

# THE FUTURE OF RAIL

*Clear tracks ahead? Investing in industry expansion and development*

**18th & 19th June 2008**

The Waldorf Hilton, London

## **DAY ONE, Wednesday 18th June 2008**

09.15 Welcome address by **Philip Doyle**, Director, **Marketforce**

09.20 Introduction to the IEA by **John Blundell**, Director General, **Institute of Economic Affairs**

09.25 Chairman's opening remarks

## **SESSION ONE: FOCUS ON POLICY: EXAMINING THE FRAMEWORK FOR FUTURE GROWTH**

### **09.30 KEYNOTE OPENING ADDRESS**

**Delivering sustained investment: unlocking rail's growth potential**

**Tom Harris MP**, Parliamentary Under Secretary of State for Transport, **Department for Transport**

09.50 Questions

### **10.00 PANEL DISCUSSION: Reflecting on the White Paper one year on**

- "Delivering a sustainable railway": does the Government's strategy sufficiently address this objective?
- Prioritising investment in capacity: how can this best serve passengers' needs?
- Assessing the limitations of HLOS: should it discuss long-term projects such as electrification and high speed rail?
- How does HLOS feed into longer term strategy as set out in the White Paper?
- How can flexibility become a watchword for planning and operations?
- Improving the environmental credentials of rail: does the White Paper go far enough?
- Communicating effectively with customers, train operating companies and Network Rail

**Richard Bowker**, Chief Executive, **National Express Group**

**Michael Roberts**, Chief Executive, **ATOC**

**Vernon Barker**, Managing Director, **First TransPennine Express**

**Paul Martin**, Director General, **The Railway Forum**

10.45 Questions and discussion

11.05 Refreshments

## **SESSION TWO: DEVELOPING INFRASTRUCTURE IN RESPONSE TO CAPACITY DEMANDS**

### **11.35 Looking forward: how is Network Rail accommodating and encouraging expansion?**

- How is Network Rail driving the development of a higher capacity railway?
- How have Network Rail's planning strategies evolved?
- Working towards a 24/7 railway: can this be realised?
- Optimising existing capacity: creating an 'on time' railway and segregating rail services
- What are Network Rail's priorities for the future?

**Paul Plummer**, Director of Planning and Regulation, **Network Rail**

### **11.55 Working together for network renewal and expansion: delivering change**

- How can working relationships be strengthened?
- Dealing effectively with disruption from maintenance and upgrading
- Coping with performance difficulties: joined-up approaches to improve punctuality, rolling stock and customer service

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- What further strategies can help satisfactory performance levels to be realised?

**Andrew Haines**, Chief Operating Officer, **First Great Western**

### **12.15 Examining the challenges for freight growth in an era of rapid development**

- Harnessing record growth rates and continuing the trend for expansion through capacity-enhancing strategies
- Balancing the requirements of customer services and freight networks
- The drive for efficiency: investment in improving bottlenecks and grade separations
- Focusing on the Stern report: how have its recommendations raised the environmental profile of rail freight?

**Lord Tony Berkeley**, Chairman, **The Rail Freight Group**

12.35 Questions

12.50 Lunch

## **SESSION THREE: MAXIMISING EXISTING NETWORK EFFICIENCY**

### **14.20 Improving the efficiency of operations**

- How can timetabling be used as a tool to increase capacity?
- Assessing the value of Route Utilisation Strategies in the planning context
- How can open-access operators improve network capability?
- Examining further expansion opportunities: Grand Union and beyond

**Ian Yeowart**, Managing Director, **Grand Union** and Founder, **Grand Central**

### **14.40 ERTMS: improving signalling technologies**

- Increasing capacity: shortening safety gaps and easing bottlenecks
- How can the project costs be reduced to improve viability?
- Exploring the projected safety improvements
- What stage of development are other European ERTMS projects at?

Speaker to be confirmed

### **15.00 The Thameslink Programme: managing capacity on commuter routes**

- Is Thameslink's small-scale approach the most appropriate congestion-busting tactic?
- Lengthening platforms and longer trains: measuring the potential and limitations for capacity enhancement
- How is the project being planned and implemented efficiently?
- Is the financial input balanced by the economic gains?

**Andrew Mitchell**, Thameslink Programme Director, **Network Rail**

15.20 Questions

15.35 Refreshments

## **SESSION FOUR: UNDERSTANDING THE CHALLENGES ACROSS THE UK**

### **16.05 Scotland: examining its focus on innovation and flexibility**

- Determining the major challenges facing Scottish rail
- How has Transport Scotland brought innovation to its rail strategies?
- Financing the network: balancing government subsidy and private investment
- High speed rail and Scotland: investigating the economic and social advantages
- Fashioning a long term vision for future development: anticipating the trends

**Malcolm Reed**, Chief Executive, **Transport Scotland**

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## **16.25 Exploring the challenges facing London**

- Maximising existing capacity and targeting key congestion problem areas
- How are major projects such as Crossrail and Thameslink being assimilated into the city's transport network?
- Preparing for the Olympics: monitoring the latest planning developments
- Integrating London's transport network with National Rail services

**Ian Brown**, Managing Director, **London Rail**

16.45 Questions

16.50 Chairman's closing remarks and end of day one

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## **DAY TWO, Thursday 19<sup>th</sup> June 2008**

09.15 Chairman's opening remarks

### **09.20 KEYNOTE OPENING ADDRESS**

#### **Reviewing the implications of the ORR's periodic review**

The ORR will publish its draft determinations of Network Rail's regulated outputs, revenue requirement and access charges for the next five years on 5<sup>th</sup> June 2008.

