



# Interimconsult

**INTERIMCONSULT**

**INSIGHTS**

**WILLIAMS-SHAPPS PLAN FOR RAIL**

**A TIPPING POINT  
FOR THE RAIL INDUSTRY?**



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## OVERVIEW

The Williams-Shapps Plan for Rail is a welcome step forward for the rail industry and provides a platform for transformational change – but delivering its vision and intent will not be easy. The challenge will be complex, but with purpose and determination the system can change.

This paper describes the complexity of the challenge and how it might be addressed – the first step being to recognise that the railway is both in reality and in terms of a formal definition, a complex system. The importance of adopting this mindset cannot be overstated – recognising the railway as complex, not just complicated, highlights the need to change its culture. It brings a new perspective on how to deliver transformational change that sticks – and the significance of tipping points that can irreversibly change the industry and its culture for the better.

Changing complex systems requires diverse thinking. This means there is still tremendous value to be added by people from within the industry, but that it must be complemented by contributions from different people, industries and disciplines. The recurring themes in the Plan for Rail cannot be addressed by rail industry expertise alone. New connections must be identified to 'join the dots' to make sure that past failures to deliver reform, despite the best intentions of those in the industry, are not repeated. New perspectives on what makes a great customer experience, not a great railway, is the type of 'system reframing' needed to tackle complex change.

Transformation in complex environments is a continuous journey. The rail landscape is constantly 'dancing' and cannot be controlled, but a single guiding mind can set the course. A loss of command and control may be hard to accept – in reality it is the interaction of people, process, technology and culture on a moment-by-moment basis that affects industry outcomes and the pace of change. Currently, change is far too slow and opportunities afforded by proven and readily available technologies take decades to enter the rail industry. The industry's complexity is often used as an excuse for slow evolution but can in fact be used to facilitate rapid and irreversible positive change through the creation of tipping points. History tells us this is the case.

So is transformational change possible? The answer is yes – but to fulfil the seven promises in the Plan for Rail needs more than just structural change.

This paper shows how the ingredients that have led to past shortcomings can be changed, creating an environment to join the dots, break down silos, encourage diversity of thought and develop a new sense of purpose about why the railway matters.

The railway can be part of re-engineering the economy – but its innate complexity and culture amplify the challenge of change to achieve this goal. Everyone who works in the industry knows more can be done on a moment-by-moment, day-by-day basis, despite their best efforts and many successes. The challenge is not unique to rail and the premise of this paper about making complex change can be more widely applied to other industries, businesses and teams.

To build back better, achieve net-zero and increase affordability means we cannot carry on as we are. We need to create tipping points that bring about irreversible and positive change.

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## REFORMING RAIL

### Taking the First Step

The need to reform the railways is essential and recognised throughout the industry. The six problems identified in the Williams-Shapps Plan for Rail make the case. Passengers and freight customer needs are too far down the list of the railway's priorities with too much attention and cost incurred to manage fragmented and sometimes perverse incentive regimes where the customer loses out. The railway can be slow to adopt innovation and new technology, despite the many ideas created by those people who want to make a difference.

At the same time, deeply embedded 'industry beliefs' too often identify the reasons for retaining a near status-quo and why change is not possible, rather than how to deliver change using new solutions and ways of working. The systemic creation of silos increases costs, kills productivity and means missed opportunities to serve communities. Insufficient attention is given to developing an interconnected transport and logistics network to provide end-to-end journeys and services.

None of this is new but very few initiatives have delivered changes that 'stick' – change is hard.

The Plan for Rail is an important first step, creating a 'single guiding mind' responsible, and held accountable, for meeting the punctuality, quality, efficiency, safety and other goals set out by government. Whole-system planning and operating functions will be directed by Great British Railways, working in partnership with devolved transport authorities. The intention is to remove excuse-making and blame-shifting about accountability.

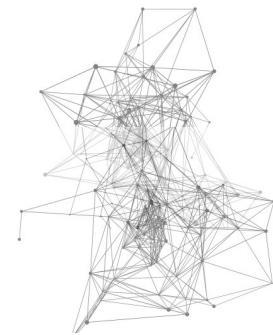
So how can this scale of change be delivered?

### The Railway is a Complex System

Complexity does not mean instability and that can be a benefit, but also a problem. Stability can slow down the pace of change since the many interdependencies, connections and actors, when intentionally disturbed, return to something close to the original landscape not long after the intervention. Little actually changes over time and the transformation journeys are extended, losing impetus and impact. Initiatives drift or are not completed, petering out over time. The narratives on outcomes are rewritten in hindsight and mistakes repeated.

Rail now has a single guiding mind, setting out a vision for the industry – but the scale and complexity of the change is daunting. Timescales will outlast leaders' careers, their preferences and incentives. Multi-billion-pound cathedral investment projects may often be late and business cases, built on past experience using models and data that are out of date and take no account of future innovations lose credibility. The status quo remains intact with only incremental change.

The pace of change is glacial ... until a tipping point occurs.



#### How complex is the railway?

Prior to the Covid-19 pandemic, which has itself further increased system complexity, the facts were:

- 1 in 3 trains were late in 2019-20.
- 21,000+ services ran each day providing 1.7Bn passenger journeys each year.
- There were 75 different passenger train types in service.
- 240,000 people worked in the rail industry.
- 9% of freight was moved by rail.

