

2020



Introduction

This report looks at the activities and performance of TransPennine Express in year 4 of the franchise (April 2019 to March 2020), assessing the benefits which the franchise is delivering to the communities served, covering three key areas:

• Social Measures

These are broken down to consider:

- Leverage
- Gift in Kind
- Volunteering

Economic Measures

These are broken down to consider:

- WebTAG
- Train Service Performance
- Employee Development

• Environmental Measures

These are broken down to consider:

- Energy
- Water
- Waste & Recycling
- Pollution

Key business results pertaining to each of these factors is contained within this report, and collectively they demonstrate the cumulative impact of TransPennine Express upon society, with comparison to previous years performance against the same measures.

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Social Measures

TransPennine Express measures its social impact using the London Benchmarking Group model, which considers the inputs, outputs and impacts of all community investment activity.

When we consider the contribution to the community for social measures, we look at three types of investment:

- Leverage
- Gift in Kind
- Volunteering

Targets are set for each type of investment, giving an overall annual community investment target for each franchise year. The target is reviewed each year to ensure that it encompasses a stretch. The split across the three investment types is also evaluated recognising that some may outperform or support others depending upon which activities take place.

It is recognised that volunteering carries the greatest benefit to the community as it allows physical improvements to be carried out, knowledge and skill transfer, and raises the profile of the business, and enables members of the community to interact with the industry and learn more about public transport.

Leverage

This is the term used for any direct cash contributions from our business, or generated through associated activities, such as through fundraisers or allowing charities to access our stations to carry out charity collections.

TransPennine Express has two allocated funds per financial year throughout the franchise, which account for a significant proportion of our leveraged contributions. These are:

Transform Grants

We make available a minimum of £50,000 (plus RPI) per financial year to support community projects which seek to promote social inclusion, tackle youth unemployment and benefit the environment.

Growth Fund

We make available a minimum of £50,000 (plus RPI) per financial year to fund projects identified by Community Rail Partnerships.

Payroll Giving

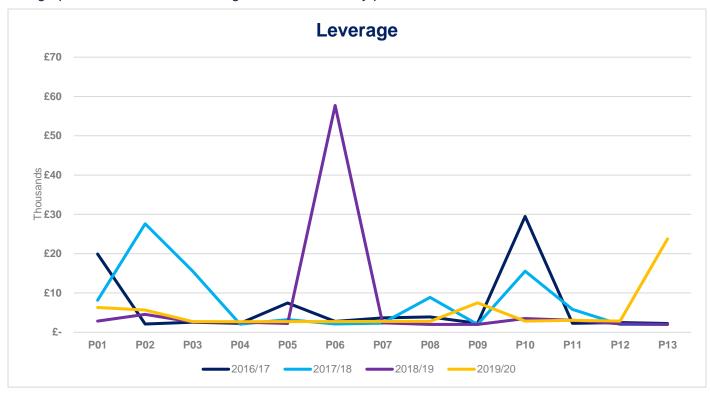
As part of FirstGroup, we offer payroll giving, allowing employees to donate to charities of their choice, with donations taken from their salary prior to tax deductions, meaning that the charity receives a higher donation than if the employee were to donate through direct debit.

Felix

The most influential charity fundraiser within TransPennine Express remains Felix, the station cat at Huddersfield Railway Station, who has been accompanied by her apprentice, Bolt. A book deal, memorabilia and merchandise including calendars, stuffed toys and an advent calendar has contributed significant amounts to a number of charities across the North of England. With a second book deal in the pipeline, this is set to continue throughout the franchise.



The graph below shows the leverage funds recorded by period.



	Target	Actual	Variance
Year 1	£60,000.00	£83,431.33	+£23,431.33
Year 2	£65,000.00	£97,353.81	+£32,353.81
Year 3	£70,000.00	£89,697.93	+£19,697.93
Year 4	£78,000.00	£68,330.72	-£9,669.28

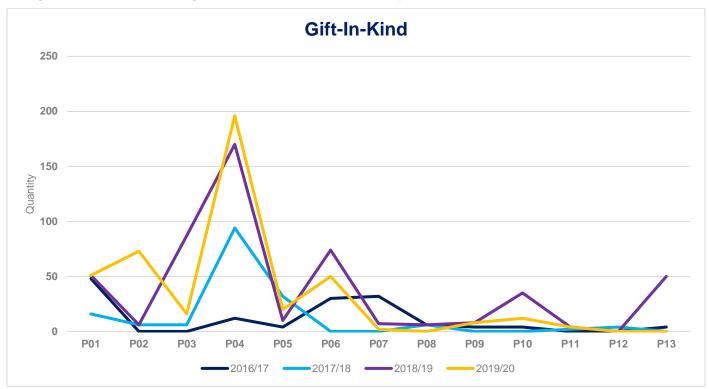
2019/20 has seen a reduction in leveraged funds, recording £68,000 against a target of £78,000. Despite healthy contributions from Felix continuing throughout the year, with the business' priority on new trains introduction and delivering sustained performance for our customers and communities, the opportunity for significant fundraising events has been understandably reduced this year.



