

Workshop: Realising the opportunities of major rail projects

Making the most of rail projects in your Town Investment Plan

2 October 2020

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INTRODUCTIONS

Your name, town and interest in workshop

Purpose of the workshop

Realising the opportunities of major rail projects

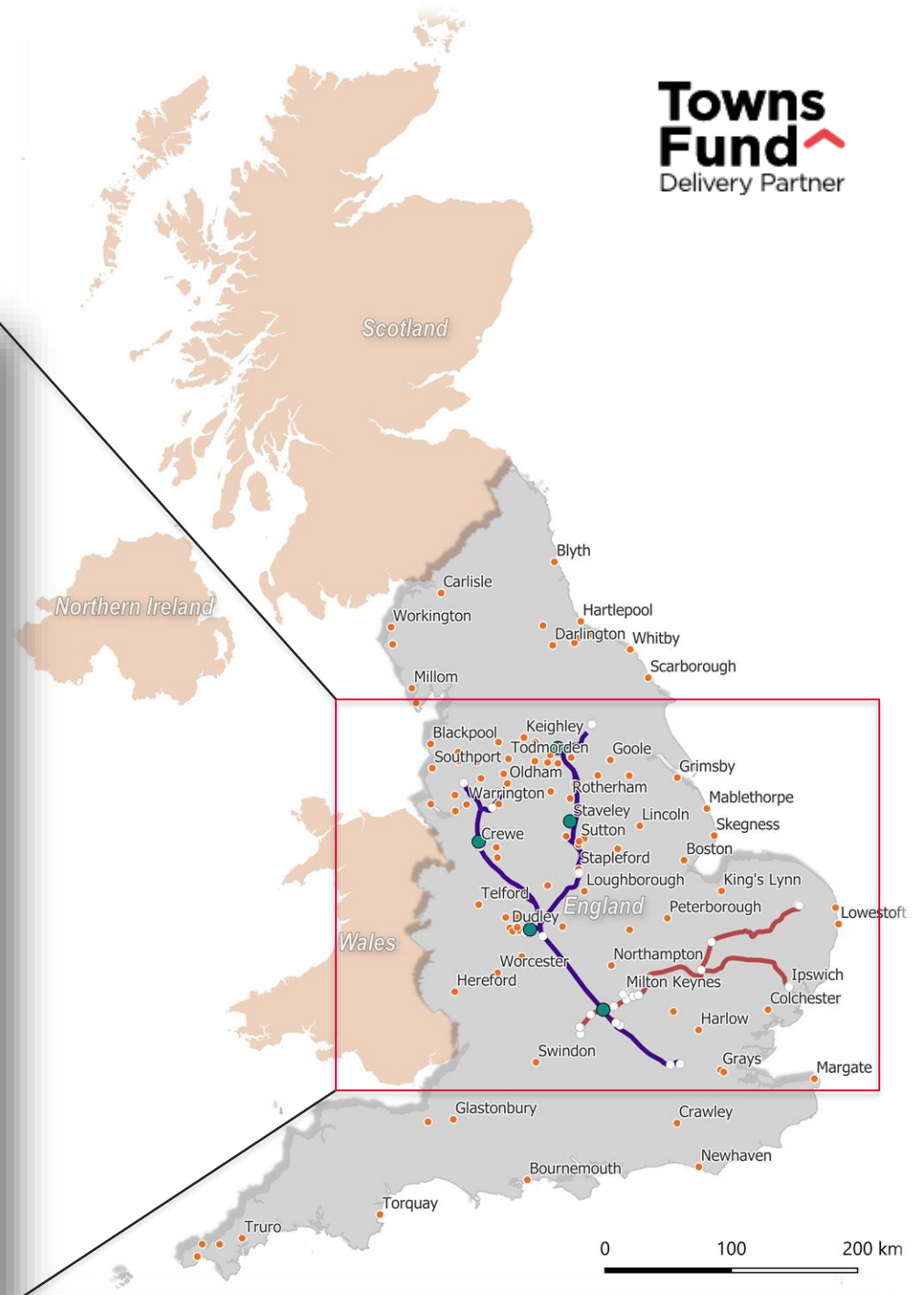
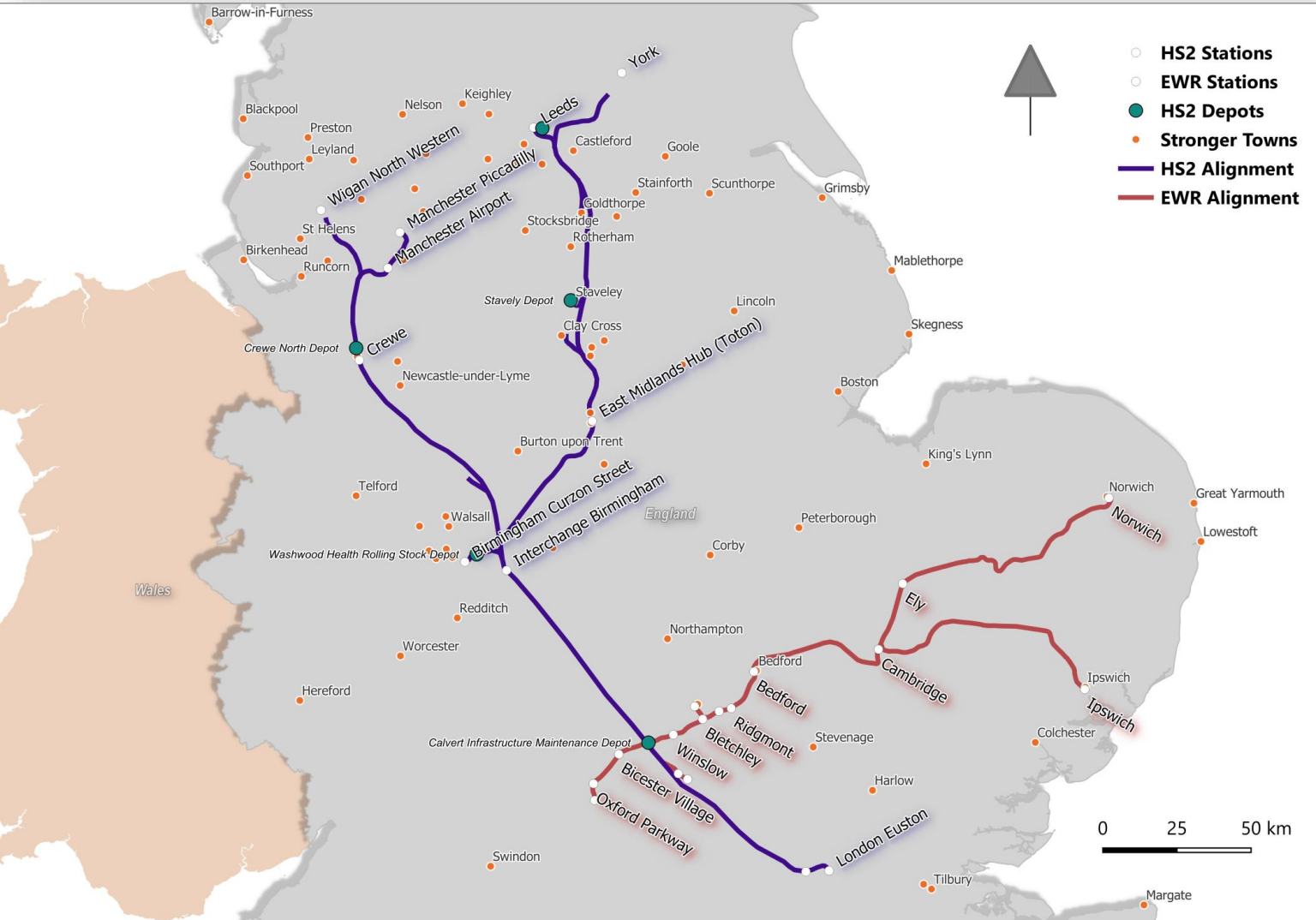
Discuss opportunities and advice to get people, businesses and towns ready for major rail infrastructure projects

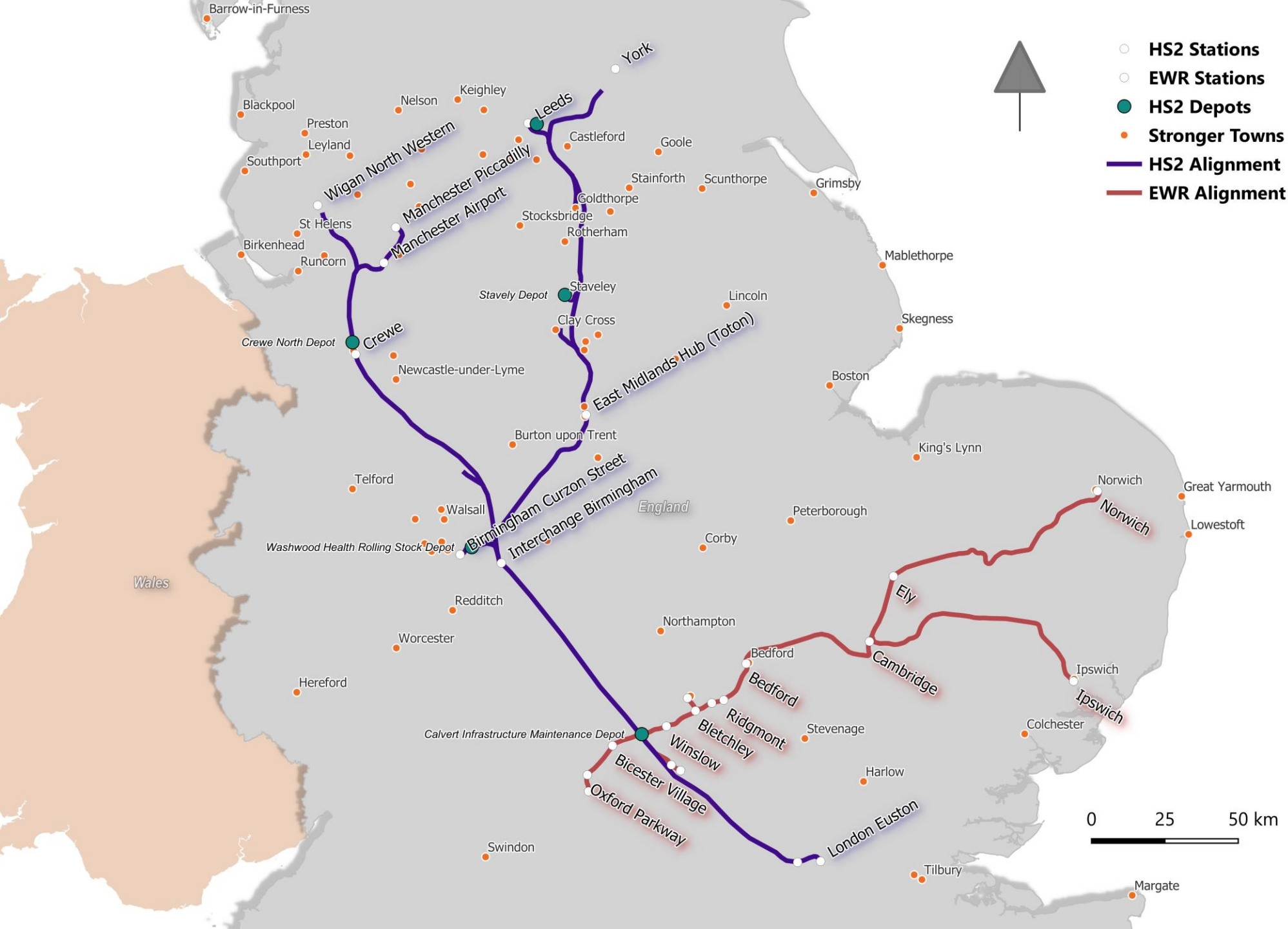
What can be done now to prepare for these long-term projects and how this can be articulated in your Town Investment Plans



