Future Rail - The Next Decade
British Rail Passenger Routes
allocation to Passenger Business

- INTERCITY
- Network SouthEast
- REGIONAL RAILWAYS
- European Passenger Services

*Indication for new Kent main line
Foreword

Future Rail sets out an agenda for the coming decade. It looks beyond the span of a five year corporate plan but it does so from the vantage point of the railway as it is today. In its description of a vibrant modern railway entering the new century the messages are clear:

- Our services and new expansion plans must start from the point of meeting the needs of our customers. We have duties to our customers. We must specify them and communicate them. The channels for redress must be simple and quick. A statement will be made to customers by the end of this year.

- The running of a safe, reliable and quality railway depends on our staff. A structure of competence-based qualifications of which safety training is an integral part is being put in place to secure the operation, to ensure the progress of talented men and women to positions of higher responsibility and to support the quality initiatives taking place throughout the railway.

- The management structure must be focused on the operation and development of the railway. The new business organisation will ensure that responsibilities are clear and direct.

- The extensive refurbishment of the existing railway already under way must be completed as soon as possible. For the future the stewardship of national assets must be defined clearly and finance made available to discharge this responsibility.

- Our railways have a great technological strength. It is this resource that is fundamental to safe operation and improved performance and it must be maintained.

The railways are at a watershed. We are faced with tremendous opportunities, but if we are to seize them, decisions on projects which will take a decade to complete need to be taken now. For many of them we need the approval of Parliament.

The investment plans in this document are exciting and will contribute to a new era for rail transport. Investment at over £1 billion a year is currently running at its highest level for thirty years. The momentum under way must be maintained. To achieve our potential and meet the needs of our customers, we must sustain investment on average at least at these levels throughout the decade.

The expansion opportunities for rail come at a time when the investment in the existing railways is on a steeply rising curve. While dilapidation must be arrested and reversed, the new investments must be undertaken. It is this that gives a new financing structure for the railways a high priority.

The document does not deal with ownership. This is for Parliament and for the Government as shareholder, after consultation with the railway on the practicality and viability of any proposal. That consultation will make clear the impact of any change on the future activity and development plans of what must be a high quality rail network and service by the turn of the century.

The success of the railways is in our own hands. It is only by our performance that we will garner the support to fulfil our plans. The railways have succeeded in the past and the will is there to do so again.

Sir Bob Reid, Chairman

July 1991
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A century after the first golden age of the railways began a new generation of railwaymen and women is recapturing the pioneering spirit by developing and expanding the system and going after new markets.

After years of decline, the railways in Britain in the late 1980s experienced a quiet revolution. Passengers were won back to a system providing a range of high speed, air-conditioned trains and to improved local services serving new communities through new stations. Costs to the taxpayer were more than halved and the virtual doubling of investment was a vote of confidence in the long term future of the system. BR began to re-organise on business lines. But a massive task of renewal remained in order to raise quality standards.

Now, in the 1990s, the congestion and pollution caused by rapid expansion of road and air transport is reinforcing the case for an acceleration in the pace of railway development.

Railways are a controlled form of transport with dedicated rights of way which help to prevent congestion. They use less energy to move the same large numbers of people and volumes of freight as the car or lorry, over tracks which take up much less land than motorways.

**The cornerstone of our strategy is to satisfy our customers by identifying what we can do well and concentrating on doing it better.**

**In terms of our markets, that means a focus on:**

- medium distance fast passenger journeys between city centres;
- urban travel, especially for commuters;
- rural and cross-country passenger services, supported by the community to meet social needs;
- bulk freight (such as coal, raw materials and minerals); and
- longer distance general freight as full trains, containers or swap bodies.
The next decade offers opportunities for the biggest expansion of rail service in Britain since the end of the last century. New railway can provide the answer to reducing congestion in London and other major cities. New railway can provide fast links to major airports and enhance the service given to millions of overseas visitors to this country.

Most dramatically, new railway to and through the Channel Tunnel will capture cross-Channel sea and air passenger and freight traffic and develop new international business in both markets.

The railway share of the total UK passenger market at 7% and of the freight market at 9% are frequently quoted statistics. But they mask the crucial role which rail plays in key areas. Rail carries 75% of London commuters (42% on BR and 33% on London Underground). Rail is the preferred choice of over 30% of people travelling on key routes between the capital and a number of major cities around the country. Rail transports 76% of the coal to power stations and 90% of steel moved between production and processing plants. Railways are also a lifeline for some smaller communities.

