



WESTMINSTER ENERGY
ENVIRONMENT &
TRANSPORT FORUM

Delivering major rail projects: priorities for electrification, High-Speed Rail and Crossrail 29th November 2016

CONDITIONS FOR USE OF TRANSCRIPTS:

This document is intended to provide a timely reference for interested parties who are unable to attend the event to which it refers. Some portions are based on transcripts of proceedings and others consist of text submitted by speakers or authors, and are clearly marked as such. As such, apart from where it is indicated that the text was supplied by the speaker, it has not been possible for the transcript to be checked by speakers and so this portion of the document does not represent a formal record of proceedings. Despite best endeavours by Westminster Forum Projects and its suppliers to ensure accuracy, text based on transcription may contain errors which could alter the intended meaning of any portion of the reported content. Anyone who intends to publicly use or refer to any text based on the transcript should make clear that speakers have not had the opportunity for any corrections, or check first with the speaker in question. If in doubt, please contact the forum first.

Contents

| | |
|--|-----------|
| <u>About this Publication</u> | 3 |
| <u>Agenda</u> | 4 |
| <u>Session Chair's opening remarks</u> | |
| Louise Ellman MP, Chair, Transport Select Committee (<i>transcript</i>) | 6 |
| <u>Assessing value for money and project timescales for major rail projects</u> | |
| Rebecca Sheeran, Director, Transport Value for Money, National Audit Office (<i>transcript</i>) | 7 |
| <u>Challenges for delivery: legal and planning issues</u> | |
| Mark Elsey, Partner, Global Head of Energy, Transport and Infrastructure, Ashurst (<i>transcript</i>) | 10 |
| Questions and comments from the floor (<i>transcript</i>) | 13 |
| <u>Post-referendum strategies and planning priorities for major rail projects</u> | |
| Paul Plummer, Chief Executive, Rail Delivery Group (<i>transcript</i>) | 18 |
| <u>Northern rail governance: key issues and benefits for devolution</u> | |
| David Brown, Chief Executive, Transport for the North (<i>transcript</i>) | 21 |
| Questions and comments from the floor (<i>transcript</i>) | 24 |
| <u>Session Chair's closing remarks</u> | |
| Louise Ellman MP, Chair, Transport Select Committee (<i>transcript</i>) | 32 |
| <u>Session Chair's opening remarks</u> | |
| Rt Hon the Baroness Kramer, former Minister of State, Department for Transport (<i>transcript</i>) | 33 |
| <u>Long-term planning for major projects: project delivery and learning outcomes for Crossrail</u> | |
| Simon Bennett, Head of Learning Legacy, Crossrail (<i>transcript</i>) | 34 |
| <u>Assessing the future of the UK rail network and delivering High-Speed Rail</u> | |
| Richard Threlfall, Partner, UK Head of Infrastructure Building & Construction, KPMG (<i>transcript</i>) | 38 |
| <u>Next steps for rail infrastructure: regional management, freight operations and skills development</u> | |
| Toby Rackliff, Rail Policy & Strategy Manager, Transport for West Midlands (<i>text to be submitted by speaker</i>) | 40 |
| John Smith, Managing Director, GB Railfreight (<i>text to be submitted by speaker</i>) | 41 |
| Neil Robertson, Chief Executive, National Skills Academy for Rail (<i>transcript</i>) | 42 |
| Questions and comments from the floor with Simon Bennett , Head of Learning Legacy, Crossrail and Richard Threlfall , Partner, UK Head of Infrastructure Building & Construction, KPMG (<i>transcript</i>) | 44 |
| <u>Policy priorities for rail infrastructure</u> | |
| Bernadette Kelly, Director General, Rail Group, Department for Transport (<i>transcript</i>) | 58 |
| Questions and comments from the floor (<i>transcript</i>) | 62 |
| <u>Session Chair's and Westminster Energy, Environment & Transport Forum closing remarks</u> | |
| Rt Hon the Baroness Kramer, former Minister of State, Department for Transport (<i>transcript</i>) | 65 |
| Andrew Best, Forum Lead, Westminster Energy, Environment & Transport Forum (<i>transcript</i>) | 66 |
| <u>Comments</u> | 67 |
| Andrew Bosi, Lead Member, Transport, London Forum of Civic & Amenity Societies | |
| <u>List of Delegates Registered for Seminar</u> | 68 |
| <u>Contributor Biographies</u> | 75 |

Please be advised that speakers' PowerPoint presentations are included within the transcript itself, just beneath the relevant speaker's text. Please note that not all speakers are able to grant permission for us to include their slides.

About this Publication

This publication reflects proceedings at the Westminster Energy, Environment & Transport Forum Keynote Seminar: Delivering major rail projects: priorities for electrification, High-Speed Rail and Crossrail held on 29th November 2016. The views expressed in the articles are those of the named authors, not those of the Forum or the sponsors, apart from their own articles.

Although Westminster Energy, Environment & Transport Forum is grateful to all sponsors for the funding on which we depend, participation in events and publications is never conditional on being a sponsor. As well as funding ongoing operations, sponsorship enables the Forum to distribute complimentary copies of publications, and offer complimentary tickets for events, to Government ministers, parliamentarians and officials most involved in policy.

This publication is copyright. Its copying, in whole or in part, is not permitted without the prior written consent of the publishers. However, extracts of the text may be reproduced for academic or review purposes, subject to the conditions of use outlined in the previous page, providing they are accurate, are not used in a misleading context and the author, their organisation and the Westminster Energy, Environment & Transport Forum are acknowledged. We would also appreciate being informed.

Westminster Energy, Environment & Transport Forum

UK Headquarters
4 Bracknell Beeches
Old Bracknell Lane West
Bracknell
Berkshire RG12 7BW

T: 01344 864796
F: 01344 420121
publications@westminsterforumprojects.co.uk

Directors

Peter van Gelder
Chris Whitehouse