

Appendix 1: Draft Business Plan

Strategic Rail (Subject to further development in the context of TFN's overall Integrated Business Plan)

25 November 2018



Stage 1 Objectives

1.1 What are your programme objectives?

This is an opportunity to set out the top four objectives of your programme. It is recognised that some programmes, particularly supporting programmes may not have four objectives; whilst other programmes are likely to have more than four. In the event you have more than four then please use the free text box.

2019 – 2020		2020 - 2021	
Programme Objective	Why?	Programme Objective	Why?
Industry to improve rail performance back to acceptable levels	To improve the passenger experience	Further improvements in performance	To meet LTRS objectives
Industry to deliver contracted service enhancements by 2020	To protect the investment secured and cater for growth	Develop further service enhancements	To deliver LTRS objectives
Delivery of the Long-Term Rail Strategy as part of the Strategic Transport Plan	To support growth and partner aspirations	To secure further commitments to infrastructure investments	To support growth and partner aspirations
Improve communications with partners and stakeholders in relation to industry plan and timetable changes.	To ensure the north has a strong voice	Continue the development and delivery of enhancements set out in the LTRS	To support growth and partner aspirations

1.2 Which Transport for the North objectives do they link to?

The Transport for the North objectives have been identified through the delivery of Step 3 'Prioritise' of the Business Planning process. These are:

1. To speak as a collective voice for the North to prioritise infrastructure programmes and secure funding for their delivery.
2. To deliver a Strategic Transport Plan that supports economic growth and improves productivity.
3. To identify pan-Northern transport solutions that will improve connectivity and ensure that these are integrated with national and local economic, spatial and transport plans, and wider policy objectives.

Transport for the North Objectives	Programme Objectives
2	Industry to improve rail performance back to acceptable levels
2	Industry to deliver contacted service enhancements by 2020
3	To positively shape re-phasing of service enhancements post May 2018
1	To secure commitments to the required infrastructure enhancements
1	Securing the funding for the next phase of TRU as per TfN specification provided to SofS.
3	To develop and commence implementation of delivery plans for the LTRS
1	To support partners in their delivery of investment schemes
3	To implement the recommendations in the Blake – Johnson review including the case for further devolution
2	To improve communications with partners and stakeholders
3	To shape rail industry plans and policies to the benefit of passengers and freight in the north

1.3 Which external programmes do they link to?

External programmes including DfT, Highways England, Network Rail, HS2 Ltd and other government departments that have similar complementary objectives such as DCLG and BIS.

Organisation	Objective
Rail North Partnership	All objectives link closely to RNP and the plans have been developed as complementary and some resources are shared.
DfT, Network Rail, Train Operators	Improve rail performance back to summer 2017 levels

DfT, Network Rail, Train Operators	Secure contacted service enhancements by 2020
DfT, Network Rail, Train Operators	To positively shape re-phasing of service enhancements post May 2018
DfT and Network Rail	To secure commitments to the required infrastructure enhancements
DfT, Network Rail and train operators (passenger and freight)	Securing the funding for the next phase of TRU as per TfN specification provided to SofS.
Network Rail	To develop and commence implementation of delivery plans for the LTRS
DfT and Network Rail	To support partners in their delivery of investment schemes
DfT	To implement the recommendations in the Blake – Johnson review including the case for further devolution
Train Operators and Network Rail	To improve communications with partners and stakeholders
ORR, Network Rail, DfT	To shape rail industry plans and policies to the benefit of passengers and freight in the north

Stage 2 The Draft Plan

2.5a What is your plan? (2019/20)

This section is an opportunity to provide an overview of the plan needed to deliver your objectives. The plan is relatively short term, focused on Year 1 in the first instance; however, thought should be given to the plan for the 12 months following that.