For the first time, this review is based on published Government specifications of high level outputs.

This keynote address will give delegates one of the earliest opportunities to hear first-hand about this exciting stage of policy development.

**Chris Bolt**, Chairman, **Office of Rail Regulation**

09.45 Questions

## **SESSION FIVE: EXAMINING THE COMPETITIVE STRUCTURE OF THE RAIL MARKET**

### **09.50 Balancing the burden: who should pay for the railways?**

- Shifting the cost: examining government policy to reduce rail subsidies
- Reflecting upon recent franchise agreements and proposing structural improvements
- How can private companies be incentivised to invest in rail?
- Viewing rail as a vital part of future transport provision: garnering the social and environmental benefits

**Theresa Villiers MP**, Shadow Secretary of State for Transport, **Conservative Party**

### **10.10 Reviewing the franchise system**

- What adjustments would improve the financial efficacy of the franchise model?
- Should franchise agreements be lengthened to encourage investment?
- How might the franchise specification process be improved?
- What are the implications of the Competition Commission investigation on ROSCO investment?

**Andrew Meaney**, Senior Consultant, **Oxera**

### **10.30 Staying ahead of the game: alternative strategies for growth in rail**

- Examining new entrants, private equity and alternative funding options
- Exploring open access and the modelling of non-mandated opportunities
- How can systems integration be achieved? A holistic view of getting teams working
- Analysing profitability growth versus revenue growth options

**Matt McInnes**, Managing Consultant, **PA Consulting Group**

10.50 Questions

11.05 Refreshments

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## SESSION SIX: ACHIEVING SUSTAINABLE FUTURE DEVELOPMENT

### 11.35 PANEL DISCUSSION: Incorporating environmental, economic and social sustainability into rail strategy

- How important is the concept of sustainability for the future of rail?
- Did the White Paper place sufficient emphasis on electrification?
- Balancing the environmental advantages of electrification with affordability
- What is the future role of biofuels?
- Benefiting from green technologies: regenerative braking, mass reduction, minimising friction
- Improving energy efficiency to aid intermodal competitiveness in the rail freight sector
- Positioning rail's green credentials: marketing environmental issues to the customer

Invited speakers:

**Richard Davies**, Director of Strategic Policy, **ATOC**

**Len Porter**, Chief Executive, **RSSB**

**James Wright**, Sustainable Development Manager, **Virgin Trains**

**Cameron Jones**, Director of Public Affairs, **NedRailways**

12.00 Questions and discussion

### 12.20 CASE STUDY: Prioritising sustainability: the example of Netherlands Railways

- Working with the Government to create long-term energy efficiency targets
- Focusing on energy efficiency: rolling stock modernisation, energy efficient driving programmes and developing regenerative braking
- How can the load factor of trains be improved in order to aid sustainability?
- Reducing carbon emissions and increasing sustainable energy usage

**Jeroen Duijvestijn**, Manager of Corporate Sustainable Development, **NS (Netherlands Railways)**

12.40 Questions

12.45 Lunch

### 14.15 High Speed Two: tracing the pathway from vision to reality

- What are the planning and decision-making requirements and barriers?
- Assessing project costs: investigating financing and investment options
- How would high speed development affect current services?
- What strategies can unite government and the rail industry in support of high speed?
- Comparing Maglev technologies with 'traditional' high speed rail

**Chris Green**, Chairman, **Greengauge 21**

14.35 Questions

## SESSION SEVEN: ENSURING CUSTOMER SATISFACTION

### 14.40 Improving accessibility and boosting customer loyalty

- Proving value through performance: raising punctuality and reliability levels
- Improving accessibility for the passenger: offering high speed, commuter and metro services
- Increasing investment in line with customer expectations: improving rolling stock, stations and security
- What future measures can ensure that customer satisfaction will continuously improve?

**Charles Horton**, Managing Director, **Southeastern**

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## **15.00 Putting the style back into rail travel**

- Catering to passenger requirements: ensuring a rapid and reliable service
- Creating an airline-style experience: onboard entertainment and exceptional service
- Gauging new opportunities: the advent of Terminal Five
- How can operators continue to increase passenger satisfaction levels?

**Brian Raven**, Managing Director, **Heathrow Express**

## **15.20 KEYNOTE CLOSING ADDRESS**

**Gauging passenger expectations and responding to consumer demands**

**Anthony Smith**, Chief Executive, **Passenger Focus**

15.45 Questions

16.00 Chairman's concluding remarks and close of conference