

Date: 30 November 2018

Subject: Rail Station Partnership Update

Report of: Andy Burnham, Mayor of Greater Manchester, Portfolio Lead for Transport and Steve Warrener, Director of Finance and Corporate Services, TfGM

PURPOSE OF REPORT

This report sets out the proposed deliverables and timescales for the Greater Manchester Rail Station Alliance.

RECOMMENDATIONS:

Members are recommended to:-

- (i) Note the contents of the report; and
- (ii) Note and endorse the proposed deliverables and timescales as set out in the report.

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Comments and/or recommendation from the relevant Overview & Scrutiny Committee

Risk Management – N/A

Legal Considerations – Agreement – refer section 2

Financial Consequences – Revenue – N/A

Financial Consequences – Capital – N/A

BACKGROUND PAPERS:

GMCA Report (25 May 2018) Item 11 – Rail Station Partnership Update

TfGMC Report (9 November 2018- Item 6) - Rail Station Accessibility – Access for All Submission

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		No
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the AGMA Scrutiny Pool on the grounds of urgency?		No
TfGMC	Overview & Scrutiny Committee	
N/A	N/A	

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 set out the major benefits that could be delivered by a full transfer of stations, 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 December 2017 the Secretary of State (SoS) for Transport 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 for Transport also stated that he considered that 'one team' would deliver better outcomes for customer and communities more quickly.
- 1.4 In light of the feedback, TfGM in partnership with the rail industry have developed alternative proposals to test working in partnership with operators and other industry stakeholders.
- 1.5 The May 2018 Rail Station Partnership report to the GMCA set out our partnership/Alliance proposals working with the rail industry, underpinned by three workstreams:
- Workstream 1: Station Improvement and Community Developments;
 - Workstream 2: Strategic Development and Regeneration; and
 - Workstream 3: Targeted Inclusivity and Accessibility Development.
- 1.6 This report provides an update in relation to the Alliance framework; and the three workstreams.

2. ALLIANCE FRAMEWORK

- 2.1 Since the previous report, Network Rail, TfGM, London Continental Railway (LCR) and the Train Operating Companies (Northern Rail and Transpennine Express) have worked together to develop a governance framework for a Rail Station Alliance to collaborate on the improvement of Stations in Greater Manchester. It is proposed that the Alliance is underpinned by a three-tier agreement framework:
- *Rail Station Alliance Framework Agreement*: A Partnership Agreement covering governance, objectives, monitoring and evaluation of outputs.

- *Project Specific Contractual Agreements*: individual agreements to cover risk and funding agreements, where necessary, for specific projects.
 - *General Terms and Conditions*: specifics governing the above agreements.
- 2.2 An Alliance Board will be established for the purpose of providing necessary governance. The Board will comprise the relevant Route Director of Network Rail, the Chief Operating Officer of TfGM, the CEO of LCR and the Managing Director of each of the Operators. Each organisation will supplement the Board with an additional member who is involved at the Workstream level.

3. WORKSTREAMS UPDATE

- 3.1 The following sections summarise the status of the work and deliverables associated with each of the three workstreams.

Workstream 1: Station Improvement and Community Developments

- 3.2 As set out in the May GMCA Station Partnership Paper, work has continued with stakeholders on the Glossop line of route improvements, the identification of redundant spaces and developing a Greater Manchester Integrated Station Plan (ISP). The table in Appendix A summaries current progress.
- 3.3 Work over the next six months will continue to identify other redundant spaces for community use at stations such as Hadfield, Broadbottom, and Appley Bridge. To ensure that local requirements are captured, we will engage with Local Authorities and Community Groups; and ensure that options are integrated into the place making opportunities set out in Section 3.9. This work will also provide scope to create an enhanced community presence at stations to make them feel safer, help deter vandalism and incidents of anti-social behaviour.
- 3.4 The Alliance will also be undertaking an 'audit' of all Greater Manchester stations as part of developing a common station improvement and community development vision and standard; and to review the status of assets and to consider potential work packages. Whilst much of this exists in various forms, this work will enable us to bring the data together through the Integrated Station Plan. This approach will also ensure that Greater Manchester is well positioned for future funding opportunities as they present themselves.
- 3.5 Following the data collection exercise, the work with the Alliance will focus on the following next steps:

Initiative	Description	Current Phase
Station standard and vision	The definition of Gold, Silver and Bronze standard seeking to ensure customers see and feel raised standards across Greater Manchester and improve the overall customer experience at stations.	Definition: Completion Q3 2019
Health Opportunities	Consider a programme with the NHS of pop-ups and/or permanent stands at stations.	Definition: Completion Q2 2019
	Consider installation of defibrillator machines at all Greater Manchester's stations.	Definition: Completion Q3 2019
Customer Improvements/ Integrated Station Plans (ISP)	Complete IPS's, to drive efficiencies in the delivery of the works across the Greater Manchester Stations estate, to align with the GMSF to ensure that growth is considered at key locations.	Development: Completion Q2 2019
Community Developments	Identify redundant spaces for potential community use.	Development: Completion Q2 2019

Workstream 2: Strategic Development and Regeneration

- 3.6 Using the station development work conducted by TfGM as part of the Case for Change as a base, a series of site visits were undertaken during August at 24 stations, to further consider those that held potential for regeneration and development at or around the station. An essential aspect of this work was to consider land and property outside of the ownership of the Rail Station Alliance partners, to include land assembly opportunities in third party ownership. This exercise has identified:
- 1) 87 acres of potential development land (including some operational land and 3rd party ownership);
 - 2) A total of 14 opportunities in and around stations with an average site size of circa 5 acres (see Appendix B); and
 - 3) Circa 75% of the land opportunities identified fall outside of the Station Alliance Partners ownership and under the control of third parties.
- 3.7 Over the next two months, a comprehensive exercise will be finalised across the remaining 72 stations, to identify further opportunities to be the subject of further due diligence to inform the next phase of the Strategic Development and Regeneration Workstream.
- 3.8 The output of the Phase 2 work will identify opportunities which the Rail Station Alliance will look to work in partnership with respective Greater Manchester Local Authorities in 2019 to test the potential development opportunities through a series of feasibility studies. The outputs will provide a set of potentially investable opportunities to deliver a combination of jobs, homes and investment around the stations. An appropriate delivery strategy will then be developed between the Alliance partners and Local Authorities.
- 3.9 Whilst housing is a key driver there are broader place making opportunities that rail and other associated public assets can contribute towards, including the wider

community and social benefits that stations can provide. The Phase 2 work will build on the Stockport One Public Estate GM Rail Stations Pilot project which is currently underway. A key element of this work is to understand place making delivery options, using adjacent land and nearby assets (especially publicly owned assets), to contribute towards regeneration, growth and social well-being as well as acting as gateways to communities.

- 3.10 The activities of the Alliance in relation to the Regeneration & Development Workstream will be coordinated by LCR. LCR is a public corporation and limited liability company owned wholly by DfT. The SoS for Transport has requested that LCR make available £5 million to be used to establish investable propositions around Greater Manchester rail stations. Expenditure of these monies will be managed by LCR, approved by the LCR and Alliance Board, and will contribute to the objectives agreed by the Alliance partners.
- 3.11 The Alliance agreements make provision for Alliance members to receive an appropriate share of the value realised from viable schemes, with the actual share being dependent on the investment made, the risks borne and the value added. It is through these provisions that LCR aims to recoup its £5 million investment
- 3.12 The SoS for Transport has also requested that LCR make available a further £1 million in support of community projects. Projects will be assessed on a business case basis and will focus on redundant spaces which can be brought back into use with the benefit of reducing the ongoing maintenance liabilities for operators and Network Rail; further detailed in Section 3.4.

Workstream 3: Targeted Inclusivity and Accessibility Development

- 3.13 Extensive capital investment is required to deliver accessibility and inclusivity improvements to Greater Manchester's rail stations. Work has continued to provide step-free access at Mills Hill station, funded through DfT's Access for All (AfA) programme (2015-2019), which is due to be completed by Summer 2019.
- 3.14 In July 2018, Government committed up to £300m of AfA funding available in Control Period 6 (2019-2024). This will be made available in two stages.
- 3.15 The first stage supports major works. A series of option selection studies have been undertaken by TfGM, which resulted in 10 stations being recommended for nomination (see Appendix C). In preparing the nomination documentation, we have engaged with MPs, Council Leaders, Friends of Groups, and Community Groups to obtain letters of support which will be appended to our submission. Strong stakeholder support has been received for each of the stations to date. Districts have also contributed to the option selection workshops and nomination documentation. Following approval by TfGMC on 9th November a joint TfGM and Northern bid [was submitted to DfT on 16th November 2018].
- 3.16 Further information in relation to the second stage for mid-tier improvements are expected post April 2019. Work will continue to prepare for this next round of funding. Potential interventions may include small-scale accessibility improvements

(i.e. ramp upgrades, automatic doors, toilets and change facilities); and inclusivity measures across a number of corridors including:

- Glossop line, Stalybridge to Stockport corridor: To consider an integrated offer covering lines of route with all TOCs;
- Atherton line: To consider parallels where possible with our wider AfA nomination; and
- Hope Valley lines: To consider parallels with the existing inclusivity provision being delivered across the network).