Major rail projects – HS2 and EWR

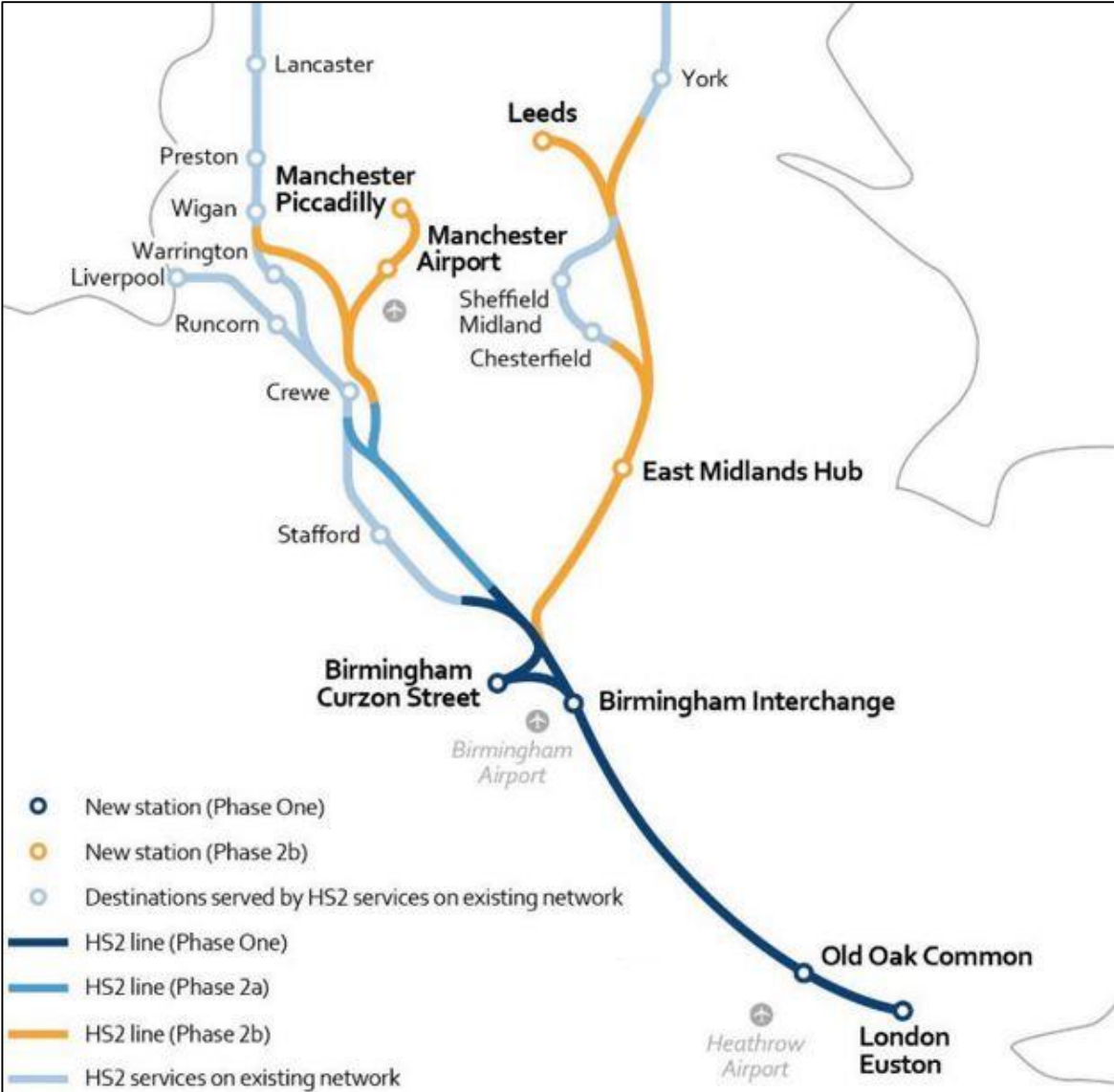
[Link to interactive map: https://arcg.is/1fCySm](https://arcg.is/1fCySm)



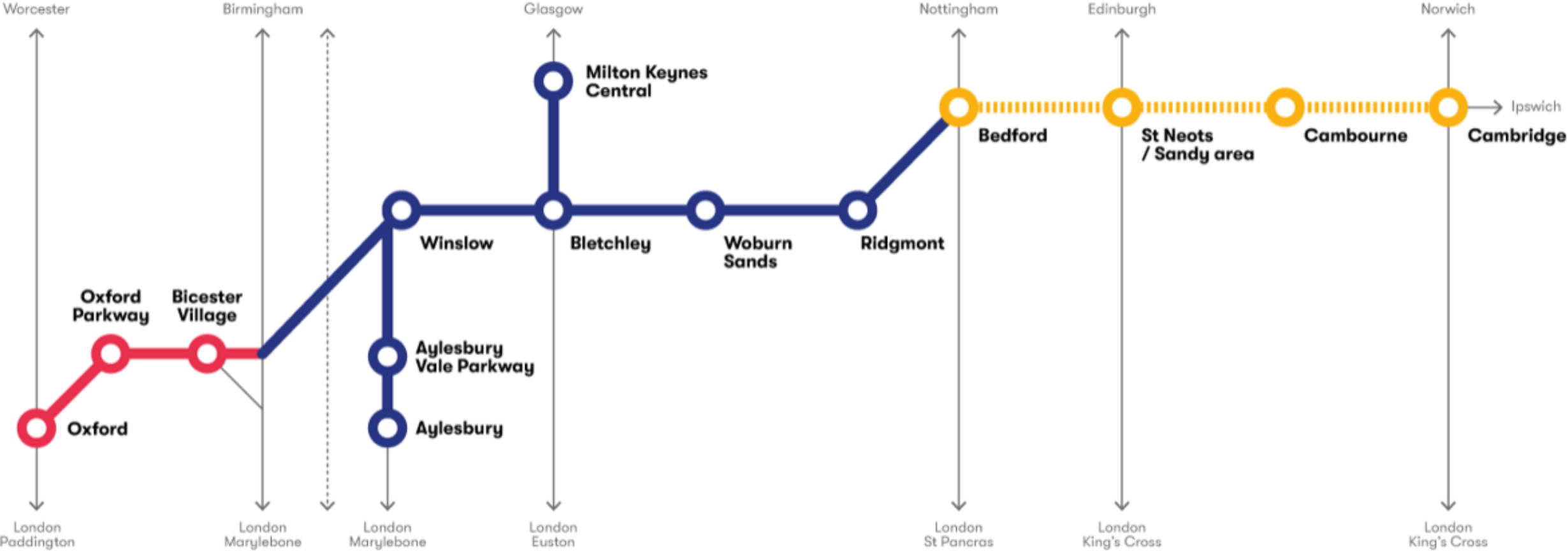


[Link to interactive map: https://arcg.is/1fCySm](https://arcg.is/1fCySm)

Major rail projects: HS2



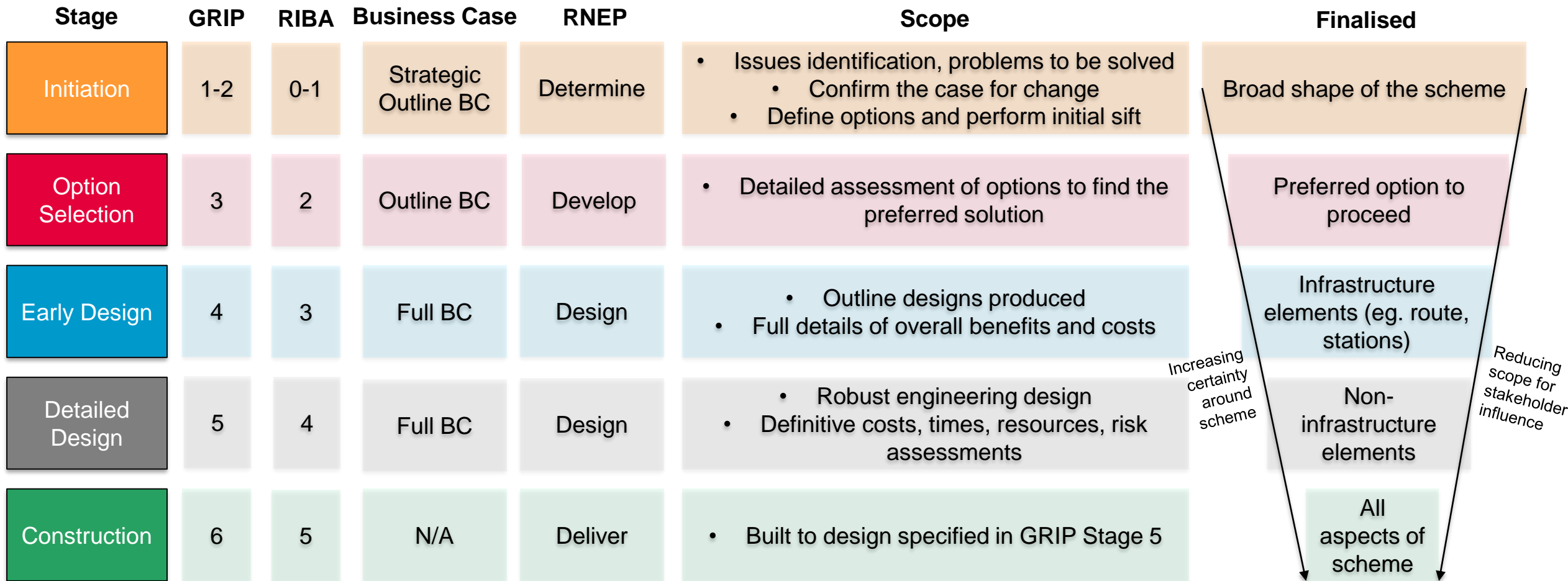
Major rail projects: East West Rail



○ Western (Phase 1)
 ○ Western (Phase 2)
 ○ Central
 ↔ Existing rail line
 <---> High Speed 2 (HS2)

