



# *In Partnership For Britain's Prosperity*

*The rail industry's plan to secure growth across our country  
Together we are changing, investing and improving for Britain*



# Rail Delivery Group



## Acknowledgements to:

RSSB, NSAR, RIA, Rail Forum East Mids, Rail Freight Group, Rail Supply Group, Transport Focus



## ***A plan to change, invest and secure prosperity for Britain***

*Rail is fundamental to the country's prosperity. After enormous growth, Britain's railway is increasingly important in connecting workers to jobs, businesses to markets, and people to their families and friends.*

*Building on significant investment from government and the private sector, our customers – passengers and freight - will see unprecedented improvements with new trains, better services and improved stations, connecting communities and driving growth across the country.*

The combination of public and private investment going into the railway will boost the UK's economy by almost £85bn. This public private partnership has transformed the railway's finances, switching day-to-day running costs from the red into the black, freeing up public money.

But to secure this economic benefit and deliver for now and in the long-term, we know we need to change and improve. That's why working together as one railway we are publishing "In Partnership for Britain's Prosperity", our long-term, joint industry plan.

We will drive lasting change by making good on our plan because the railway is better at delivering for the country when all parts of the industry work in partnership for the economy, our customers, communities and our employees.

This plan commits us to:

- Strengthen the railway's contribution to the economy, keeping running costs in the black, freeing up taxpayers' money
- Increase customer satisfaction by improving the railway to remain the top-rated major railway in Europe
- Boost local communities through localised decision-making and investment
- Create more jobs, increase diversity and provide our employees with rewarding careers

These commitments set Britain's railway on a course to build on previous improvements, and recognise the need for change, moving forward in partnership.

Working as one railway enables much needed investment and innovation thereby helping to create more vibrant, stronger communities nationwide. Customers will benefit from improved services and better journeys. Simpler ticketing will pave the way for further fares reform.

The landmark coming together of the industry to launch this plan is just the start. We will use these commitments to frame and guide our decision-making from now on. Railway companies will demonstrate what these commitments mean for their customers locally and the communities they serve. We will publish a progress report on our plan every year.

Together as one railway we will deliver this plan and work in partnership to benefit the economy, our customers, communities and employees, now and for the long-term.

**Paul Plummer**, *chief executive, Rail Delivery Group*

**Chris Burchell**, *chair, Rail Delivery Group, and managing director, UK Trains, Arriva*

**Mark Carne**, *deputy chair, Rail Delivery Group, and chief executive, Network Rail*

**Russell Mears**, *chair, RDG Freight Group, and senior advisor, Freightliner*

**Gordon Wakeford**, *chair, Rail Supply Group and managing director, Mobility Division, Siemens*

# **Four commitments for change**

## *Partnership railway: Improvement now and for the long-term*

Our railway is a unique asset for generating prosperity across Britain. The country will be stronger with an improving railway, working in partnership. Investment, improvement and innovation will deliver new growth and productivity across the country. But these economic benefits, shared by every region and our people, are not secure without a plan for lasting change across the industry.

“In Partnership for Britain’s Prosperity” is that plan. Going forward we commit to:

### **Commitment one:** *Strengthen the railway’s contribution to the economy, keeping running costs in the black, freeing up taxpayers’ money*

#### **What this means:**

- Securing almost £85bn of extra economic benefits across the country and enabling further investment
- Maintaining private sector investment to bolster government funding
- No return to day-to-day running costs in the red

#### **What we will deliver:**

- Building a bigger and better railway for the country by investing more than £50bn into the next decade, of which at least £11.6bn is from the private sector
- Creating and joining up more vibrant markets with increased competition for franchises and freight business, supported by a diverse supply chain

### **Commitment two:** *Increase customer satisfaction by improving the railway to remain the top-rated major railway in Europe*

#### **What this means:**

- Delivering simpler ticketing, more services, quicker journeys and better value-for-money for our customers, with the support of government
- Introducing the most transparent performance and punctuality measures in Europe, with to-the-minute punctuality reporting, setting the industry apart from the UK’s aviation industry
- Building confidence in our services with the creation of a new independent railway ombudsman, supported by the industry, to rule on complaints

#### **What we will deliver:**

- Run 5,700 new carriages by 2021
- Customers can use mobile phones as tickets on seven out of 10 journeys by the end of 2018
- Publication of to-the-minute rail performance every month

- Network Rail and train companies working together locally as one railway, with shared goals for customers
- Independent ombudsman fully operational by summer 2018, working alongside the rail industry

### **Commitment three:** *Boost local communities through localised decision-making and investment*

#### **What this means:**

- Setting up local supervisory boards or equivalents made up of Network Rail, train operators and passenger groups, giving customers and communities a stronger voice
- Creating vibrant, attractive railway stations that are community hubs – building on the decade-long, £5.2bn investment in railway stations across the country
- Giving our backing to public and private infrastructure projects across the country, like Transport for the North’s plan to extend the number of customers one hour away from the North of England’s four major cities to 1.3m
- Enabling more people to benefit from the opportunities that travelling by train opens up

#### **What we will deliver:**

- Rolling out supervisory boards or equivalents across all routes in England and Wales by spring 2018
- Investing £54m to enhance almost 180 stations during the next two years
- Building on the millions of railcard discounts for the over 60s, students, and people with disabilities

### **Commitment four:** *Create more jobs, increase diversity and provide our employees with rewarding careers*

#### **What this means:**

- Investing more than £250m per year in our workforce training, improving employee engagement and customer experience
- Changing the industry to better reflect the diverse customers we serve
- Attracting new talent to rail, with new high-status apprenticeships, to create a progressive dynamic workforce

#### **What we will deliver:**

- Securing 100,000 job opportunities across the country in rail and its supply chain by 2027
- Creating 20,000 new apprenticeships in the railway and its supply chain by 2020, 10,000 of whom will be new recruits from more diverse backgrounds
- Growing the next generation of drivers – led by the new National Train Driver Academy and wider training partners
- Developing our people with new, higher level apprenticeships



## *Delivering opportunity across Britain*

Our plan for changing and improving will secure almost £85bn in extra benefits across the country and 100,000 job opportunities, leaving no colleague or community behind. It will enable more change and investment, creating further improvements in productivity and economic growth.

You don't need to be a frequent rail user to have your life and community shaped by the railway. Independent research by Oxera shows the enormous economic impact of rail to businesses, communities and the country.

