

**ACCELERATING THE
UK GOVERNMENT'S AMBITION
TO FIX BRITAIN'S RAILWAYS**



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Introduction

Britain's railways should be at the heart of unlocking some of the intractable problems facing the nation today, from boosting economic growth and supporting regional productivity, to advancing the net zero transition. Instead, they are not fulfilling their potential. They are often too expensive to use and run, too reliant on taxpayer subsidy, and too often let passengers down.

Urgent reform is needed to change this, to improve services and drive economic growth, support the public finances and create opportunity in every part of the country.

The new UK Government has set out a reform agenda that aims to deliver this. Arriva welcomes the ambition to establish a 'directing mind' in the form of Great British Railways (GBR) — which has recently been established in shadow form — and we recognise its other ambition to bring Department for Transport (DfT) contracted operations into public ownership. Regardless of the politics and Arriva's view on these twin ambitions, this type of large, structural reform will take time to develop and implement before it could deliver any much-needed benefits for passengers and taxpayers – even if the reforms secure all their intended benefits. The Department for Transport's motto to 'move fast and fix things' is therefore entirely right.



Yet, to move fast it should begin taking further practical first steps now — alongside a longer-term agenda for reform — to maximise the railways' potential to drive regional economic growth, productivity, connectivity, and carbon reduction.

That is where Arriva's acceleration plan fits into the UK Government's wider ambitions. It is designed to work within the limits of the railways as they exist today, be consistent with the Government's vision for improving rail, and target those areas of the rail network where tangible and strategic impact can be delivered. These are important early steps. While they cannot fix the railways' challenges overnight, the Government and GBR, including in its current 'shadow' form, can deploy them to help unblock some of the problems on the railways, in parallel with delivering other rail reforms to benefit passengers, communities, and the wider economy.

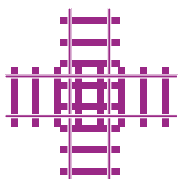
We propose a two-stage approach to achieving this, which can be delivered alongside the UK Government's wider agenda.

ACCELERATING THE UK GOVERNMENT'S AMBITION TO FIX BRITAIN'S RAILWAYS



Stabilise

First, **after years of uncertainty and stop-start initiatives, the UK Government must stabilise the railways to begin delivering better outcomes.** This means being ambitious about what our railways can achieve while remaining pragmatic about the limits of the system and the financial challenge the Government has inherited. This includes **making more effective use of the existing networks, trains, and other assets to maximise their impact and improve services for passengers.** Getting this right will provide a more secure, stable base from which the Government and GBR can deliver both better outcomes in the short term and an ambitious reform agenda in the longer term.



Build

Second, the UK Government has an opportunity to **build on these stable foundations by continuing to reform and improve the railways, taking additional steps to unlock the railways' economic and environmental potential.** To achieve this, operators and the Government should work together to plan and deliver targeted new, expanded services to key locations where there is existing passenger demand or a strong case that new journeys can be stimulated. This will help the Government to build a more connected and more productive economy that works for both passengers and taxpayers – driving growth and opportunities while ensuring the best possible value for existing budgets and generating new income for the taxpayer.

By taking these vital first steps, we can work together to accelerate the delivery of the UK Government's ambition to fix Britain's railways, so that passengers and the wider economy experience the benefits of reform much sooner.

Proposals

Part one — stabilise

More efficient services that respond to what passengers need — UK Government, local and regional leaders, and operators can work together to **make timetabling more flexible** ensuring that it both better matches the needs of passengers and becomes a tool to drive passenger behaviour so that it in turn matches local economic needs. Doing so will also drive revenue growth and support the public finances. This can be done ahead of, and alongside, any wider changes to timetabling.

Improve service quality — by making sure that our railways have the **right trains in the right places** and making the most effective use of existing assets, the Government can quickly begin to improve passengers' journeys.

