monitoring progress and outcomes. Some are possible new workstreams that the Committee could consider in more detail at future meetings.
- 3.4 The details of the proposed Work Plan are set out in Appendix 1.
- 3.5 Members are asked to consider the frequency and timing of future Rail North Committee meetings.

4. Options Considered:

4.1 There are no options for consideration as this is a draft work plan.

5. Considerations:

5.1 There were no alternative options considered.

6. Preferred Option:

6.1 The preferred option is to discuss the future work programme.

7. Appendices:

7.1 Appendix 1: Draft Work Plan.

7.2 Appendix 2: Schedule of Future Meetings

Appendix 1: Draft Work Plan

Focus on Passengers

Workstream 1 – Ensure compensation passengers for the problems they have suffered following the May 2018 timetable change

The level of disruption experienced since May 2018 has been unprecedented, with reliability having become progressively worse since December 2017. Whilst 'Delay Repay' is now in operation with both Northern and TPE, the level of passenger compensation included in these is not sufficient given the disruption.

In addition, poor reliability of rail services is having a negative impact on the North's economy. Businesses have reported lower-than-normal footfall, particularly in seaside towns that rely on rail travel for day trippers.

TfN has endorsed a first phase of industry compensation for season ticket holders together with a marketing budget for areas badly impacted by the problems.

Who will lead?

Train operators.

Desired Outcome

An appropriate level of compensation provided as mitigation for service disruption in 2018.

Workstream 2 –Develop train service mitigations and improvements to ensure an improved service across all routes

To further benefit passengers following on-going disruption of rail services, TfN could seek improvements over and above those contracted through the Franchise Agreements. Several areas have been identified with the franchisees' plans that create issues for connectivity and capacity:

- Preston to Manchester via Bolton (electrification due later in the year)
- Manchester to Leeds (issues with calling pattern at local stations)
- Warrington to Manchester (re-routing of TPE service from May 2018)
- Southport to Manchester (desire to revert to more services to Piccadilly)

TfN will assess the franchisees' delivery plans and may wish to procure additional services or rolling stock. There is scope to utilise funds already secured through the franchise (such as innovation funds and other sources) subject to business case.

Who will lead?

TfN and DfT, working through the Rail North Partnership.

Desired Outcome

Improved connectivity and capacity.

Train Service Planning

Workstream 3 – Immediately improve service reliability

Northern implemented an interim timetable in the North West between 4th June and 29th July, though negative performance impacts have also been felt in other areas through the shortage of diesel rolling stock. There are several routes with a combined train and bus service and restoration of services in a reliable manner is a key focus.

Capacity is a particular concern as on some routes the May 2018 train plan provides less passenger carrying capacity than was provided in December 2017. TfN will wish to see operators take all possible measures to ensure sufficient rolling stock and staff resources are available at future timetable changes.

Who will lead?

Train Operators and Network Rail.

Desired Outcome

Consistent weekly Public Performance Measure (PPM) score of 85%+ for both Northern and TPE in the short term.

Workstream 4 – Review industry plans for future timetable changes and agree principles for the industry to work to including ensuring the timetable change is delivered seamlessly

The industry is reviewing plans for future timetable changes to avoid the problems of the May 2018 change, which impacted on services in the south as well as the north.

The focus will be on assessing what can be delivered reliably with the resources available, to avoid a repeat of the May 2018 timetable change.

Who will lead?

Rail North Partnership, Train Operators and Network Rail.

Desired Outcomes

Similar to Workstream 4, consistent periodic PPM scores of 90%+ for both train operators.

Workstream 5 – Timetable Review – review the franchised timetable structure and set out clearly the priority areas to address in future plans

TfN members are consulted by the operators on future timetable plans. TfN officers monitor their feedback to inform the Rail North Partnership Board's role in compliance and rolling stock provision. Improvements to train services will then be delivered through:

- Ensuring operators are delivering contracted service and rolling stock improvements – including all Sunday service enhancements.
- Negotiating alterations to plans to secure a better overall outcome for passengers (including a number of enhancements secured in the original May 2018 plans before the infrastructure delays).