Typical lifecycle of a major rail project

The scope to effect change reduces as planning and design progresses



HS2 Phase 1 (London to Birmingham)

Construction has begun, though there are still uncertainties around service frequencies, and when stations will be operational

| Stage | GRIP | RIBA | Business Case | RNEP | Scope | Finalised |
|--------------------|------|------|----------------------|-----------|--|---|
| Initiation ✓ | 1-2 | 0-1 | Strategic Outline BC | Determine | <ul style="list-style-type: none"> Issues identification, problems to be solved <ul style="list-style-type: none"> Confirm the case for change Define options and perform initial sift | Broad shape of the scheme |
| Option Selection ✓ | 3 | 2 | Outline BC | Develop | <ul style="list-style-type: none"> Detailed assessment of options to find the preferred solution | Preferred option to proceed |
| Early Design ✓ | 4 | 3 | Full BC | Design | <ul style="list-style-type: none"> Outline designs produced Full details of overall benefits and costs | Infrastructure elements (eg. route, stations) |
| Detailed Design | 5 | 4 | Full BC | Design | <ul style="list-style-type: none"> Robust engineering design Definitive costs, times, resources, risk assessments | Non-infrastructure elements |
| Construction | 6 | 5 | N/A | Deliver | <ul style="list-style-type: none"> Built to design specified in GRIP Stage 5 | All aspects of scheme |

Increasing certainty around scheme

Reducing scope for stakeholder influence

HS2 Phase 2a (Birmingham to the North West)

| Stage | GRIP | RIBA | Business Case | RNEP | Scope | Finalised |
|------------------|------|------|----------------------|-----------|--|---|
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Increasing certainty around scheme

Reducing scope for stakeholder influence

HS2 Phase 2b (Birmingham to Leeds)

Currently undergoing a design refinement consultation to be considered by the Secretary of State before he makes the decision on the final route.

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|------------------|------|------|----------------------|-----------|--|---|
| Initiation | 1-2 | 0-1 | Strategic Outline BC | Determine | <ul style="list-style-type: none"> Issues identification, problems to be solved <ul style="list-style-type: none"> Confirm the case for change Define options and perform initial sift | Broad shape of the scheme |
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Increasing certainty around scheme

Reducing scope for stakeholder influence

EWR Western Section (Oxford to Bedford)

No scope to influence infrastructure, and very limited scope to influence non-infrastructure elements. Focus should be connecting to and maximising the benefits of the final design.

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Increasing certainty around scheme

Reducing scope for stakeholder influence

EWR Central Section (Bedford to Cambridge)

A preferred route option has been chosen, but there is still scope to influence the specific route alignment and the precise location of stations.

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Increasing certainty around scheme

Reducing scope for stakeholder influence

GRIP = Network Rail project phases, RIBA = architectural project building stages, RNEP = Rail Network Enhancements Pipeline, BC = business case

EWR Eastern Section (Cambridge to East Anglia)

Very early stages of development, with all details of the scheme still to be determined. Consultants have just been appointed to develop a business case (pre-SOBC).

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Increasing certainty around scheme

Reducing scope for stakeholder influence

Northern Powerhouse Rail

An initial SOBC has been drawn up, with a proposed route map, but the shape and specifics of this scheme will be determined in the coming years.

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Increasing certainty around scheme

Reducing scope for stakeholder influence

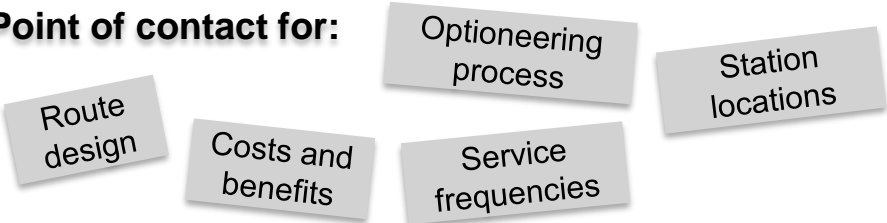
Major rail projects – key decision makers

Scheme Owner / Promoter

Plans, develops and secures funding for the scheme



Point of contact for:

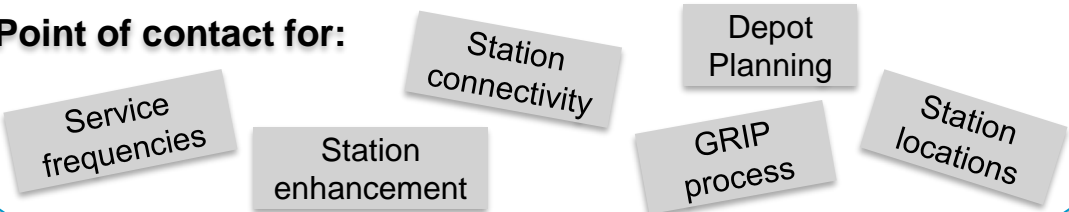


Many aspects of projects (eg. route design, service frequencies) involve multiple stakeholders or departments, increasing the lead time - early engagement is critical.

Infrastructure Owner

NetworkRail Owns, maintains and manages the infrastructure elements. The 'System Operator' deals with all early stage schemes, then responsibility transitions to the Route or Region as the scheme develops.

Point of contact for:



Central Government

Appraises, approves and (usually) funds the scheme



Point of contact for:



Major rail projects – stakeholders

The support of a broader network of stakeholders is highly beneficial in influencing the shape of a major rail project.

National campaign groups

Endorsement from national campaign groups such as RailFuture or Campaign for Better Transport is a strong signal that a proposal has support.



Local MPs

Support required for any funding bids, and to give weight and authority to proposals



Housing developers and local businesses

Support from housing developers and local business or community groups can positively influence route/frequency decisions or help secure funding for local schemes.

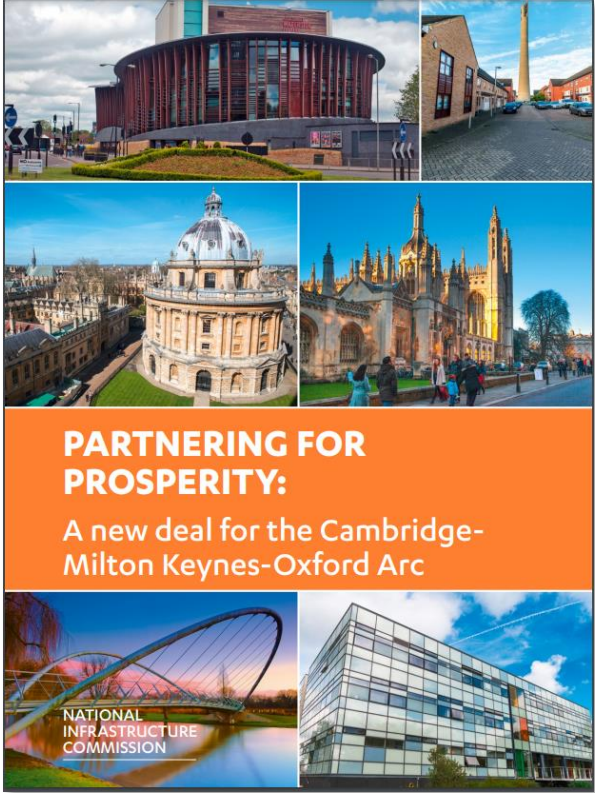
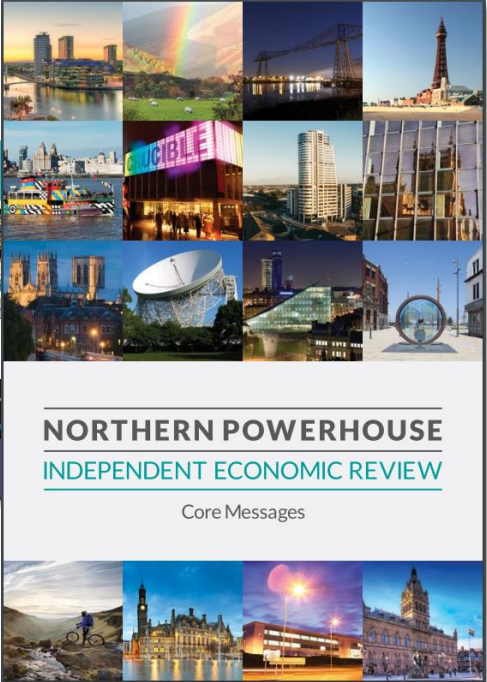
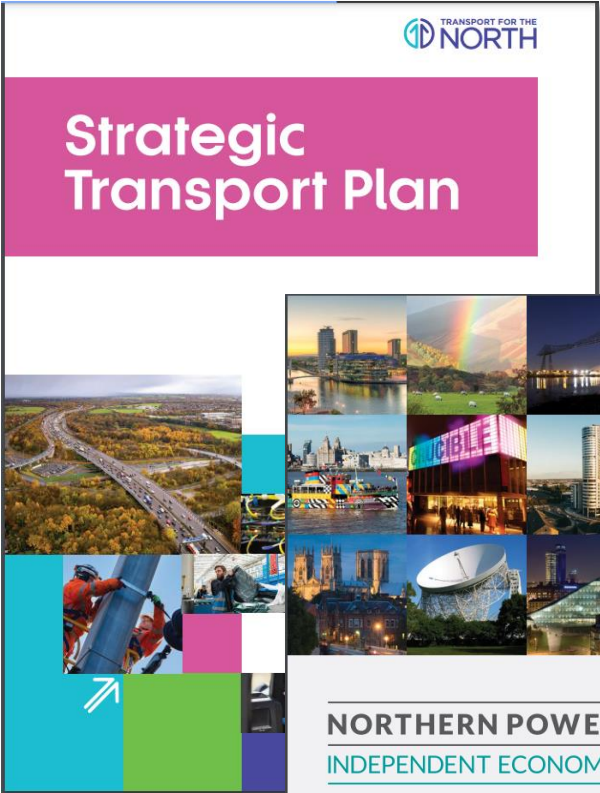
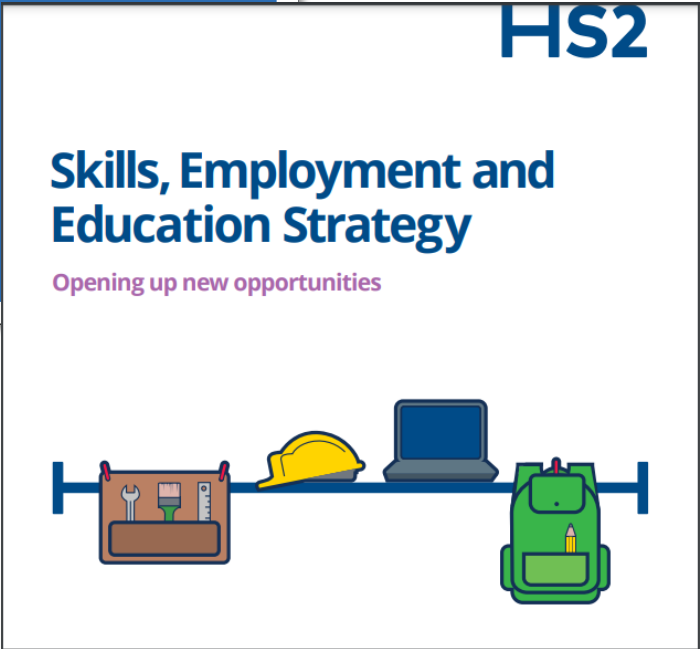
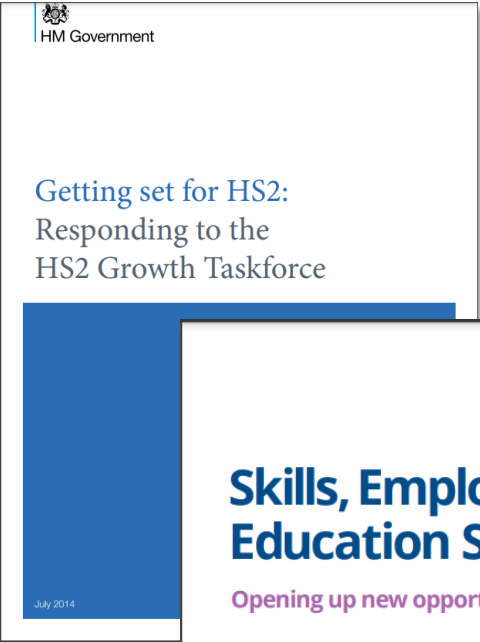
Local Rail Groups

Such as Rail User Groups, 'Friends of' groups, Railway Societies, etc.