Create a workforce fit for the future, in a more productive and inclusive workplace — expand upon existing upskilling efforts to break down barriers to opportunity on the railways by tackling skills gaps, attracting and retaining a more diverse workforce, and helping to drive cultural change within the sector.

Part two — build

Harness the railways as a vehicle for economic growth — connect people, businesses, and communities by **greenlighting new services for the North, the Midlands, and the Oxford to Cambridge Arc** and moving quickly to **expand open access**.

Deliver simpler, more affordable tickets — **further accelerate the national rollout of Pay-As-You-Go (PAYG) travel** through best practice and greater use of specialist employees, as well as **trial a Friday peak saver ticket**. This can quickly improve the passenger experience ahead of any wider ticketing reforms, such as introducing a best fare guarantee.



Stabilise



1. Enable integrated, efficient services

The UK Government's vision: Switzerland's coordinated and reliable timetabling model, which boosts passenger growth and productivity.

First steps

Drive growth across the UK by making timetabling more flexible, agile, and responsive to local needs. The Government has an opportunity to align timetabling with local priorities, pairing up operators' data and practical experience with regional authorities' knowledge and insight on the needs of their area and passengers. Together, they can make better, faster decisions on how to use existing capacity.



- Currently, **timetabling is too rigid and lacks a role for the regional and local leaders who often have the best understanding of what their communities need.** As the Labour Government itself has identified in its plan 'Getting Britain Moving', there is no statutory requirement for Network Rail to work with local authorities or regional leaders to get this right, and 'no organisation has the ability to make significant changes to the timetable as a whole to maximise capacity'.¹
- In particular, there is a mismatch between local needs and a timetabling system that relies on bids from individual operators to deliver particular services, rather than considering bids for services regionally, and matching services up to actual passenger needs across the area.
- This is leading to inefficient use of capacity and holding back the economic potential of all regions of the UK. **By making smarter, more effective use of the existing capacity, it will help to make sure that train services reflect where they are needed and most useful,** through a growth-led and locally aligned system for timetabling.

- To deliver this, a more agile system should be established. There should be **simpler, faster decision-making processes, with train operators empowered to take straightforward decisions about timetabling which deliver passenger growth**. Operators know and understand their local services best, and know where better timetabling or more services could benefit passengers.
- At the same time, there is **a strategic role for local and regional authorities to play in shaping timetables** which serve their communities and Arriva stands ready to work with them to achieve this. **Operators can share ticket data, specialist knowledge and information on local demand and travel patterns with regional and local leaders**, allowing them to develop and input an area-wide view on service requirements.
- **This would have four key benefits. First**, it would allow the railways to quickly provide more targeted and efficient use of capacity, by taking a holistic view of demand in a whole area, rather than a fragmented, partial view along specific routes.
- **Second**, it would quickly generate economic benefits and improve services for passengers by using existing assets more efficiently, by giving both operators and local and regional leaders a clearer picture of where they could reallocate resources to new routes or expanded services where there are currently overlapping services.
- **Third**, an enhanced focus on passenger growth would boost revenues for the taxpayer, helping to reduce the cost to the public finances of Britain's railway which has significantly increased with the pandemic and subsequent changes in travel patterns.
- **Fourth**, it offers a route to a more effective and innovative approach to timetabling under the future GBR that supports the Government's ambitions for increased devolution. This new process for timetabling can also act as a testbed, giving the public sector and local authorities advance and in-depth insight into rail operations in their area, and paving the way for a smooth transition to control by the directing mind, and the regions. This will also enable local and regional authorities to develop more effective integrated local transport systems in the future.

Impact

This turns timetabling into a tool for unlocking growth by ensuring trains are prioritised for when and where they are most needed. Equally, it will not only help respond to demand, but can also shape passenger behaviour and steer it to meet the needs of the local economy.

By building timetables around local needs and the Government's mission to drive economic growth, local productivity can be improved and services delivered which align with the needs of communities. This would also ensure that existing resources are used more efficiently across the entire rail network. At the same time a focus on passenger growth would help to reduce the costs of the railways for taxpayers. economic growth, local productivity can be improved and services delivered which align with the needs of communities. This would also ensure that existing resources are used more efficiently across the entire rail network.