3.17 In addition, Northern have made an allowance of £250,000 +RPI per annum within their franchise to spend on minor improvements across their estate. This is to be distributed across the five regions in the Northern franchise. We will continue to work with Northern to prioritise the most appropriate works to be delivered and seek to confirm the works for delivery by March 2019 with implementation to occur during the 2019/20 financial year.

3.18 The outcome of the AfA bid and franchise minor improvement proposals will drive the delivery programme from April 2019 onwards.

3.19 To support future funding opportunities, the Alliance will work to develop and maintain a pipeline of future works including accessibility and inclusivity measures to ensure Greater Manchester is well positioned to nominate works for stations as further funding opportunities become available. This work will be included in the Integrated Station Plans covered in Section 3.6.

Other activities

3.20 The Alliance members are also committed to improving existing working practices and processes. The West Midlands Station Alliance have formed a working group to consider improvements to existing processes with regard to streamlining where applicable to ensure they are efficient and able to deliver timely responses at a local level.

3.21 The Greater Manchester Alliance members propose to work with the West Midlands Station Alliance to ensure the benefits are transferable across regions.

4. NEXT STEPS

4.1 The next steps include the formation of the first Alliance Board which is to take place in December 2018. The Alliance Board will be responsible for executing the Rail Station Alliance Framework Agreement and formalising the Terms of References within a Business Plan.

4.2 In accordance with the proposed Business Plan, we will continue to advance our proposals under the Alliance, including by engaging with Local Authorities to ensure that the proposals brought forward meet with local needs and aspirations.

4.3 As part of the 2019/20 budget scrutiny process, further resource and development funding will be sought to progress the workstreams as set out above.

4.4 It is proposed to bring a further report back to GMCA in late Spring 2019 to update on progress against the deliverables set out in this report.

5. RECOMMENDATIONS

5.1 Members are recommended to:

- (i) Note the contents of the report; and
- (ii) Note and endorse the proposed deliverables and timescales as set out in the report

Steve Warrener

Director of Finance and Corporate Services, TfGM

APPENDIX A – Current Progress - Workstream 1: Station Improvement and Community Developments

Initiative	Update/ Description	Current Phase
Integrated Station Plan	Collation of all proposed/ planned work at stations from partners.	Development: Completion Q1 2019
Glossop line of route improvements	Broadbottom Station: Handrail changes	Completed
	<i>Ardwick Station: Nosing and tread installation to access stairs.</i>	Completed
	<i>Flowery Field Station: Nosing and tread installation to access stairs</i>	Completed
	<i>Hadfield Station: carpark white lining and waiting area re-decoration</i>	Implementation: Completion Dec 18
	<i>Glossop: canopy repair works</i>	Implementation: Completion Nov 18
Community Hub Development – Redundant Space use	Irlam station redevelopment Process review and lessons learnt to increase efficiencies and reduce barriers for future development opportunities at Glazebrook.	Definition: Completion Q1 2019
	Bolton Station Community Development Partnership (CDP) has been formed and looking at the development of the old station buildings. The Partnership are developing plans with the CDP and Bolton University to overhaul the building for community-led spaces	Development: Completion Q2 2019

APPENDIX B – Strategic Development and Regeneration workstream Opportunities

During Phase 1 of the Strategic Development and Regeneration workstream, the partners thoroughly reviewed existing data. This exercise identified a total of 14 opportunities in and around stations with an average site size of circa 5 acres. The site opportunities include:

- 1) Ashton-Under-Lyne;
- 2) Atherton;
- 3) Bredbury;
- 4) Cheadle Hume;
- 5) Hale;
- 6) Hazel Grove;
- 7) Heald Green;
- 8) Lostock;
- 9) Marple;
- 10) Mills Hill;
- 11) Navigation Road;
- 12) Rochdale;
- 13) Rose Hill, Marple; and
- 14) Stalybridge.

This list of 14 was identified out of wider list of 24 taken from previous work.

APPENDIX C – Access for All

Greater Manchester's AfA nomination includes ten stations as set out below:

Rank	Rail Station	2016/17 Footfall (000's)
1	Walkden	301
2	Swinton	137
3	Daisy Hill	298
4	Irlam	362
5	Reddish North	197
6	Hindley	361
7	Bryn	154
8	Flowery Field	222
9	Newton for Hyde	180
10	Levenshulme	593