In the next decade we plan to strengthen our position in business and leisure travel, in commuting into London and other big cities, in targeted freight markets, and in international passenger and freight traffic as we invest to meet the needs of our customers.
Meeting the needs of the customer

InterCity in Britain

Reliability, comfort and convenience with the highest standards of service are what the customer looks for when travelling by rail between our cities, and that is the product InterCity is in business to sell with its frequent, fast services throughout Britain.

InterCity operates the country’s high speed rail network against fierce competition from road and air. It lives entirely without subsidy. It develops the network by upgrading the existing arterial routes that link the nation’s major centres. That suits the circumstances of our densely populated country where new lines can be hugely expensive and environmentally difficult.

InterCity’s strategy is to grow profitably through extending further the quality, range and consistency of its services to all its customers.

The InterCity 225 being introduced on the newly electrified East Coast main line brings new standards and reduced journey times to the route linking London, the North East and Scotland. The next project is the InterCity 250: this will allow the West Coast routes from London to the West Midlands and the North West to be similarly upgraded. Upgrading the main line, which was mainly electrified in the mid-1960s, will take until the end of the decade.

Decisions will in due course need to be taken on other principal InterCity routes, including how best to replace assets on the Great Western main line - the major route serving South Wales and the West of England - and the Midland main line, linking Sheffield and the East Midlands with the capital.

<table>
<thead>
<tr>
<th></th>
<th>Before</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td>London</td>
<td></td>
<td></td>
</tr>
<tr>
<td>York</td>
<td>1 hr 59</td>
<td>1 hr 43</td>
</tr>
<tr>
<td>Edinburgh</td>
<td>4 hrs 30</td>
<td>3 hrs 59</td>
</tr>
<tr>
<td>Manchester</td>
<td>2 hrs 21</td>
<td>1 hr 50</td>
</tr>
<tr>
<td>Liverpool</td>
<td>2 hrs 24</td>
<td>2 hrs</td>
</tr>
<tr>
<td>Birmingham</td>
<td>1 hr 30</td>
<td>1 hr 15</td>
</tr>
<tr>
<td>Glasgow</td>
<td>4 hrs 40</td>
<td>4 hrs 15</td>
</tr>
</tbody>
</table>

Times shown are improvements to and from London, following track and rolling stock upgrades. The York and Edinburgh times will be achieved in the September 1991 Autumn timetable and are compared with times before the InterCity 225 project started. The other times will result from future work on the West Coast Main Line.
Into Europe

With the opening of the Channel Tunnel in 1993, our European Passenger Services have the opportunity to become market leaders in travel between London and Paris and Brussels.

State of the art trains will operate hourly services for most of the day with city-centre to city-centre journey times of around three hours. A range of day and night services is planned linking Britain's largest cities direct with mainland Europe.

Upgraded track in the South East will provide for market growth up to 18-20 million passengers a year towards the end of the decade but additional capacity will then be needed.

We have put to Government our proposals for the New Kent main line from the Channel Tunnel linking directly through Kings Cross into our main routes to the Midlands, the North and Scotland.

The new route will relieve pressure on overcrowded capacity in the South East. It will thus both further reduce journey times for international travellers and provide fast new services into the heart of the capital for many thousands of commuters in Kent.

The European High Speed Network

Europe's journey times

<table>
<thead>
<tr>
<th>Paris from:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Edinburgh</td>
<td>7 hrs 15 mins</td>
</tr>
<tr>
<td>Leeds</td>
<td>5 hrs 15 mins</td>
</tr>
<tr>
<td>Manchester*</td>
<td>5 hrs 15 mins</td>
</tr>
<tr>
<td>Birmingham</td>
<td>4 hrs 15 mins</td>
</tr>
<tr>
<td>International*</td>
<td>4 hrs 15 mins</td>
</tr>
<tr>
<td>London</td>
<td>2 hrs 30 mins</td>
</tr>
</tbody>
</table>

Examples of journey times to Paris with the Channel Tunnel rail link - the new Kent Main Line and upgrading of West Coast Main Line.