Description of Plan for 2019/20	If a workstream that was due to be delivered in 2018/19 will now be delivered in 2019/20, please indicate reason why	Key Milestones for 2019/20
<p>Industry to deliver performance improvements</p> <ol style="list-style-type: none"> Support RNP team on performance and readiness Develop performance analysis and improvement capability Interface with the industry including NWR's PMO North of England Director and Route Supervisory Board to lead performance improvement initiatives 	<p>The problems with the May 2018 timetable caused a major setback with performance</p>	<ul style="list-style-type: none"> May 2019 – back to normal (summer 2017) levels of performance December 2019 – further improvements
<p>Industry to deliver Franchise Outputs</p> <ol style="list-style-type: none"> Interface with RNP assessing delivery risks and setting priorities Develop options and variations to original outputs if required Lead on the Service Development Fund for both franchises Lead on strategic franchise issues 	<p>The problems with the May 2018 timetable caused a review of franchise outputs at timetable changes</p>	<ul style="list-style-type: none"> December 2019 – original timescale for delivery of most committed enhancements
<p>Re-phasing of service enhancements</p> <ol style="list-style-type: none"> Lead on timetable development and planning priorities to provide direction to RNP Review implementation plans against delivery Identify constraints, opportunities and options Provide analysis and advice on options for TfN Members 	<p>The problems with the May 2018 timetable caused a review of franchise outputs at timetable changes</p>	<ul style="list-style-type: none"> May 2019 – timescale for initial input to May 2020 timetable

<p>Secure rail infrastructure investment required</p> <ol style="list-style-type: none"> Identify and secure buy-in to a revised North of England infrastructure programme to support franchise outputs Work proactively with NWR on the Long-Term Planning including taking a greater lead on relevant modules Set out the strategic and economic case for the investment required including outline business cases to support LTRS Lead the work plan for TfN's Statutory Partner role through the Rail North Partners 		<ul style="list-style-type: none"> Revised programme to be agreed July 2019 First business case September 2019
<p>Secure TRU outputs</p> <ol style="list-style-type: none"> Secure approval for delivery of maximum benefits in CP6 to meet TfN's outcomes Interface between NWR, DfT, RNP and TOCs to secure the right outputs for the North Support full business case development including additional economic evidence Support RNP on possessions and diversionary routes strategy including identify options 		<ul style="list-style-type: none"> Ongoing
<p>LTRS Delivery Plans</p> <ol style="list-style-type: none"> Develop delivery plans for LTRS and STP (reliability, freight, fares, stations, capacity, journey times etc) Sequence schemes and programmes Develop business cases for first tranche of schemes/ programmes Implement pilot Line Speed Improvement Scheme 	<p>The problems with the May 2018 timetable caused a re-prioritisation of resources</p>	<ul style="list-style-type: none"> Summer 2019 – first delivery plans
<p>Support Partners in their delivery of investment</p> <ol style="list-style-type: none"> Provide strategic support for partners' schemes Provide specific support for partners by agreement (with funding/ resource commitments) 		<ul style="list-style-type: none"> Ongoing

<p>Implement Actions from the Rail North Partnership Review</p> <ol style="list-style-type: none"> a. Lead on implementation of actions in the review b. Lead on amendments to the Rail North Partnership Agreement c. Lead on any other governance changes d. Develop business case for next phase of devolution e. Develop outline policy positions for next round of franchises 		<ul style="list-style-type: none"> • Depends on milestones identified in the review • Strategic Outline Business Case by June 2019
<p>Improve Communications with Partners and Stakeholders</p> <ol style="list-style-type: none"> a. Enhanced data provision b. Increased communications, briefings etc c. Programme of engagement with stakeholders including stakeholder events 	<p>The problems with the May 2018 timetable caused a re-prioritisation on short-term immediate communications</p>	<ul style="list-style-type: none"> • Stakeholder event Autumn 2019
<p>Shape Industry plans and policies</p> <ol style="list-style-type: none"> a. Input to the DfT's Rail Review (Williams Review) b. Provide TfN views on other relevant franchises (e.g consultations) c. Provide TfN views on relevant consultations and consult with members d. Provide supporting evidence to relevant inquiries, consultations etc e. Liaise with relevant MPs including through APPGs 		<ul style="list-style-type: none"> • Ongoing

2.5b What is your plan? (2020/21)

This section is an opportunity to provide an overview of the plan needed to deliver your objectives. The plan is relatively short term, focused on Year 1 in the first instance; however, thought should be given to the plan for the 12 months following that.