Major rail projects – policies and strategies

There are usually growth and skills strategies developed for major projects - building on and aligning with these is a good starting point



Coming up in this workshop

SKILLS: Getting People Ready (Richard Hadfield) **10 mins**

INNOVATION: Getting Businesses Ready (Tom Bridges) **10 mins**

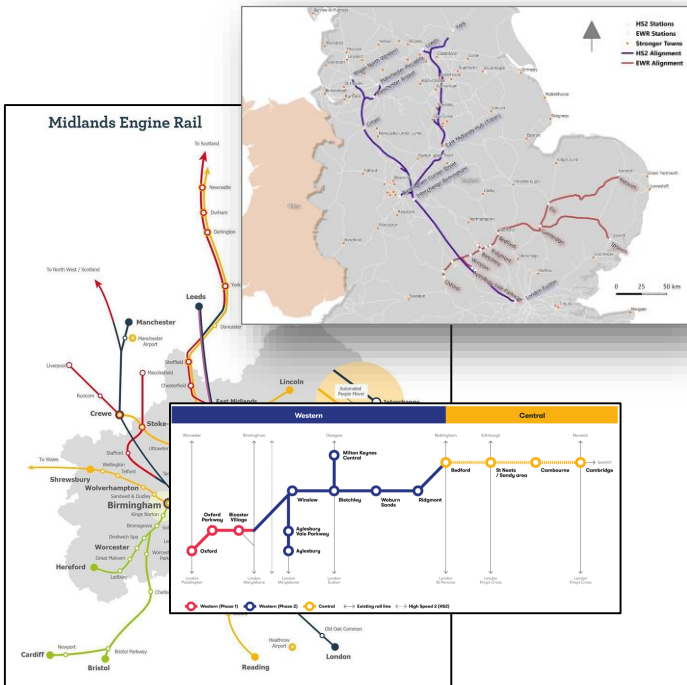
PLACE: Getting Towns Ready (Peter Neckelmann) **10 mins**

CONNECTIVITY: Getting our Transport Network Ready (Richard de Cani) **10 mins**

Discussion (Chaired by Richard de Cani) **40 mins**

SKILLS: Getting People Ready

Major construction projects provide one lens in considering your towns skills needs and opportunities...



National
Grand challenges = AI & data;
Clean growth; Mobility; Ageing
society

Regional
LEP and future sector priorities;
enterprise zones etc

Local
Skills plans; Institutes of
technology; T-Level availability;
Apprenticeship providers; Local
Digital Skills Partnerships; JCP;
Your Investment Fund; Civic
University Agreements



Partnerships to nurture

Which sectors
& skills will
enable
prosperity for
your town?

Assets to leverage

Major rail construction projects pump prime local economies, innovation and the need for appropriate skills

Two perspectives

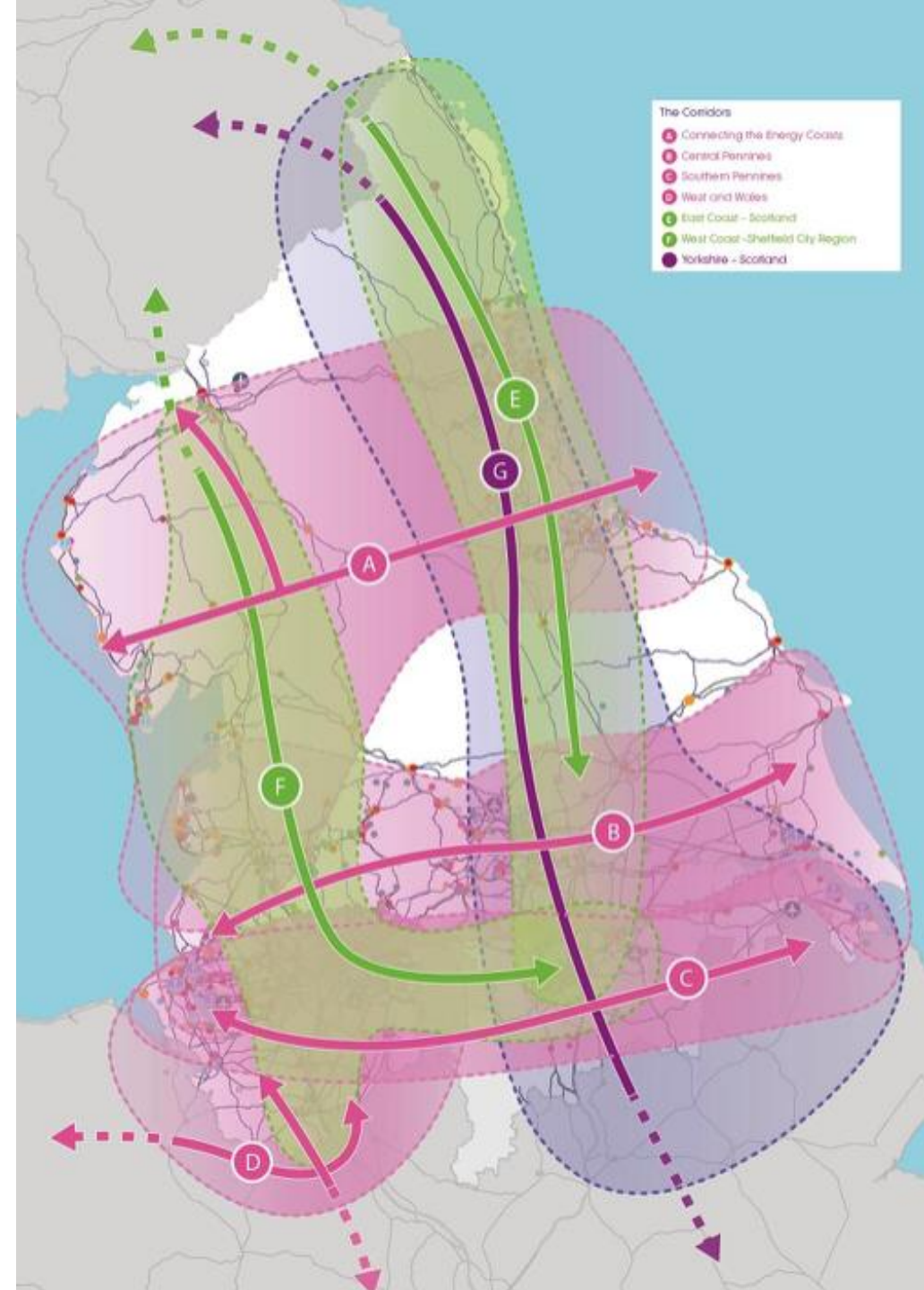
- Project delivery and operational related skills
- Broader skills catalysed by projects

Each project is different

Skills commitments vary

Towns working together along corridors/routes is best way to progress and influence projects/relevant LEPs and Las

The rail industry needs new skills...



HS2 spotlight – project related skills

- HS2 is a...
 1. Transformational construction project
 2. National/regional/local rail project
 3. Springboard for innovation
- It is a multi sectoral...
 1. Engineering
 2. Commercial
 3. Surveying
 4. Logistics
 5. Rail
 6. Support services (Digital, data, tech, HR)
- It is big! 4 to 5 supply chain layers
- Supply chain/employers contribute to skills generation and do not just provide employment opportunities

Be bold **now** to be ready to take advantage of major rail construction through all its phases

Influence and nurture projects and contractors

Major construction programme spotlight – education & skills

Some major construction projects follow a similar approach to education, skills and employment development

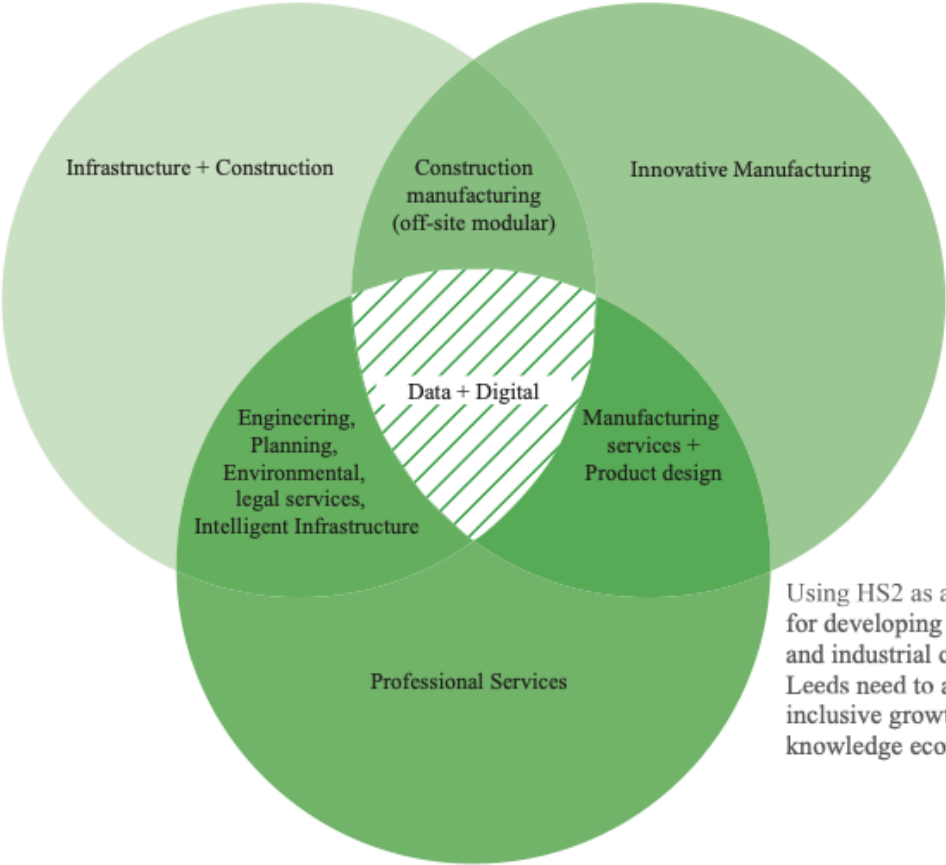
Some don't have a clear skills strategy!