The Channel Tunnel 'Capitals' services will be run using purpose-built trains in a joint venture with the French and Belgian railways.
**Meeting the needs of the customer**

**The Urban Challenge - London**

Transport lies at the heart of London’s future. The City (and the South East) depends on effective and improving transport to retain a skilled and mobile workforce and maintain its role as a world financial centre.

Network SouthEast is Europe’s most intensively used urban railway. Much has been done to refurbish the system but not enough to keep up with the growth in demand or to meet rising expectations of standards of travel.

Network SouthEast has adopted a strategy of “Total Route Modernisation”, where track, signalling, trains, maintenance facilities, stations and information services are renewed at the same time. The result is quicker journeys, more reliable and comfortable trains and a more attractive environment for the customer.

The new Network turbo and electric trains will provide new standards of comfort. They will be more energy efficient and cheaper to operate and maintain.

Progressive renewal is under way and will continue throughout the decade and beyond.

In addition we are working on four major schemes that will re-draw the map of London’s railways:

- the Paddington-Heathrow Link, a joint project with BAA.

- CrossRail, with London Underground, providing a new East-West line linking Liverpool Street and Paddington.

- Thameslink 2000, building on the success of the innovative existing North-South link with greater capacity and more connections through the City.

- Kent Express, using the New Kent main line from the Channel Tunnel to provide new fast commuter services.

For the first time, the South East region will have its own fast regional network.
Kings Cross and Farringdon (in the City) will become major interchanges; new services will take people into, and through, the capital from all round London; rail links to airports in the South East will be completed, with the journey from the City to Heathrow down to less than half an hour; there will be greater flexibility in commuting journeys; and journey times from the Kent coast will be cut by 30 minutes and more.

Thus commuters will have more capacity, with better services; and congestion will be reduced both on the roads and on parts of the London Underground. Given the growth in demand, overcrowding in the peak will not be eliminated, but current blackspots for quality will certainly be eased.

Kings Cross is an interchange for five London Underground lines, adding flexibility in linking Network Southeast, InterCity and International services.
Meeting the needs of the customer

REGIONAL RAILWAYS

The Urban Challenge - Partnership for Towns and Cities

Partnership between Regional Railways and local authorities has been the driving force behind the effective development of regional commuter networks. Passenger Transport Authorities (PTAs) in seven of our largest cities (Sheffield, Leeds, Newcastle, Birmingham, Liverpool, Manchester and Glasgow) have been able to expand networks, replace rolling stock, electrify lines, open new stations and develop new catchment areas.

Regional Railways will build on these developments to expand services in our towns and cities where road traffic congestion is becoming a major problem.

Full scale reviews of rail services in Strathclyde, the West Midlands and West Yorkshire have led to improved services, lower costs and greater reliability. The opportunity exists to expand this approach outside the PTA areas.

In Birmingham work has begun on the Cross-City electrification scheme and in Manchester a light rail scheme is nearing completion.

There is considerable potential in light rail schemes as flexible alternatives to traditional rail services serving urban catchment areas and giving direct access to city and town centres. They are complementary to "heavy rail" and Regional Railways look forward to co-operating with PTAs and other bodies over the decade to develop them to mutual advantage.
In the next few years, in conjunction with PTAs and local authorities, Regional Railways will operate over more than 60 miles of new or re-opened routes, a further 150 miles of route will be electrified, the new link to Manchester Airport will be in operation and 100 more stations will be added to the network.

**Cross-Country and Rural Lines**

Retention of the network of cross-country and rural lines and the broad level of services to be provided is a requirement set by Government. It gives the community the assurance of continuing, reliable local transport enabling initiatives to be developed to improve service quality. Holiday and tourist potential can also be tapped.

This part of our network now has the largest fleet of new vehicles on BR and within two years, virtually all Regional Railways services will be operated by new trains.

Greater frequencies and modern standards of comfort are revitalising direct connections between urban centres, complementing and where appropriate connecting with InterCity services.