Gift in Kind

Gift-in-kind contributions are where TransPennine Express has offered use of its facilities or services for the purpose of allowing community groups to save money or generate income. This includes donations of tickets as raffle prizes, use of community rooms at stations, and travel on board our trains.

The graph below shows the gift-in-kind contributions made by period.



	Target	Actual	Variance
Year 1	333	144	-189
Year 2	400	166	-234
Year 3	466	508	+42
Year 4	666	432	-234

Although the recorded quantity of tickets donated is reduced for 2019/20, and falls short of target, the value of these tickets is substantial, with a recorded £44,023 worth of tickets given away to support community events and fundraising.

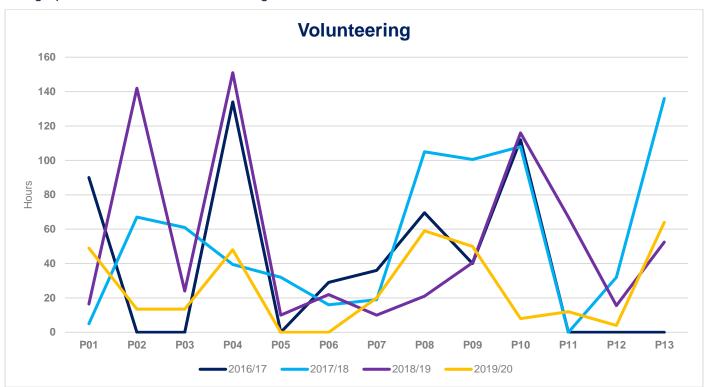
The graph shows a significant spike in donations for period 4. This represents the point at which TPE donated over 100 tickets to the Family Holiday Association. With an established relationship with other transport providers, the Family Holiday Association is the leading national charity dedicated to providing short breaks and day trips for families coping with some of the toughest challenges life can bring. This partnership is set to continue in future franchise years.



Volunteering

Volunteering specifically tracks the number of hours donated to community work by TransPennine Express colleagues. We apply a value to the hours which has been determined by the cost to the business for the employee's time, rather than simply working off an average hourly rate of pay. This has been set at £45 per hour, in line with London Benchmarking Group averages.

The graph below shows the volunteering hours recorded.



	Target	Actual	Variance
Year 1	750	511	-239
Year 2	900	721	-179
Year 3	950	688	-262
Year 4	800	341	-459

Volunteering continues to be lower than hoped throughout the duration of the franchise. As outlined earlier, 2019/20 has been an incredibly busy year for TPE with the introduction of new trains demanding high levels of activity across the business and reducing the ability for employees to undertake volunteering work. It remains an aspiration for greater levels of volunteering, with key activities remaining popular.,

The key volunteering activities continue to be:

Make the Grade

Working with the Ahead Partnership, TransPennine Express provides opportunities for staff to engage with local schools and colleges in the Leeds area to provide students with careers advice, particularly around pursuing a career in rail. Activities include:

- Presentations
- STEM (Science, Technology, Engineering, and Mathematics) Challenges (Including train planning scenarios)

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- Mock Interviews
- Mock Assessment Centres

Building on the success of the schemes in the Leeds area, Ahead Partnership are looking to expand into the Greater Manchester region. TransPennine Express as a major transport operator and employer in the area will seek to expand our participation in the scheme within this area.

Transform

Through the Transform Grants scheme, a number of volunteering opportunities have been established. Of note is EAT (Employment and Training) Pennines, based at Heaton Park in Manchester. In all franchise years, groups of volunteers from TransPennine Express have visited the park to help clear areas of land and plant trees to create a community orchard.

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Economic Measures

TransPennine Express can measure its economic impact through various means, but three key areas of focus have been identified for the purpose of this report. These are:

- WebTAG
- Train Service Performance
- Employee Development

Train service performance carries the largest weighting in this section, recognising that the reliability of our service directly impacts the decision as to whether people travel by rail, or use alternative means for the same journey, or consider not travelling at all.

WebTAG

At the start of the franchise, TransPennine Express commissioned ARUP to complete an economic study applying WebTag, which evaluated the benefit of the delivery of service improvement packages as part of the application to the Office of Rail and Road for Track Access rights.

At this point, TransPennine Express has delivered stages of each package, including:

- Additional services between Manchester Airport and York
- Additional services between York and Newcastle
- Evening and weekend enhancements

As TransPennine Express are still on target to deliver all elements of all three packages, A, B and C as set out in the report by the same end date, the projected economic impact stands true, with expected benefits from improved connectivity, faster journeys delivering greater efficiency and on-board quality providing a strong alternative to other modes all set to boost the local economy. The expectations also remain unchanged for the projected job creation and resulting international connectivity from the improvements being delivered.

