1. INTRODUCTION

1.1 Further to the GMCA devolution agreement in November 2014, TfGM submitted a ‘Case for Change: GMCA Stations Transfer’ proposal to DfT, DCLG and HMT in March 2017.

1.2 The Case for Change recommended the full transfer of rail station responsibility to the GMCA over a long-term period (c.150 years) and set out the major benefits that could be delivered by a full transfer, including greater levels of investment in station assets; improvements in customer experience and facilities, including as a result of improved public transport integration; and local regeneration and development.

1.3 In parallel Chris Grayling (Secretary of State for Transport [SoS]) requested that GMCA prepare detailed plans for a range of stations to illustrate the type of investments and outcomes that could be achieved if a phased transfer was approved. 12 plans were prepared to demonstrate the potential improvements that could deliver a step change, in the short, medium and long-term.

1.4 Network Rail and Arriva Rail North, also, around the same time, submitted a proposal to government which suggested that the benefits delivered by the GMCA full transfer model could be delivered through a partnership or alliancing model. Network Rail has since established a Stations Alliance in the West Midlands and are seeking a similar arrangement with Liverpool.

1.5 In December 2017 the SoS wrote to the GM Mayor confirming that he had considered our proposal and although he shared our ambition for better, more accessible stations he had concerns that separating control of stations from the rail industry had potential to create difficulties and delay to enhancements. The SoS also stated that he considered that ‘one team’ would deliver better outcomes for customer and communities more quickly (see Appendix A).
1.6 In light of the feedback, TfGM has developed alternative proposals to test working in partnership with operators and other industry stakeholders at a number of GM rail stations, including those stations in Town Centre Challenge Fund locations.

1.7 The GMCA Transport Revenue Budget 2018/19 Report (26th January 2018) granted approval for a drawdown of £0.5 million from Transport Reserves to progress proposals for the rail station partnership.

2. WORK UNDERTAKEN TO DATE

2.1 Following discussions with DfT officials, Rail Industry partners (Network Rail, Operators & London Continental Railways (LCR)) and the Rail Minister, Jo Johnson, the following activities are being progressed:

- **Formal feedback on Outline Business Case (OBC)** – DfT have agreed to issue feedback on the formal assessment of the comprehensive OBC submitted in March 2017. This is due at the end of May 2018.

- **Testing the potential benefits associated with the partnership proposals** – Discussions have taken place to establish workstreams which will allow all benefit areas in the ‘Case for Change’ to be tested against industry partners’ proposals. Examples include Network Rail streamlining processes, making efficiencies in standards and unlocking funding across GM sites. TfGM will also establish a regime to assess the extent to which the partnership approach supports better integration between rail and other local transport services through GM rail stations. All workstreams will link to GMSF output to ensure the approach will focus on delivering initiatives at key growth areas.

- **Defining workstream activities** – Refer section 3 below.

- **Building GM capability and delivering enabling projects** – potential projects have been identified which could (subject to funding) deliver improvements in the next two years and also establish capability and best practice for the longer term. Refer also section 3.

- **Establishing governance structures to support delivery** – early discussions have been held with partners in relation to potential governance structures around a stations partnership. Further work is however required, particularly around shared funding and risk.

3. PROPOSED WORKSTREAMS

3.1 The following workstreams have been identified to seek to realise, as far as possible, the key benefits set out in the GMCA Case for Change.
3.2 Workstream 1, Station Improvement and Community Developments includes the following key activities:

- Glossop Line of Route Improvements: Working with Network Rail and Northern, we are developing a line of route improvement plan that would deliver customer improvements on the Glossop line. This discrete line of route includes a single train operator, Northern, and offers the opportunity to consider improvements that can be managed within the control of the partnership parties.

- Community Hub: Work is underway to enable the roll out of an ‘Irlam Station style’ community hub at Glazebrook Station. Hamilton Davies Trust, who worked with TfGM and other industry partners on the redevelopment of Irlam Station, has shown interest in driving forward opportunities at Glazebrook Station. This presents an opportunity, potentially within the next two years, to demonstrate our vision to develop multi-purpose community hubs using available redundant buildings. The output of this work will be a plan and programme of works to deliver the community hub at Glazebrook in the next two years.

- Integrated Station Plans (ISP): work will be progressed to update the GM wide ISP’s, with all future works planned by all partners’ being combined to drive efficiencies in the delivery of the works. This update will also take account of GMSF output to ensure that growth is considered at key locations.

3.3 Workstream 2, Strategic Development and Regeneration includes the following key activities:

- LCR Development and Community Fund: DfT and LCR have confirmed that a £6m development fund could be made available from DfT to GM which could be used to develop regeneration and housing proposals (£5m) and a community schemes (£1m). This money would be managed by LCR. Further work is required to establish governance and use of this potential funding in order to secure the agreement of the SoS to its release.