**Improved Cross Country Routes**

<table>
<thead>
<tr>
<th>Route</th>
<th>1981</th>
<th>1991</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newcastle - Bristol</td>
<td>5 hrs 39</td>
<td>4 hrs 31</td>
</tr>
<tr>
<td>Liverpool - Norwich</td>
<td>#</td>
<td>6 hrs 32</td>
</tr>
<tr>
<td>Manchester - Ipswich</td>
<td>5 hrs 26</td>
<td>4 hrs 48</td>
</tr>
<tr>
<td>Coventry - Nottingham</td>
<td>#</td>
<td>1 hr 21</td>
</tr>
<tr>
<td>Reading - Glasgow</td>
<td>#</td>
<td>6 hrs 40</td>
</tr>
<tr>
<td>Glasgow - Aberdeen</td>
<td>2 hrs 59</td>
<td>2 hrs 30</td>
</tr>
<tr>
<td>Cardiff - Manchester</td>
<td>#</td>
<td>3 hrs 35</td>
</tr>
</tbody>
</table>

* New through services which did not exist in 1981.
Meeting the needs of the customer

**Freight by Rail**

BR’s freight activity is managed through two businesses. Trainload Freight is the national carrier for regular bulk loads of coal and raw materials. Railfreight Distribution caters for longer-distance general freight.

Neither business is supported by Government funds and each has to attract business on the price and quality of its service against strong competition.

Private sector investment of £3 billion in locomotives, wagons and sidings helps to optimise the role of rail.

**Trainload Freight**

The environmental advantages of rail show most dramatically in the movement of bulk freight. Trainload Freight last year carried the equivalent of five million lorry loads. The heaviest trains move over 4,500 tonnes, the equivalent of 185 tipper lorries.

Predominantly, Trainload Freight moves large volumes over short distances - 60% of its traffic moves less than 50 miles - and its trains provide effectively a conveyer belt for the production processes of major primary industries.

For the future, a period of relative stability is foreseen for coal and steel traffic, where the strength and flexibility of the business have enabled it to adapt to structural changes in those industries. Infrastructure for handling imported coal is being improved. Opportunities for growth are seen in other areas, particularly aggregates and related materials.

**Cleaner Transport**

![Diagram showing energy efficiency comparison between road and rail freight](image)

*Rail’s energy efficiency is 2-3 times better than road transport for freight and new locomotives are the quietest diesels yet built.*
Railfreight Distribution

In playing to its strengths, Railfreight Distribution (RfD) is focusing on regular business flows - especially intermodal and international - particularly where 'just in time' delivery is part of the package. The development of container and swap body technology adds to rail the flexibility of road transport. And the Channel Tunnel will give to Britain's railways for the first time a direct link into the European market where the longer distances make rail increasingly competitive.

Railfreight Distribution is preparing for its expanded role by restructuring and re-equipping its business. The heavily loss-making Speedlink network has closed - but over 70% of the traffic has been retained on other rail services. New electric locomotives will haul loads of 1,600 tonnes at 120 km/hr over diverse electrified systems; new technology in the form of low deck wagons will allow larger payloads to be carried within the UK loading gauge; freight villages are planned to offer a gateway to Europe for each of the major regions of Britain.

The business opportunity is dramatic; the market is highly competitive. RfD working with European partners is intent on securing success by offering the right product at the right price with the right quality.

European Freight Times

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
<th>By Road</th>
<th>Current Rail</th>
<th>Future Rail</th>
</tr>
</thead>
<tbody>
<tr>
<td>W LONDON</td>
<td>Vienna</td>
<td>60 hrs</td>
<td>114 hrs</td>
<td>31 hrs</td>
</tr>
<tr>
<td>W MIDLANDS</td>
<td>Stuttgart</td>
<td>42 hrs</td>
<td>110 hrs</td>
<td>35 hrs</td>
</tr>
<tr>
<td>MANCHESTER &amp; LIVERPOOL</td>
<td>Milan</td>
<td>60 hrs</td>
<td>135 hrs</td>
<td>31 hrs</td>
</tr>
<tr>
<td>SOUTH WALES &amp; SW ENGLAND</td>
<td>Paris</td>
<td>18 hrs</td>
<td>72 hrs</td>
<td>14 hrs</td>
</tr>
<tr>
<td>CENTRAL SCOTLAND</td>
<td>Munich</td>
<td>66 hrs</td>
<td>132 hrs</td>
<td>39 hrs</td>
</tr>
</tbody>
</table>

Table shows improvements in train journey time through the Channel Tunnel
Meeting the needs of the customer

Parcels

British Rail continues to play an important part in the transport of letter mail, where nationwide overnight distribution involves very complex logistics. Rail has a role where it can provide a 'speed over distance' advantage, and the substantially improved performance of mail trains has helped make mail delivery more punctual. Discussions are in hand with the Post Office on ways in which delivery can be further speeded up and handling methods improved during the 1990s.