Train Service Performance

The rail industry has many means of measuring train service performance, and TPE recognise that performance is the main contributor to customer satisfaction, which is why it features as one of our Key Performance Indicators (KPIs) and is reported on a daily basis.

We have a dedicated team who manage performance and challenge any delays to understand their cause and find solutions to minimise delays and prevent repeat incidents.

Public Performance Measure (PPM)

PPM is the main indicator used by the rail industry to measure performance. As TPE is a long-distance operator, trains arriving at their terminating destination between 0 and 9 minutes of when they are timetable to arrive are counted as having met PPM. Those trains arriving at their terminating destination over 9 minutes later than timetabled have missed PPM.

For local operators, PPM is measured to 5 minutes rather than 9, recognising that their services cover a shorter distance.

Targets for PPM are set within the franchise agreement, PPM targets are also set with Network Rail, recognising that the infrastructure pays a major part in TPEs ability to run trains to time.

The annual PPM target is varied by period, recognising that the autumn and winter months present challenging weather which has a significant impact on train service performance.

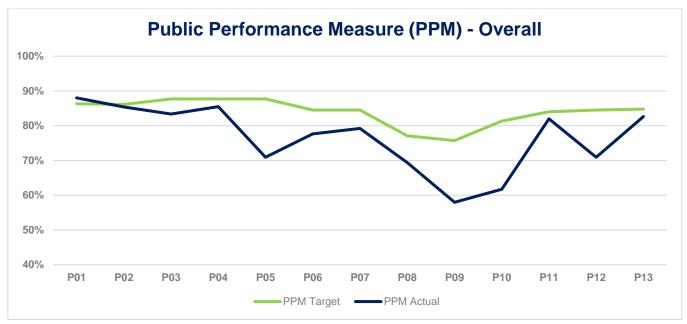
From Period 6 (September), leaf fall can be the main cause of poor performance. Leaves on the line cause the track to become slippery, extending braking distances, meaning that trains have to run slower and further apart to ensure that they have safe stopping distances and don't overrun stations. When trains slip, they can





sustain wheel flats, which then require the train to be taken out of service to have the wheels turned to correct the damage to the profile of the wheel.

In recent years, TPE has introduced autumn timetables which thin out the train service to build in the extra space needed on the network to run safely. This has helped to manage performance during these months. Heavy rain, resulting in flooding, and strong winds also play a part, damaging overhead lines, and resulting in Network Rail introducing emergency speed restrictions to protect the infrastructure. 2019/20 saw a much improved autumn for performance due to low rainfall and vegetation clearance, however there were significant winter weather events, including several major storms, all of which impacted train service performance.



The big performance challenge for TransPennine Express in 2019/20 was the introduction of three new fleets of trains, and the crew training requirement for these. In addition, the extended timetable in December 2019, with new routes being operated, further compounded the requirement for crew training.

P01-04; good start to the year, especially for the TPE on self items (fleet and crew)

P05/06, severe heat affecting overhead lines, then significant storms causing flash flooding.

P08/09/10 – Crew training requirement, in particular for drivers, for new traction and new routes. New trains delivered late and all at the same time and all required for Dec 19 TT, so staged driver training programme could not take place, instead it was condensed into these periods, with subsequent challenges for covering service trains. This training was also taking place whilst drivers were learning the new routes; Liverpool-Preston and Edinburgh-Newcastle.

P10; new timetable introduction and shortage of crew required to run full timetable. Also not all crew trained on new stock, or on new routes. Added to this, some reliability issues with new trains.

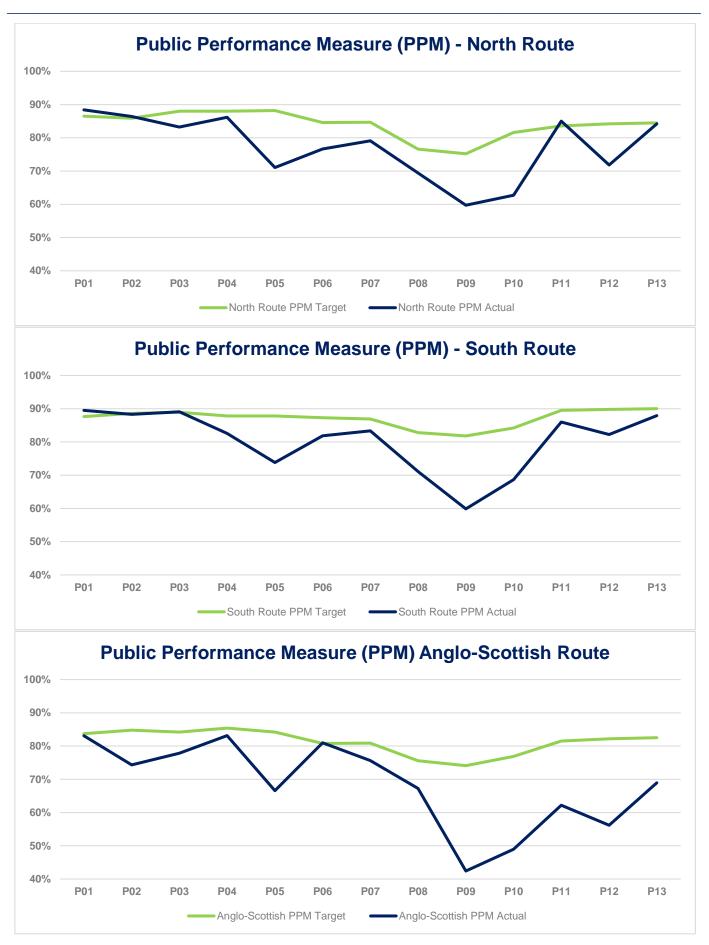
P11; uplift as temporary TT implemented, with more crew trained and new trains more reliable