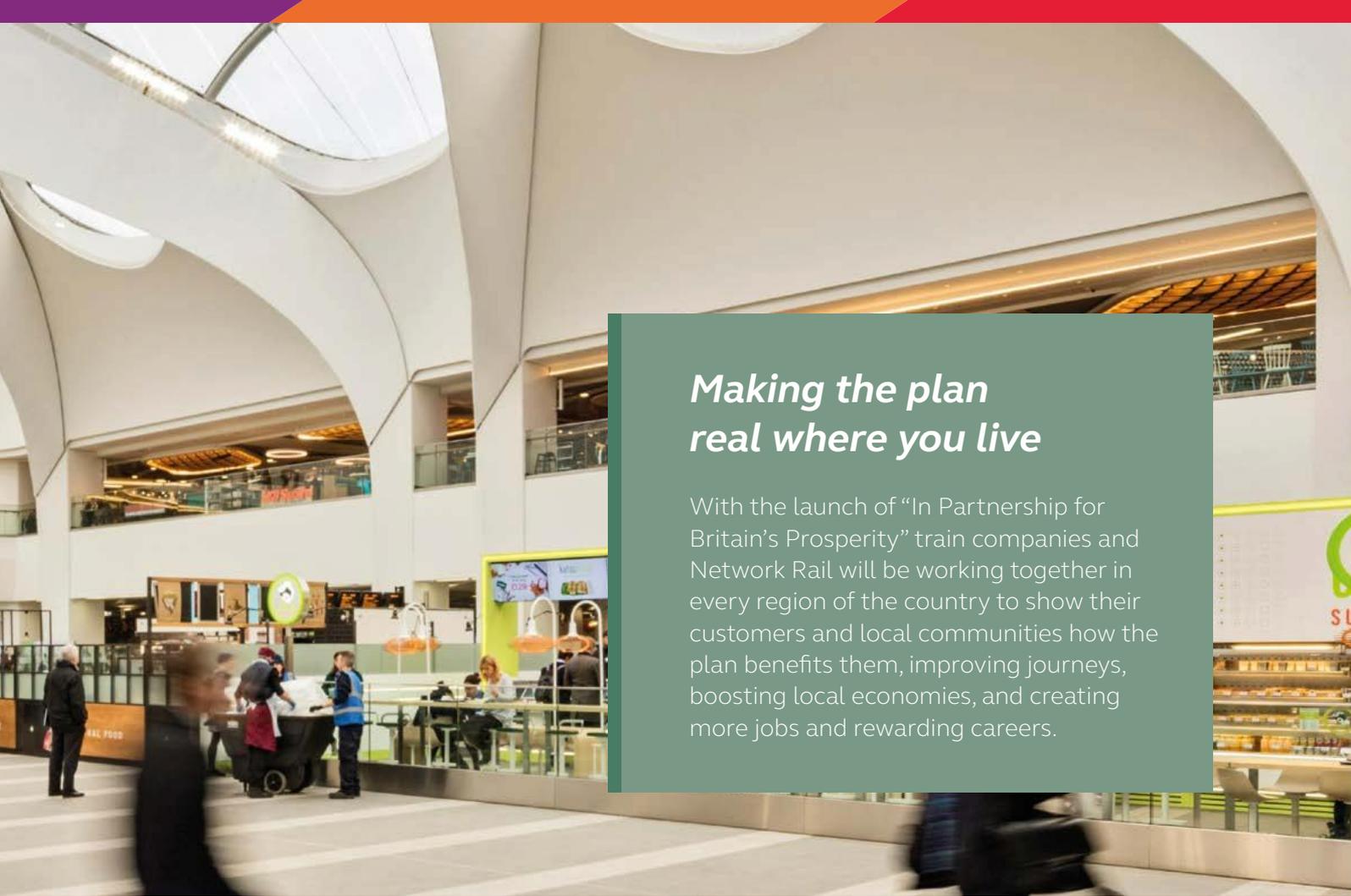
Acting in partnership has delivered major economic benefits during the last 20 years. The Oxera analysis shows that the

importance of the partnership railway is only going to increase over time.

That is why our plan for change, "In Partnership for Britain's Prosperity", is an economic opportunity for everyone.

The history of the railway is the history of Britain. Around 85% of the British public live within three miles of a railway station. The railway was the catalyst for the great British seaside holiday, it made fish and chips the national dish, and even ushered in our modern concept of time, with the publication of timetables creating the need to synchronise the clocks across the country.

Growth across Britain has been unlocked



## *Making the plan real where you live*

With the launch of “In Partnership for Britain’s Prosperity” train companies and Network Rail will be working together in every region of the country to show their customers and local communities how the plan benefits them, improving journeys, boosting local economies, and creating more jobs and rewarding careers.

by the growth of the railway. As we prepare to leave the European Union, the role of rail in driving economic growth is more important than ever. It must connect people with jobs and businesses and expertise with markets at home and overseas.

“In Partnership for Britain’s Prosperity” will advance the gains that have been made by the railway operating since the mid-1990s as a public private partnership railway.

With train operators and infrastructure providers working together as one railway, each has been able to focus on their customers’ needs and preferences. As government and Network Rail both devolve further, the industry will be able to focus

even more on local markets and tailoring our services to what our customers want.

This is why our recently submitted sector deal, our contribution to the UK Government’s industrial strategy, brings together the whole rail sector to show how industry can improve and enable digital connections as one railway. Digitisation will transform how we operate, enhancing customer experience and creating a sustainable model for the railway.

It is this combination of investment, from private and public sources, and joint innovation in track and train, that has positioned the industry to deliver stability and the forecast economic benefits.

# What the partnership railway has achieved

*Since restructuring in the mid-1990s, the industry has developed as a partnership, neither purely private nor public sectors.*

Instead, it combines the best of both worlds, working together as one railway. Private sector operators run services, specified and controlled, including many fares, by central or local government. Network Rail is a public sector body. Rolling stock companies and the supply chains are privately-owned and diverse. Together this partnership enables delivery of a critical public service.

The story of the railway in Britain over the past 20 years is a story of very significant progress, one of gains made, but the lasting benefits of which are yet to be fully realised. And there is still much to do. Rail must deliver for customers, taxpayers and the country as a whole. With this plan for investment and change, we can safeguard these gains, and go further.

## **Partnership railway: banking the gains, building for the future**

- Of the £50bn+ invested in rail during the next few years, at least £11.6bn is private money, much of it in 5,700 new carriages
- 97p in every £1 from ticket fares goes back into running and improving services
- A £2bn per annum operating deficit in 1997/98 has now turned into a £200m per annum surplus
- Network Rail operating costs have fallen by 46% since 2003/04 due to the introduction of new technology and innovation
- Our partnership is out-performing many EU counterparts:
  - UK passenger journey growth since 1997/98 has outstripped France, Germany and Spain
  - Rail customers in the UK are more satisfied than those of any other major European railway
- This year, the percentage of customers satisfied with their journey overall was 83% in Britain - compared to just 76% when surveys began in 1999
- Some 4,000 more services a day than in the mid-1990s



Platforms 3  
♿ Waiting room  
to platforms 8 to 11  
Long term parking  
←  Way out South  
Town

Lift



## **Commitment one:**

*Strengthen the railway's contribution to the economy, keeping running costs in the black, freeing up taxpayers' money*

*Why our plan matters to you, your family, your community - and how we are going to get there*



## **Commitment one:**

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### **What this means:**

- *Securing almost £85bn of extra economic benefits across the country and enabling further investment*
- *Maintaining private sector investment to bolster government funding*
- *No return to day-to-day running costs in the red*

### **What we will deliver:**

- *Building a bigger and better railway for the country by investing more than £50bn into the next decade, of which at least £11.6bn is from the private sector*
- *Creating and joining up more vibrant markets with increased competition for franchises and freight business, supported by a diverse supply chain*



**£85bn**

***of extra economic benefits  
across the country***

## ***Why this commitment matters to you, your family and community:***

The decades of underinvestment in rail in the last century have been turned around by today's partnership railway. This has delivered some of the biggest improvements since the Victorian era, benefiting customers, taxpayers, communities and businesses.