2. Improve service quality

The UK Government's vision: Ensure passengers experience the quality service they deserve with comfortable journeys on clean trains with adequate facilities.

First steps

Implement a new national fleet capacity strategy to ensure that the right trains are deployed in the right places so that stock can be redeployed to where it is most urgently needed, while providing the certainty to drive future investment.

- In time, the Government will 'develop a long-term industrial strategy for rolling stock which supports British manufacturing [...] and aligns with the wider objectives of the industry.'²
- In the meantime, there are **immediate opportunities to get more out of existing assets to improve services at little to no extra cost**, while providing a clearer picture of future railway operations to industry. In turn, by creating greater confidence and long-term certainty this will stimulate private investment — into fixed assets such as depots, boost the wider supply chain, and support investment in the workforce.
- **A national fleet capacity strategy** would help achieve this, **taking an overall view of the UK's current fleet and guiding decisions on how to use these existing vehicles and carriages** efficiently, effectively, and in a way which delivers quicker benefits to passengers and communities.



- Where modern trains are going unused or underused on the UK network, the strategy would direct that they be 'cascaded' to the routes that urgently need additional capacity, rather than sitting idle or even being leased abroad.
- Arriva welcomes the Secretary of State's recognition that 'moving rolling stock to where it is needed' can help tackle critical issues like overcrowding'.³ The Government has an opportunity to ensure fast and effective action will be taken to reallocate trains to where they're most needed.

Case study: Chiltern Railways cascade

- Chiltern Railways is one of the top performing services in the country. This is despite having by far the oldest trains – with some carriages that are 47-years old.
- The age of the trains means they require more frequent maintenance, leading to reduced capacity on the line. This poses a constant challenge and negatively impacts reliability and passenger comfort. To address this, Chiltern has applied to DfT to procure brand new trains in the long-term, and to bring in additional, refurbished capacity in the form of unused trains from elsewhere on the network to tackle this issue more quickly. With a speedy decision by Government it would be possible to get these trains into service by late 2025.
- This newer fleet would significantly boost capacity on Chiltern trains between London and Birmingham each day, by nearly 20%, while allowing other trains to be repurposed elsewhere on the Chiltern routes.
- This would reduce the risk of overcrowding, increase reliability and comfort, and help unlock the latent demand on the line, attracting more people onto the railways, bringing in more revenue for the Exchequer, and supporting the many local businesses that depend on these services to grow and succeed.
- For example, 12% of Bicester Village's seven million annual visitors travel to the village using Chiltern, and its expansion plans will struggle without these additional trains. Likewise, Oxford United's plans for a new 16,000-seater stadium at Kidlington depend in part on getting more trains into service.

- For example, Chiltern is engaged in a lengthy procurement process to secure additional trains from elsewhere which would — if cascaded onto the Chiltern network — provide a significant uplift in capacity and comfort on its lines from Birmingham to London while stimulating growth in passenger journeys.
- Key decisions are needed now to ensure good service on these lines over the next few years. Government should consider these requests holistically as part of a strategic approach, rather than considering them independently on a standalone basis.

Impact

Implementing a national fleet capacity strategy will support operators to deliver passenger improvements faster than through the existing protracted procurement process. This would enable resources to be targeted where needed to drive growth, quickly connecting more people with economic opportunities. It would also bring additional revenue for the Exchequer through improved passenger numbers on busy routes and those with growth potential.

3. Create a workforce fit for the future and a more inclusive and productive workplace

The UK Government's vision: To drive a culture change in rail organisations and break down barriers to opportunity within the rail industry, addressing workforce deficits and ensuring that more women, ethnic minorities, and underrepresented groups see rail as a positive career choice.

First steps

Offer more ways for Train Operating Companies (TOCs) to upskill their workforce and help kickstart cultural change across the sector.