Either way – engage, influence (e.g. apprenticeships) and shape the future for your town

| Theme | Focus |
|--|---|
| Employment & skills needs | LEP - Labour force forecasts and skills required |
| Learning & skills pathways | Contractually (via contractors/partners) committed pathways such as: <ul style="list-style-type: none"> • Work placements • Apprenticeships – procurement/evaluation stage is an important factor • Graduate schemes • Local community workforce contribution |
| Jobs brokerage service | Linking client (e.g. HS2; Canary Wharf group), contractors (the supply chain) through intermediaries e.g. JC+ |
| Education systems & STEM skills | Local schools & colleges – build enthusiasm, awareness and pathways to higher level education |

Leeds City Region – HS2 as catalyst for change

Leeds HS2 Growth Strategy - Supply Chain EcoSystem



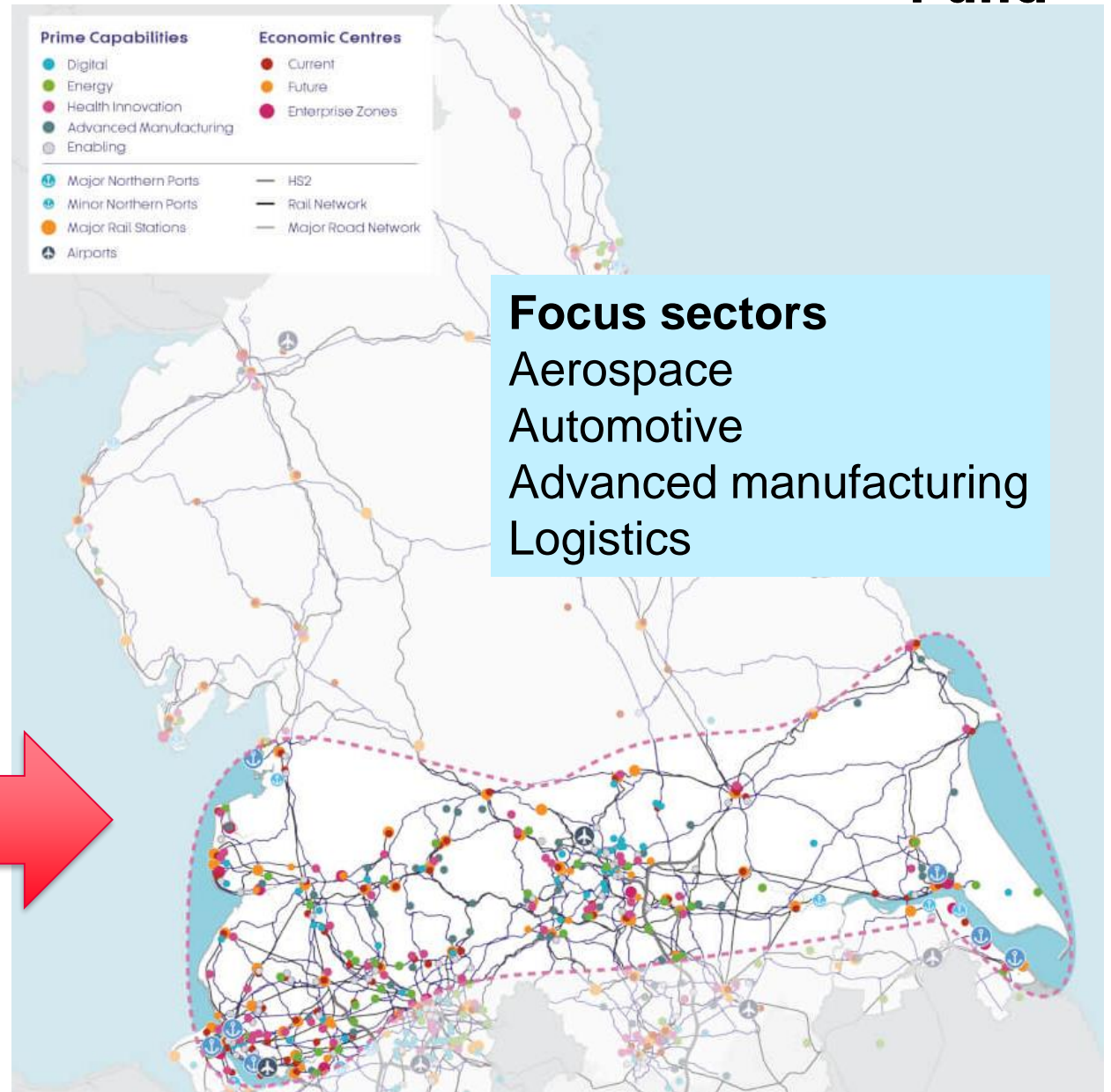
Using HS2 as a catalyst for developing the skills and industrial capabilities Leeds need to achieve inclusive growth in the knowledge economy



S2 Opportunities Diagram

Strategic Development Corridors as skills catalyst

Central Pennines example



Transforming economic performance

Improving inclusivity, health and access to opportunities for all

Promoting and enhancing the built, historic and natural environment

Increasing efficiency, reliability, integration, and resilience of the transport system

A 'thinking' framework – aligning E&S with your vision

Towns Fund Project ideas

Catalyst and project approaches

Building/s re purposed for advanced skills training
University partnership likely

- Building/s re purposed for office space or start-up incubation
- Skills training hub (e.g. uni/college satellite)
- 18-24 year old 'Youth hub'

Awareness campaigns
Curriculum influencing

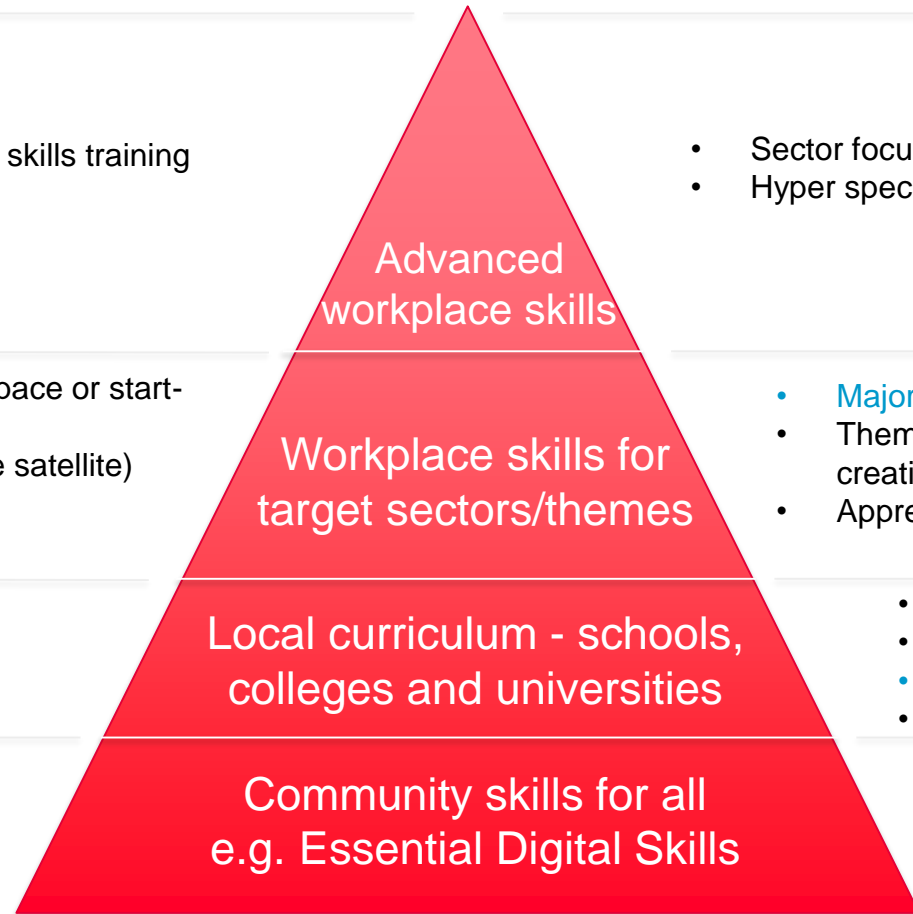
High street properties re purposed; New Family Learning Centres

- Sector focused e.g. Manufacturing 2.0; Engineering innovation hub
- Hyper specialist to reflect local needs

- Major Project skills e.g. engineering, logistics, rail, support services
- Thematic or sector-based 'hubs' e.g. SME, entrepreneurial, digital, creative, social care (aging society), young people
- Apprenticeship/work placement service and town graduate scheme

- T-Levels
- STEM awareness
- Apprenticeships – work with contractors/rail projects
- Local careers information, advice and guidance

- 'Towns of Learning' - learning pathways concept
- Essential Digital Skills for all
- Family learning



Federation/partnership-based approach

Underpinned through use of labour market insight/data

Construction phases and getting people ready for jobs

| | | | |
|-------------------|---|--------------|---------------------------|
| Detailed Design | Construction | | Post construction |
| Planning & Design | Heavy construction – rail and innovation hubs | Fit out/rail | Operation and maintenance |

