



Department  
for Transport

# Rail Network Enhancements Pipeline

## A New Approach for Rail Enhancements

Moving Britain Ahead



March 2018

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Department for Transport  
Great Minster House  
33 Horseferry Road  
London SW1P 4DR  
Telephone 0300 330 3000  
Website [www.gov.uk/dft](http://www.gov.uk/dft)  
General enquiries: <https://forms.dft.gov.uk>



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# 1. Introduction

- 1.1 Government is taking a new approach to the way it enhances the railway. It is creating a rolling programme of investment that continues to focus on outcomes that deliver real benefits for passengers, freight users and the economy. This continuous approach to Enhancements builds on the progress already made and the process set out in the *Memorandum of Understanding between Department for Transport and Network Rail on Rail Enhancements*<sup>1</sup> and moves the investment in Enhancements away from a rigid five year cycle. This document sets out this new approach and illustrates the pipeline that it has created.
- 1.2 The first section describes the strategic context. This section also sets out the government's priorities for investment in rail Enhancements and the principles that it will apply when making these investments.
- 1.3 The second section describes the framework for investment and how Enhancements will enter and move through the pipeline. More detail of this framework is provided in the Annex.
- 1.4 The final section illustrates the kinds of schemes that will sit in each part of Rail Network Enhancements Pipeline (RNEP); showing how the Enhancements already planned and being delivered on the England and Wales rail network<sup>2</sup> might progress in the context of the new pipeline approach.

## What does the Rail Network Enhancements Pipeline cover?

- 1.5 This document sets out an approach that applies for rail Enhancements within England and Wales. This approach applies to "Enhancements" as investments in new or improved infrastructure that enable service changes and other benefits. These investments will enhance the capability of the railway, typically adding increased or new capacity or providing technical improvements to the way the railway runs.
- 1.6 The benefits of these infrastructure interventions are typically realised through the changes to train services that they enable, through the introduction of improved trains or revised timetables. These changes to passenger services are often made through the government's franchising programme. This approach requires alternatives to infrastructure Enhancements, such as timetable or rolling stock changes, to be considered in the early stages of development.
- 1.7 The RNEP is intended to provide information for all stakeholders about how government is progressing the rail Enhancements it funds. Enhancements that are promoted by third parties, should refer to the *Market-led proposals guidance*,

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<sup>1</sup> <https://www.gov.uk/government/publications/improving-the-delivery-of-railway-investments-mou-between-dft-and-network-rail>

<sup>2</sup> Transport Scotland and Scottish Ministers are responsible for Enhancements on the railway in Scotland.

published alongside this document,<sup>3</sup> which sets out the process by which third parties can engage with the Department and interact with the pipeline.

- 1.8 The RNEP does not cover the Operations, Maintenance and Renewals activities carried out by Network Rail to keep the existing railway running. It also does not cover either the High Speed 1 network, or the planned core High Speed 2 (HS2) network. The vital HS2 programme will provide huge benefits for the railway as it comes into service, from 2026. The creation and management of the pipeline will take account of the impacts that HS2 will have on the network and where there may be a need for further Enhancements to support it.

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<sup>3</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/691531/rail-market-led-proposals-guidance.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/691531/rail-market-led-proposals-guidance.pdf)

## 2. Strategic Context

- 2.1 Government has embarked on a record programme of modernisation to meet the extraordinary surge in rail demand since privatisation, with passenger journey numbers having more than doubled. Alongside the step change in funding for maintenance and renewals we are providing in 2019-2024, we have committed substantial investment in Enhancements to provide new capacity and improve journey times. We are investing to make today's railway safer and more reliable – but we also want the railway to offer new opportunities for citizens and businesses, and to unlock housing and economic growth. Our recently published strategic vision<sup>4</sup> set out our wider plans for the railway and our desire to work with partners and other transport modes to identify the best new rail projects which can deliver those opportunities, and unlock that growth.
- 2.2 Our intention is also for more Enhancements to be promoted, funded and/or financed by a range of parties, for example the Transforming Cities Fund, Local Enterprise Partnerships, Sub-national Transport Bodies, Local Authorities, Metropolitan Mayors, and the private sector. To meet our ambitions of a growing rail network built by and for a diverse range of stakeholders, it is ever-more important that government provides clarity and certainty over how projects are moved forward, and what railway users can expect.
- 2.3 A rail investment programme of this scale and complexity requires rigorous, transparent governance. Following the Bowe Review<sup>5</sup> into how best to deliver this, the Department for Transport and Network Rail entered into a Memorandum of Understanding<sup>6</sup> (MoU) that clarified their respective roles in enhancement planning and delivery, and how projects would be managed. The Bowe Review also recommended the pipeline approach government is now implementing: a rolling programme of investment, with clear options and decision points, to ensure that projects are progressed in defined stages, subject to a review of their readiness to move forward to the next stage, and the benefits they are on course to deliver for users and the taxpayer.