- The new Labour Government rightly wants to address longer-term workforce issues in the industry, and the independent Rail and Urban Transport Review which was commissioned by Labour makes the case for a bold industrial strategy to deliver on this and increase the number of jobs created in the sector.
- While hiring new employees has an important role to play in the longer-term, **upskilling is an effective lever that the Government and the sector can pull immediately to help get more skilled and productive workers where they are most needed.** Alongside addressing skills shortages, upskilling will help create a more diverse workforce, by creating new routes into roles that have traditionally been dominated by particular groups.
- Apprenticeships help in breaking down barriers to opportunity and making a career in rail more desirable and accessible to a more diverse group of workers. However, the Government has rightly recognised that **apprenticeships are not the only way to upskill and that many workers and businesses would benefit from a wider range of options.** The commitment to replace the Apprenticeship Levy with a new, more flexible Growth and Skills Levy to fund this training will be an important measure for the rail industry.
- There are opportunities for the Government to accelerate the upskilling efforts of the railways. First, the Government should facilitate its expansion by **encouraging the rail industry to undertake more internal upskilling and apprenticeship recruitment, with clear expectations for industry to do so and a shared focus on removing barriers to its wider use.**

- Second, the **list of qualifications approved by Skills England for funding through the Growth and Skills Levy should include relevant, flexible courses within the rail industry.** This will provide greater certainty to the sector and expand the potential for upskilling and retraining.

Case study: Arriva Train Care

- Arriva Train Care (ATC) maintains and services passenger trains. It plays a vital role in keeping the UK's rail system up and running, providing around 30,000 services a year in depots across the UK. This work is only possible because of the skilled and trained employees working for ATC, who provide vital support to the wider rail sector.
- To support employees in gaining the skills they need, ATC has developed an internal re-skilling programme, paying employees to receive full 1-2-1 tuition to undertake a qualification in engineering.
- The first of these cohorts saw employees complete the qualification and begin fully qualified roles within the business, with the second cohort completing their qualifications in July 2024.
- It has already boosted employee retention within the business and supported the workforce to become more diverse and inclusive. The number of vacant roles in ATC fell from 12% to just 3%, attracting employees from all age groups and more diverse backgrounds.
- This is clear evidence that flexible, targeted training has a vital role in ensuring that the rail network has the skills it needs to deliver the best possible services to passengers.

Accelerate plans to incentivise social value through procurement, and support adoption by requiring operators to meet a clear, cross-industry standard.