Advanced workplace skills

Higher level / specialised e.g. surveying

Higher level / specialised e.g. signalling

Advanced 'X' hub

Workplace skills

Construction
Engineering
Logistics
Support services

Mechanical
Electrical
Operational
roles - customer and back office

Train drivers
Station jobs
Innovation hub

Local curriculum

Promote STEM and future job opportunities

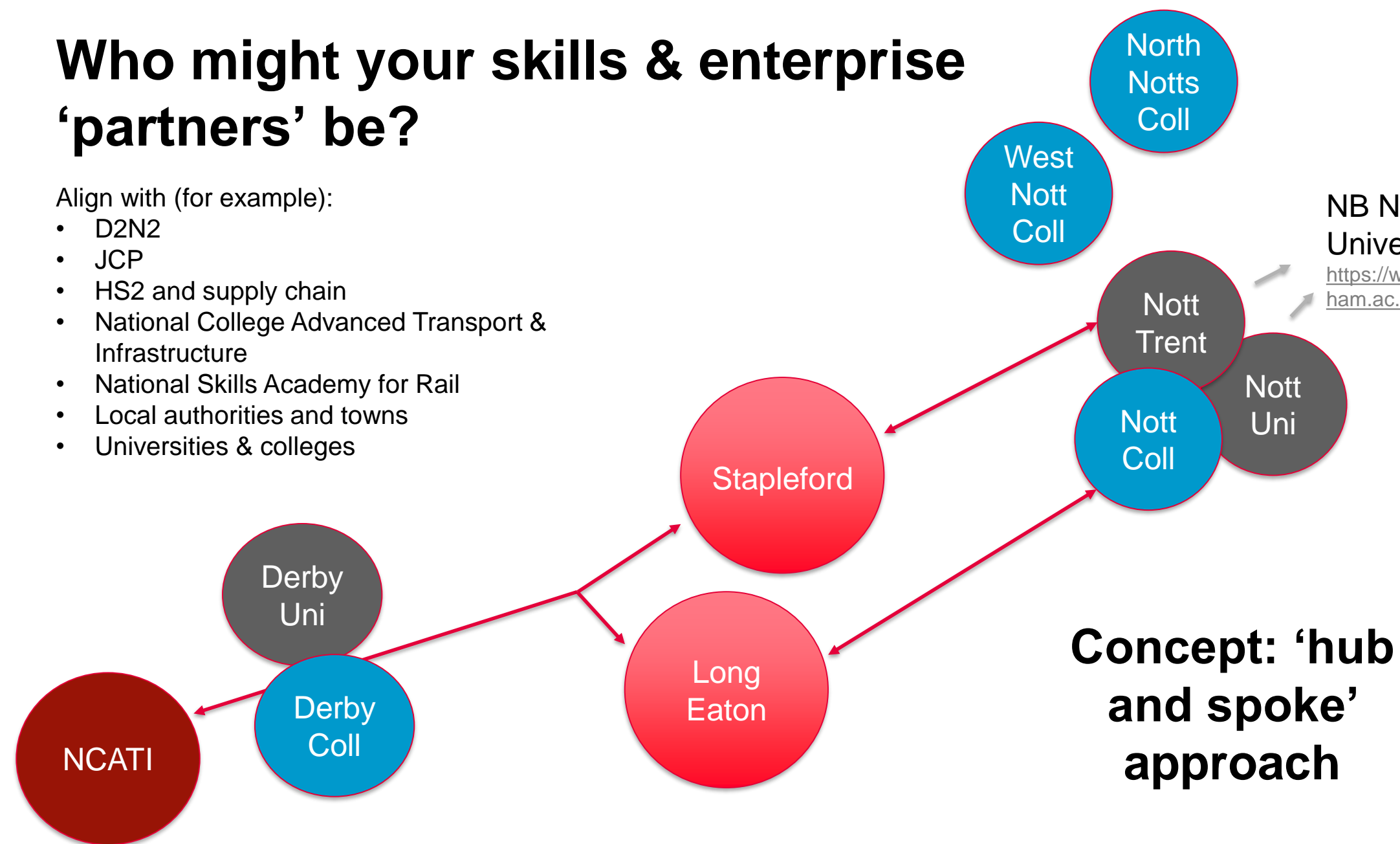


Who might your skills & enterprise 'partners' be?

Align with (for example):

- D2N2
- JCP
- HS2 and supply chain
- National College Advanced Transport & Infrastructure
- National Skills Academy for Rail
- Local authorities and towns
- Universities & colleges

NB Notts Civic University agreement
<https://www.universitiesfornottingham.ac.uk/>



Concept: 'hub and spoke' approach

Clarify your town's vision – skills & employment priorities will follow

Build your partnerships – you can't do this alone!

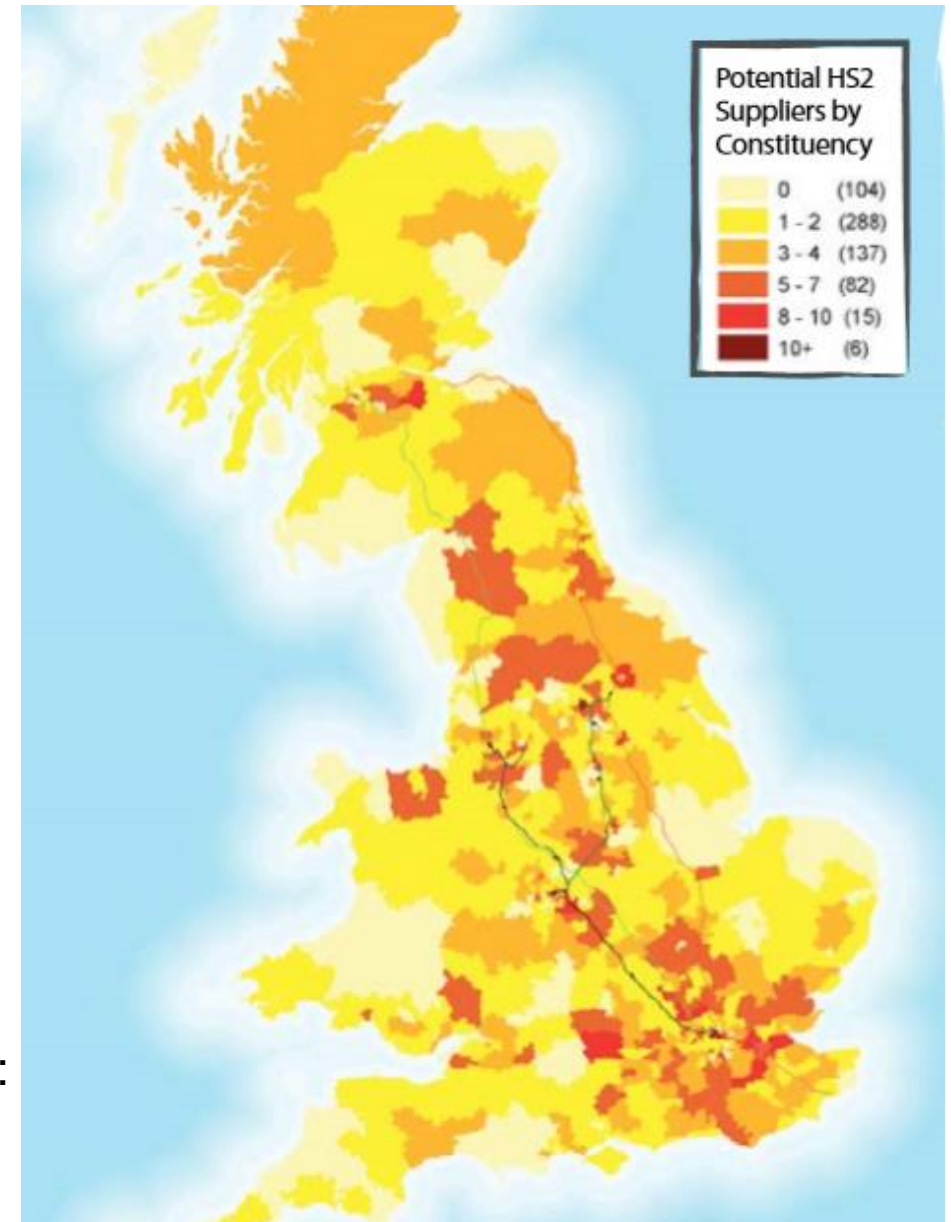
Be bold –to create a major construction project related skills and enterprise legacy for your town

INNOVATION: Getting Businesses Ready

GETTING BUSINESSES READY

Major rail projects offer the opportunity for UK businesses to bid for contracts worth a total of tens of billions of pounds. Businesses in towns have an opportunity to be part of the supply chain. To do so, they will need to innovate and collaborate with others.

Source of image:
HS2 Growth
taskforce report



FOCUS ON SME FIRMS AND INNOVATION

- Every £1 spent on major rail projects generates £2.20 in wider economy
- Most major projects now have clear policies, targets and mechanisms for engaging SMEs
- HS2 are aiming for 60% of supply chain to be with SMEs
- We need innovation in rail, and SMEs can innovate in ways large firms cannot
- The rail sector is changing, including through digital transformation
- Importance of collaboration through supply chains

NEWS

HS2 asks SMEs to come up with ideas to speed up building work

By Tom Lowe | 18 August 2020



Winning firms will showcase their ideas to investors and supply chain

HS2 has launched a call-to-arms for smaller firms with ideas on how to speed up building work on the £100bn railway using digital technology.

It is the second round of recruitment of SMEs and tech start-ups for the railway's Innovation Accelerator programme, following a first phase in June which received over 100 applications.

POTENTIAL INTERVENTIONS

- Engagement in supply chain development programmes
- Supporting innovation – including through links with universities
- Helping deliver the right range of business and innovation space
- Business advice and support, including to start-ups and scale-ups
- Skills development