# SYSTEMS WITHIN SYSTEMS

The nature of complex systems is that complexity exists at multiple levels – industries, businesses, teams and individuals – it is remarkable that nature and society ever find any kind of status quo.

The most influence comes from the system's actors – the individuals that contribute to the overall system dynamic. People's decisions and attitude as to how they interact with processes and technology change will make the difference between success and failure.

However, people's relationships, beliefs and motivations evolve within a culture – and culture is the hardest and slowest to change. Industry logic, routines, behavioural norms, networks, power hierarchies and incentives all play their part when changing complex systems.



# Changing Complex Systems Needs Tipping Points

There is a risk that very little will change – but that need not be the case. The industry can predict and create tipping points. In a complex system, a guiding mind will provide direction, but command and control style implementation will fail to deliver irreversible change that is contagious and sticks.

## Tipping Point Enablers

The impact of tipping points can be profound, delivering change that may be thought of as impossible. The phenomenon is not new – but to leverage it means identifying the ingredients whereby small changes can become contagious and 'spread like wildfire'.

**The law of the few** – certain types of people are effective at spreading an infectious idea, product or change in behaviours. Typically these people have wide networks and are known across diverse market sectors.



**Stickiness** – an idea needs to stick to have an impact and its stickiness can often be tweaked by changing its presentation and messaging. New perspectives and finding a shared purpose that delivers for the wider good, not just a return on investment, will increase commitment.

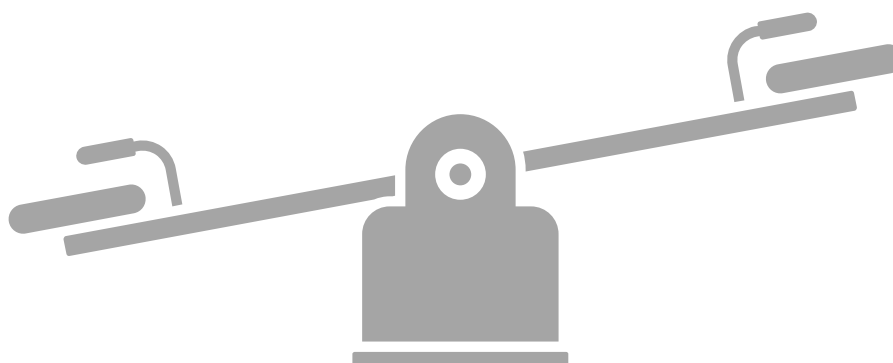


**Context** – the timing and environment for delivering an idea or message can have a huge impact on its adoption and spread. Timed correctly, the idea or message can ignite an explosion of behavioural and system change.