P12; week of storms

P13; revised COVID timetable.

Throughout this time of poor performance, TransPennine Express worked hard to explain to customers the reasons for the issues, the steps being taken and importantly apologised. Additional compensation schemes were introduced for customers in recognition of the scale of the issues and to regain their trust.







Right Time Arrival

There is a push within the rail industry to measure 'right time' running, rather than PPM. This is because right time considers performance between intermediate stations rather than just at the end of the journey.

TPE have undertaken a number of campaigns with staff and customers promoting right time departure, looking to minimise small delays which combine to cause a bigger delay, with knock on effects across the network.

TPE measure train service performance using right time running for:

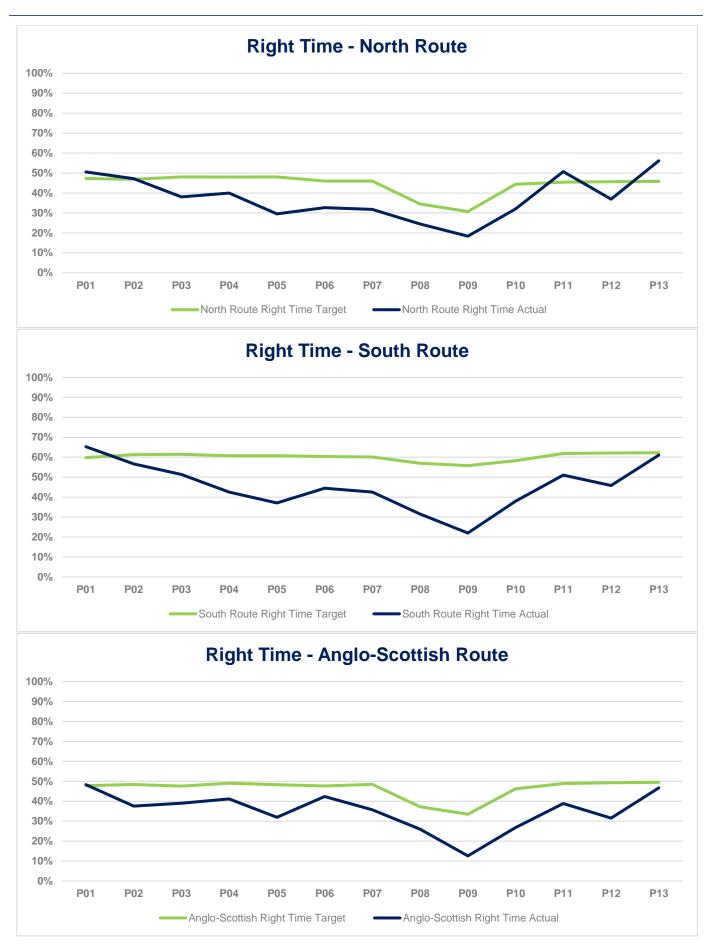
- Departure from origin station
- Arrival at intermediate station
- Departure from intermediate station
- Arrival at terminating station

Targets are set for right time running, and analysis is carried out where repeat issues are identified.



Right time running follows a similar profile to PPM, but places more consideration on the key midpoints of the routes served by TransPennine Express, such as Manchester Piccadilly, Leeds, York, Preston and Sheffield, recognising that for many, these key cities are the destination, or connection point to other services, and as such punctuality at these points has a greater effect.



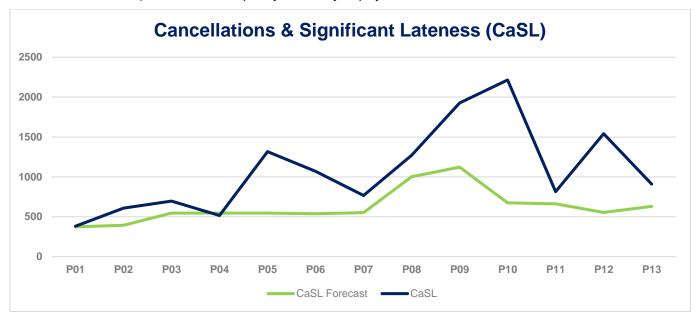




Cancellations and Significant Lateness (CaSL)

From time to time, it is necessary for trains to be cancelled. This can be for various reasons, many of which are outside of the control of TPE, such as infrastructure failures or adverse weather. Sometimes the decision is also taken to cancel trains to recover service performance faster by creating space on the network.