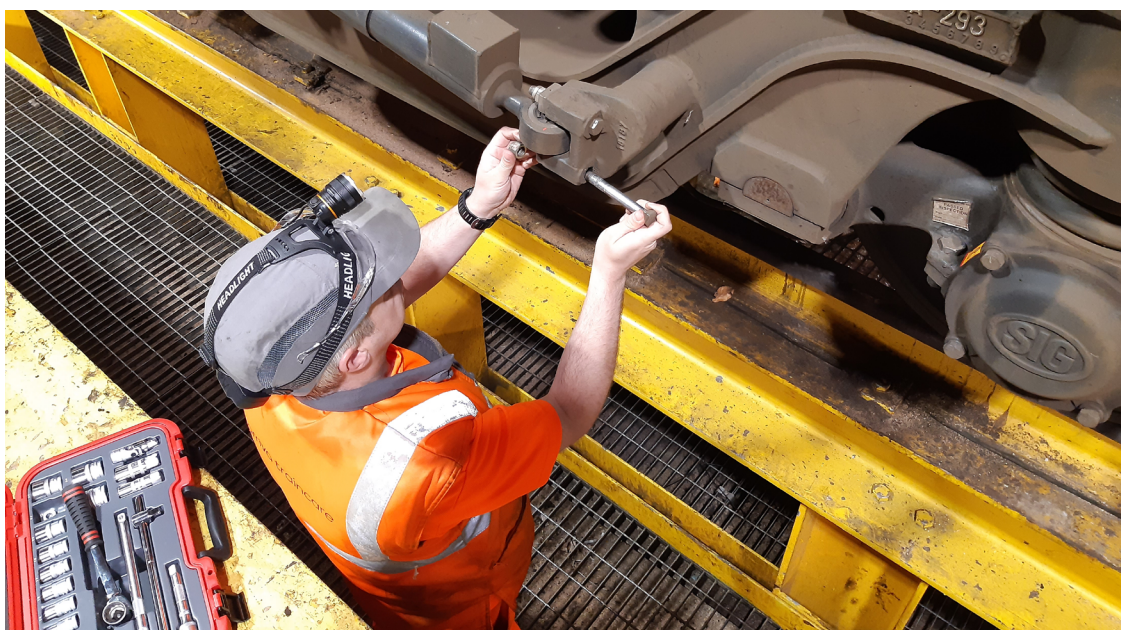
- **Train operators' external procurement represents a significant investment in wider supply chains.** In 2022/23 alone, train operators spent approximately £5.64bn on a range of activities and assets, ranging from rolling stock upgrades and station upkeep, to IT, marketing, utilities, and other contractors. **This investment is already supporting economic growth throughout the country, but it could do even more to make the railways a greater force for social good.**
- This investment in supply chains presents the sector, the Government and GBR with an opportunity to leverage existing spending to drive even greater positive changes through the rail industry's social impact.⁴
- As a first step, the Government should **integrate social value into procurement processes for rail projects by including specific social value criteria.** This should be delivered alongside existing plans to give social value a minimum 10% weighting in the procurement process for all rail contracts.

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- To further promote cultural change, the Government should also **encourage rail projects to produce Community Benefit Plans as part of their proposals**. These plans should detail how the project will benefit local communities to tackle economic inequality, equal opportunities, wellbeing, Covid-19 recovery and fighting climate change. Regular monitoring and transparent reporting should be enforced to ensure these commitments are met.
- Wider, structural reforms to the railways should not stall this, as it will play an important role in ensuring that the existing rail network operates in a way that delivers the best possible outcomes for their communities.

Impact

Upskilling can not only help improve retention across the industry — giving employees more opportunities, a stronger sense of purpose, and boosting workforce morale by investing in them — but also boost productivity and even promote diversity. It will be an important first step to driving the cultural change that the Government wants to see across the sector.



¹'[Getting Britain Moving: Labour's Plan to Fix Britain's Railways](#)', Labour Party publication, April 2024.

²'[Getting Britain Moving: Labour's Plan to Fix Britain's Railways](#)', Labour Party publication, April 2024.

³'[Second Reading of the Passenger Railway Service \(Public Ownership\) Bill](#)', Secretary of State for Transport Louise Haigh MP, Hansard, July 2024.

⁴'[Rail industry finance \(UK\)](#)', Office of Rail and Road (ORR) statistical release, 2022/23.

Build

Stabilising the railways will provide a strong foundation for the Government's structural reforms and to build on in pursuit of economic growth, sustainability, and improved passenger experience. While this cannot be done immediately, there are a number of longer term first steps which can be taken now to realise this.

4. Harness the railways as a vehicle for economic growth

The UK Government's vision: By better serving the connectivity needs of local and regional economies through the railways, the whole economy can grow.

First steps

Work with operators to quickly introduce new or expanded services that respond to the needs of regional and local economies and offer businesses wider access to regional labour markets. Introducing targeted new routes, aimed at increasing services in the places where they will have the most impact, will stimulate economic growth in these communities. Arriva's TOCs have already been working on plans to launch several such future services.

- Connect the Oxford to Cambridge arc** — The Government can **confirm Chiltern Railways as the operator for East West Rail's first leg from Oxford to Milton Keynes, allowing preparations to continue apace for the introduction of services in August 2025.** This will support a key strategic growth corridor and help unlock the potential of this region, which is vital for the Government's mission of achieving the highest economic growth in the G7. Announcing the first phase of this route will be symbolically important, signalling a brighter future for rail and boosting investor confidence in this growth corridor ahead of the Global Investment Summit in October.





