

## TfN Rail North Committee Meeting – Item 6

**Subject:** Future Work Plan for the Committee

**Author:** Tom Davidson, Transport Planner

**Sponsor:** David Hoggarth, Strategic Rail Director

**Meeting Date:** Thursday 12 July 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. **Issues:**

- 3.1 The recent focus has been on poor performance and passenger impacts following the introduction of new timetables on 20 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

## **Appendix 1**

### **Draft Work Plan**

#### **Focus on Passengers**

##### **Workstream 1 – Ensure compensation passengers for the problems they have suffered as a result of 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**

As further mitigation for the ongoing 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 Priorities****Workstream 3 – Stabilise the services within the current emergency timetable**

Train service performance has gradually improved since 20<sup>th</sup> May but more work is needed to ensure that passengers are able to rely on rail services. The implementation of an emergency timetable plan from 4<sup>th</sup> June appears to have had a positive impact on Northern services and if further changes are needed to ensure reliable delivery of train services (e.g TPE) TfN may need to consider these.

TfN notes that the impact of the emergency timetable has been largely confined to the North West, though negative performance impacts have also been felt in other areas through the shortage of diesel rolling stock. There is an immediate need to improve reliability to an acceptable level, and also a longer-term desire to see train services significantly better than before the franchises began.

**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 – Ensure the restored May 2018 timetable operates reliably from 29th July to Dec 2018**

There are several stations with a combined train and bus service (or just a bus service) as a result of the emergency timetable. 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. This is largely a result of Network Rail electrification delays causing the delayed cascade of diesel rolling stock. TfN will wish to see operators take all possible measures to ensure sufficient rolling stock and staff resources are available ahead of the predicted increase in passengers for September 2017. Starting with TransPennine Express, the operators will be introducing new trains and additional capacity during the Autumn.

### **Who will lead?**

Train Operators and Network Rail, overseen by Rail North Partnership.

### **Desired Outcomes**

Consistent periodic PPM score of 90%+ for both Northern and TPE from August. Additional capacity for Northern and TPE to ensure passenger crowding is reduced on all routes in the North.

### **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
- Negotiating alterations to plans to secure a better overall outcome for passengers (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.

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 up to (say) 10 train service improvements on the original specification with a focus on passenger and economic benefits.

## **Readiness for Future Timetable Changes**

### **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 20<sup>th</sup> 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 – Review industry plans for December 2018 and agree principles for the industry to work to including ensuring the timetable change is delivered seamlessly**

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

Rail North Partnership is conducting its own review into Northern and TPE's readiness for the December 2018 timetable change date. This will include analysis of rolling stock, staff training, gauging, platform extension works and all other relevant factors to determine the extent of change that should be planned for in December.

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**

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

**Governance and Accountability****Workstream 9 – 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.

Where operators have not delivered on the obligations set out in the contract – including performance metrics – TfN members wish to see appropriate action

taken against the train operators with a view to improving train services and mitigating the impact on passengers.

As noted above, capacity is likely to be a concern given the shortfall in rolling stock in the current timetable period. Understanding the franchise commitments and opportunities to improve the passenger experience will be key.

**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 10 – 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.



### Equalities:

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

<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
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
--	----

<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
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

	No
--	----

<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Legal	TfN Legal Team have confirmed there are no legal implications.	Strategic Rail Director	Strategic Rail Director

### Finance

	No
--	----

<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Finance	TfN Finance Team has confirmed there are no financial implications.	Strategic Rail Director	Strategic Rail Director

### Resource

	No
--	----

<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Resource	TfN HR Team has confirmed there are no resource implications.	Strategic Rail Director	Strategic Rail Director

### Risk

	No
--	----

<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Risk	Relevant risks are described in the report.	Strategic Rail Director	Strategic Rail Director

### Consultation

Yes	
-----	--

<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Consultation	Rail North member authorities have been consulted through Office Reference Group	Strategic Rail Director	Strategic Rail Director

---

	meeting and email contact.		
--	----------------------------	--	--