Forecasts are set for the number of trains which may be cancelled or experience significant lateness (in excess of 30 minutes). These trains qualify for delay-repay reclaims.



Often, significant lateness resulting in cancellations will be incurred due to infrastructure issues, or technical faults with the train or other trains on the network. They can also be due to incidents including passengers being taken ill on board, or suicides. On the graph avoid, the spikes for periods 09 and 10 relate to issues faced with service delivery, traincrew training and the introduction of new trains during the winter.

TPE have a comprehensive set of mitigation plans to reduce delays caused by these incidents, including key partnerships with groups outside of the industry. We also work closely with industry partners to adopt best practice and adopt consistent approaches to improve the response to incidents.



Short Forms

2019/20 saw a significant challenge with services being short formed. The majority of these being caused by issues with the new five car trains, and the existing three car trains having to be used instead.

The business recognises that short forms have a significant impact on service through reduced capacity and knock on effects from delays accrued through longer dwell periods. Customer satisfaction is also impacted, particularly where customers have seat reservations. In response to the known root causes, the business is imposing mitigations to reduce the occurrences of short forms, including preventative maintenance, increased stock levels of key spare parts, including windows, and reducing door closing cycles.

Period	Short Forms	Short Forms Target
P01	30	30
P02	52	30
P03	60	30
P04	21	30
P05	41	30
P06	55	40
P07	55	40
P08	50	40
P09	27	40
P10	252	60
P11	401	60
P12	259	60
P13	150	60

Employee Development

Apprenticeships

Young Apprentices

In year one of the franchise, TransPennine Express recruited eight young apprentices into the business in key areas, including train planning, customer experience and fleet.

The apprentices all have a structured training programme which means they spend time in other areas of the business. As a result, they gain an appreciation of how a train operating company operates in order to decide their future career opportunities. This benefits the business as we are able to identify future talent, in areas where the apprentices may not have previously considered.

All apprentices have a line manager to ensure they are fully supported throughout their training period.

They study for a recognised qualification, and in addition to regular off job training, they are also working toward a Duke of Edinburgh (DofE) Gold Award. This includes undertaking charity work, physical activity, regular 'Business Skills' training days and a series of expeditions. The purpose of this is to develop their teamwork, resilience and leadership skills by pushing them out of their comfort zones. The programme has been fully funded by TPE as party of the Duke of Edinburgh Business scheme.

Each apprentice enrols onto a college course. The year one apprentices have already achieved:

7 x NVQ Level 2 Customer Service Practitioner

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• 1 x NVQ Level 3 Engineering

In year two of the franchise, six of the eight apprentices have progressed, and are working towards the next level of their qualifications:

- 5 x NVQ Level 3 Customer Service Practitioner
- 1 x NVQ Level 4 Engineering

Two apprentices left the business after their first year, while two of the remaining six have gained permanent employment alongside completing their qualifications. These roles include:

- Revenue Protection Assistant TransPennine Express
- Customer Relations Advisor Hull Trains

In addition to their college studies, we put our apprentices through a series of in house and externally accredited development programmes. These include (but are not limited to) WorldHost Principles of Customer Service, Disability Awareness, British Sign Language, First Aid, Lead to Succeed leadership development (including 360* feedback beforehand), Media Skills and Social Media Skills.

Year 2 Young Apprentices

In year two of the franchise, we recruited a further seven young apprentices into the business, again targeting key areas of the business.

The qualification split in year two is:

- 6 x NVQ Level 2 Customer Service Practitioner
- 1 x NVQ Level 3 Accounting

Using our learning from previous cohorts, we put together a detailed and structured development programme so all Apprentices knew their key dates in advance. This includes their DofE expedition dates, planned in days for off job training courses and all their college release dates. The schedule is split into a series of 'placements' however the Apprentice and their line manager work the detail according to their specific needs and areas of interest.

4 out of the 7 apprentices have secured permanent, full time positions within TPE and our sister company, Hull Trains.

- 1 x Customer Information Duty Manager TPE
- 1 x Resources Deployment Planner TPE
- 1 x Receptionist TPE
- 1 x On Board Host Hull Trains

Year 3 Young Apprentices

In 2019 we recruited a further 8 young apprentices and following feedback from previous cohorts we sought a more challenging qualification for some apprentices and decided on Level 3 Business Admin, this is aimed towards teaching of the skills and techniques needed to work in small team surroundings. The course teaches how to work in a company and complete basic administrative tasks to the highest level, as accurately and efficiently as possible.