### Priorities for Enhancements

- 2.4 Our strategic vision set out how the railway can uniquely contribute to the government's wider objectives by providing good services for passengers and freight users, contributing to the economy and communities, and securing value for the

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<sup>4</sup> <https://www.gov.uk/government/publications/a-strategic-vision-for-rail>

<sup>5</sup> <https://www.gov.uk/government/publications/bowe-review-into-the-planning-of-network-rails-enhancements-programme-2014-to-2019>

<sup>6</sup> <https://www.gov.uk/government/publications/improving-the-delivery-of-railway-investments-mou-between-dft-and-network-rail>

taxpayer. Government has established four priorities for investment and action that contribute to achieving these goals.

- 2.5 To be included in the RNEP, Enhancements must provide outcomes that meet one or more of these following priorities and demonstrate clearly how they will continue to support them as they progress:

**Keeping people and goods moving smoothly and safely.**

Enhancements that meet this priority will provide outcomes that deal with the challenges faced by the existing network; enabling an acceptable level of reliability and performance for users. This may be, for example, by providing capacity to ease crowding on routes or at stations; or by enhancing safety by removing or mitigating potentially dangerous interactions on the network.

**Delivering the benefits from committed programmes and projects already underway.**

Enhancements that meet this priority will support outcomes that will allow the railway to make the best use of, and get good value for money from, other funded schemes and other government priorities. These might include rolling stock programmes, HS2, Crossrail, or other transport schemes. This may be, for example, by enhancing the power supply to allow for more services; providing new routes to support new infrastructure; or improving junctions to allow for greater traffic.

**Offering more: new and better journeys and opportunities for the future.**

Enhancements that meet this priority will support outcomes that drive new industrial, economic or housing growth. This may be, for example, by reopening old lines to support communities; expanding the network to support new towns and villages; connecting centres of employment and commerce; or creating new corridors for economic growth to rebalance the economy.

**Changing the way the rail sector works for the better.**

Enhancements that meet this priority will support outcomes that keep the railway modern and effective. This may be, for example, by supporting new technologies such as digital signalling or track monitoring; improving the sustainability of the network; promoting efficient, value for money, delivery of benefits; or by supporting new opportunities for the railway's staff.

## Principles for Investment

- 2.6 The nature of central government investment means that it will not be possible to select and fund all the schemes that could meet its priorities. This means that government must make decisions about which Enhancements it will take forward. It has established principles to support it in making those decisions about the RNEP.
- 2.7 In order to be considered for central government intervention and/or funding, the case for all Enhancement decisions will need to demonstrate:

- a. **A robust business case.** All of government's decisions will be guided by the appropriate evaluation and appraisal methodology, supported by five part, WebTAG<sup>7</sup> compliant business cases and guided by the *HM Treasury Green Book*.<sup>8</sup> This will include considerations of the value for money and affordability of the Enhancement itself, but also of the impact it will have on the value for money and affordability of the overall portfolio. This business case may demonstrate the other principles listed below.
- b. **A focus on the outcomes provided for railway users and the taxpayer.** All rail Enhancements must be led by the needs that they are fulfilling rather than the methods by which they propose to fulfil them. Government wishes to buy benefits for railway users at good value for the taxpayer. Enhancements will therefore need to set out clearly the outcomes that they will provide at each stage, have thoroughly assessed a range of options and explained why the proposal is the best way to achieve them. This should include identifying the support for the Enhancement from the communities it will serve, if appropriate. This will allow government to consider whether the Enhancement remains the best way of delivering those benefits as it moves through the pipeline. In some cases this may mean that the inputs or outputs may change and some Enhancements may be replaced with changes to services or rolling stock to achieve the same benefits.
- c. **The impact of the Enhancement on the existing network.** Delivering new Enhancements can be disruptive to the existing network, so government will consider these impacts in making decisions. In doing so, considerations about the safety impact of the Enhancement for our railways will be paramount. Government will also be mindful of the implications for and impacts on the reliability of the network and the provision of services that delivery of the Enhancement might have. This will include considering the strategic impacts on the deliverability of train services and the implications of any additional Operations, Maintenance and Renewals activity, including any impact on future franchise costs that the Enhancement will create.
- d. **Railway demand.** Government will always consider the implications for and impacts on railway demand when making decisions about rail Enhancements. This will be supported by robust methodology and will use the most appropriate models, including the government's Network Modelling Framework. Government will consider Enhancements that might help to meet existing demand, but also those that might help spread demand more evenly, or address areas of suppressed demand.
- e. **The balance of the portfolio.** All Enhancements will be considered in the context of the overall Enhancements portfolio rather than as purely standalone interventions. Government is seeking a balanced portfolio of Enhancements. Government will seek to achieve this balance in four key ways, by: addressing each of the government's priorities; considering the regional spread of Enhancements, making use of the Department for Transport's *Rebalancing Toolkit*<sup>9</sup> where appropriate; providing a deliverable portfolio of Enhancements; and ensuring a financially sustainable and affordable portfolio. It is important to note that this balance need not lead to an entirely equal spread across the portfolio in these areas. When government considers Enhancements, the