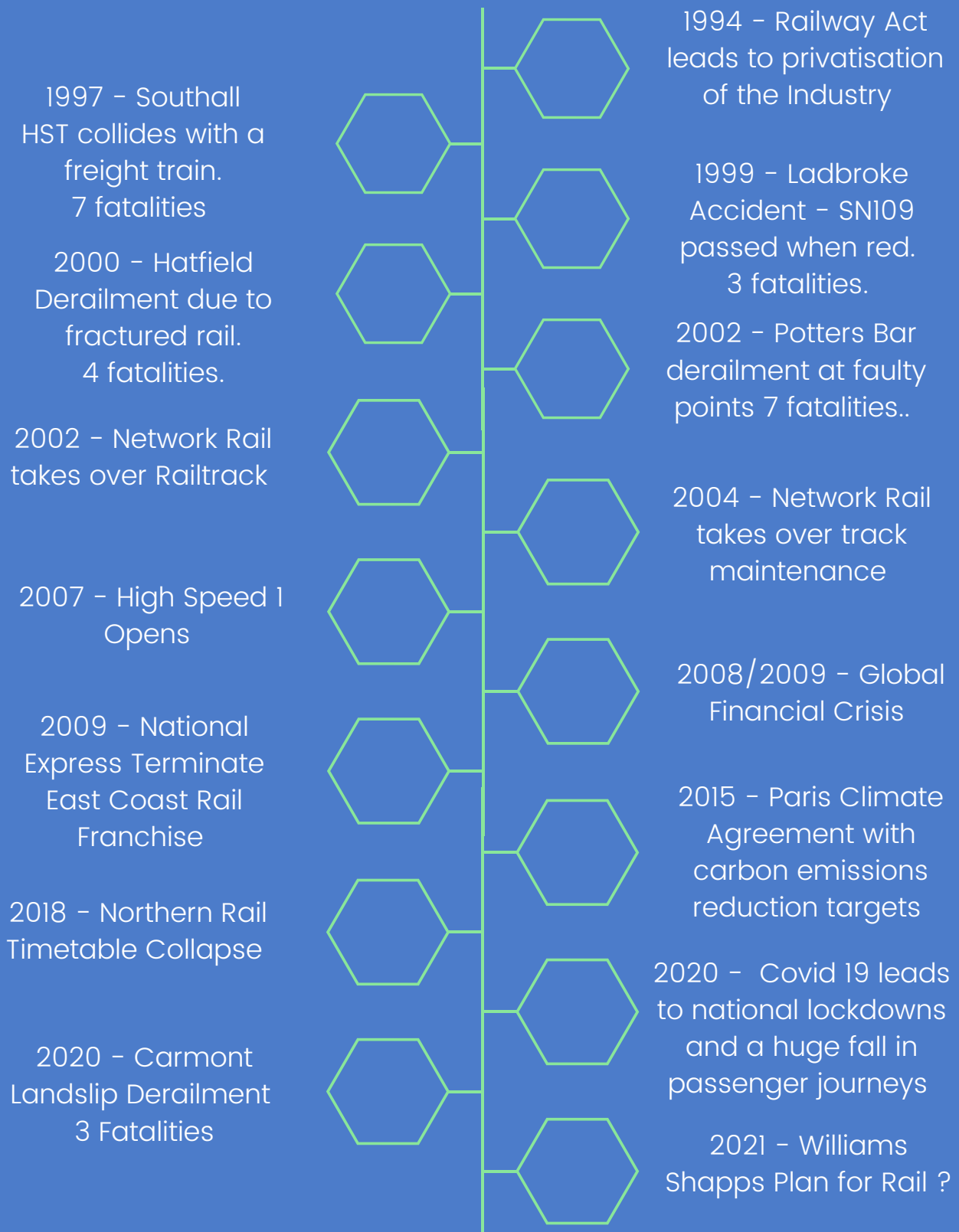


When it comes to culture change, new ideas and ways of working become contagious when there are more opportunities for communication, connections, and networking. Where large numbers of people are involved, the messengers, communication channels, and the diverse range of recipients means advanced planning.

Then, following first contact in a complex system, agility and adaptability are essential – but the value-add of planning means that the diverse thinking and scenario modelling already completed provides a greater state of readiness for continual change.



# Rail Industry Tipping Points



## Three Future Tipping Point Triggers in Rail

### Poor Reliability

Increasing passenger travel and freight usage relies on services arriving on time. More competition from increasingly green transport by road, amplified by many passengers having a choice to work from home and commute less, demands an on-time service to grow revenue. Punctuality is essential for rail to compete with other modes of transport.

Rail passenger journeys and freight movement may not be reliable enough to meet the future needs of customers and more revenue will be lost.



### Climate Change

Green rail initiatives are not keeping pace with climate change. Electrification needs carbon-based energy supplies to build, maintain and renew its infrastructure and supply power at the point of use.

To increase the speed of electrification, lean production thinking will reduce embedded carbon and financial costs. Electrification is a race against climate change – project timescales must be halved.

The delivery of electrification is a race against climate change, and slow delivery will undermine its credibility.



### Affordability

Passenger travel patterns have changed as a result of Covid-19. The industry cost-revenue gap is larger than it has ever been and will remain so for some time. The railway is not affordable in its current state.

Lengthy asset life means continuous whole-life cost reduction is the only solution, moving the industry away from a fixation on capital costs.

Without whole-life whole-system thinking that delivers long-term affordability, the future of rail is at risk.



## Tipping Points Triggers – Other Industries

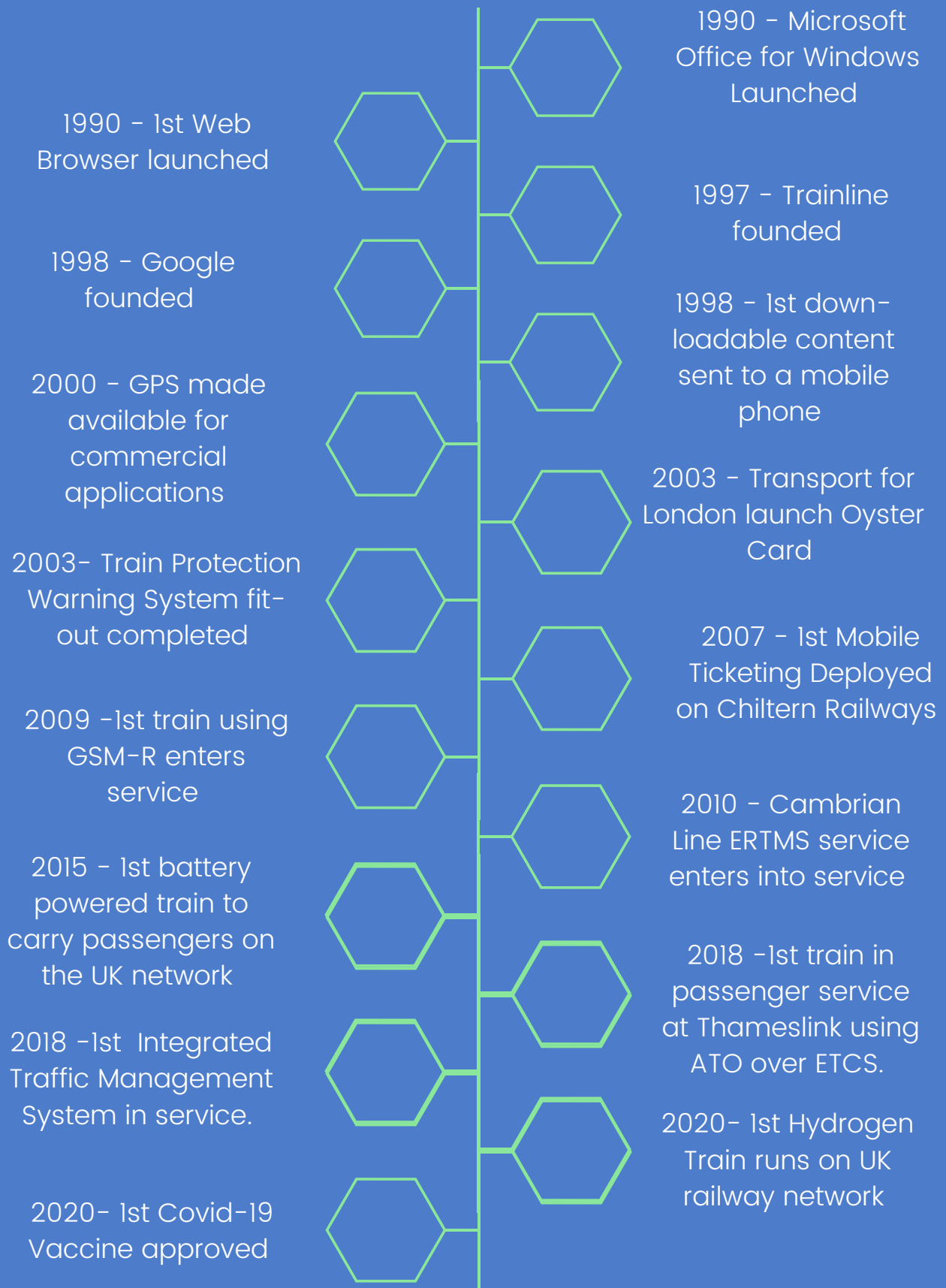
Tipping points are not just applicable to complex system change in the rail industry. As a means of triggering change outside of the rail sector, tipping points can be created in any complex systems such as infrastructure, technology, healthcare and education.