A big reason for this turn around is a transformation in rail's finances. In 1997/98, government funding was diverted from capital investment into plugging an operating loss equivalent to £2bn. This was money that could otherwise have gone into investing in other crucial public services for families, like healthcare, education and policing.

Now the railway produces a £200m a year operating surplus, thanks to big increases in revenues, boosted by the huge rise in passenger numbers, part stimulated by the commercial activity of operators to encourage rail travel. This allows government to increasingly focus its resources on investment in rail and other public services.

Government investment in turn has been supported by private investment. At least £11.6bn out of the £50bn+ being ploughed into the railway over the next few years comes from the private sector, mainly in rolling stock.

The Oxera data, published alongside this report, shows that this investment will produce almost £85bn of economic benefits over the life of these assets.

Key is the new, stronger, financial footing developed by the partnership railway. Without this transformation, the economic prize would be put at risk. Building on the progress we have made is critical for all of us in Britain, today and in the future.

## ***Delivering for customers:***

- Competition for the market means that there is a transparent system where multiple players bring a variety of expertise, innovation and approaches to the sector on a regular basis. And they are held to account for delivery. Differentiation between different companies, provides choice for government letting new franchises
- The franchising process drives quality and investment. The difference between bids is not only about cost and value for money for the taxpayer, but is also increasingly driven by delivery and development of better customer experiences. Significant investment in high-quality rolling stock since franchising is a good example of this
- Competition between freight operators enables investment and innovation focused on customer needs
- This competition in freight keeps Britain open for business with the rest of the world, takes traffic off the roads, supports construction and helps to make us healthier

## ***Delivering for taxpayers:***

- By awarding rail franchises to private companies, appropriate market risk in revenue is transferred away from taxpayers and on to the private sector. Franchising provides medium-term stability for investors and long-term benefits for taxpayers
- Profits are a result of efficient delivery, not a right. Operators only get the chance to run a franchise if they offer the best value to taxpayers and even then they will only be profitable if they are relentlessly focused on delivering for their customers

## Commitment one

### *In partnership, the change we are starting: £50bn+ investment in rail*

The link between a stronger railway and a stronger economy is clear.

The railway already delivers economic benefits of up to £31bn per year, according to the Oxera research. This benefits every sector of the economy. Examples include:

- Distribution, transport, accommodation and food: **£2,600m**
- Professional and business support services: **£1,900m**
- Manufacturing: **£800m**
- Information and communication: **£700m**
- Public services: **£600m**
- Real estate: **£500m**
- Finance: **£500m**
- Agriculture, mining and utilities: **£300m**
- Construction: **£200m**
- Recreational and other services: **£200m**

The industry and its supply chain working as one railway also generate £4bn of tax to the exchequer every year, freeing up money to invest into other national spending priorities such as our schools and hospitals.

Boosting this impact is the partnership railway's £50bn+ investment programme. This comprises, around £12.7bn in renewals work, £15.1bn in enhancements, £7.7bn on HS2 and almost £6bn on Crossrail, mainly between 2014 and 2019. Also included is £11.6bn which will have been invested in new rolling stock and upgrades to existing vehicles by 2021.

***This will secure almost £85bn of extra economic benefits and enable further investment.*** This is made up of around £52bn from enhancement projects, some £27bn for new lines to complete Crossrail and start construction of HS2, and between £3bn and £5bn specifically from the new rolling stock.

The recently announced funding from government for the period from 2019/24 is an important vote of confidence in the industry's ability to deliver and enable further economic growth. By working together the industry will ensure that this money is well spent and make the case for further funding to provide better connections across the country.



**“ Strategic, targeted investment in rail wins powerful**

*economic gains, not just across the supply chain but also across every sector. A strong railway links to a strong economy, which is why Britain cannot afford to go back to the days of rail deficits acting as a lag on public funds. That’s why “In Partnership for Britain’s Prosperity” includes our commitment to keep operations costs in the black in line with government expectations.* ”

*Paul Plummer, chief executive, Rail Delivery Group*

## Commitment one

### *In partnership, the change we are making:* ***Backing British-based business***

The partnership railway breathes life into the economy with the services and investment that come from the sector. It sustains train and freight operating companies, one of the country's biggest infrastructure organisations, and thousands of other businesses, many small and medium-sized enterprises (SME). Rail always has and must continue to support businesses across Britain.

#### *Here's how:*

British-based train manufacturing and maintenance underpin the railway. There is Hitachi in Newton Aycliffe, Bombardier in Derby, Alstom's new industrial site in Widnes and maintenance depots the length of the West Coast Main Line, and Siemens' eight purpose-built train care facilities across the country.

Partnerships between train companies and British suppliers are one way our industry helps businesses grow. Most of Network Rail's suppliers are British-based companies.

Rail freight plays a key role in providing a bridge for British businesses to export goods to markets all over the world. More than one in four containers that enters and leaves the UK is transported by rail. So there is a good chance that what you buy on your high street or online purchases has travelled some of the way by train. Each freight train removes up to 76 lorries from the roads.

The railway is also quite literally helping to power the North of England by providing essential support for British businesses like energy provider Drax in Selby, Yorkshire. Independent freight wagon manufacturer W H Davis has been working with Drax to develop fully automated wagons, specifically designed for the transport of biomass pellets from seaports to the Yorkshire power station. A joint study by Oxford Economics for Drax calculated that in the East Midlands, where W H Davis is headquartered, Drax supports 1,100 jobs through its supply chain and the resulting economic activity.

And there's more. The rail industry is contributing to UK Plc overseas as we export our expertise, be it in new technology, service or engineering. We've committed to doubling our rail industry exports by 2025. We are playing our part, both at home and in our business-generating ventures overseas.

## Freight means business

Our plan backs government to deliver ambitious infrastructure projects – by adapting to and shaping the world around us. One look at freight shows us how.

With the decline of coal, freight companies are responding to challenging market conditions through modernising their businesses and developing new services.

