

# Our commitments

## ⇒ Chapter Three – Integrating the railways

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

- 9. A 30-year strategy will provide clear, long-term plans for transforming the railways to strengthen collaboration, unlock efficiencies and incentivise innovation.**
- 10. Great British Railways will be made up of powerful regional divisions, with budgets and delivery held at the local level, not just nationally.**
- 11. In England, new partnerships with Great British Railways' regional divisions will give towns, cities and regions greater control over local ticketing, services and stations.**
- 12. Devolved railways will be strengthened, with closer collaboration with Great British Railways improving services, consistency and co-ordination across the country.**
- 13. Community rail partnerships will be empowered to strengthen rail's social and economic impact.**
- 14. Station management will be integrated within Great British Railways to improve accountability for long-term investment in stations.**
- 15. Opportunities to better unlock housing, local economic growth and social value will be explored.**
- 16. Transport Focus will be reformed to become a passenger champion, advising the Secretary of State on passenger priorities.**
- 17. Performance and efficiency will be independently scrutinised by the statutory regulator, the Office of Rail and Road.**

- 18. Current safety and security rules will remain in place across the rail network. A consultation will be undertaken to ensure safety roles, rules and standards are appropriate for the future.**
- 19. Cross-sector organisations will be consolidated and integrated to enable the railways to operate more effectively and efficiently.**
- 20. Track access will be overhauled to make the best use of the rail network in the overall public interest.**

## ⇒ Chapter Four — **Replacing franchising**

- 21. Franchising will be replaced by new Passenger Service Contracts.**
- 22. Passenger Service Contracts will focus operators on meeting passengers' priorities and will incentivise them to grow rail usage.**
- 23. Each Passenger Service Contract will be designed to support the needs of passengers and the whole network, as part of an integrated system.**
- 24. Passenger Service Contracts will be different across the network and will not take a one-size-fits-all approach, including on contract length.**
- 25. Operators will have greater commercial freedom on some parts of the network, with revenue sharing arrangements where appropriate. New open access services will also be explored where spare capacity exists.**

- 26. The geographic and financial size of Passenger Service Contracts will reflect local markets and needs.**
- 27. Competition for Passenger Service Contracts will be greater than for franchises and Great British Railways will aim to compete all contracts.**
- 28. If operators fail, the government will be ready to step in and take control where needed.**
- 29. The government will work with the sector and potential new market entrants to develop and implement these changes.**

## **⇒ Chapter Five – A new deal for passengers**

- 30. Easy, frictionless payment options for every journey will be introduced across the network.**
- 31. Pay As You Go journeys will be expanded outside London to make millions more trips straightforward.**
- 32. Digital tickets will be introduced across the network.**
- 33. A new Great British Railways website and app will create a personalised travel experience.**
- 34. Customer service at stations will be modernised, with one-team working expanded across the network.**
- 35. Fares will be simplified.**
- 36. Affordable fares and season ticket caps will continue to be protected.**

- 37. Off-peak services will be protected.**
- 38. New flexible season tickets will be introduced to reflect changing working patterns.**
- 39. Journeys across rail, bus, tram and bike will become seamless in the future.**
- 40. Getting to the station on a bike and taking it on a train will be made easier.**
- 41. Trains will be made more pleasant to travel on and easier to work aboard.**
- 42. Compensation will be simpler and easier to claim, with a consistent, modern process right across the network.**
- 43. Passengers will receive clear, consistent information before, during and after their journeys. Their experiences will be monitored more effectively.**
- 44. The first robust national accessibility strategy and long-term investment programme will improve inclusion and access for all.**

## ⇒ Chapter Six – **Unleashing the private sector's potential**

- 45. The economic and environmental benefits of rail freight will be supported by a new, customer-focused approach, modern track access rights and new safeguards.**
- 46. Operators will take a lead role in improving services and performance by innovating with private partners, including train-leasing companies.**

47. **Modern contracts will be introduced to increase competition, reduce costs and help to attract private investment for new technologies.**
48. **Partnerships with other key infrastructure providers, such as broadband innovators, will help to boost the country's drive towards a revolution in connectivity.**
49. **New, locally-led innovation schemes will unlock smarter working and support growth.**
50. **Local engagement will better support small- and medium-sized enterprises and start-ups.**
51. **Contestability across operations will be increased, but sub-contracting will need to deliver real value for money.**

## **⇒ Chapter Seven – Accelerating innovation and modernisation**

52. **Electrification of the network will be expanded, and alternative technologies such as hydrogen and battery power will help to achieve zero emissions from trains and reduce air pollution.**
53. **The contribution of the railways to the nation's green recovery will be strengthened, including through a comprehensive environment plan by 2022 that will establish rail as the backbone of a cleaner future transport system.**
54. **Energy efficiency, renewable power production, tree-planting and other green initiatives across the rail estate will be accelerated.**

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

## ⇒ Chapter Eight — **Empowering rail’s people**

- 59. A new joined-up, cross-sector training and skills offer will support people at every career stage to develop skills and bring in experience from outside the rail sector.**
- 60. A sector-wide workforce plan will be developed to assist employers and build system-wide resilience.**
- 61. Diversity across the sector will be improved through the inclusion of stretching measures in contracts to actively promote and increase recruitment and retention of a diverse workforce.**
- 62. Comprehensive data on productivity and pay will be collected and published by ORR, which will report on the data and compare it with that of other sectors and labour markets.**

Image (page 111) — Dawn on the railways at Clapham High Street, South London.