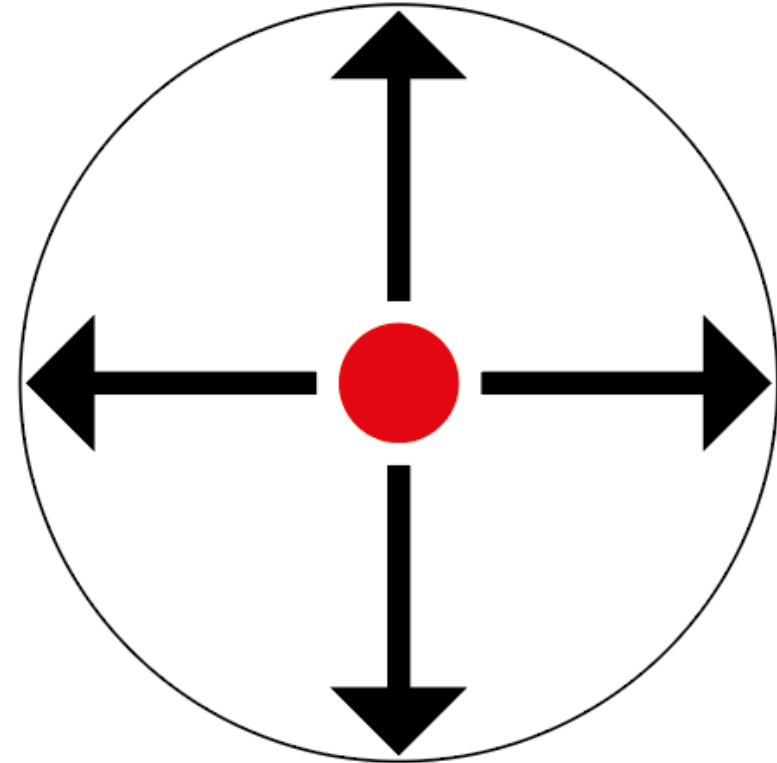


PLACE: Getting Towns Ready

Preparation - masterplanning

Looking inside-out

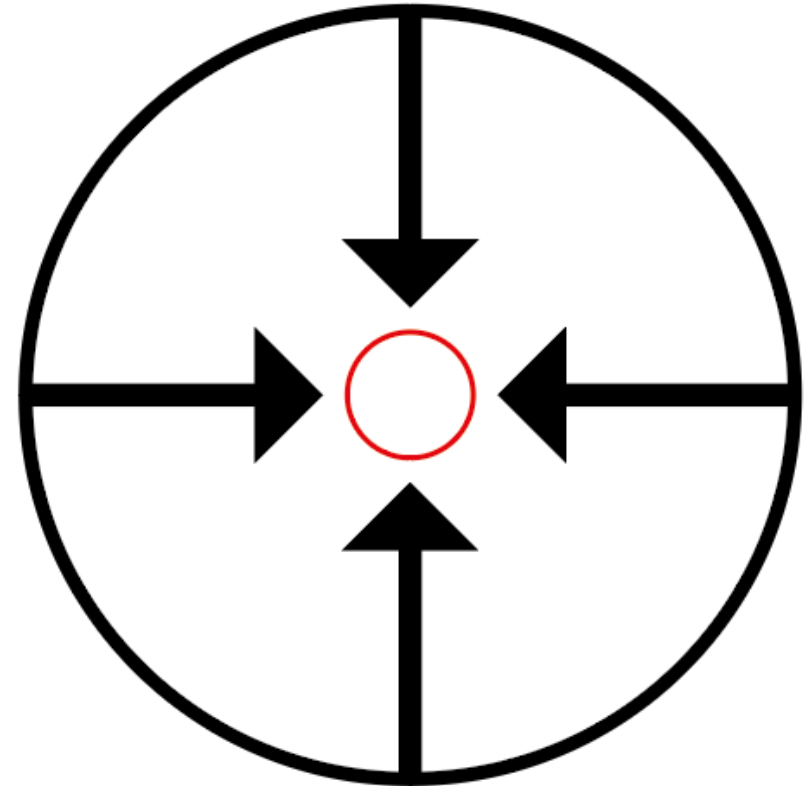
- Developing an understanding how the rail infrastructure (station, depot, or corridor, etc.) will integrate into the immediate context.



Preparation - masterplanning

Looking outside-in

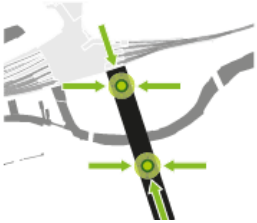
- Primary area of impact lies beyond the rail infrastructure
- Developing an understanding of the wider context and how these areas should influence the design.



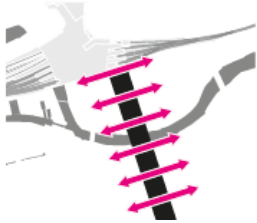
Preparation - masterplanning

Developing clarity and consensus

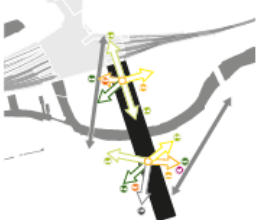
- Vision, design principles and a flexible spatial framework.



Legible



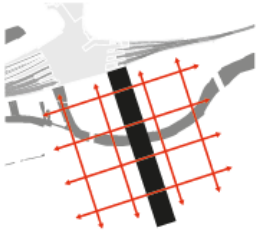
Permeable



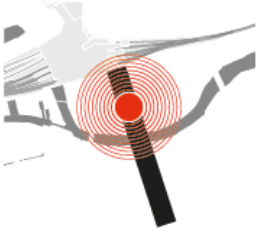
Multi-modal



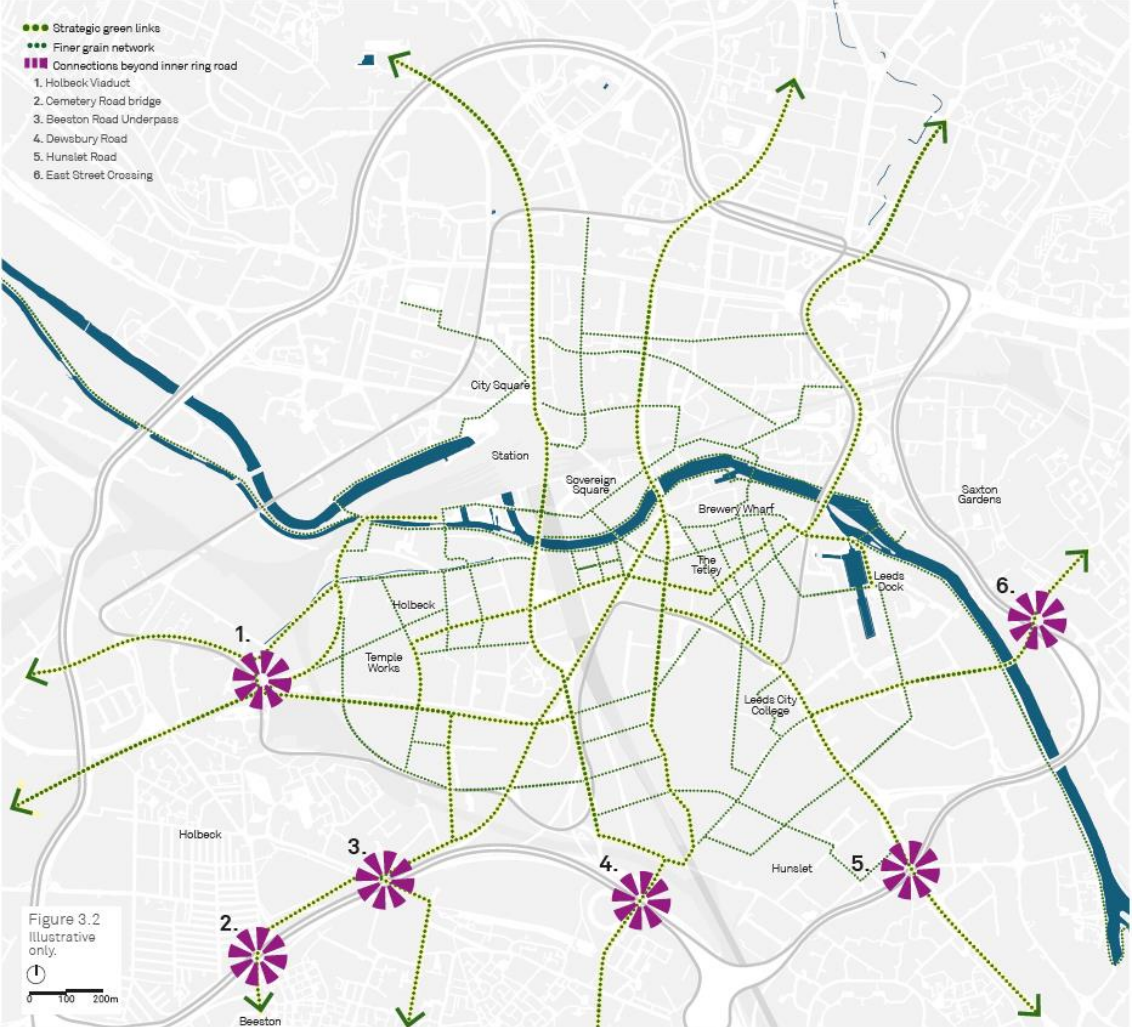
Human scale



Integrated



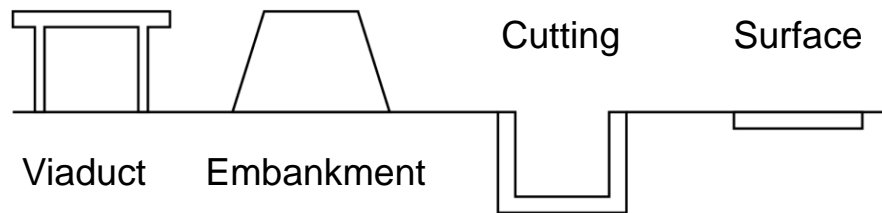
Added amenity



Maximising opportunity

Getting more out of rail infrastructure

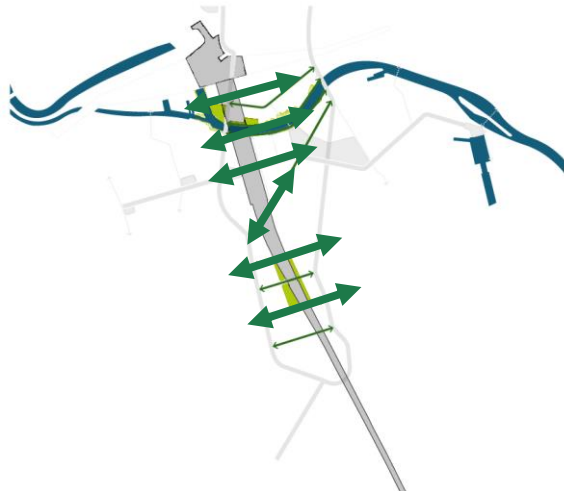
- Maximising the use of all the spaces that are created
- A full range of programmes can occupy these “left-over” spaces



Maximising opportunity

Getting more out of rail infrastructure

- Ensuring permeability is maintained (or created) where it's required to connect the town.
- The design quality of these points of crossing along a rail trace is vital for their successful use.



Maximising opportunity

Getting more out of rail infrastructure

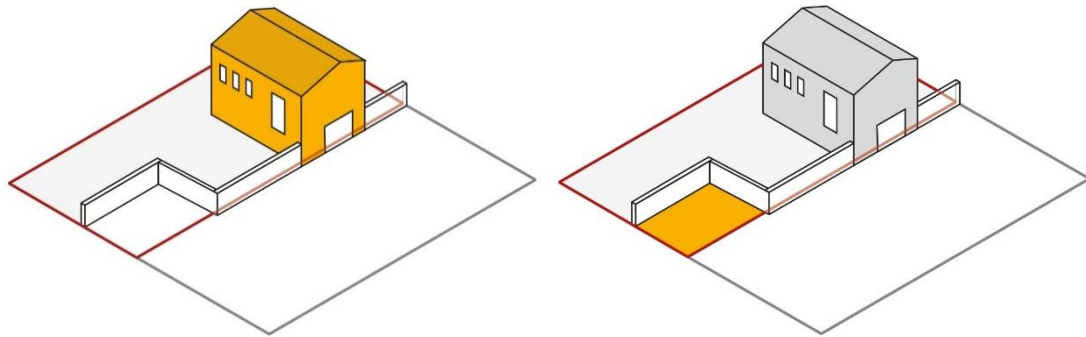
- Use rail infrastructure to create movement corridors suitable for a full range of modes.
- Naturally follow an established route connecting destinations.
- Enhances transit by improving access for pedestrians and cyclists to stations.
- Tend to be contiguous and uninterrupted, with fewer street crossings than normal trails or on-road facilities.
- Shown to reduce trespassing by providing passive surveillance.