Rail freight has huge potential. We are part of the solution to decarbonising our country. The railway helps reduce CO2 emissions by 7.7m tonnes a year, and each freight train helps to take up to 76 lorries off the roads, improving

air quality. It produces up to 10 times less small particulate matter than road haulage.

Rail transports aggregates and construction materials from quarries and ports around Britain, for example, to sites in towns and cities. One freight train can carry enough material to build 30 houses.

With one in four containers arriving in British ports travelling onwards by rail, the railway plays a crucial role in moving freight, helping to keep our power stations running, our construction sector supplied and our supermarket shelves stocked.



**“ Investment in Britain’s railways will allow the SMEs**  
*in the supply chain to thrive, grow and improve lives. SMEs will need to recruit more personnel and provide them with the skills and training required to play their part in the transformation of the railway industry. Opening the route to market will allow SMEs to equip for the future leading to innovation, investment in technology and increased productivity and they will play an integral part in shaping the future of Britain’s railways. ”*

*Simon Higgins, chair, Rail Supply Group SME Council, and chief executive officer, ISS Labour*



A man and a woman are smiling and looking out from a train balcony. The man is wearing a blue jacket and a black turtleneck, and the woman is wearing a grey knit sweater. They are both looking towards the left. The background shows a large, ornate building with a complex facade, likely a railway station.

## **Commitment two:**

*Increase customer satisfaction by improving the railway to remain the top-rated major railway in Europe*

***Why this commitment matters to current and future customers - and how we are going to achieve it***

## Commitment two:

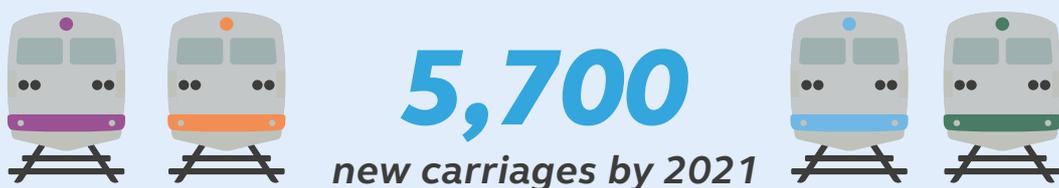
*Increase customer satisfaction by improving the railway to remain the top-rated major railway in Europe*

### **What this means:**

- *Delivering simpler ticketing, more services, quicker journeys and better value-for-money for our customers, with the support of government*
- *Introducing the most transparent performance and punctuality measures in Europe, with to-the-minute punctuality reporting, setting the industry apart from the UK's aviation industry*
- *Building confidence in our services with the creation of a new independent railway ombudsman, supported by the industry, to rule on complaints*

### **What we will deliver:**

- *Run 5,700 new carriages by 2021*
- *Customers can use mobile phones as tickets on seven out of 10 journeys by the end of 2018*
- *Publication of to-the-minute rail performance every month*
- *Network Rail and train companies working together locally as one railway, with shared goals for customers*
- *Independent ombudsman fully operational by summer 2018, working alongside the rail industry*



## ***Why this commitment matters to current and future customers:***

While growth in demand for rail has slowed in Britain in the past year, it has exceeded that in European counterparts, including France, Germany and Spain in many recent years. National rail as the chosen mode of transport to work has increased by 61% since 2002, compared to a 7% increase in car commuting.

In recent years, our railway has often emerged as among the top-rated networks in Europe for overall passenger satisfaction, according to European Commission surveys. Most recent data, for example, shows Britain as second after Finland for passenger satisfaction which stood at just below 80%.

To improve on this, we are investing around £40bn in rail infrastructure and £11.6bn in new rolling stock. This will deliver new carriages, better stations and improvements to the network, connecting more people and places with opportunity, right across the country.

For customers, the economic benefits and investment that underpin “In Partnership for Britain’s Prosperity” mean that the railway is delivering:

- Major improvements to the network – including Crossrail, Thameslink, Great Western, the Great North Rail Project and Edinburgh Glasgow line
- 6,400 extra services per week – 1,283 per day – by 2021
- 5,700 new carriages by 2021

But we know that, with the support of government, we need to do much more. Tickets need to be simpler. Punctuality is at record levels on some parts of the railway but is not always good enough. We need to build trust among our customers.

We will continue to develop practical proposals for reform of fares regulation. With the support of government, we can together untangle decades of old rules on fares which are a hangover from a pre-internet era and create a fairer, simpler pricing structure in line with what our customers want.

## ***More trains, better stations and improvements to the rail network which means we can connect more people and places with opportunity.***

And when setting fares, government has to make choices about the balance between how much of travelling by rail is paid for directly by customers rather than the taxpayer. This needs to evolve so that customers see a stronger link between the level of investment in the services they use and the fares that they pay.

Investing together, the industry is enhancing and improving the network to strengthen reliability, enhance capacity, and mitigate congestion. By investing for today, and anticipating the needs of the railway tomorrow, the industry is committed to rise to the challenge and deliver more punctual services.

## Commitment two

*The change we are making:*

### *Putting customers in control - more choice, time and freedom*

Technology is going to transform totally the way that we travel on the railway. Research and development currently underway will mean in future:

- Customers will be provided with tailored information and services so that travel by rail becomes a seamless part of an end-to-end journey, called mobility as a service
- Smarter ticketing and human-centred design will make moving through stations and trains easier and quicker, reducing overcrowding at busy stations
- Data collection and real-time information will help rail colleagues to make better decisions and provide customers with more useful and up-to-date information
- Running trains closer together will increase the capacity of the railway, while maintaining safety
- Predictive and preventative maintenance will improve reliability
- Intelligent distribution and energy storage technologies will allow more cost effective use of energy on the railway

Great advances in technology gave rise to the railway, connecting Britain. With the spirit of our past, they will again do so. British-based companies will be at the forefront of these developments helping to produce cutting-edge products and services that can be exported around the world. Digital technology in rail already means more timely information and less time spent waiting, with smartphone know-how that puts customers in charge.

*Digital technology is putting customers in charge. It's good for customers and it means more time for rail colleagues to help those who need a more tailored service.*



These services include the Trainmapper app, which has been released as a pilot, with a view to being rolled out nationwide. It helps customers identify an alternative route for their journey should there be disruption. It will re-map a journey, advise customers if an alternative route is available, update total journey times and advise how the delay might affect other elements of their journey.

All train companies are also rolling out a new app for railcard holders to store their railcard on their smartphone, meaning that they won't incur costs if they forget to put their railcard in their pocket before they travel.

On choice, we are making changes to allow more Advance tickets, where they are still available, to be sold to customers right up to the point of departure.

Online and offline, we are giving our customers more control – and our plan will mean that we can do more to create the digital railway for the future, with more control for customers.