The qualification split this year is:

- 5 x Level 3 Business administration
- 2 x Level 2 Rail Services
- 1 x Association of Accounting Technicians

Like the previous year we put together a detailed and structured development programme with a strict timeline, unfortunately due to Covid 19 this has been put on hold with regard to D of E Expedition dates, planned days of "Off the job Learning" etc

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Adult Apprentices

In year two and three of the franchise, the business provided 22 adult apprenticeships, split across two qualifications:

- 14 x Passenger Transport Driver
- 13 x Passenger Transport Service Operation On-Board and Station Team Member

In the same way as with the young apprentices, a structured programme of development is in place shared by both the Learning and Development team and the line manager.

In Year 3 the business has enrolled 26 new colleagues onto adult apprenticeships.

26 x Level 3 Passenger Transport Driver

They follow the same structured programme as the previous year

Graduate Placements

TransPennine Express supports the FirstGroup graduate programme, offering placements to graduates in key areas of the business. A significant number of FirstGroup graduates have gained permanent employment with TransPennine Express and have gone on to work in senior roles within the industry.

In year one of the business, a total of three graduates completed placements with TransPennine Express, with one gaining permanent employment in the business, and the other graduates gaining employment with FirstBus and Great Western Railway.

In year two, one graduate was on placement with the business, working in the Major Projects team.

In year three, 3 graduates joined the business, with all three offered fixed term contracts in various roles.

Professional Qualifications

TransPennine Express invests in professional qualifications for its employees across a range of developmental and key operational needs.

Qualifications include:

Be Safe trainer license	5
Personal Track Safety (PTS)	9
First Aid at Work certificate	1
First Aid at Work certification refresher	6
Young People Safe-guarding accreditation	12
Fire Wardens and Fire Precautions Managers re-accreditation	7
MA in Teaching in Lifelong Learning (ongoing)	1
Certificate in Education	1
CIPD in Training Practice (ongoing)	1
IOSH Managing Safely	11
NVQ Level 3 Diploma in Customer Service	21
Train Operating Liaison Officer license	27
Institute of Marketing	1
Institute of Customer Service Innovations Award	3
MA Finance & Accounting	1
	Personal Track Safety (PTS) First Aid at Work certificate First Aid at Work certification refresher Young People Safe-guarding accreditation Fire Wardens and Fire Precautions Managers re-accreditation MA in Teaching in Lifelong Learning (ongoing) Certificate in Education CIPD in Training Practice (ongoing) IOSH Managing Safely NVQ Level 3 Diploma in Customer Service Train Operating Liaison Officer license Institute of Marketing Institute of Customer Service Innovations Award

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- MSP Foundation and Practitioner
- Chartered Institute of Management Accountant Qualification
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These are in addition to the qualifications being pursued and achieved through the apprenticeships programme.

In Year 3 TPE invested further in the following Professional Qualifications:

•	Customer Service Diploma	4
•	TAQA	31
•	Be Safe	8
•	Personal Track Safety	43
•	First Aid at Work	1
•	IOSH	5
•	ICS Training Mark (as part of induction)	261
•	TOLO	4
•	Mediation	1
•	EAL Traction & Rolling Stock Certificate Level 2	1
•	APM PMQ	1

Environmental Measures

As a provider of mass transportation, TransPennine Express helps to reduce carbon emissions through offering individuals a more sustainable alternative to the private car, with lower CO₂e/Km emissions compared with fossil fuel powered cars and motorbikes etc. However, we recognise that our infrastructure and the trains which we operate still have an impact on the environment, which is why we work hard to ensure our operations are as efficient as possible. Some of the schemes we have introduced, and are planning to roll out include:

Engine Upgrades

TransPennine Express are investigating the possibility of upgrading existing diesel engines, some of which will remain in our fleet so that they will function in a way similar to hybrid cars, storing excess energy from fuel consumption and using it when needed, reducing our fuel consumption.

• New Trains- BiMode trains and Modifiable trains

At an industry level, there is a move towards electric trains, however these can only be used where lines have been electrified. Many of our routes travel through electrified and unelectrified track and up until now these journeys have been completed by diesel trains. We have brought in bi-mode trains which operate as electric on electrified lines and as diesel when there are no wires, significantly reducing air pollution and carbon emissions in those areas. Of TransPennine Express' three new fleets of trains, the second is entirely electric, and third is a diesel locomotive. The engines on the locomotives can be changed out for an electric engine if / when the routes on which they operate are electrified.

ECO Drive

This initiative began in the previous TransPennine Express franchise and has continued to be effective in delivering fuel efficiency. The scheme incentivises drivers to operate our class 185 diesel trains economically, by giving them a share of the cost saving from reduced fuel usage. This is a significant

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scheme as diesel trains were responsible for over 80% of our CO₂e emissions. As we now have more fleets, this scheme will be revamped tocater for our expanded and diverse fleet.