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<sup>7</sup> <https://www.gov.uk/guidance/transport-analysis-guidance-webtag>

<sup>8</sup> <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government>

<sup>9</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/669043/supplementary-guidance-rebalancing-toolkit.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/669043/supplementary-guidance-rebalancing-toolkit.pdf)



needs, constraints and benefits of the wider portfolio will always take precedence over individual interventions. This means that even Enhancements that might deliver significant benefits may not be taken forward to the next stage because of the impact that they might have on the portfolio as a whole.

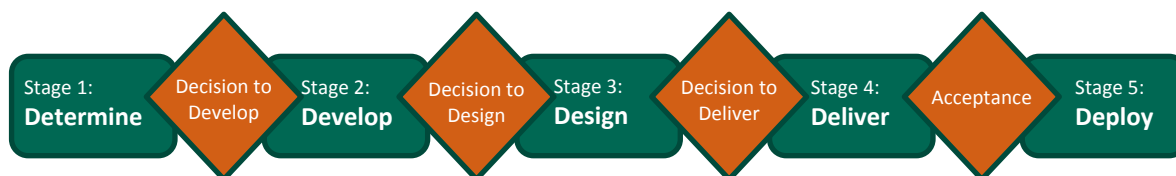
- f. **Opportunities for private investment.** Government wants to relieve the burden on taxpayers and farepayers by identifying and leveraging new funding sources in order to increase overall investment. Government will consider opportunities for alternative sources of funding and private finance options at each stage of the pipeline.
- g. **Increasing contestability.** Government is keen to encourage new partners for infrastructure development, design and delivery and encouraging and facilitating market-led proposals for rail Enhancements. Government will consider opportunities for alternative methods of delivery at each stage of the pipeline. Guidance on the development of market led proposals is being published alongside this document.

2.8 It is important to remember that each decision taken on each Enhancement relates only to whether it will progress to the next stage of the pipeline (the stages are set out in the next section). At no point will government make a decision that commits to progress any enhancement beyond the next stage of the pipeline.

2.9 The pipeline will also be kept under constant review. This means that even after a decision has been made to progress an enhancement to the next stage, developments elsewhere, within or outside the RNEP, may lead to changes to support the efficient delivery of the Enhancement and the portfolio. This approach will ensure that decision making about Enhancements is agile. Government will take account of affordability and the need to adjust the pipeline to reflect the changing nature of transport, technology and the economy and support the best outcomes for passengers, freight users and the taxpayer.

### 3. The Framework for Investment: Creating the Pipeline

- 3.1 The RNEP provides a rolling programme of investment, which will continue to provide a steady stream of benefits to the railway’s customers and taxpayers. The approach is based around five stages of activity separated by formal investment decisions gateways. The first three stages, “Determine”, “Develop” and “Design” are characterised by increasing levels of detail and understanding. The final two stages are, “Deliver” and “Deploy.” By the time these latter stages are reached, all investment decisions have been taken and the focus is on building and operating the Enhancement and realising the benefits that are anticipated.
- 3.2 The decision taken at each gateway will be whether or not to proceed with the Enhancement. These decisions will be made jointly with the infrastructure manager, delivery agent and any other funders or infrastructure managers involved. Each of these investment decisions will be informed by the priorities and principles for investment set out in the previous section of this document and government will require increasing levels of detail to make the decision at each successive gateway. In the case of the first three investment decisions ("Decision to Develop," "Decision to Design," "Decision to Deliver") this will include the requirement of a suitable, government endorsed and WebTAG compliant business case.
- 3.3 It should be noted that these stages do not and need not directly align with the Governance for Railway Investment Projects (GRIP) stages used by Network Rail. However, some of the later stages will be informed by GRIP related activities.
- 3.4 The five stages and their decision points are shown below and more detail on each stage and investment decision is provided in the annex:



## Timing of Decisions

- 3.5 Enhancements may enter the pipeline at any stage. They will enter the pipeline at the most appropriate stage based on their level of development, provided that they have the appropriate government endorsed business case and have passed the decision point for that stage. This is particularly relevant for market-led proposals promoted by third parties, which, in accordance with the *Rail market-led proposals guidance* may be added to the RNEP if they require the intervention of government to progress. This might be because a market-led proposal now requires government support or guarantees to progress beyond initial development. The point at which a market-led proposal is added to the pipeline will be judged in consultation with the promoter and in line with the *Rail market-led proposals guidance* on a case-by-case basis.
- 3.6 Decisions about Enhancements entering and progressing through the pipeline may be taken at any time. Decision gateways may be reached by an Enhancement to the next stage once it has reached an appropriate level of maturity. This means that there is no “window” in which decisions are taken and there is no formal competition between Enhancements. Each Enhancement decision will be taken on its own merits within the context of the overall portfolio.

## 4. The Pipeline of Enhancements: Illustrative Examples

- 4.1 This government is investing record levels in rail infrastructure – in Enhancement works to upgrade the network, and in vital Operations, Maintenance and Renewals work to keep the network and those who use it moving.
- 4.2 The Enhancements government is currently committed to and investing in have progressed to different points of the five stage pipeline process. The following sections illustrate the kinds of Enhancements that are included in each stage.

### Determine

- 4.3 The nature of the Determine phase means that it contains all potential Enhancements that are being promoted but lack a government endorsed business case.
- 4.4 Government recognises the need to support the development of future Enhancements. Work is already taking place to improve journeys for passengers in Wales; to provide new journey opportunities between Oxford and Cambridge by exploring options to expand the (currently committed) Western Phase of East West Rail; and to explore options for improved connectivity in the Midlands through the creation of a Midlands Rail Hub.
- 4.5 As set out in our strategic vision, over the coming decade the government is committed to opportunities to expand the network and its focus in the Determine phase includes supporting opportunities to allow this. Some examples of proposals in the Determine phase currently being considered in this context include:
  - improving connectivity in the South West (reopening the routes previously closed to passengers under British Rail connecting Exeter to Okehampton and Bere Alston to Tavistock);
  - providing new journey opportunities to rail users in the North (through the provision of four new stations in the West Yorkshire area and exploring the merits of reopening the line between Skipton and Colne); and
  - opportunities around central Birmingham (being considered by Transport for the West Midlands).

## Develop

- 4.6 Government's focus in the Develop phase is on the outcomes being sought. Whether this is by improving capacity in the Ely area, or improving capacity and connectivity along the Transpennine Route between Manchester, Leeds and York. This focus allows government to concentrate on ensuring it takes forward things that make a real difference to rail users rather than on the specific infrastructure, rolling stock or technology interventions to achieve this.
- 4.7 The Transport Secretary recently announced that he intends to set aside up to £3billion of investment to provide improvements to journey times, capacity and reliability along the Transpennine Route, working with local authorities to discuss how the benefits of this significant investment can be maximised.
- 4.8 Working in partnership with local stakeholders, government has provided funding to undertake further work on a new station at Cambridge South, where one of the largest bio-medical campuses in Europe is being consolidated. Government is also continuing to work with Network Rail on developing plans for a Western rail access to Heathrow to improve connectivity to the airport.
- 4.9 This focus on developing a clear understanding of the relevant railway outputs, if necessary, to deliver the outcomes being sought is reflected in other interventions in the Develop phase including our commitment to improve connectivity and capacity in the Bristol area.

## Design

- 4.10 Government's focus in the Design phase is on defining the precise railway solutions required and the railway outputs required to achieve these. The nature of the outcomes government seeks means that multiple interventions may be required in the design phase to realise them. An example of this is in improving capacity along the East Coast Main Line where government is committed to introducing Intercity Express Trains along the route and introducing improved timetabling along the line.
- 4.11 In other instances, the intervention being designed can meet multiple government priorities. In the case of the government's commitment to provide passengers with new east to west journey opportunities in Southern England, the way in which the intervention is being designed (providing direct rail services between Oxford/ Aylesbury and Milton Keynes/ Bedford) means that it is allowing government to both meet its priorities of offering new and better journeys and opportunities for passengers, and changing the way the rail sector works for the better.