## Commitment two

*The change we are making:*

### *Delivering infrastructure projects*

Working as one railway, new investment is transforming communities, up and down the country. From the new Borders Railway in Scotland to the opening of the Ordsall Chord in Manchester, we are building infrastructure to connect communities to economic growth and opportunity.

Through the Great North Rail Project, we are delivering more than £1bn of investment across the North of England. This will enable more trains with more seats to run every day, with better links between the towns and cities.

The Edinburgh Glasgow Improvement Programme is a £742m package of station and infrastructure improvements, as well as the electrification of the existing mainline route between Edinburgh and Glasgow. The new expanded Thameslink, which gives 80 more stations direct access to St Pancras International, is connecting people and businesses to new routes.

Finally, the biggest construction project in European rail today: the Elizabeth line. This new line will have created work, equivalent to 55,000 full-time jobs. And not just for firms in London: 61% of contracts have gone to British companies based outside the capital.

Improved infrastructure needs trains to provide the improved frequency, journey time capacity and reliability that customers expect. That's why they will see new and refurbished trains right across the country including Anglia, the West Country, Wales, Scotland, the Midlands and the North.

These projects are distinct and service different parts of our country. But all share the same goals: to improve connectivity and to create new opportunities and jobs around the country. All will boost the economies of their surrounding areas, and the national economy too.

*New rail investment is transforming communities up and down the country, from the Scottish Borders to the biggest construction project in European rail today, the Elizabeth line.*



## It's brewing in the Borders

The Borders Railway is revitalising the economies of the Scottish Borders, Midlothian and Edinburgh, offering fantastic opportunities for business, investment and employment.

Businesses like Scottish Brewery of the Year, Tempest Brewing Co, which has accrued numerous trade and business awards since moving to Tweedbank from Kelso.

Husband and wife team Gavin and Annika

Meiklejohn said being a six-minute walk from Tweedbank Station means they can easily facilitate regular brewery-based events, and it has helped them to attract staff from the Central Belt that wouldn't have considered the company previously due to its location.



**TEMPEST  
BREWING CO.™**

## Commitment two

*The change we are making:*

### *Investing and reforming to be more punctual*

Your time matters to you, and it matters to us. Punctuality has improved over the past two decades and on some parts of the railway reliability is at record levels. But recently, as the network has become more congested, punctuality on some parts of the railway has not been good enough.

In today's busy railway, a single problem can cause serious disruption. That's why we are investing in infrastructure and new technology to minimise chances for delays. And we are improving communications to explain what is happening when things go wrong.

As Network Rail devolves accountability to its routes, it can work more closely with train companies which are focused on customers, the travelling public and freight shippers, to improve punctuality.

New technology will move signalling systems into the train cabs and away from the side of the track, making employees safer, cutting delays, cutting costs and enabling trains to run more frequently on existing tracks.

And by improving and enhancing timetables over the next four years the industry will be able to run 1,283 more services every working day.

But we are already demonstrating our commitment to reform. Britain's rail companies have worked together to adopt the most transparent measure for train punctuality of any railway in Europe, as part of the industry's drive to improve services for the long-term.

### *Train punctuality measured to the minute, not every five to 10 minutes, at every station on your journey.*

Building our customers' trust, this will see train punctuality measured to the minute, instead of every five to 10 minutes, at every station on the journey rather than just at the end destination. Compare our ambition, not just to other rail systems in Europe, but to other transport industries such as air travel, which is only measured after 15 minutes. But reporting measures alone are not enough.

Digital technology is part of the answer to improve the experience of our customers. More immediately, investment in infrastructure is helping to prevent delays and improve punctuality, by 'unblocking the network' to overcome legacy capacity problems, as it has in places like Hitchin, London Bridge, Manchester's Ordsall Chord and Reading. In these places, construction and engineering work will lead to more punctual services.



“ **The main benefit for us passengers is** that we get investment from both the public and the private sector in trains and track, making services more reliable for passengers. ”

*Anthony Smith, chief executive, Transport Focus*

## Commitment two

*The change we are making:*

### *Increasing access to the railway, supporting more people to travel by train*

Our customers have different needs. We know we need to do better to improve rail's accessibility. We know that small changes can be the difference between being able to travel by train or not, particularly for those with additional needs.

Our industry, in partnership with disability rights groups, is working to make the railway more accessible to more people.

Between 2014 and 2019, we'll increase the current number of 450 step-free railway stations across the country by 110.

We recently launched a single phone number to make it easier for people to book assistance, and a single text phone number for people who have hearing impairments.

#### *Increasing step-free access to railway stations across the country.*

We listened to customers who require ramp access and, working with suppliers, we are developing a universal ramp to replace the current variations, making it quicker and easier for people in wheelchairs to board and alight from trains.

And we are also working in partnership with the disabled children's charity Whizz-Kidz, with their board of young people taking part in an innovation and design competition to make our services more accessible. The winning proposals will be developed for our forthcoming Accessibility and Inclusion Vision, making their ideas a reality which will benefit thousands.

*We know that small changes can be the difference between being able to travel by train or not.*



*From parents with buggies to elderly people and those with disabilities, the RDG accessibility advocacy group helps the railway to improve services for all of our customers by focusing on tackling barriers to accessibility. Those in the group include:*

- |                                 |   |
|---------------------------------|---|
| Age UK                          | CSPA (Civil Servants' Pensioners Alliance)      |
| Catapult                        | RNIB (Royal National Institute of Blind People) |
| Disability Rights UK            | Royal Association for Deaf People               |
| Freedom One Life                | Surrey Disabled People's Partnership            |
| Guide Dogs                      | Transport for London                            |
| Action on Hearing Loss          | Transport for All                               |
| Mental Health Action Group      | Transport Scotland                              |
| Mind                            | Whizz-Kidz                                      |
| NCT (National Childbirth Trust) |   |
| Goss Consultancy                |   |
| ASPIE                           |   |

**“ It’s great to see the railway is investing to improve accessibility and deliver step-free access capabilities at more stations with the help and input of our Kidz Board. Removing the barriers that young disabled people face when travelling the country will help them develop their independence and lead fuller lives. ”**

*Jon Sawford, director of operations, Whizz-Kidz*

## Commitment two

*The change we are making:*

### *More open, accountable and transparent with customers*

We know we must build trust among our customers. Giving customers more control means giving them more information, both to improve their journey and to tell them what they can do when things don't go to plan.

On compensation, for example, we know that customers wanted more information on how to claim and collect compensation for delays. We listened, and we acted.

Now, as relevant franchises come up for renewal, we are rolling out compensation for delays of just 15 minutes, instead of the previous limit of 30 minutes.

The number of customers claiming compensation has increased from 12% to 35% since 2013, over which time the amount we are returning to customers has more than tripled from £12m a year to around £45m. And more customers now receive compensation in cash or through auto-repayment.