- **Expand open access** — Open access operators like Grand Central have added significant value and capacity to the rail network, competing with other transport modes and operators to improve outcomes for passengers, increasing both passenger numbers and revenues for the Exchequer by improving connectivity across the network and supporting economic growth. Building on these successes, and supporting **an expansion of open access**, is one of the most important early steps the Labour Government can take to deliver its ambitious plans for the railways and to quickly improve passenger experience. Over the longer term, the Secretary of State will take steps to achieve this by reviewing and updating the framework and guidance on open access requests to the Office of Rail and Road (ORR). In the immediate term however, the Government can quickly **unlock the benefits of open access** — which are disproportionately felt in the regions — by **giving direction to Network Rail and the ORR to prioritise adequate resourcing** for this, and providing them with **a clear strategic steer to review and determine existing applications by February 2025**. This would provide adequate time to get services in place in time for the new May 2025 timetable, and is in line with the ORR's planned schedule for finalising decisions on the timetable 12 weeks in advance. The Department should also **actively encourage operators to bring forward further proposals to expand open access, and expedite decisions** on them to get more trains on tracks in the places where they can have the most impact, boosting growth, connectivity, and opportunities.

- **Connect the Midlands** — Working with CrossCountry, in the longer term the Government has the option to **introduce a fast Cardiff-Birmingham-Nottingham route**, making journey times quicker, increasing rail demand, generating significant revenue, and improving passenger satisfaction.

- **Connect the North** — CrossCountry could plan to launch **a dedicated service between Sheffield and Glasgow via Leeds, running up to four times a day** and taking around four and a quarter hours between Sheffield and Glasgow. This will vastly improve connectivity between these cities.



Case Study: Grand Central

- Arriva's UK open access train operating company, Grand Central, is seeking to extend its existing track access rights until 2038, securing its services for the communities where it already operates and unlocking intentions to invest in new, state-of-the-art bi-mode trains which can operate on electric and non-electric tracks.
- Grand Central has been running services on the East Coast mainline since 2007 as an open access operator, which means it receives no government funding or subsidy.
- It directly links 15 destinations, including cities in Yorkshire and the North East, with London's Kings Cross.
- The application represents a significant commitment to long-term services and supports its plans to expand services with improved connectivity and increased frequency, as outlined in a previous application submitted to the ORR in May 2024.
- Subject to approval through a procurement process, investment in the new trains would bring significant benefits to passengers and communities, support decarbonisation, and increase capacity on Grand Central services, with approximately 20% more seats than its current trains.
- The extension of track access rights is subject to approval by the ORR following industry and stakeholder consultation.

Impact

By responding to economic demand and passenger needs in a more targeted way, the railways can quickly be engines of regional economic growth.