Starting Early

Meanwhile uses

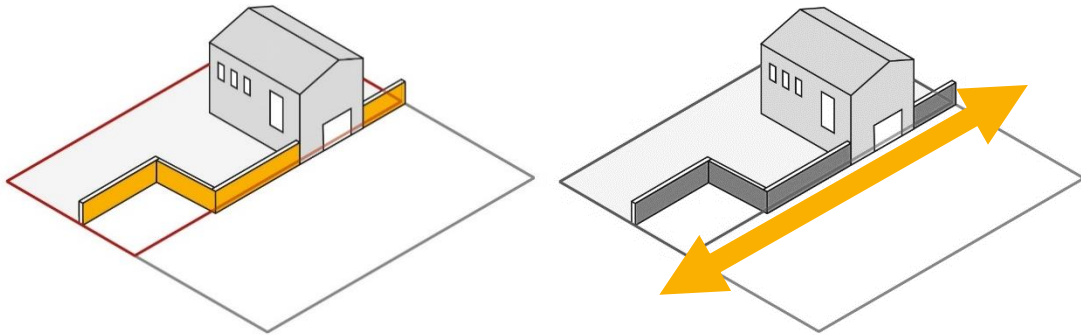
- Seeding change
- Adaptive reuse of existing structures and vacant spaces
- Driving a new sense of place or demonstrating change



Starting Early

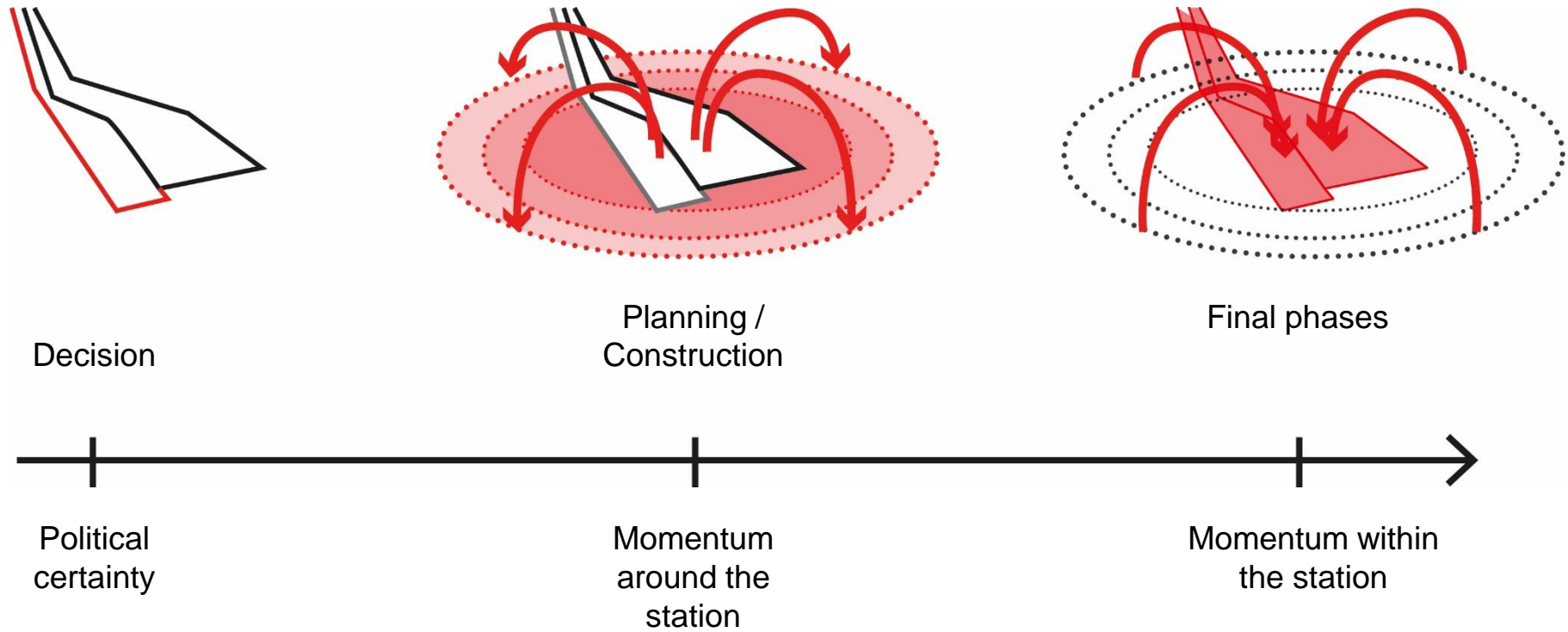
Meanwhile uses

- Using hoardings more productively – creating attractions, points of information exchange and areas of play
- Maintain existing movements corridors or establish new routes early to cement movement patterns and generate footfall.



Time

Keeping focus on both the big and small picture



CONNECTIVITY: Getting The Network Ready



Transport connectivity in the project lifecycle


| | EARLY ENGAGEMENT (initiation, option selection, early design) | LATER ENGAGEMENT (detailed design, construction, post-opening) |
|-----------------|---|--|
| Services | <p>Service offering</p> <ul style="list-style-type: none"> • What connectivity do you want? • Consider trends in travel behaviour and their drivers to understand desire lines • Remember to consider freight as well as passenger • Are there indirect benefits, e.g. from released capacity? | <p>Service frequency and capacity –</p> <ul style="list-style-type: none"> • How do you ensure high frequency and sufficient capacity to serve your town? • How do you ensure capacity is not taken up by other projects? |
| Route | <p>Line of route planning</p> <ul style="list-style-type: none"> • How does the alignment affect the town and surrounds, what are impacts and opportunities? | <p>Impact mitigation</p> <ul style="list-style-type: none"> • How can you mitigate severance impacts, e.g. bridge / tunnel for links across route? |
| Stations | <p>Station planning</p> <ul style="list-style-type: none"> • What are the location options in the town? • If elsewhere, what locations would you support and have good access to? | <p>Access (first/last mile)</p> <ul style="list-style-type: none"> • How do you connect to station(s) – infrastructure and/or services, focus on local public transport networks e.g. enhancements to existing rail services, bus network planning |

Transport connectivity in the project lifecycle

| | EARLY ENGAGEMENT (initiation, option selection, early design) | LATER ENGAGEMENT (detailed design, construction, post-opening) |
|-------------------------|---|--|
| Depots | <p>Depot planning</p> <ul style="list-style-type: none"> • What is an appropriate environmental location but accessible for jobs? | <p>Impact mitigation</p> <ul style="list-style-type: none"> • How can you mitigate impacts (e.g. severance, noise, light)? <p>Access</p> <ul style="list-style-type: none"> • How can you provide better access for job opportunities? |
| Spatial planning | <p>Land use and masterplanning</p> <ul style="list-style-type: none"> • Is improved connectivity an opportunity to support employment and/or housing development in your area? <p>Market effects</p> <ul style="list-style-type: none"> • Can you capitalise on land value spikes on announcement of schemes and route selection? | <p>Land use and masterplanning</p> <ul style="list-style-type: none"> • Can you provide improved (public transport) links to development areas linked to the major project – for housing or for jobs? <p>Market effects</p> <ul style="list-style-type: none"> • Are there further opportunities around land value uplift when construction starts and after opening? • Anticipate any negative impacts – e.g. firms in your town moving out (to get closer to rail project)? |

Some examples of good practice

| | | | | | | | | | |
|-----------------------|---|--|--|--|-------------------------|--|---|--|---|
| <p>Ashford</p> | <p>Ashford has been one of the biggest winners from HS1, now with a 37-minute journey to Central London (81 before)</p> |  | <p><i>How did the town maximise the benefit?</i></p> | <ul style="list-style-type: none"> • The new line drew both commuters and visitors to the area, transforming the local economy, and generating property value uplift • New homes, office and leisure facilities have been built as an indirect impact of the economic boost • Now the town and other Kent MPs are lobbying for more services to tackle peak over-crowding | <p>Tweedbank</p> | <p>The new 30-mile Borders Railway from Edinburgh included 7 new stations, including Tweedbank</p> |  | <p><i>How did the town maximise the benefit?</i></p> | <ul style="list-style-type: none"> • The Scottish Borders Council are leading on a Tweedbank masterplan to optimise the economic benefit • Innovation park at Tweedbank to receive £15m of funding, generating up to 350 jobs • The Borders Railway Blueprint collaboration brought together the key stakeholders very early on, giving a clear vision and opportunity for local input |
|-----------------------|---|--|--|--|-------------------------|--|---|--|---|

| | | | | |
|---------------------------------------|---|--|--|--|
| <p>Liverpool South Parkway</p> | <p>New interchange station to link two rail lines and provide access to Liverpool John Lennon Airport</p> |  | <p><i>How did the city maximise the benefit?</i></p> | <ul style="list-style-type: none"> • Excellent integration into the transport network, providing direct links between local, regional & national rail services, local bus services, park and ride provisions and the airport. • Built using innovative, environmentally friendly techniques, and won the Network Rail Innovation Award, raising the profile and reputation of the area |
|---------------------------------------|---|--|--|--|

Some examples of good practice

Bromsgrove Station

Replacement station providing four platforms (formerly two), to alleviate capacity constraints.



How did the town maximise the benefit?

- Worked alongside NR to deliver excellent station access (undercover, secure cycle storage, electric vehicle charge points)
- Delivered a new access road to increase traffic capacity
- Integrated bus services to maximise the attractiveness of using the train to travel between Bromsgrove and Birmingham, reducing congestion, carbon emissions and journey times

Cardiff Parkway

A new station due to begin construction in 2021, funded primarily by the private sector



How is the city maximising the benefit?

- Accessed funding by demonstrating benefits to the private sector when initially unsuccessful in gaining public funding
- A new business district, Hendre Lakes, is proposed adjacent to St Mellons Business Park

Building the case for connectivity

| How to go about building the business case | How to articulate projects now, even though they may not happen for 10-15 years |
|---|--|
| <p>Stakeholder engagement</p> <ul style="list-style-type: none"> Engage early with the relevant people and teams who will assess your case, or who could support your case Remember the long lead times to action <p>Build the evidence base</p> <ul style="list-style-type: none"> Have a clear message about what you are trying to achieve, and robust evidence as to why change is needed Remember that new rail connections take people away from your town as well as bring them in <p>Benefits assessment</p> <ul style="list-style-type: none"> Understand and articulate the whole range of benefits, both direct and indirect Follow the government advice (TAG, Green Book) on measuring benefits Consider how you can maximise the benefits of being 'on the map' because of the new scheme | <p>Set out vision and objectives</p> <ul style="list-style-type: none"> Frame these in terms of 'conditional outputs', rather than committing to specific schemes Conditional outputs are more robust to contextual change over time <p>Understand the impact of a changing context</p> <ul style="list-style-type: none"> For example, sensitivity analysis to show how project benefits and costs will turn out under different assumptions of the future (particularly pertinent with COVID-19 – with more home-working and less commuting, what is the right balance of investment?) <p>Show commitment to supporting projects</p> <ul style="list-style-type: none"> For example, connectivity to stations (first/last mile), public realm improvements, business incentives, traffic and parking management Get local (public) transport network ready and future-proofed, look for early benefits, think about how you can feed people to/from hub stations |

DISCUSSION

- How to articulate projects now in your Town Investment Plan
- How to engage with stakeholders such as Network Rail
- Working as a group going forwards

Towns
Fund 
Delivery Partner