The ingredients of change are the same.

**Climate change will affect all sectors** – in addition to increasing behavioural change, market dynamics have accelerated innovation in new technologies. It has already proved to be a tipping point in the car industry with the advent of hybrid vehicles and battery development for electric cars. Advances in battery technology will also support the storage and distribution of renewable energy from solar power and wind power.

**Affordability will be an increasing challenge across the whole economy** – the full national and global economic impact of Covid-19 has not yet been felt. It may well have a longer legacy than the financial crises in 2007–2008 which led to a period of austerity, with greater scrutiny of the fiscal impact of investment and expenditure.

# Innovation Tipping Points





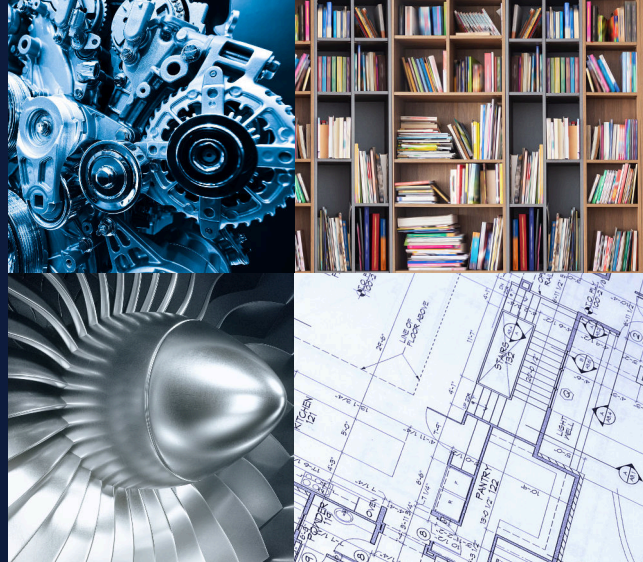
# COMPLICATION AND COMPLEXITY

## RAILWAYS ARE COMPLEX SYSTEMS

### COMPLICATION

Complication is different to complexity – complicated systems have the following attributes:

- They have fixed stable solutions that address trade-offs such as cost versus functionality or performance.
- Solutions are usually developed based on analysis, option evaluation, selection, and structured design processes.
- Project implementation lends itself to the discipline of management and planning, based on experience and assumptions.
- Tipping points are rare, except for quantum-leap innovations that make current technology obsolete or existing ways of working redundant.



### COMPLEXITY

Complex systems can be stable – they comprise a mix of connections and interactions between people, processes, systems and culture. The characteristics are:

- They can be stable, albeit different at any one time with a 'dancing landscape' and change may not be visible.
- At a micro level there is continuous change, instability, predictable and random variation.
- They can be directed but not controlled.
- Like railways, cities, DNA sequences and pebbles arrangements look complex in form but largely stable.
- Tipping points are usually predictable or identifiable, but the precise timing of their impact is uncertain.



Complex systems can also be unstable – susceptible to significant existential global and national developments in politics, economies and societies.

- Most of these tipping points are not predictable but may be identifiable as 'black swans' – events that are rare but will most likely happen at some point, so their exact timing and impact comes as a surprise.
- The system will visibly change, and the change will be irreversible with long term impact.
- The tipping point impact may be exponential in nature and an extended period of instability may continue until another tipping point is reached.



# How Fast Can the Industry Change?

## Fast ...

During the pandemic, the Plan for Rail highlights that the rail industry did the following:

- Introduced new express freight services bringing essential food and medical supplies from Spain for UK supermarkets.
- Overhauled the timetable in just 3 weeks to prioritise services for key workers and freight. It usually takes 9 months.
- Intensified cleaning and improved standards on trains and at stations.
- Introduced immediate supplier payment and rent relief to help UK businesses during lockdown.
- Adopted graffiti-cleaning kit that is 6 times faster to make the railway cleaner for local communities.

With passenger numbers falling, the Covid-19 epidemic created a tipping point for the industry. The context was unique, driven by a need to act and lockdown. The industry's people adapted fast, finding ways to make changes that would have previously taken months or years. The must-act message stuck and a shared purpose helped keep essential services moving to save lives.