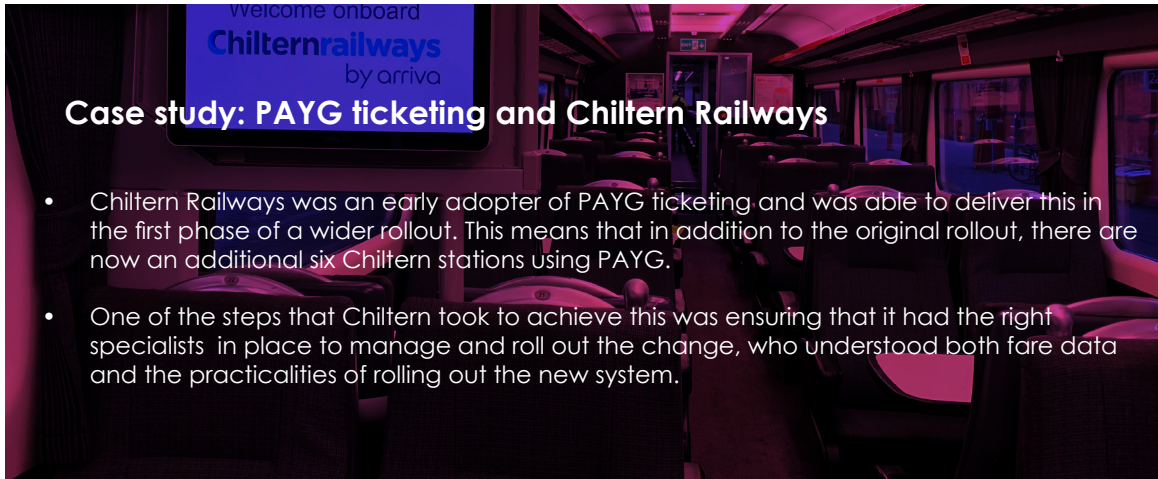
5. Simpler, more affordable tickets

The UK Government's vision: Implement digital solutions, such as automatic compensation and pay-as-you-go (PAYG), aligning with the Secretary of State for Transport's long-term strategy to maximise passenger growth.

First steps

Accelerate the rollout of PAYG ticketing, including at the already planned locations in Greater London, the Midlands, and Greater Manchester, ensuring that all projects have the specialist employees they need to deliver this.

- The Government has undertaken positive action announcing the roll out of tap-in tap-out technology at a further 45 stations. However, the Government should continue to build on this, through further strengthening a coordinated approach to PAYG. A lack of joined-up work between the organising body for PAYG expansion and the operators themselves can slow the delivery of this technology, which would make rail journeys easier and more convenient for passengers.
- Part of the challenge is a lack of specialist skills in the rail system, making it more difficult for both the Government and operators to deliver this complex but impactful change to ticketing.
- This includes **a lack of employees with a specialist understanding of fare data and the operations of both organising bodies and operators**. Just as the Government has rightly identified that a relatively small increase in the number of planning officers can unblock important decisions, so too can an increase in the number of specialist colleagues needed to deliver PAYG ticketing boost its deployment.
- Fortunately, some of the skills for these roles already exist within the railways to some extent in the form of pricing managers who help to set and manage ticketing costs across the railway network. These employees could even be temporarily retasked specifically to support the rollout of PAYG.
- The **GBR team, or its shadow form, should therefore work with operators to ensure that they can retask, recruit, and retain more of these specialist employees** so they can more quickly deliver a more accessible ticketing system across the rail network.
- The Government has rightly promised to review the railways' overcomplicated fare system and introduce a best fare guarantee along the lines of the system currently in use by TfL. Alongside this work, it should act now to further accelerate the rollout of PAYG at locations across the country.



Case study: PAYG ticketing and Chiltern Railways

- Chiltern Railways was an early adopter of PAYG ticketing and was able to deliver this in the first phase of a wider rollout. This means that in addition to the original rollout, there are now an additional six Chiltern stations using PAYG.
- One of the steps that Chiltern took to achieve this was ensuring that it had the right specialists in place to manage and roll out the change, who understood both fare data and the practicalities of rolling out the new system.

Introduce a Friday peak saver ticket to quickly show progress on affordability and drive changes in travel patterns. Doing so can better balance capacity and demand in the short term and stimulate growth in passenger numbers over the longer term.

- City commuter routes have been impacted by changing travel patterns post-pandemic, impacting revenue from ticket sales and resulting in increased taxpayer subsidy. Crucially, these changes mean that capacity is being wasted, with many services under-utilised.
- **New commercial initiatives – such as the Friday peak saver ticket – that respond to changing travel patterns can help lower prices for passengers.**
- They can also **make sure capacity is being used more efficiently by ‘flattening the curve’ of ridership in the working week, and support economic activity**, including incentivising commuters' travel and boosting the leisure economy. Ultimately, the goal is not just to reduce costs for the passengers but also to reduce taxpayer subsidy on these routes through passenger growth in the longer-term.
- A Friday peak saver ticket could be **piloted on routes with the greatest potential to increase the number of journeys**, before rolling out the initiative across the wider network if it proves effective.