#### *We are backing the introduction of an independent ombudsman from summer 2018.*

We are going even further:

- A nationwide advertising campaign in stations, on trains and along platforms to inform customers about compensation
- A new National Rail Enquiries website 'one stop shop' gives customers full information about compensation and links to claim forms for every train operator
- More social media alerts during disruption, informing customers of what they are entitled to and how to claim
- More announcements and claim forms handed out on trains, and more information and forms available on social media, email and websites

As an industry, we are backing the introduction of an independent ombudsman from summer 2018. Customer complaints will now be formally ruled on. We are committed to developing a culture more in tune with customers' concerns.

## **Commitment three:**

*Boost local communities through localised decision-making and investment*

***Why our plan matters to your community  
- and how we are going to achieve it***



## Commitment three:

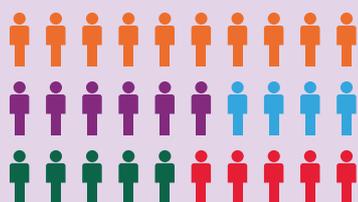
### Boost local communities through localised decision-making and investment

#### What this means:

- *Setting up local supervisory boards or equivalents made up of Network Rail, train operators and passenger groups, giving customers and communities a stronger voice*
- *Creating vibrant, attractive railway stations that are community hubs – building on the decade-long, £5.2bn investment in railway stations across the country*
- *Giving our backing to public and private infrastructure projects across the country, like Transport for the North's plan to extend the number of customers one hour away from the North of England's four major cities to 1.3m*
- *Enabling more people to benefit from the opportunities that travelling by train opens up*

#### What we will deliver:

- *Rolling out supervisory boards or equivalents across all routes in England and Wales by spring 2018*
- *Investing £54m to enhance almost 180 stations during the next two years*
- *Building on the millions of railcard discounts for the over 60s, students, and people with disabilities*



**100,000**

*job opportunities  
across the country*

## **Why this matters to your community:**

Even today, opportunity in Britain can be limited by the places where we live. Whether economic growth, supply of quality education and skills, or access to markets for businesses, the places that we call home vary in the opportunity afforded to different parts of the country.

For Wales, Scotland and England to succeed, the railway has to move forward together. When rail reaches new communities, and where it brings new capacity with enhancements and upgrades, it can have a transformative impact – helping to build houses, open new businesses and start new schools.

Our plan “In Partnership for Britain’s Prosperity” will help to transform communities right across the country – and the services that they rely on, with billions of pounds regenerating stations to spearhead economic growth.

The railway doesn’t just provide a vital transport service. It’s also a key part of our social and economic future – local and national.

***From building houses, to opening new businesses, to starting new schools, rail can transform communities.***

The economic benefits that the railway is on course to deliver are key to our ability to upgrade existing stations, like in Birmingham, Edinburgh and Petersfield, and to build brand new stations like Warrington West, Edinburgh Gateway, Reading Park West and Bow Street near Aberystwyth.

Since 2009, we have been working as one railway to improve 546 small and medium sized stations across the country. Now, we are improving a further 178 stations over the next two years.

## **“ What a new station means for Glasgow**

*This is fantastic news for Glasgow, providing a new rail station for the people of Robroyston and Millerston and helping to bring almost 1,600 much-needed new homes to this part of the city.* ”

*Councillor Susan Aitken, leader of Glasgow City Council*

## Commitment three

*The change we are making:*

### *Decisions about rail, closer to home*

Decisions about local rail services are becoming more local. But what does this mean for change?

A quick look at the scale of ambition set out by Transport for the North gives a sense of the potential.

Currently, fewer than 10,000 people in the North of England are within an hour's rail travel from four of the North of England's major cities. John Cridland, the chair of Transport for the North, believes that this number can be increased to 1.3m with the right will and support to deliver the Northern Powerhouse rail network. This is the kind of ambition that the industry believes devolution can and should deliver.

*We are changing, as an industry, to be more responsive to customers in the areas that they live.*

Government has devolved powers from Westminster to the nations and regions of the UK. As an industry, we are committed to going further to put decisions about rail closer to the places that rail serves.

Now, most of Network Rail's work is approved at local level, devolving power and speeding up decision-making. This enables Network Rail Route businesses to work with train operators locally with a clear focus on customers and local communities.

In this vein, we are changing as an industry to be more responsive to customers in the areas that they live. Joint supervisory boards, made up of train companies, Network Rail and passenger groups, have been successfully piloted on the Great Western Route to give customers and their communities a stronger voice in their railway locally. The boards or their equivalent are now being rolled out in England and Wales by spring 2018. Different arrangements providing broadly similar functions already exist in Scotland.

And while there is greater collaboration at a local level, we must continue to join up these local teams nationally so that the network operates in a seamless way while promoting local innovation with proper technical parameters. This is why we support a system operator, the part of the industry that ensures the network is planned as one railway. This will enable the industry working together to identify the best solutions for communities across the country with transparent analysis to inform government decisions.



**“ We can improve day-to-day operational performance for passengers much further by working more closely together, as well as bringing long-term planning for track and trains together to reduce and minimise as much as possible potential disruption as we upgrade the rail network across the region. ”**

*Mark Langman, Western Route managing director, Network Rail*

## Commitment three

*The change we are making:*

### *The great British railway station*

The great British railway station. This staple of cities and communities alike is a daily stop for locals and a lasting first impression for visitors.

From the traditional platform of Stalybridge, with its English Heritage award-winning buffet and bar to the modern expanse of shopping that greets customers at the revamped Birmingham New Street, our stations are the gateways to our communities.

There are over 2,500 of them all over Britain – from small access points to major hubs. Many have been greatly improved in recent years but we need to keep focusing on investing in stations. So, our £5.2bn regeneration of stations, spearheading economic growth, is significant.

As we upgrade existing stations, we are building new ones too.

Around 85% of the British public live within three miles of a railway station. Rail brings opportunity to our lives, to the places we call home. And planned new stations are going to do just that for even more people.

In Warrington, where the new station of Warrington West has been approved for construction, rail will reduce congestion on the M62 and support Chapelford urban housing development.

***Create vibrant, attractive railway stations that are community hubs – supported by a £5.2bn investment in railway stations across the country.***

In Reading, Reading Green Park has the potential to unlock 7,500 new jobs and 1,500 homes, serving an area that is currently only accessible by road.

And in Aberystwyth, traffic congestion will be helped by the arrival of Bow Street with the station acting as a Park and Ride site for Aberystwyth and Borth stations.

New stations will open soon for the Elizabeth line crossing London and beyond. And from the next decade, there will be new stations for high speed services as we build the new line from Euston to Birmingham and into the North of England.

## Two case studies: The great British railway station

### Birmingham and Petersfield

#### **Birmingham New Street Station is a redevelopment with wow-factor.**

The new concourse, three-and-a-half times the size of the last, accommodates the ever-increasing number of customers. 15 new lifts, 36 new escalators, bigger, clearer platforms all make for a more accessible, less crowded environment.