## Slow...

The Plan for Rail also highlights that Oxford, Sheffield and Swansea are still waiting for the electric train service promised over a decade ago. This is after other electrification projects were delayed and scaled back, in part due to costs spiralling from £800 million to £2.8 billion on Great Western's electrification programme.

## Why the Difference?

The changes the industry made in response to Covid-19 have been 'complicated' - which is different to 'complex'. Complicated problems are not easy to solve, but do lend themselves to the disciplines of analysis, optioneering, evaluation, selection and rapid implementation. Trade-offs may be needed, and tough decisions made, but the direction of travel and outcomes are sufficiently clear to justify and initiate action. The solutions to complicated problems are viable because the complex system within which they are implemented remains, largely, intact.

The complex problems encountered on the GWR electrification programme are different. The interaction and interdependencies of people, process, systems and culture led to a significant failure to deliver the programme on time and within budget. Unrealistic planning and assumptions, even when re-planning, were compounded by weak project management.

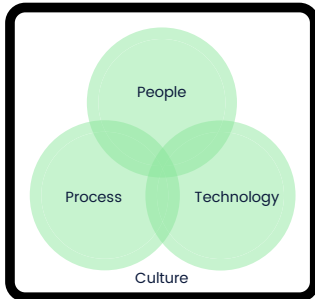
## So What Can Be Done?

With 240,000 people employed in the industry, tipping points are the only valid route to deliver rapid transformation. To create these tipping points needs:

- People with wide and diverse networks, within and outside the rail industry, who can be effective at spreading infectious ideas, products or behaviour.
- Changing the ways of framing industry messages, with the need for change linked to purpose and positive impact - increasing social inclusivity, slowing climate change, guaranteeing punctuality to improve peoples' lives, creating jobs and making the railway affordable.
- Using the formation of Great British Railways as a tipping point to make clear that the opportunity for radical change is 'here and now'. To overcome the problems that have existed for decades needs an explosion of change. The transition must look, sound and feel different from past attempts to change - driving new behaviours, mindsets and diversity of thought are needed. The challenge is much wider than changing industry's structure.

# The Nature of Complex Systems Change

Changing complex systems needs irreversible tipping points. Looking at complex systems using a 'People, Process, Technology and Culture' (PPTC) perspective can help understand how they might change. Whether the systems are industries, businesses or teams, the principles are the same.



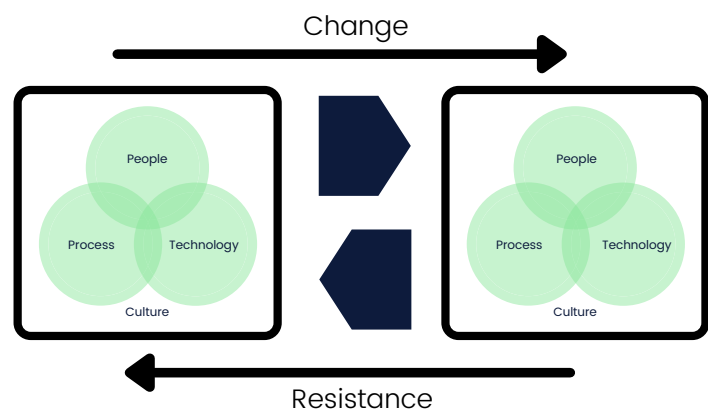
A change in state for any single element will have an impact on the other three elements.

If a new technology to manage the railways is introduced, people will need to be trained to use it and paper processes will be curtailed or replaced by automation.

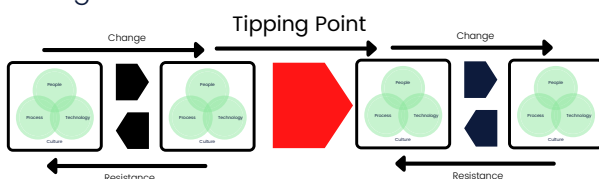
Culture is all encompassing. People's behaviour is shaped by the industry's working norms and 'industry logic'. Often, new recruits to an industry that might bring diverse thinking end up adopting existing industry behaviours, both good and bad.

Making system change demands that the interaction of all four elements and potential future scenarios are assessed before the change.

This helps identify areas of resistance and risk. When introducing new processes or technology, resistance to change can develop for a several reasons – fear of job losses, insufficient training, changes to the power hierarchy or a lack of integrated planning.



These types of issues may result in a level of change that supports some continuous improvement and occasionally transformation – but large-scale transformation is rare difficult. The many multiple interactions create cultural resistance to change. The less complex the system (e.g. service provision in response to Covid-19), the greater the chance of permanent change. The more complex the system (e.g. railway electrification), the harder it is to make positive change 'stick'.



But sometimes, a tipping point occurs leading to irreversible change that sticks. This facilitates transformational change creating a new and irreversible mix of people, process, technology and culture.

## Change Enablers

- **Recognise complexity** – identify what creates complexity and what does not. What is most predictable and can be controlled and what is unpredictable and cannot be controlled.
- **Encourage diversity of thought** – promote engagement to provide new perspectives, spot errors and flaws in thinking, challenge existing constraints, identify metaphors and give new insights.
- **Understand the landscape and how it continually changes** – explore interdependencies, connections and synergies between the system's people, processes, technology and culture.
- **Identify the system attributes that matter** – understand those that are resistant to change or can be leveraged and why, then capture them 'as-is'.
- **Develop 'tipping point scenarios' that change the system attributes** – using the framework of people, process, technology and culture informed by diverse thinking, identify the means for changing system attributes and avoiding over-analysis and command and control influences.