## Deliver

- 4.12 Government's focus in the Deliver stage is in ensuring that the works are completed to secure the intended benefits. This includes, for example, securing appropriate contractors and managing the impacts on the existing network.

4.13 This government is delivering record levels of investment in delivering infrastructure on the rail network that improves journeys for passengers. This includes delivering a new integrated rail link through central London from Reading and Heathrow through the Crossrail programme providing new, faster, improved journey; providing improved capacity along the West Anglia Main Line through power supply upgrades and track improvements; and increasing capacity into Waterloo by bringing the previous International Terminal back into passenger use and allowing longer trains to be introduced through platform extensions along key routes.

## Deploy

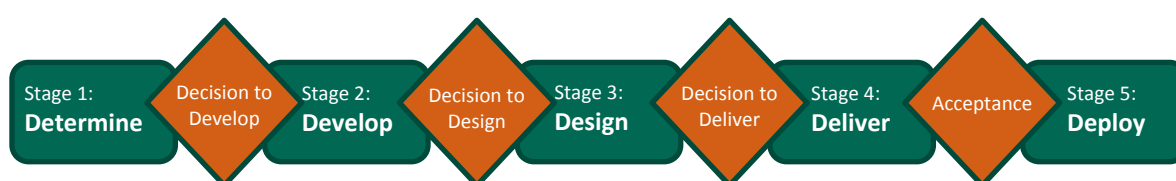
4.14 The purpose of government's investment in rail Enhancements is to provide improvements to rail services to rail users including passengers and freight.

4.15 Through the franchising process government is already taking advantage of its record levels of investment in the railway, providing the first new journey opportunities into London from Oxford for over 100 years through the initial stages of East West Rail and improved services as part of the initial stages of the Thameslink Programme.

4.16 Our new and improved infrastructure, supported by the introduction of improved trains has allowed us to improve journeys for passengers across the rail network. Through our recent franchises we have allowed the introduction of longer trains on Northern Rail, West Midlands, South West, Southern and Thameslink. New Intercity Express Programme (IEP) trains have begun to replace the ageing High Speed Train fleet, bringing improved services and additional capacity between London and major UK cities including Bristol, Leeds, Newcastle and Edinburgh. By 2021, there will be more than 5,500 new carriages on the network, with an average of 17 carriages being built every week between now and 2020.

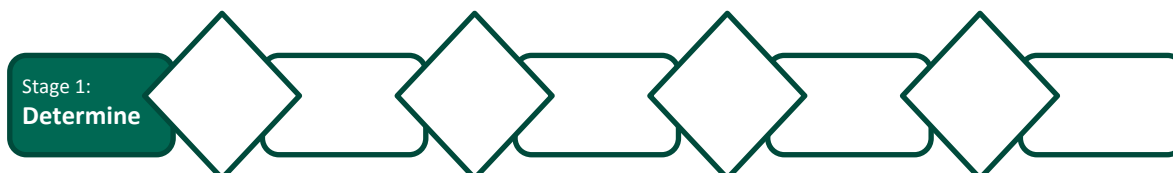
# Annex A: Details of the Framework

A.1 The RNEP framework is made up of five stages: Determine, Develop, Design, Deliver, and Deploy. These are separated by formal decision points as shown in the diagram below. This annex provides more detail about each of these stages and decision points.



## Stage 1: Determine

### *Determine the opportunity*



### The Determine Stage

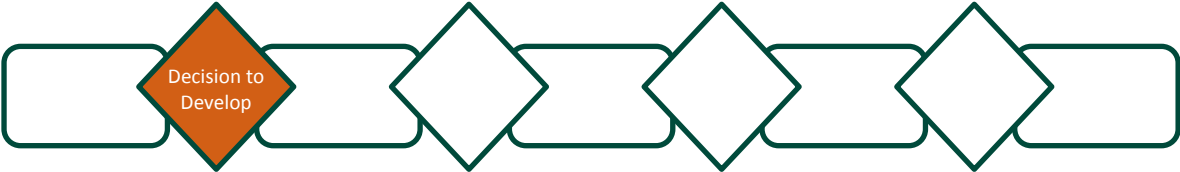
A.2 The Determine stage is the first stage of the RNEP. The potential Enhancements within the Determine stage may have been identified by the industry's long term planning process or it may have arisen from renewals activity. Alternatively, the opportunity may have been identified through market-led proposals or from other central, local, sub-national, devolved governmental, or transport body initiatives. Enhancements in the Determine stage may require funding from their promoter in order to take them forward. The Enhancements in this stage do not yet have a government endorsed business case. In particular, the government will consider Enhancements put forward by Sub-national Transport Bodies as part of their strategic advice, within the Determine phase, recognising in particular Transport for the North's statutory role in the process.