Description of Plan for 2020/21	If a workstream that was due to be delivered in 2018/19 will now be delivered in 2020/21, please indicate reason why	Key Milestones for 2020/21
Further improvements in performance		
Develop further service enhancements		
To lead across the north on future service enhancements		
To secure further commitments to infrastructure investments		
Continue to positively shape the TRU scheme including possessions strategy		
Continue to the development and delivery of enhancements set out in the LTRS		
To support partners in their delivery of investment schemes		
To implement further devolution and develop a strategic approach to the next franchises		
Further improve communications		
To continue to shape rail industry plans and policies to the benefit of passengers and freight in the north		

Stage 3 Activities

3.1a What are the key deliverables for 2019/20?

This section is about outlining the deliverables needed to achieve your programme objectives.

- What are the key deliverables?
- Which objectives will they be meeting?
- What are the outputs expected?

What is the overall outcome, and will this meet the objective?

Key deliverable	Outputs from deliverable	Predicated outcomes	When?	Which other Transport for the North Programme do you need to integrate with?
Performance team established to oversee industry achieving acceptable levels of performance	Performance improvement plans	Improved performance	May 2019	Rail North Partnership, TAME
Delivery of franchise obligations as per contracts or stakeholder engagement where not possible.	Specific service improvements	Increased passenger and stakeholder satisfaction	December 2019	Rail North Partnership
Delivery of additional service on TPE and Northern using Service Delivery Fund.	Schedule of enhancements	Increased passenger and stakeholder satisfaction	December 2019	Strategic Transport Plan, Rail North Partnership
Revised committed infrastructure programme to support delivery of franchise commitments	Agreed programme	Investment to support	July 2019	Strategic Transport Plan, Rail

		franchise deliverables		North Partnership
Long Term Planning modules (Leeds, Sheffield, Manchester area etc) reports	Programme of enhancements	Investment in infrastructure schemes	As per NWR programme	Strategy Team
TRU Full Business Case for first Phase	Agree investment programme	TRU outputs delivered	TBC	Rail North Partnership, NPR
TRU passenger services plan produced.	Plan		December 2019	Rail North Partnership
First tranches of LTRS delivery plans	Agreed plan	Programme of interventions	July 2019 December 2019 March 2019	Strategic Transport Plan
Journey Time Pilot scheme	Funded scheme	Reduced journey times	May 2019	Strategic Transport Plan
Rail North Partnership Review Action Plan	Improvements to Partnership ways of working	Improved passenger benefits	May 2019	Rail North Partnership
Develop a strategy for developing the franchises up until and beyond their completion dates	Business Case	Greater influence for the North	March 2020	Rail North Partnership, Finance, Leadership
Stakeholder event	Successful event	Improved relationship with stakeholders	October 2019	Strategic Transport Plan Rail North Partnership
Innovation fund options	Report		March 2020	Rail North Partnership

3.1b What are the key deliverables for 2020/21?

This section is about outlining the deliverables needed to achieve your programme objectives.

- What are the key deliverables?
- Which objectives will they be meeting?
- What are the outputs expected?

What is the overall outcome, and will this meet the objective?

Key deliverable	Outputs from deliverable	Predicated outcomes	When?	Which other Transport for the North Programme do you need to integrate with?
Further performance milestone reached	Improved performance	Better passenger experience	May 2020	Rail North Partnership
Start on site for TRU	Major works on site	TRU passenger and freight outputs	March 2020	Strategic Transport Plan
Franchise Outputs delivered in full	Committed enhancements	Enhanced services for passengers	May 2020 December 2020	Rail North Partnership
Stakeholder seminar	Seminar held	Improved stakeholder satisfaction	October 2020	Strategic Transport Plan
Journey time improvements	New methodology agreed with NWR, and applied to wider programme	Reduced operating costs on some routes; increased passenger number and		

		revenue; increased passenger satisfaction.		
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Stage 4 Resources and Costs