Impact

Accelerating PAYG pilots offers a way to improve journeys and overall experience for hundreds of thousands of passengers. Trialling new commercial initiatives based on modelling – such as the Friday peak saver ticket – can deliver revenue growth in the long term and help with bridging the post-pandemic gap.

Recommendations

Stabilise the network to begin delivering better outcomes for passengers, making more effective use of the existing networks, trains, and other assets to maximise their impact and improve services.

Make timetabling more flexible, agile, and responsive to passenger needs

- Simpler, faster decision-making processes, to empower train operators to take straight-forward decisions about timetabling which deliver passenger growth and supports the public finances.
- Give local and regional authorities a strategic role in shaping the timetables, with operators sharing ticket data, specialist knowledge and information on local demand and travel patterns with them to help develop an area-wide view on services.

Improve service quality

- Implement a national fleet capacity strategy to help redeploy the right trains to the right places, 'cascading' additional capacity where it is most urgently needed, while providing the additional certainty to drive future investment.
- Consider requests for 'cascades' holistically, rather than independently, on a standalone basis.

Move to create a workforce fit for the future and a more inclusive and productive workplace

- Expand the use of upskilling by encouraging the rail industry to undertake more internal upskilling and apprenticeship recruitment.
- Ensure the future list of qualifications approved by Skills England for funding through the Growth and Skills Levy includes relevant courses within the rail industry.
- Harness train operators' external procurement spending to make the railways an even greater force for good:
 - *integrate social value into procurement processes for rail projects by including specific social value criteria;*
 - *and encourage rail projects to produce Community Benefit Plans as part of their proposals.*

Build on these stable foundations in the longer term by continuing to reform and improve the railways, taking additional steps to unlock the railways' economic and environmental potential.

Harness the railways as a vehicle for economic growth

- Work with operators to quickly introduce new or expanded services, greenlighting new services for the North, the Midlands, and the Oxford to Cambridge Arc and moving quickly to expand open access.

Move towards simpler, more affordable tickets

- Accelerate the rollout of PAYG, helping operators to retask, recruit, and retain more employees with a specialist understanding of fares and railway operations.
- Introduce pilots of a Friday peak saver ticket to help 'flatten the curve' on weekday demand and support economic activity, while reducing costs for passengers.

Conclusion

The UK Government rightly has an ambitious agenda for long-term reform of Britain's railways, which desperately need reform. However, it will take years before structural reforms are implemented and passengers and taxpayers see the benefits if it delivers the intended outcomes.

That is why the Government cannot let these opportunities pass it by. It can boost the urgent work of stabilising the railways and building on existing capacity and infrastructure to deliver more rapid passenger and revenue growth and support the public finances. This can be done alongside broader plans for reform, to accelerate the delivery of benefits for passengers, communities, and the economy.

The proposals in this document offer additional steps on the longer journey to rail reform, which will bring tangible benefits to passengers and taxpayers, support local economic growth, and deliver railways that can realise their enormous potential.





About Arriva

Arriva was founded in Sunderland in 1938 and has grown to become a leading provider of passenger transport across Europe, employing around 34,400 people and delivering around 1.6 billion passenger journeys. With buses, trains, coaches, trams, waterbuses, bike-sharing systems, on-demand transport solutions and a rolling stock leasing company, Arriva proudly connects people and communities safely, reliably and sustainably across 11 countries, delivering these services in a better way, every day.

In the UK, our rail operators include Arriva Rail London, which runs the 'Overground' in partnership with Transport for London under a concession model, Chiltern Railways, CrossCountry, and open-access operator Grand Central. Our rail services cover around 9% of the entire network, employing around 5,000 colleagues and managing 117 stations, with lines from Aberdeen to Penzance. We also oversee Arriva TrainCare, a rail maintenance business, and Arriva Road Transport Solutions, which provides customer focused rail replacement services.