### Focus of activity

A.3 The focus of activity in this stage is establishing the case for an intervention. This means identifying both the outcomes sought for customers and considering a range

of potential interventions which could deliver these benefits. There are likely to be varied possibilities for achieving this and may include a range of infrastructure or operational interventions or a combination of the two. At this stage, work should focus on considering how an Enhancement could meet one or more of the government’s priorities and whether it is worth progressing at this time. This naturally places the emphasis on establishing a strategic case. In doing so it will be important to consider how the range of potential interventions might meet the Principles for Investment.

### Investment Decision: Decision to Develop



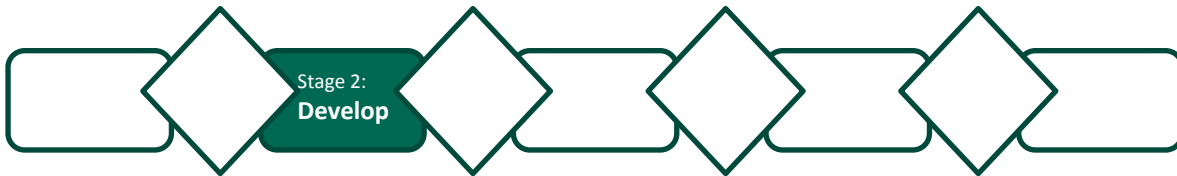
A.4 A proposed Enhancement will not be developed further without a Strategic Outline Business Case (SOBC). This SOBC should set out and consider the range of approaches available to meet the opportunity identified, rather than focusing on one. Government will need to agree and endorse this SOBC before engaging in a Decision to Develop with all the relevant parties. Funding for the next stage of work (Develop) will be agreed as part of this Decision.

- A.5 The following information will also be required to inform the Decision to Develop:
- A description of a clear, benefit for rail users. This should link directly back to the government’s priorities for rail;
  - A clear plan of action for the “Develop” stage, with anticipated costs for that stage;
  - An indicative cost for the Enhancement, were it to progress to completion. Note that this is not intended to be a detailed cost estimate, rather an indication so that an assessment of the impact on the portfolio can be made. Costs will continue to be developed further throughout the stages of the pipeline;
  - Assurance that other transport solutions and interventions have been considered;
  - Demonstration that rail demand has been considered in the Enhancement; and
  - An indication of whether the Enhancement might be suitable for private investment or alternative delivery models.



## Stage 2: Develop

### *Develop the outcomes*



### The Develop Stage

A.6 The Develop stage considers the feasibility of the investment. The Enhancements within this stage have a SOBC that has been endorsed by government and have a plan to develop the approaches it identified further. Enhancements in this stage are part of the government's Enhancements portfolio and are subject to formal governance and change control.

#### **Focus of activity**

- A.7 The aim during this stage is to identify how best to realise the anticipated benefits. A range of options should be considered to both define those benefits and to compare the costs and benefits of each option. This will require consideration of both potential infrastructure and operational outputs and making a high level relative assessment of the deliverability, costs and benefits of those options. This naturally places the emphasis on establishing credible economic and financial cases for the Enhancement.
- A.8 During the Develop stage detailed work will be undertaken in order to further define the required benefits and to then validate each intervention and gain a more detailed understanding of what is required. For example if the solution is infrastructure based this stage might require that more detailed surveys or engineering design are undertaken in order to gain a better understanding of likely costs and timescales.
- A.9 One of the key activities during this stage will be to identify the potential sequence for delivering benefits to customers with the emphasis being on identifying how best to deliver incremental benefits early in the lifecycle.