- Generation of value or disposal of surplus assets at or adjoining stations: Linked to the above proposals, we will work with Network Rail to develop a partnership approach to generate value, using industry partners such as LCR and the available funding to unlock development, growth and jobs. Combining the work already underway as part of the Greater Manchester Spatial Framework (GMSF), we will look to strengthen regeneration opportunities using Network Rail surplus assets.

- Cross-subsidy options: The partnership will consider possible funding mechanisms to allow cross-subsidy of potential development returns to be used across the GM station portfolio. This will ensure that a funding mechanism is in place so stations with little or no development opportunities receive a proportion of the returns for customer improvement projects.
• **One Public Estate:** Work is progressing with Stockport Council and Network Rail on a development pilot study for Stockport’s 19 stations and has highlighted opportunities at a number of these locations. This work will include refining this model with further data with a view to applying it across the GM stations portfolio. The application of the model across GM sites will use GMSF as tool to ensure initiatives are focused at key growth areas.

• **Town Centre Challenge:** Work has commenced to assess the development and regeneration opportunities at each of the Town Centre Challenge locations which have rail stations; Swinton, Farnworth, Stockport, Stalybridge and Rochdale.

3.4 **Workstream 3, Targeted Inclusivity and Accessibility Development** includes the following key activities:

3.5 Given the funding requirement (in excess of £150 million) that would be required to deliver step free compliant access across all GM stations, it is considered neither practical nor affordable to deliver all accessibility improvements in one comprehensive intervention.

3.6 As a result, the recommended approach is to focus on step free and accessibility compliance upgrades at strategic GM locations. This would weight improvements toward stations that align with wider GM priorities and policy including the GM 2040 Transport Strategy, GMSF, Town Centre Challenge and One Public Estate initiatives. This approach would result in a comprehensive ranking of all stations that takes account of need together with ensuring that improvements support GM’s growth aspirations. The prioritisation framework would also be used to identify priority stations for inclusion within GM’s submission to Network Rail as part of the nationally funded ‘Access for All’ programme.

3.7 A proportion of the £0.5 million has been allocated to undertaking studies to ensure single options have been developed and selection of the most appropriate schemes to Governance for Railway Investment Projects (GRIP) 3 standards. This is to provide the best opportunity to meet DfT’s Access for All programme bidding requirements which opens mid-summer 2018.

3.8 Network Rail continues to progress development activities to provide step-free access at Mills Hill rail station, funded through DfT’s Access for All programme (2015-19), which is due to be completed by March 2019.

3.9 In addition, element of the Growth Deal 3 transport funding is being used to progress a Park and Ride scheme at Mills Hill Station in order to make the currently inaccessible car park accessible. This would complement the work delivered at the station by Network Rail, making it a fully accessible station to passengers. Growth Deal funding is also allocated to make Swinton Rail Station accessible with the installation of a lift.
3.10 TfGM are also undertaking a review, working closely with different disability groups and organisations, to understand how adjustments can be made for a diverse group of people with a spectrum of individual needs (mobility, sensory, intellectual, and emotional).

3.11 This approach will also ensure inclusivity improvements are linked to GM priorities and policy including the GM 2040 Transport Strategy, GMSF, Town Centre Challenge and One Public Estate Initiatives. The rail station accessibility studies identified in section 3.7 will also identify potential inclusivity improvements to support future funding bids.

3.12 **Workstream 4, Capability Building Projects – Operations & Multi-model Staffing** includes the following key activities:

- Gaining a Station Licence at the TfGM owned Horwich Parkway station will enable TfGM to staff and operate this station rather than subcontracting to a rail operator. This will develop our station management capabilities, realise financial and other efficiencies and enable more multi modal working. As part of this work, we will look at delivering inclusivity improvement schemes at the station focusing on spectrum of individual needs (mobility, sensory, intellectual, and emotional) based on local demographics.

- The development of a plan for multi model integration at Altrincham Interchange.

4. **NEXT STEPS**

4.1 Whilst enabling work is progressing on the workstreams, formal agreement on a ‘partnership approach’ by all parties is still required. This will be progressed with industry stakeholders over the coming months.

4.2 In parallel, further discussions will be held with DfT and LCR regarding the proposed ‘Development and Community Fund’.

4.3 It is proposed that an update report will be presented to the GM LEP in late winter.

5. **Recommendations**

5.1 The GM LEP is requested to note the contents of this report.

**Dr Jon Lamonte**

**Chief Executive, TfGM**
Appendix A

From the Secretary of State
The Rt. Hon. Chris Grayling

Great Minster House
33 Horseferry Road
London
SW1P 4DR

Tel: 0300 330 3000
E-Mail: chris.grayling@dfi.gov.uk

Web site: www.gov.uk/dtt

Our Ref: [REDACTED]
Your ref: 28

Andy Burnham
Mayor of Greater Manchester
Churchgate House
56 Oxford Street
Manchester
M1 6EU

Further to your letters of 6 September and 12 October concerning initial plans for how Greater Manchester would like to see railway stations developed and our conversation at the Conservative Party Conference, I am responding to the Transport for Greater Manchester ("TfGM") proposal to take control of railway stations in Manchester.