The speed and reliability of the timetabled passenger network provide the foundation for the Red Star parcels service, which now offers a full range of door to door delivery services in partnership with private collection and delivery companies. Red Star is expanding internationally through air links.

The opening of the Channel Tunnel will provide further opportunity to penetrate the expanding European express parcels market.
The Agenda

So, over the coming decade, the railways are setting out to deliver to their customers:

- faster, more comfortable journeys for key InterCity routes as the arteries of the nation's high speed network are further developed;

- fast, through passenger services in top quality, purpose-built trains between Paris/Brussels and London;

- modernised commuter lines in London and other major cities;

- dramatic improvements on cross-London routes (both East/West and North/South) speeding up journeys and with key new interchanges giving greater flexibility than ever to commuters and international passengers alike;

- re-equipment of Regional Railways’ inter-urban services completed within two years, with fast, comfortable, air-conditioned trains;

- a network of rural services meeting social needs and helping to promote tourism;

- a streamlined Railfreight Distribution system, working with road hauliers, to serve domestic and Continental markets;

- a continuing heavy haul freight business serving the basic extractive and manufacturing industries of the country;

- quieter, more efficient and environmentally friendly rolling stock of modern design;

- higher standards of service and information systems for passengers.
Making it happen

In order to realise our vision of the railway entering the next century, we need an organisation capable of responding to the needs of the customer; we need to enhance our safety programmes; we need to inject quality and quantity control into all our output; we need to invest in the people who will be responsible for delivering all this; and we need the support of our customers. Initiatives are under way in all these areas.

Organisation

Since the early 1980s the 'business sectors' within British Rail have provided a focus on the market and the customer, but they have not had direct management control of the resources needed to run their businesses.

In the biggest reorganisation of the railway since nationalisation, Regions will disappear as the businesses (InterCity, Network SouthEast, Regional Railways, Trainload Freight, Railfreight Distribution, European Passenger Services and Parcels) take direct responsibility for all the assets and people involved in running their part of the railway, sharing and trading with each other as appropriate.

The changes, to be completed during 1992/93, will bring substantial benefits from clearer lines of command. Managers will work to commercial disciplines, with accountability for their financial performance and for the quality of service to the customers. The British Railways Board will remain responsible for finance and will set policies and standards for the running of the railways as a whole.

Safety

British Rail is committed to running a safe railway. The aim is quite simply 'absolute safety'. The Board's Safety Plan sets out a structured way in which organisation, investment and working practices all contribute to meeting safety objectives.

Some £200 million a year is being spent on safety projects, in addition to the safety features in the rest of the investment programme. The range of projects is wide, but foremost is the Board's commitment to Automatic Train Protection which ensures that a train keeps to speed limits and cannot pass a red signal.
Quality

Our programme of Total Quality Management ('Quality Through People') emphasises the importance to our future of meeting customer needs and giving value for money. The initiative involves a long term programme of culture change but already 20,000 staff have attended training courses introducing the principles of quality management and improvement projects. Eighteen of our main depots have achieved BS 5750 certification and the same quality standards are sought from our suppliers.

People

The people who work on the railway are critical to everything we want to achieve. We aim to make jobs more rewarding through more training and self-development. A structure based on competency standards developed for National Vocational Qualification will provide the vehicle for people to rise to more senior positions as supervisors and managers.

We will press ahead with restructuring arrangements to reduce excessive hours and improve basic rewards in return for more flexible working patterns.

We will encourage greater communication between management and staff and look to create an environment in which people are - and feel - valued and respected for their skills.

A Fair Deal

Our vision of a better railway will not succeed unless our customers feel that we give them a fair deal. We are therefore reviewing our Passenger Conditions of Carriage and will be consulting soon with the statutory consumer bodies on proposals to revise them.

In the interim, we are publishing a booklet setting out our commitment to customers, explaining their rights and the avenues of complaint open to them when things go wrong.
Making it happen

Realising the vision also has a financial dimension.

The Existing Railway and the New One

Investment in the railways - at over £1 billion this year - is higher than it has been since the last major refurbishment programme of thirty years ago.