## Investment Decision: Decision to Design



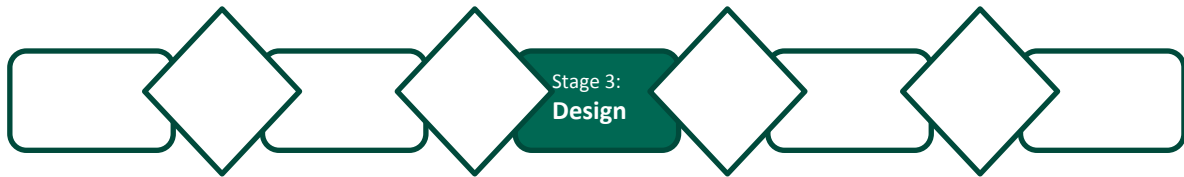
A.10 An Enhancement cannot progress to the Design stage of the pipeline without an Outline Business Case (OBC). Government will need to agree and endorse this OBC before engaging in a Decision to Design with all the relevant parties. Funding for the next stage of work (Design) will be agreed as part of this Decision.

A.11 The following information will also be required to inform the Decision to Design:

- Confirmation of the intended benefits and a justified recommendation on how to achieve these;
- A robust commercial strategy for implementing any service changes or improvements upon which the case for the delivery of the Enhancement relies and the financial impacts of this strategy;
- A clear plan of action for the Design stage, with anticipated costs;
- An updated view of indicative costs for the Enhancement, were it to progress to completion. This is not expected to be a detailed cost estimate, rather it is to allow a portfolio assessment. At this stage the costs should consider the impacts on whole life costs including on operations, maintenance and renewals, as appropriate;
- An indication of the delivery timeframe.
- A high level assessment of the potential disruption to services and/ or the impact of risks that might be caused to the existing railway;
- Evidence of how the Enhancement option addresses and/ or affects rail demand;
- An indication of the intended route for planning consents, if appropriate;
- If appropriate, evidence of engagement with private sector investors; and
- If appropriate, evidence of a plan for alternative methods of delivery.

## Stage 3: Design

### *Design the outputs*



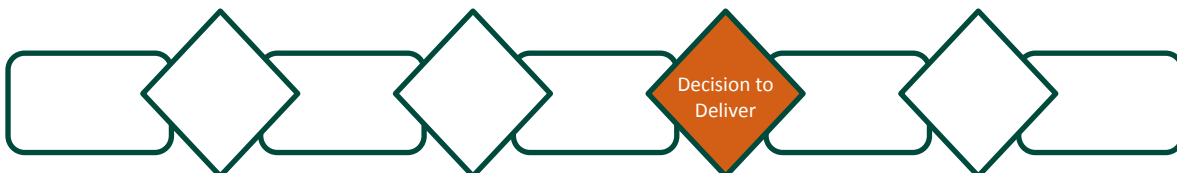
### The Design Stage

A.12 The Design stage is the refinement stage of the pipeline. The Enhancements within this stage have an OBC that has been endorsed by government and have a plan to design the optimal railway solution that will realise the desired benefits. Enhancements in this stage are part of the government's Enhancements Portfolio and are within formal governance and change control.

#### **Focus of activity**

- A.13 The aim during this stage is to design the detailed scheme and railway outputs that will realise the desired benefits. This will require the development of detailed cost estimates, detailed plans and work bank planning for the preferred scheme, and securing appropriate consents for its delivery. This will include securing planning consents through either Transport and Works Act Order (TWAO), Development Consent Order (DCO), or in rare cases, through legislation.
- A.14 Work will be undertaken to prepare commercial arrangements for any service changes enabled by the Enhancement and to ensure that they can be realised successfully. This naturally places the emphasis on confirming the commercial and management cases and can only be achieved by close working with government, the infrastructure manager, delivery agent, and funder(s).

### Investment Decision: Decision to Deliver



A.15 An Enhancement cannot progress to the Deliver stage of the pipeline without a Full Business Case (FBC). Government will need to agree and endorse this FBC before engaging in a Decision to Deliver with all the relevant parties. Funding for the next stage of work (Delivery) will be agreed as part of this decision.

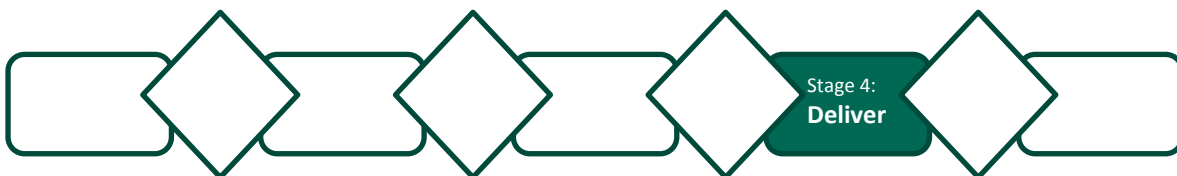
A.16 The Decision to Deliver is the Final Investment Decision. This is the point at which the final construction costs and delivery schedule will be agreed and is the pre-cursor to starting construction.