I want to start by recognising the ambition we share to offer better journeys for rail passengers, better value for the taxpayer, and to ensure the economic opportunity provided by the railway is fully exploited. The TfGM ‘Case for Change’ is a substantial and thorough document that clearly sets out Manchester’s desire to take ownership from a local perspective.

In December last year I provided a written statement to Parliament setting out my strategy for reforming how we will better use the network to improve the service for passengers. A central theme of this strategy is to better join the day-to-day operation of the trains and the infrastructure they depend on – including stations. I firmly believe that promoting ‘one team’ working across the industry will deliver benefits for users that can best be realised by considering stations policy at a national level.

More broadly, I am pleased to be leading record investment in rail in the North West. As you know the Great North Rail Project is making use of significant investment to provide better rail connections and support increased jobs in Liverpool and Manchester over the next 5 years. And in Manchester itself, the Ordsall Chord will link Piccadilly and Victoria for the first time. I was also happy to see that the Northern franchise was the first to include a ‘Station Improvement Fund’, which is securing improvements worth
£45m across Northern stations by April 2020, including over £6m specifically for the 92 Northern stations included in the TfGM Case for Change.

The existing industry structures also allow for bodies such as TfGM to invest in improving the station estate, and I welcome the recent round of funding from TfGM to deliver £2.4m of enhancements across 46 stations in Manchester.

I also want to stress that I share your ambition to improve stations to make them better places for passengers. Like you, the government sees stations as the link between the railway and the communities it serves. Stations are passengers’ first and last impressions of the railway and many have a significant presence on high streets and town and city centres across the nation. I know that you share my belief that an important factor in making sure that passengers can confidently use the railway is to ensure that stations are accessible. This is why I am introducing a specific delivery plan in our franchise competition process which will require bidders to set out how they will meet the needs of all passengers with both physical and hidden disabilities.

While we have seen significant improvements and commitments to some stations, including the £45m redevelopment of Manchester Victoria, there are too many smaller stations that have not benefitted from the level of investment necessary to reflect the ambition of the communities they serve.

However, I am concerned that separating control of stations from the rail industry has the potential to create difficulties and delay to enhancements. I am convinced that working together in partnership as ‘one team’ will deliver better outcomes for customers and communities more quickly.

Whilst I note your concerns about partnership working, I believe that this represents the best way to achieve the broader range of improvements to stations in Greater Manchester. To this end, I would like to meet you to discuss the opportunities for TfGM, the Government and the rail industry to work together towards our shared ambition of a more accessible railway.

I look forward to discussing these proposals with you and your team.

Rt Hon Chris Grayling MP
SECRETARY OF STATE FOR TRANSPORT

Appendix B – Station Partnership – Outputs
<table>
<thead>
<tr>
<th>Workstream</th>
<th>Outputs</th>
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<tr>
<td><strong>1. Station Improvement and Community Developments</strong></td>
<td>1. Community use plans by station;</td>
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<td>2. Multi model customer information plan;</td>
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<td>3. Carbon footprint and air quality action plans per station;</td>
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<td></td>
<td>4. Strategy for increasing connectivity to health and education; and</td>
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<td></td>
<td>5. Glossop line of route customer improvements.</td>
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<td><strong>2. Strategic Development and Regeneration</strong></td>
<td>1. Deliver Stockport One Public Estate (OPE) pilot model;</td>
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<td></td>
<td>2. Create an implementation plan to take the output from Stockport OPE and apply to a GM wide model;</td>
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<td>3. Develop business case for opportunities identified from Stockport OPE work;</td>
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<td>4. Create joint Asset Management Plans (Integrated Station Plans);</td>
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<td>5. Create and assess plans for increasing commercial returns from station estate; and</td>
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<td>6. Develop GM station development plans with partners.</td>
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<td><strong>3. Specific Targeted Inclusivity and Accessibility Development</strong></td>
<td>1. Rail Station Accessibility Projects (RSAP) prioritisation Update;</td>
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<td>2. Create bids with NR and Northern for priority stations from RSAP paper and submit to DfT AfA scheme programme for funding;</td>
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<td>3. Create a plan to deliver inclusivity proposals along Glossop line of route; and</td>
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<td>4. Identify further funding opportunities for accessibility and inclusivity schemes across GM targeting value for money schemes.</td>
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<td></td>
<td>2. Inclusivity schemes at the Horwich Parkway Station, focusing on spectrum of individual needs (mobility, sensory, intellectual, and emotional);</td>
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<td></td>
<td>3. Integration plan at Altrincham including multi model staffing with TOC, Bus &amp; Metrolink.</td>
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