We have made a start on re-equipping the existing railway - trains, stations, depots, track and signalling. Routes have been reopened, new services introduced, more stations have been built and others have been refurbished.

We have also begun to build the £1.5 billion of new railway needed for the European opportunity of the Channel Tunnel due to open in 1993.

Work will continue on both the existing and the new railway throughout the decade. Upgrading and renovation must be followed by a rolling programme of modernisation throughout the network. Our plans for development of the new railway will include the new capacity needed in the South East, linking the Channel Tunnel to the rest of the country via Kings Cross and improving commuter services.

Throughout all of this, the Board will also be examining the requirements of its role in the stewardship of national assets. Many of the railway structures were built up to 150 years ago and much of its equipment has been installed for thirty years and more. As with the more visible assets - locomotives, wagons and coaches - they must be properly maintained and renewed when necessary if they are to be passed on to future generations in good working order.

To achieve all these programmes, investment will need to be sustained on average at least at current levels over the decade, broadly divided equally between the existing and the new. Funding this raises a number of issues.

Investment in British Rail

Financial year figures ending 31st March

£ Million

2000

Eighteen
Property

Over recent years, the industry has itself generated the bulk of the funds it requires for investment. Outstanding debt has been relatively small. A major source has been commercial development at stations, particularly some notable developments at London terminals. Developments and investment in the operational estate have also helped to regenerate inner city areas. There will continue to be property opportunities in the future and income from property will continue to be a substantial revenue contributor for the railways.

Costs and Prices

British Rail has significantly cut its unit costs over recent years. Our costs and our productivity per train kilometre both compare well with the main railways of continental Europe.

Further progress will come through the benefits of investment, the improved focus of the new management structures and the quality approach being fostered throughout the organisation.

In the non-supported sectors we will aim to maximise revenue by attracting new business with new and better services at prices people are prepared to pay. Elsewhere, prices will need to increase in real terms, with premium prices for premium quality, if the industry is to contribute significantly more than now towards financing future investment.

Partnership with the Private Sector

Partnership with the private sector will continue. In addition to the ventures in the freight and parcels businesses already mentioned, private sector capital is involved in property development and in station retail and catering outlets. A variety of services is contracted out. The industry will continue to look for opportunities to extend collaborative arrangements where the terms properly reflect the costs and benefits for both sides.
Partnership with Government

Central and local Government will have a role in railway financing for as far ahead as can be foreseen. The railways will continue to run services required by Government and Passenger Transport Authorities for social and wider economic reasons in return for payments reflecting the non-commercial elements.

Cost/benefit analysis will also justify Government contribution to some major projects such as CrossRail, Thameslink and Kent Express. Further analysis of the wider advantages of rail might also extend the areas where cost/benefit appraisals justify adjustment to purely financial calculations and we will pursue further opportunities where they arise.

Partnership can benefit both the railways and the community. What is essential for the industry is that it should be able to work within a framework of clear, consistent, attainable and motivating aims, based on running modern and reliable train services.

Financial Structure

The future investment needs outlined in this paper are large compared with the level of cash generated through railway operations in the past. In addition, investment in the new railway raises all the issues associated with major project financing (in the public or private sectors) and thus adds a dimension that the financial structure for the industry needs to be able to accommodate. It will remain crucial for the future health of the industry that it should maximise the contribution it can make towards the funding of its future requirements. That will be done in all the ways outlined in previous paragraphs - attracting new customers where it can be achieved profitably, managing our land and property effectively, continuing to improve efficiency and productivity and implementing sound pricing policies. Where services are required by public authorities on grounds of wider economic or social benefit, the aim will be to attract appropriate capital and revenue support through sustained delivery of demonstrable value for money. All these elements will have a part to play in ensuring the finance needed, together with investment funds appropriate to the nature of the business and its projects. The balance between the different sources will be a subject for debate with Government over the coming months.
Conclusion

This document has demonstrated that the opportunities for rail in the coming decade are dramatic. The issues are of national importance and the solutions to them will become clear as the transport debate evolves.

The renaissance of the railways has begun and the pace will quicken throughout the coming decade. The vision is an exciting one. It is of a quality organisation delivering a quality product, of a thriving industry contributing to the prosperity of the nation.