A.17 The following information will also be required to inform the Decision to Deliver:

- A description of the service changes and improvements that will be enabled by the Enhancement and an understanding of how these will be delivered and supported by the Enhancement;
- A detailed plan for the Delivery of the Enhancement, including associated changes linked to the Enhancement and anticipated dates for milestones and any major possessions or blockades;
- An anticipated final cost for the Enhancement and evidence of assurance and contingency. This will be the final budget for the Enhancement, so will need to be accurate and demonstrate an appropriate methodology, with appropriate market tested or post-procurement costs used. This should also set out any long run maintenance and operational costs that result from the Enhancement;
- Anticipated final benefits from the Enhancement, based on the detailed specification for the scheme, using the Department for Transport's WebTAG guidance.
- Confirmation of necessary planning permissions being in place;
- A detailed assessment of any anticipated disruption to services that may be created by the delivery of the Enhancement, and of the intended mitigating actions;
- A detailed assessment of how the Enhancement will address and affect rail demand;
- If appropriate, confirmation of contracts with private sector investors; and
- If appropriate, confirmation of contracts with an appropriate infrastructure partner.

## Stage 4: Deliver

### *Deliver the solution*



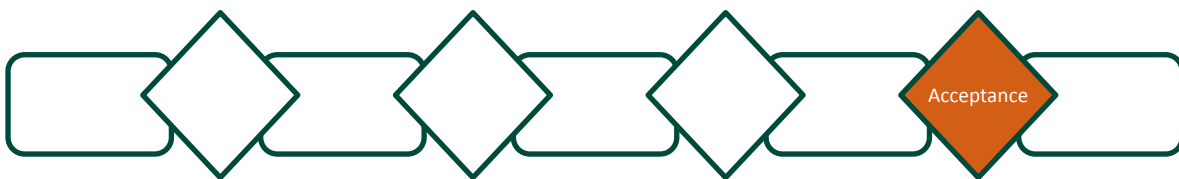
### **The Deliver Stage**

A.18 The Deliver stage is the stage of the pipeline where works are completed, including preparing for operational running. The Enhancements within this stage have a FBC that has been endorsed by government and the necessary works are being carried out to deliver it. All Enhancements within the Deliver stage are part of the Enhancements portfolio and are within formal governance and change control.

### Focus of activity

A.19 The aim during this stage is to complete the Enhancement, whilst maintaining regular milestone, risk and cost reporting to the joint programme and portfolio governance. The focus of activity is, therefore, on managing the delivery to enable the service change and secure the intended benefits. This will include, for example, securing and managing contractors to deliver the works. A key focus will be on managing any changes to the Enhancement and in ensuring disruption to the existing network is minimised and clearly communicated throughout the Deliver stage.

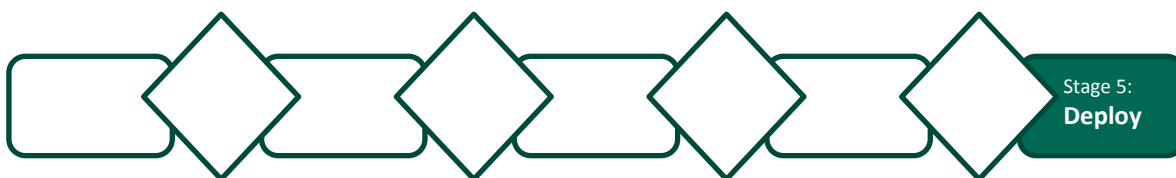
### Decision: Acceptance



A.20 The Acceptance decision is made following the conclusion of delivery works. It confirms that the Enhancement has completed satisfactorily and that no further investment is needed to secure the intended benefits. This is primarily a technical assessment carried out by the Infrastructure Manager and the operating company(ies) that will deliver the service changes if appropriate. It is of particular importance in the case of Market Led Proposals, where new infrastructure is being brought into service on the national network. Government may also consider evaluation methods that it might wish to put in place at this decision point.

### Stage 5: Deploy

#### *Derive the Benefits*



### The Deploy Stage

A.21 The Deploy stage is the final stage of the pipeline. The Enhancements within this stage have been completed and benefits are now being realised.

**Focus of activity**

A.22 The stage is about taking advantage of the Enhancement through service change(s) that make the most of the investment in the Enhancement. The focus of activity in the Deploy stage is on delivering the benefits, formal evaluation, celebrating success, and learning any lessons from the Enhancement for the benefit of the wider portfolio.