Who will lead?

For compliance issues, Rail North Partnership and train operators.

For service amendments, Rail North Partnership, train operators and TfN.

Desired Outcomes

Timetables that are compliant with the franchise specification for December 2019 (as a starting point).

Amended specification when changes are required to deliver passenger benefits.

Workstream 6 – Service Development – work with train operators to deliver service improvements over and above those contracted through the 2016 franchises

The Long Term Rail Strategy forms part of TfN's Strategic Transport Plan. This sets out desired outputs and desirable minimum standards for rail routes across the north. Whilst a range of improvements were secured through the two franchises, delivery of the strategy would require further enhancements.

Officers have started work on a Train Service Development Programme designed to implement improvements over and above those committed through the franchises, to deliver some of TfN's Long Term Rail Strategy objectives. This work will act (in part) as a continuation of the previous work undertaken by Rail North to support the re-letting of the Northern and TPE franchises.

This programme is designed to inform the franchisee's use of their Service Option Scheme Funds (funding for service enhancements), specified in their Franchise Agreements. The work will therefore focus on schemes that are most appropriate within this scope, including development of Northern Connect, but also help inform TfN's longer term strategic planning for infrastructure and rolling stock schemes.

On a wider basis TfN's Strategic Rail team lead on developing rail strategy on behalf of all TfN member authorities. The Long Term Rail Strategy pulls together

evidence, objectives and immediate priorities, and forms part of TfN's multi-modal Strategic Transport Plan.

Current workstreams include development of a fares strategy, further devolution, 'Better Ways of Working' with Network Rail, and contributions to industry-wide Route Studies focusing on specific parts of the rail network. TfN is also working closely with DfT and Network Rail on the Transpennine Route Upgrade and various station schemes.

This work will continue in parallel with, and help to inform, franchise management undertaken through the Rail North Partnership; ensuring that immediate actions are consistent with TfN's longer term strategy.

Who will lead?

TfN Strategic Rail, to inform Rail North Partnership and train operators.

Desired Outcomes

Deliver train service improvements on the original specification with a focus on passenger and economic benefits.

Governance and Accountability

Workstream 7 – Learn lessons from the process that led to the timetable changing in May 2018 and implement any required changes

The Office of Rail and Road (ORR) has begun an independent inquiry into the widespread disruption suffered from 20th May onwards, headed by Stephen Glaister. This inquiry will:

- Identify factors that contributed to the failure to produce and introduce a satisfactory operational timetable
- Reach conclusions about managing risks created by network changes
- Make recommendations to the industry and government before any future major network changes

A second review will be led by Cllr Judith Blake and Jo Johnson MP, Minister of State. This will be a review of the arrangements surrounding the Rail North Partnership, and will:

- Jointly review the RNP arrangements for managing Northern and TPE
- Focus on learning from May 2018 issues and steps leading up to this
- Recommend solutions to avoid such events happening again

Who will lead?

Office of Rail and Road, TfN and DfT.

Desired Outcomes

Clear guidance to improve industry planning ahead of future timetable changes. Changes to the structure of the Rail North Partnership including the potential for more powers for the north in the longer-term.

Workstream 8 – Hold train operators to account through franchise management

The franchise agreements for both franchises are published in redacted form online, meaning that the Train Service Requirement documents and details of committed obligations are available publicly. TfN member authorities are therefore able to compare delivery against the contract and wish to see operators deliver what they have signed up to. Members have requested greater visibility of plans and progress in delivery for example for the planned delivery of Sunday service enhancements.

Where operators have not delivered on the obligations set out in the contract – including performance metrics – TfN members wish to see appropriate action taken with a view to improving train services and mitigating the impact on passengers.

Who will lead?

The Rail North Partnership manages the franchises on behalf of TfN and the DfT.