Driver Advisory System (DAS)

Whereas ECO Drive encourages drivers to save fuel by coasting, shutting off engines and driving smoothly, DAS is more like a Sat Nav, informing drivers of upcoming terrain, running speeds etc, so that drivers can plan their drive. We are continuing to develop our use of DAS to drive improved environmental performance.

Building Management Systems (BMS)

Ensuring our buildings perform efficiently is key to managing our energy consumption. The BMS enables control of heating systems to ensure that air-conditioning (cooling and heating) is used efficiently to maintain temperatures within set a set range rather than allowing local control which can see excessive use to combat weather effects. The system has been in place for three years and has recently been serviced.

Voltage Optimisation

Voltage optimisers were installed at all TPE managed stations at the start of the new franchise. These reduce the energy consumption on key station systems, including lighting. VO can also increase the life of electrical equipment, reducing the impact of maintenance and manufacturing new equipment.

Solar Panels

TransPennine Express have identified an opportunity to install solar panels at our new depot and these were added to the roof of Scarborough depot. Many of our existing roofs are unsuitable to hold solar panels so this is the best way to install as many panels as possible. Solar panels will reduce our carbon impact by using renewable energy to replace consumption of grid electricity.

LED Lighting

All TransPennine Express stations have had their lighting upgraded to LED, reducing energy consumption, and increasing the lifespan of the lamps, reducing maintenance requirements.

Fuel Additive Trial

TransPennine Express have carried out a fuel additive trial. Although the results were deemed inconclusive, we are exploring this area of development further

We monitor our environmental impact across four key areas, and set targets against these which challenge us to reduce our consumption and waste generation. These are:

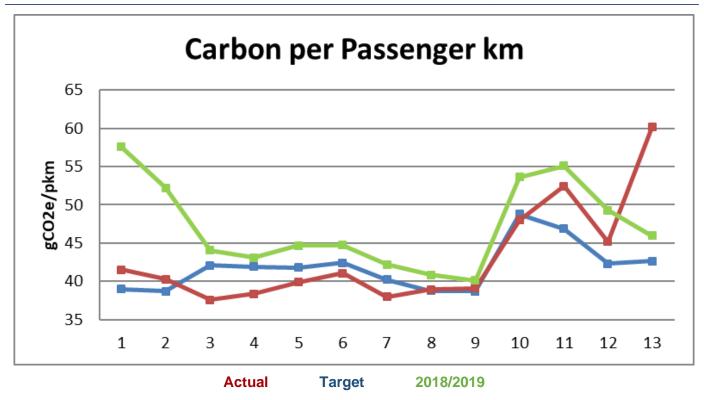
Energy

We monitor our energy consumption of both our trains and our wider operations, including our stations, offices and traincrew depots. These are split into traction and non-traction energy.

Traction

Traction energy is measured in a number of ways, including fuel usage, however we use Carbon per Passenger Km (gCO2e/pkm) as it allows us to combine the energy used by both our current fleets, (diesel and electric) as well as enabling us to compare our usage year on year as the number of services which we operate, and therefore the distance covered, varies. This measure is also significant as it is the measure published by government for businesses to use when reporting their carbon footprint from train travel.





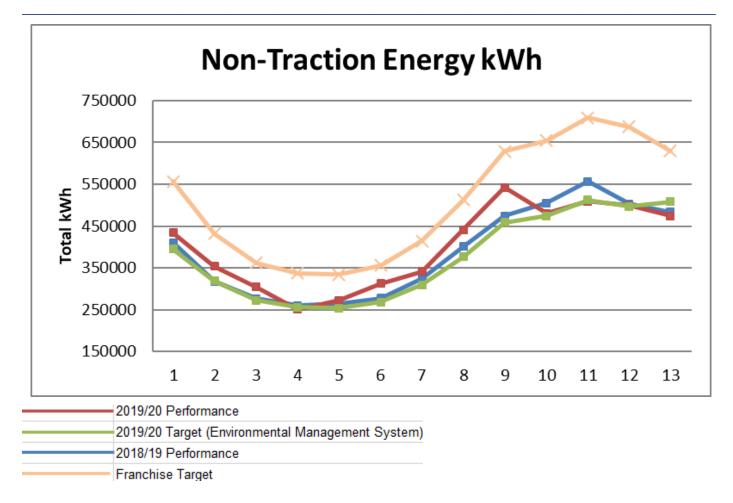
Peaks in CO₂e output are experienced in the winter months as greater usage of the air conditioning units maintains higher on-board temperatures. Train features including heated couplers also contribute to this spike, but are a necessity to ensure that vital train systems remain functioning in adverse weather conditions. COVID19 contributed to passenger numbers being half of the amount projected in P13, which caused the CO2e/pkm to be much higher than projected.

Annual reduction targets were met.

Non-Traction

Our non-traction energy consumption is measured in Kilowatt Hours, with the majority of use being measured at our managed stations.





The installation of LED lighting, Building Management System and Voltage Optimisers has had a positive impact on the businesses electrical usage.