## DIVERSE THINKING AND CULTURE

Changing complex systems requires diverse thinking from the outset and creating an environment that promotes diversity of thought will reshape the industry's culture. It recognises that there is tremendous value that can be added by people from within the industry, but that it must be complemented by contributions from different people, industries and disciplines.

The Plan for Rail has many recurring themes – innovation, customer experience, data analysis and digitalisation. To deliver change in these areas, and make the change stick, will require diverse thinking that makes new connections, joins dots and identifies those tipping points that will trigger change.

Engaging people new to rail alongside industry experts gives a powerful mix. Collaboration between behavioural psychologists, application developers, retail experts and the industry's system users and suppliers will, for example, bring wholly new perspectives on customer experience and the importance of 'moments that matter'.

Current attribute and the desired future attributes of complex systems can be explored and the process of 'system reframing' can be used to tackle complex change.



# System Reframing

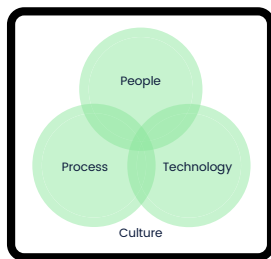
Looking at the interaction of people, process, technology and culture and the history of the rail industry and innovation leads to an obvious conclusion:

Change that 'sticks' needs tipping points

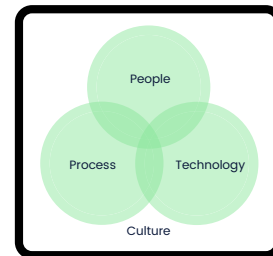
Identifying tipping points requires 'system reframing'. The challenge is to select those tipping points that turn concepts and ideas into behaviours and ways of working that make a positive impact, and support the successful development of new value-adding products and services.

Despite the many instances of lost opportunities, slow adoption and resistance to change, system reframing can be used to identify swift action, with transformational impact – overcoming the long-held belief that change must take time.

## STAGE 1 BASELINE THE CURRENT SYSTEM ATTRIBUTES



## STAGE 2 CREATE 'WHAT IF' SYSTEM ATTRIBUTE SCENARIOS



## STAGE 3 IDENTIFY THE TIPPING POINT TRIGGERS



SAFETY



POLITICS



ECONOMY



TECHNOLOGY



INDUSTRY

## STAGE 4 APPLY THE STICKINESS TEST



## STAGE 5 CREATE THE MESSAGES AND CHOOSE THE FEW





1. BASELINE THE CURRENT SYSTEM ATTRIBUTES

2. CREATE 'WHAT IF' SYSTEM ATTRIBUTE SCENARIOS

3. IDENTIFY TIPPING POINT TRIGGERS

4. APPLY THE STICKINESS TEST

5. CREATE THE MESSAGES AND CHOOSE THE FEW

INDUSTRIES  
BUSINESSES  
TEAMS



## Changing An Industry – Shared Purpose

The Plan for Rail has highlighted that the rail sector too often loses sight of its customers, both passengers and freight – it has also lost sight of its purpose.

However, purpose is important – reframing day-to-day activities as contributing to a shared purpose across the industry and society, that reflects shared values, can change the way people think about their individual contribution. When faced with a need for pace or a compelling deadline, the constraints that inhibit creative thinking and innovation are removed and what might seem impossible becomes possible. As the Plan for Rail states:

"Through its emergency response to the pandemic, the rail sector has shown it can innovate and collaborate when contractual barriers are swept away and opportunities to work together more effectively can be grasped. Rail staff have worked hard to support other key workers, keep essential supplies moving and support British businesses.

This demonstrates what the sector can achieve when there is a clear common purpose; this is the mindset that now needs to become the norm."

## Electrification – One Scenario

Electrification has been identified as the only viable solution to reduce carbon emissions.

**Tipping Point Scenario:** Affordability and whole-life carbon impact problems lead to investment criteria where electrification schemes are no longer viable compared with other evolving green transport options. Political and societal pressure to address climate change at a faster rate leads to all schemes being cancelled.



**Impact:** Investment is directed elsewhere to accelerate the reduction of carbon emissions. An alternative plan that trades off a mix of low-carbon diesel, hydrogen, and electric rolling stock, that can be delivered at a much faster pace, lower cost and with less embedded and through-life carbon, becomes the preferred option. Businesses that have invested in people, product supply and service provision for electrification projects fold. The future of the railway changes for decades. Even though carbon emissions are reduced, the 2050 net-zero target is missed.

**Creating Purpose:** People care about customer experience, creating jobs, climate change and funding critical services like the NHS and social care. Reframing the message in these terms such that everything they do for electrification can have a positive impact in so many ways on peoples' lives can create a change in mindset. The ethic is one of service, not entitlement.

**Intervention:** The cost and programme duration of electrification schemes must be reduced. Reframing the challenge could find the tipping points that create a quantum reduction that will improve the customer experience, increase affordability and deliver lower carbon emissions. Faster, more productive programmes will also reduce embedded carbon during construction.

As it stands, the electrification affordability and programme challenges remain, despite years of awareness and repeated analyses. Little has changed – but why?