It's no longer just a transport stop, but a shopping hub too – with John Lewis opening its doors and bringing with it up to 1,000 jobs.

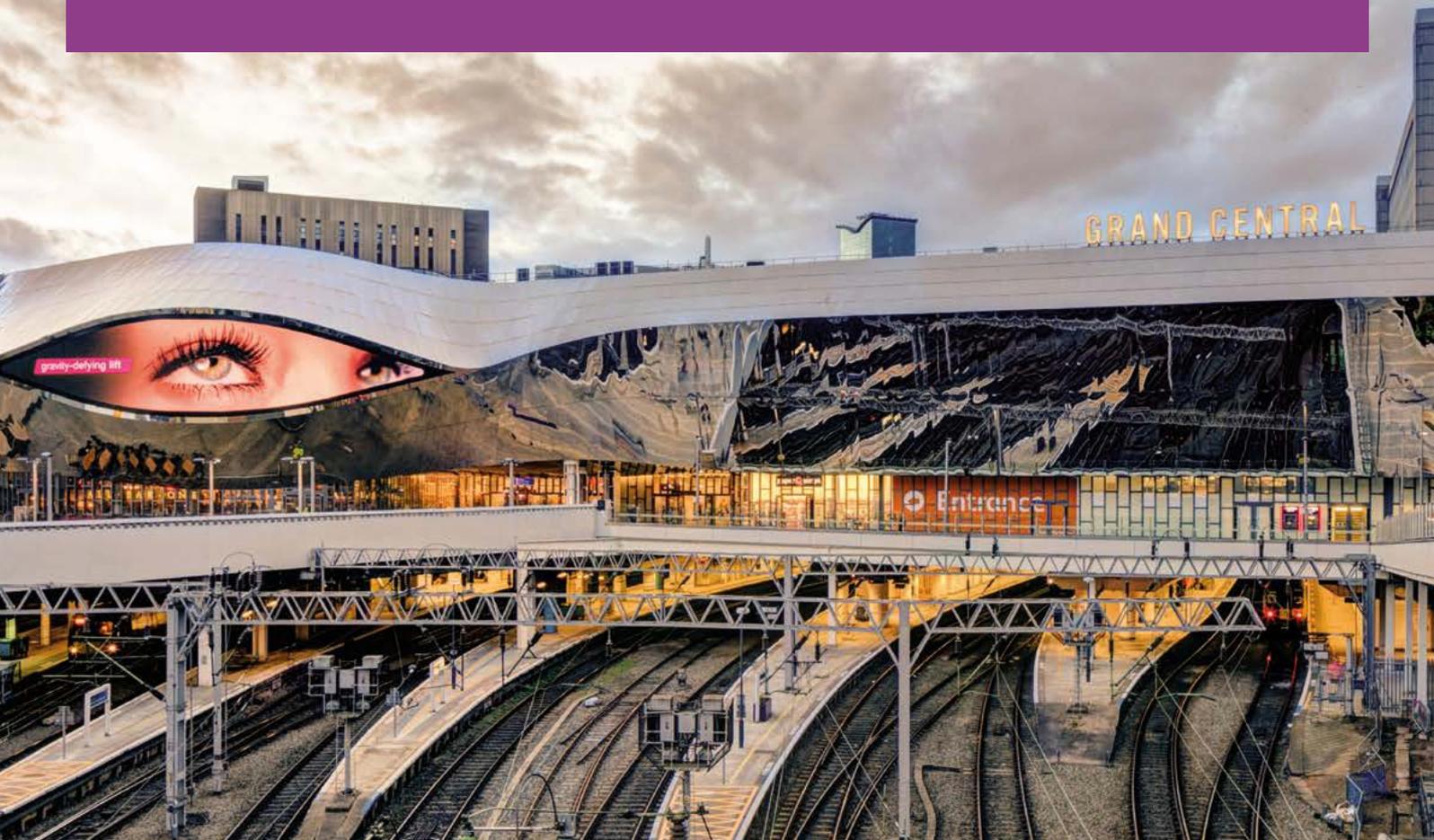
Birmingham now has the world-class destination that Britain's second city deserves.

**On the other end of the station spectrum is Petersfield**, a small Hampshire town located in the South Downs National Park. This station dates back to 1859, and whose parcel office has lain empty for years.

The project to renovate the office kicked-off last year. Bringing together local organisations, East Hampshire Council and private investment from the then franchisee, South West Trains.

According to Mark Miller, community rail partnership officer, the area transformed from a 'general dumping ground' to a 'welcoming tourist information centre' that greets visitors to Petersfield and the nearby South Downs National Park.

What's more, all this was achieved within a budget of £5,000. The 900-plus visitors to the centre last year alone would agree that it's a sound investment.



## *Commitment three*

*The change we are making:*

### *Cheaper journeys, stronger communities*

Strong communities are built on strong connections. With more than 130m discounted journeys being taken a year by people using our range of railcards, the railway is playing its part in supporting people to make the journeys that forge the relationships which bind us together.

From 16-25 year olds to over 60s, family and friends or couples travelling together, people with disabilities, those seeking work and members of the armed forces, more than 4.2m people hold railcards which give them a third off many fares.

The railway also partners with leisure attractions, big and small, across the country so that families and friends can enjoy cheaper days out together. More than 1.1m people a year take advantage of deals offering two for one entry to theme parks, museums and other attractions when they travel by train.

We want to enable more people to benefit from the opportunities that travelling by train opens up.

## **Commitment four:**

*Create more jobs, increase diversity and provide our employees with rewarding careers*

**Why our plan matters to our team  
- and how we are going to achieve it**



## Commitment four:

*Create more jobs, increase diversity and provide our employees with rewarding careers*

### **What this means:**

- *Investing more than £250m per year in our workforce training, improving employee engagement and customer experience*
- *Changing the industry to better reflect the diverse customers we serve*
- *Attracting new talent to rail, with new high-status apprenticeships, to create a progressive dynamic workforce*

### **What we will deliver:**

- *Securing 100,000 job opportunities across the country in rail and its supply chain by 2027*
- *Creating 20,000 new apprenticeships in the railway and its supply chain by 2020, 10,000 of whom will be new recruits from more diverse backgrounds*
- *Growing the next generation of drivers – led by the new National Train Driver Academy and wider training partners*
- *Developing our people with new, higher-level apprenticeships*



**20,000**

*new apprenticeships  
created by 2020*

## **Why this matters to our team and the communities we are in:**

Harnessing the significant benefits of technology means taking our people with us, in all parts of the country, as well as building on our talent with new recruits. To do this, we each have a responsibility to adapt and to change with the times.