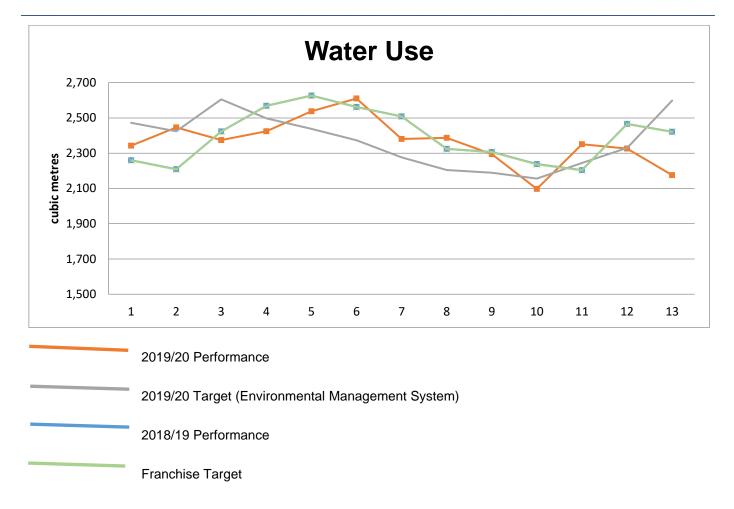
A similar pattern is experienced as for traction energy, whereby consumption is higher in the winter months for heating, and also for additional lighting during the darker evenings. An improvement can be seen after the service was completed.

Water

Our water consumption is measured in cubic metres, with the majority of use taking place at our managed stations.

Target Actual





Overall, water use was slightly above target for 2019 / 20.

Opportunities to introduce water fountains and bottle refill stations may have an impact on water usage but is ultimately a positive move in terms of environmental initiatives to support national campaigns to reduce the use of single use plastics.

Water leaks have been experienced at some locations, however these have been identified and since rectified by Network Rail. Smaller leaks such as from faulty toilets are identified and fixed on an ongoing basis.

Waste & Recycling

The business has a franchise target from the end of Year 2 onwards of 100% of waste avoiding landfill and 90% of waste recycled or prepared for reuse. TPE was zero waste to landfill in 2019/20. Numerous initiatives are in place to work to achieve the latter.

Challenges have been faced particularly at those locations where operators other than TransPennine Express deposit waste, as recycling bins quickly become contaminated through the inclusion of items such as coffee cups.

Limitations imposed on the industry in the interest of security prevent additional recycling bins being placed on stations for specific items, so TransPennine Express are exploring opportunities to reduce the number of instances of contamination which would greatly improve recycling rates.

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Pollution Incidents

There was one leak this year that was deemed significant enough to report externally. Approximately 1000 litres of oil were lost from a train on the tracks, Network Rail's jurisdiction. TPE reported this to NR who reported it to the Environment Agency

Omitted from our environmental impact statistics are:

- Any locations where facilities are leased from other Train Operating Companies or Network Rail, including traincrew depots at locations where TransPennine Express are not the Station Facility Owner.
- Train Maintenance Depots, including York and Ardwick where Siemens operate facilities to stable, clean and repair our trains.

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Summary

It is evident that TransPennine Express is having a positive impact on the communities we serve through the provision of high-quality rail services connecting key towns and cities across the north. This infrastructure enables journeys to be undertaken for business, leisure or commuting, and provides a key alternative to private car usage. It is fair to say without rail the north would be a far less prosperous and productive region.

What is key is that in providing this infrastructure and services, we do not have an adverse effect on other social and environmental factors. Whilst it is important to ensure communities are connected, it must not be to the detriment of the environment or culture which surrounds us.

Investing in our communities by supporting the initiatives which are important to them, through small fundraising schemes or large-scale redevelopments, and providing skills and opportunities places us in an advantageous position, whereby people recognise the benefits of rail beyond providing a link to other towns and cities, and provides stability and sustainability to grow the network.

It is widely acknowledged that train travel is more environmentally friendly than the equivalent car journeys, however TransPennine Express is still taking steps and will continue to pursue opportunities to reduce the environmental impact of our services. This includes the provision of new electric and bi-mode trains, installing solar panels, and seeking to reduce the amount of single use plastic in use by our business.

In a changing world with a shifting culture, personal car ownership, particularly in cities, has been declining, giving way to the rise of car sharing, bike hire and schemes such as Uber. For the environmentally conscious, rail travel is an obvious choice, so long as it continues to outperform the alternatives and maintain a lower carbon footprint. Add in the convenience and added productivity which can be gained through working whilst travelling on connected trains benefitting from Wi-Fi, ever shorter times, and we have a long-term formula for growth across the network.

However, this needs to be measured against the impact of COVID-19, which has transferred work from the office to the home and caused a reduction in utilisation of public transport services. The long term or otherwise structural changes from COVID-19 with have an impact on the work of TransPennine Express in these areas going forward.