Desired Outcomes

Delivery of franchise committed obligations in full.

Workstream 9 – Improve Network Rail interaction with the North

As a statutory body, Transport for the North has an expectation of a close and productive working relationship with Network Rail. Network Rail has committed to establishing a new 'Supervisory Board for the North of England' and a dedicated Director to interface with TfN and its member authorities.

Given the desire for integration between service and infrastructure planning, it makes sense for Transport for the North to have more influence on Network Rail (e.g. reflecting the way that rail services are managed through Rail North Partnership.)

Future investment such as the Transpennine Route Upgrade and Hope Valley upgrade can then be planned with a full understanding of associated train services, avoiding the situation in which infrastructure projects and rolling stock planning are procured as part of separate (and yet co-dependent) projects.

Who will lead?

TfN, DfT and Network Rail.

Desired Outcomes

Integration of infrastructure and train service planning.

Appendix 2: Schedule of Future Meetings

| Date of meeting | Report | Outcome |
|---------------------|--|---|
| 23 August 2018 | Performance Update | Members appraised of latest performance and improvement initiatives |
| | Service Development (Autumn, December, May timetables and Service Option Fund) | Members provide direction on priorities |
| | Industry Consultations | Members provide input to consultation responses |
| | Future Work Programme (Carried over) | Members direct future priorities |
| 13 September 2018 | Performance Update | Members appraised of latest performance and improvement initiatives |
| | Service Development | Update on future timetables and potential direction if there are options |
| October 2018 (TBC) | Performance Update | Members appraised of latest performance and improvement initiatives |
| | May and December 2019 Timetables | Members appraised of future timetables and provide direction on any choices |
| November 2018 (TBC) | Performance Update | Members appraised of latest performance and improvement initiatives |
| | Readiness for December timetable change | Members appraised of progress and any risks |
| 6 December 2018 | Performance Update | Members appraised of latest performance and improvement initiatives |

List of Background Documents

Required Considerations

Equalities:

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

| Consideration | Comment | Responsible Officer | Director |
|----------------------|--|----------------------------|-------------------------|
| Equalities | A full Impact Assessment has not been carried out because the report relates to the upcoming work programme. | Strategic Rail Director | Strategic Rail Director |

Environment and Sustainability

| | |
|--|----|
| | No |
|--|----|

| Consideration | Comment | Responsible Officer | Director |
|------------------------------|--|----------------------------|-------------------------|
| Sustainability / Environment | A full Impact Assessment has not been carried out because the report relates to the upcoming work programme. | Strategic Rail Director | Strategic Rail Director |

Legal

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|--|----|
| | No |
|--|----|

| Consideration | Comment | Responsible Officer | Director |
|----------------------|--|----------------------------|-------------------------|
| Legal | TfN Legal Team have confirmed there are no legal implications. | Strategic Rail Director | Strategic Rail Director |

Finance

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| | No |
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| Consideration | Comment | Responsible Officer | Director |
|----------------------|---|----------------------------|-------------------------|
| Finance | TfN Finance Team has confirmed there are no financial implications. | Strategic Rail Director | Strategic Rail Director |

Resource

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|--|----|
| | No |
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| Consideration | Comment | Responsible Officer | Director |
|----------------------|---|----------------------------|-------------------------|
| Resource | TfN HR Team has confirmed there are no resource implications. | Strategic Rail Director | Strategic Rail Director |

Risk

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|--|----|
| | No |
|--|----|

| Consideration | Comment | Responsible Officer | Director |
|----------------------|---|----------------------------|-------------------------|
| Risk | Relevant risks are described in the report. | Strategic Rail Director | Strategic Rail Director |

Consultation

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| Yes | |
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| Consideration | Comment | Responsible Officer | Director |
|----------------------|---|----------------------------|-------------------------|
| Consultation | Rail North member authorities have been consulted through Office Reference Group meeting and email contact. | Strategic Rail Director | Strategic Rail Director |