That's why, as one team in the railway, with each rail company engaging with trade unions and focused on progressive change, we all have to play our part if we are to realise the potential that will come with economic growth.

In the last two years alone 24,000 people have joined the industry – up 11%. Now over 240,000 people, directly and indirectly, work in rail.

Technological advances are shaping the world of work. Left unchecked, these forces risk leaving our industry exposed. The railway industry has a very proud heritage. Now, with a workforce that is disproportionately male and with 40% of the workforce over 50 years old, we know that we need to change for the future.

The rail industry, working together, has a strategy for the long-term and for the whole country: the Rail Sector Skills Delivery Plan. This takes the targets set in the UK Government's recent Transport Skills Strategy and goes further.

**“ Technology has made the job a lot easier.**

*It's not as physical as it used to be. We've gone from one extreme to the other. It's a fantastic progression, scary as it was when I first started to do it.* ”

*Jim Taylor, shift signalling manager, York, Network Rail*

## Commitment four

*In partnership, the change we are making:*

### *A railway that will create jobs for Britain*

Where investment goes, jobs follow. With our investment programme, the country can look forward to thousands of new, high-quality and rewarding jobs in the rail industry.

- The railway and its supply chain employs 240,000 people
- There are 102,000 employees in the industry itself, up by 15,000 over six years, and a further 138,000 in companies supplying the rail industry
- In train companies alone, employee numbers have risen by 47% in the past two decades, from 39,721 in 1997/98 to 58,193 in 2016/17

These jobs are spread right across the country.

- The Transport for London and Elizabeth line supply chains supported 60,000 jobs outside of London in the three years leading up to financial year 2014/15
- In the Midlands alone, this has sustained at least 18,000 jobs during this period. Construction of HS2 is expected to create 24,600 jobs
- Up to 11,000 jobs across the country are being created by Network Rail's enhancements between 2014 and 2019

These new jobs in rail and supporting industries that rely on our investment - from the energy industry, to manufacturing, to retail - are only possible because of the stronger financial position that the industry has worked hard to secure over the past 20 years.

By securing more investment with our plan, we can play our part in supporting job creation for people in Britain.



## Commitment four

*The change we are making:*

### *Investing in our team, investing in our country*

A team is only as strong as its people – and ours are the greatest strength we have.

Our railway will succeed only by building on the skills of our team, while also making the most of the opportunities that technology brings. It calls for a team with the high-tech skills to match the changes that are coming, both in terms of upskilling current staff and attracting new people. Innovation in the rail industry will bring job creation and new apprenticeships right across the country.

#### ***We are rising to this skills challenge with two major commitments:***

- To double the number of high-level apprenticeships every five years, helping meet the skills demand in construction, engineering and operations. Our ambitious apprenticeship scheme across the UK has a target of 20,000 new apprentices by 2020. The quality of these apprenticeships matters too. To meet the demand for higher skills, we will double the number of apprenticeships at levels 4 and 5 by 2035, raising aspiration and replacing less rigorous schemes that went before
- To grow the next generation of drivers – led by the National Train Driver Academy and wider training partners

*We are nurturing the next generation of talent – with 20,000 apprenticeships and investing at least £250m in training our people each year.*



**“ Apprentices are essential to the continued growth** and success of the UK railway industry, and it’s encouraging to see so much energy and resource invested into promoting, attracting, developing and inspiring the next generation. Today’s apprentices are the leaders of tomorrow, and it’s critical that businesses and organisations – right across the country – ensure that they are properly trained and ready to lead the rail industry into the future. ”

*Paul Case, national chair, Young Rail Professionals, and project manager, SWIP, Transport for London*

## Commitment four

*The change we are making:*

### *An industry reflecting the diverse customers we serve*

Together, we are building an industry of all talents that takes our people with us.

That's why we are committing to a 20% increase in women and black, Asian and minority ethnic (BAME) employees across Britain by 2020. As part of this target, we also want to increase female and BAME apprenticeship candidates by a fifth.

Network Rail has taken a lead to ensure lesbian, gay, bisexual and transgender (LGBT) employees are represented in the industry, through the employee network Archway.

By nurturing untapped talent with high-skilled training – right across the country, we'll build a stronger team.

But we also know that targets will only be met when changes to culture are made. To that end, we are developing an industry-wide diversity & inclusion Strategy. Among numerous measures, this will:

- Require our suppliers to adopt best practices on diversity and inclusion
- Create mentoring schemes for new staff from under-represented backgrounds
- Diversify recruitment panels
- Expand flexible working hours

Our efforts so far are already attracting a more diverse range of people.



## An industry of all our country's talents

Historically rail hasn't been a popular female career choice. Even today women account for just 20% of the workforce. But our plan means this is changing – and will continue to do so.

The industry, too often reluctant to reach out in the past, is now attracting some of the best female talent.

Demi, an 18-year-old apprentice engineer for Arriva Trains Wales, began her training last year. And she's loving it:

"I'm really happy in my role. I couldn't imagine doing anything else. Engineering offers fantastic opportunities for women. I keep trying to get my friends to apply for roles in the industry because I think they'd really enjoy them."

**“ Archway has been helping to raise awareness**

*of LGBT inclusion in the company for the past four years. Across the country we've met thousands of colleagues – giving briefings at conferences, holding drop-in events and lunch-and-learns, hosting networking events and a major cross-industry conference on creating LGBT-inclusive workplaces and worked with individuals and teams – and these have helped raise awareness of some of the challenges the LGBT community faces at work and beyond. ”*

*Babak Erfani, chair, Archway, and commercial scheme sponsor, Network Rail*

## Commitment four

*The change we are making:*

### ***Our team, at the top of our game***

We are proud to offer our team some of the most competitive work benefits in the country.

Job satisfaction starts with job security. With just 3% staff turnover compared with a national average of 13%, ours is among the most stable sectors. Our record in career progression is similarly strong. We currently invest more than £250m in upskilling our staff every year.

On pay, five non-managerial rail sector roles are already in the top 150 average salaries in the UK, not to mention our pensions and benefits packages, including discounted travel. As we create more high-skilled jobs, salaries and benefits promise to rise with them. Spreading opportunities for progress, rewarding merit – right across the country.

***We are building the future with the pride of our past, making rail an even better place to work in.***

On safety, our record is already among the best in Europe. With new technology, we are reducing risks at work even further, including digital systems to supervise train speed and distance between services. Similarly, our effective use of CCTV and personal cameras will continue to cut abusive behaviour towards employees.

It's all part of a package of commitments to retain our brilliant professionals and to attract new talent, spreading opportunity beyond London and the South East – and make what's already a good place to work, an even better one.

**“Careers in rail are a well-kept secret.**

*Good salaries and low turnover are evidence of that.*

*But more important is being part of a team, that works*

*together to make good journeys. ”*

*Neil Robertson, chief executive, The National Skills Academy for Rail*