4.1 Skills Requirements			
Please provide an overview of the skills needed in order to deliver the deliverables/ key activities outlined in section 3.2.			
2019/20		2020/21	
Deliverable / key activity	Resource requirement	Deliverable / key activity	Skills requirement
Industry to improve rail performance to acceptable levels	Franchise Outputs Leader (+1 FTE) Performance and Data Lead (+1 FTE) Analyst (Partner input)	Further improvement to new target level	As per 2019/20
Identify infrastructure enhancements that would enable reliability better than in summer 2017	Reliability Infrastructure Manager (+1 FTE)	Further improvement to new target level	As per 2019/20
Industry to deliver contracted service enhancements by 2020	Section Head: Franchise Outputs (as above) Timetable and Service Development Lead (TD amended) Train Service Advisor x 2 (Partner Input)	Develop and secure further enhancements including preparing for next franchises	As per 2019/20
To positively shape re-phasing of service enhancements post May2018	As above	Develop and secure further enhancements including preparing for next franchises	As per 2019/20
To secure commitments to the required infrastructure enhancements for post 2019.	Head of Investment Planning (JB)	Secure further commitments and funding for	Secure further commitments and funding for

	<p>Specification and Strategy Leader (+1 FTE) Transport Planner (MO amended)</p>	<p>enhancements in line with STP</p>	<p>enhancements in line with STP</p>
<p>Securing the funding for the next phase of TRU as per TfN specification provided to SofS.</p>	<p>Head of Investment Planning (JB) TRU Project Manager (+1 FTE)</p>	<p>Sharpe delivery of TRU in line with LTRS requirements</p>	<p>TRU Project Manager</p>
<p>To develop and commence implementation of delivery plans for the LTRS</p>	<p>Specification and Strategy Leader (as above) LTRS Delivery Plan Lead (+1 FTE) Delivery Plan advisor x 2 (Partner Input)</p>	<p>Continue to implement delivery plans</p>	<p>TRU Project Manager</p>
<p>Journey Time Improvement Programme</p>	<p>Strategic Transport Planner (AS)</p>	<p>Continue roll out of improvement programme</p>	<p>As per 2019/20</p>
<p>To support partners in their delivery of investment schemes</p>	<p>As per LTRS delivery</p>	<p>Continuation</p>	<p>As per 2019/20</p>
<p>To implement the recommendations in the Blake – Johnson review including the case for further devolution</p>	<p>Specification and Strategy Leader (as above) Business Case Lead (MO amended)</p>	<p>Implementation of Business Case for further devolution</p>	<p>Specification and Strategy Leader</p>
<p>To improve communications with partners and stakeholders</p>	<p>Strategy and Liaison Manager (JS) Communications Officer (+1 FTE)</p>	<p>Continuation</p>	<p>As per 2019/20</p>
<p>To shape rail industry plans and policies to the benefit of passengers and freight in the north</p>	<p>Specification and Strategy Leader (as above) Strategy and Liaison Manager (JS)</p>	<p>Continuation</p>	<p>As per 2019/20</p>

Stage 5 Outcomes / KPIs

5.1 Which Transport for the North outcomes will be delivered by the programme?	
Wider pool of opportunities – improved journey times, better resilience	✓
Better journey times through faster, more frequent, more reliable service	✓
Better user experience – better information, better services	✓
Growth of transport sector – research, employment, etc	✗

5.2 What are the Transport for the North benefits that will be met delivering the programme?	
Improved productivity	✓
Widening the pool of talent	✓
Better quality of life	✓

5.3 What are the emerging KPIs for the programme?	
2019/20	2020/21
Improved train performance across North of England – PPM to 92%	Revised target for PPM to be agreed
May and December 2019 timetables successfully implemented with as many of committed enhancements as possible	Service enhancements included in franchises fully delivered
Start on site for first TRU scheme (March 2020)	First major TRU intervention completed
Passenger satisfaction (measured through National Rail Passenger Survey) restored to pre-May 2018	
First Line Speed Improvement Scheme approved	First Line Speed Improvement Scheme implemented
Passenger demand restored to pre-May 2018 levels	Passenger demand growth of 5% p.a



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