Diverse thinking might lead to reframing the electrification challenge as a purpose-led race against climate change, not a construction-venture creating an industry tipping point.



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## SUMMARY

There is an often-used phrase that sabotages diverse thinking, scuppers purpose-led motivation, constrains ambition and destroys creativity. It is widely used and reflects the industry's culture.

"Let's not try to boil the ocean."

As an alternative it is possible to create a shared purpose that increases ambition and unleashes creativity. Culture is not fixed forever – it can be changed. Why not reframe the challenge?

"Let's create a brand new ocean."

### Why does this matter?

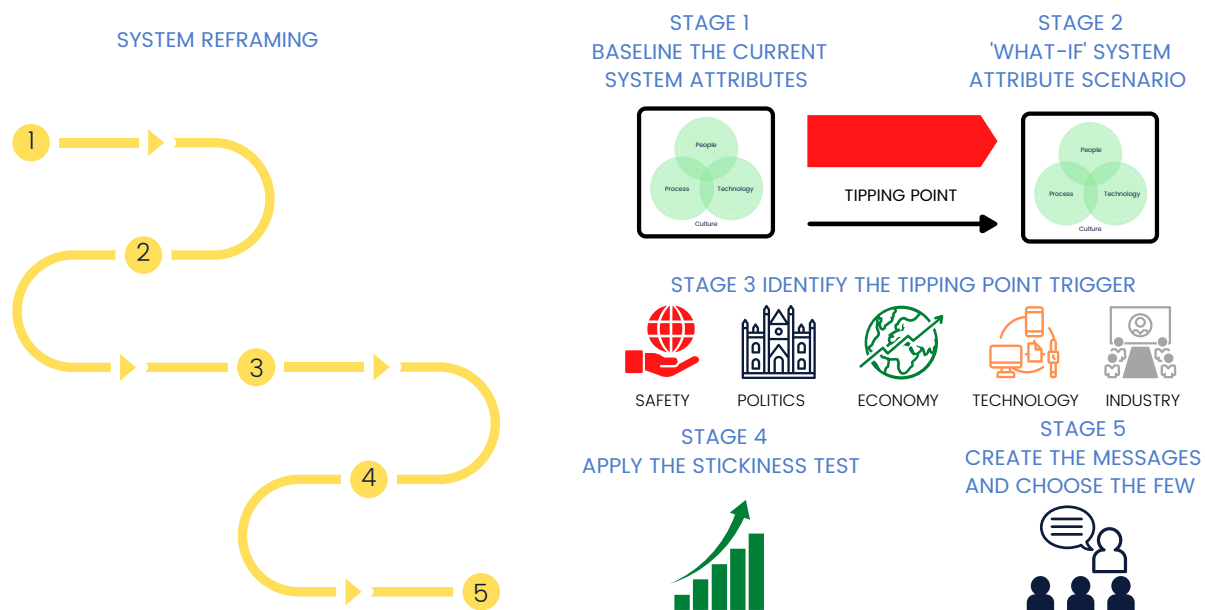
It matters because the ocean is a metaphor for the rail industry – a highly complex system with hundreds of millions of interacting independent agents and components that exist in a huge ecosystem.

This ecosystem is largely stable and predictable. The industry's culture gives us all comfort from the fact that tomorrow will most likely be like today. The majority of the 240,000 people that work in the industry will continue to do what they did yesterday. The same trains will run, the same rate of infrastructure change will continue, business cases will be made using the same thinking, economic models and analyses. Many of the same passengers and freight will move around the same parts of the network – hopefully safely.

### So why change?

Because we know the customer experience must improve and we need tipping points to make it happen. History tells us that certain types of events can trigger irreversible positive change. These tipping points may be hard to predict, but some can be triggered by intent.

Creating tipping points that change the culture in industries, businesses and teams is not easy. But complexity is not necessarily a barrier to change. It might be that the complexity itself can increase the impact of tipping points, creating a real opportunity for transformational change.





# Additional Information

**Tipping points can help make transformational change  
in your industry, business and teams**

**Does change need to happen fast?**

**Does change need to stick?**

**Do you know your tipping points?**

**Would you like to find out more?**

**Interimconsult can help you address the challenge of complex systems  
change at an industry, business and team level.**

**We can also help accelerate the pace and success of change that sticks  
and would be delighted to hear from you so please contact:  
[paul@interimconsult.co.uk](mailto:paul@interimconsult.co.uk)**

This paper references some of the content and some analysis of the Williams-Shapps report in the factsheets. It is complemented by work on complexity theory, the concept of tipping points and innovation, innovation is derived from experience from within the rail industry and other sectors.

You can download the Great British Railways: Williams Shapps Plan for Rail [here](#).

## **Further Reading and References**

**The Tipping Point, Malcolm Gladwell (2013)**

**Understanding Complexity, Professor Scott E Page (2009)**

**Democratizing Innovation, Eric Von Hippel (2005)**

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## PLAN FOR RAIL FACTSHEET

### Great British Railways

A new public body that will run the network in the public interest

### Great British Railways will do the following

Deliver the government's priorities for rail



Be accountable for the passenger offer



Develop a 30-year strategy and 5-year business plan



Own stations and infrastructure



Manage the railway budget



Plan access in the public interest



Be responsible for safe and efficient operation



Support the rail freight market and cross-regional services



Empower its regional divisions and their local operational teams to make decisions





## PLAN FOR RAIL FACTSHEET

### 7 Promises to Passengers and Freight Customers

- We will bring the railways back together, delivering more punctual and reliable services
- We will make the railways easier to use
- We will rebuild public transport use after the pandemic
- We will maintain safe, secure railways for all
- We will keep the best elements of the private sector that have helped to drive growth
- We will make the railways more efficient
- We want to grow, not shrink, the network

### 6 Key Problems

- The rail sector too often loses sight of its customers, both passengers and freight
- It is missing opportunities to meet the needs of the communities it serves
- It is fragmented, and accountabilities are not always clear
- The sector lacks clear strategic direction
- It needs to become more productive and tackle long-term costs
- It struggles to innovate and adapt

### What Matters?



Passengers are referenced 3x more than Freight

Electrification is referenced 7x more than hydrogen, electric and diesel traction energy sources





## PLAN FOR RAIL FACTSHEET

### How the railways will change for the better

**Modern passenger experience** – Passengers must receive high-quality, consistent services day in, day out. This means accessible, reliable journeys that are well connected with other transport services and include new customer offers at stations and on trains.

**Retail revolution** – A new customer offer will be driven by clearer, easy-to-understand information, simpler travel with contactless and cashless payment and clearer prices. Compensation will be simpler to claim and journeys will become easier across transport services.

**New way of working with the private sector** – Passenger Service Contracts will replace franchising, bringing a new focus on reliability, performance and efficiency. New opportunities for innovators, suppliers (including small and local partners) and funders will be created through streamlined contracts and more contestability.

**Economic recovery and financially sustainable railways** – The railways are a public service, paid for by taxpayers and passengers to connect places and foster economic growth through levelling up across our towns, cities and regions. Bringing together responsibility for cost and revenue across the system will ensure the railways become more financially sustainable.

**Greater control for local people and places** – Railways will be more responsive to the needs of local communities and customers, whether from Woking, Wrexham or Wick. Empowered, locally-led teams will support levelling up and be accountable to the people and places they serve

**Cleaner, greener railways** – Britain's railways can and will spearhead the nation's ambition to become a world leader in clean, green transport. Decarbonisation, greater biodiversity and improvements in air quality in towns and cities will ensure rail is the backbone of a cleaner, greener public transport network.

**New offer for freight** – The pandemic has highlighted the importance of freight to our country and economy. National co-ordination, greater opportunities for growth and strong safeguards will put rail freight on the front foot.

**Increased speed of delivery and efficient enhancements** – Restoring lost rail links and accelerating the delivery of critical upgrades to the network will help level up places across the country, spark new economic growth and improve public transport connectivity and prosperity across our nations and regions.

**Skilled, innovative workforce** – Enhancing skills, leadership and diversity across the sector will create new opportunities for the hundreds of thousands of people working on our railways. High-value jobs for the future will be created and make the most of data and technology to better support customers.

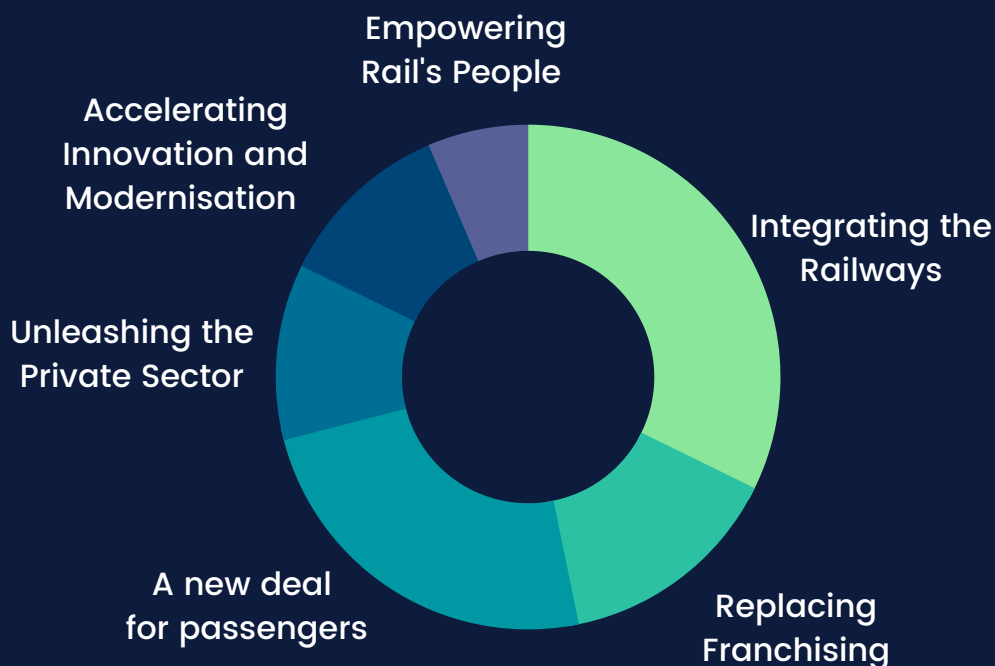
**Simpler industry structure** – Track and train will come together in a 'guiding mind' for the system, Great British Railways. It will be made up of regional railways that are locally rooted and accountable, with new culture and incentives focused on serving customers.

A 30-year strategy will enable the sector to modernise efficiently.



## PLAN FOR RAIL FACTSHEET

There are 62 Commitments Addressing 6 Areas



## What areas are talked about most?

(word count)

