

## Northumberland Line Project

### Design Phase Governance Arrangements

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## 1. Purpose of Document

This document sets out the governance and reporting arrangements for the Northumberland Line project. The individual terms of reference, membership, frequency, timings, methods of progress and financial reporting requirements for each of the meetings; and the detailed specification of the scheme can be found in the specific Project Plans.

### Background

Northumberland County Council (NCC) commissioned the development of the Northumberland Line project in [ ]. The project seeks to re-open the current freight-only line to passenger services between Benton North Junction on the East Coast Main Line and Ashington/Woodhorn on the line between Bedlington and Lynemouth Power Station. The route is currently used by freight services to/from Lynemouth Alcan and North Blyth (Alumina and Coal traffic) and comprises circa 14 timetabled train paths ( which are generally not used every day) . The route between Benton North Junction and Bedlington is cleared for passenger services but is used as a diversionary route for the East Coast Main Line. The route between Bedlington and Lynemouth Power Station is not cleared for passenger trains and will consequently require greater investment. The project has strong regional political and public support.

The core justification for the re-introduction of passenger services on this route is to generate improved access for residents to the rail network and employment opportunities generating major economic benefits for an area that has been hard by the demise of traditional industries. Business Case work completed to date demonstrates that the incremental passenger revenue will exceed incremental operating costs so will not be a burden on the public purse and will contributing a return on the initial capital outlay.

The project is now moving to the Design Phase under the Department for Transport's new Rail Network Enhancement Pipeline (RNEP) process and as such requires the compilation, submission and approval by DfT of an Outline Business Case (OBC) to enable funding to be released. The project has the following elements:

- Line-speed improvements between Benton N Junction and Ashington;
- Signalling and Level Crossing enhancements between Benton N Jn and Ashington associated with both train frequency and line-speed improvements.
- Signalling and train control upgrades between Bedlington and Ashington to enable passenger train operation.
- Additional track to reduce the length of single line sections between Benton N. Junction and Newsham

- Six new stations at Northumberland Park, Seaton Delaval, Newsham, Blyth Bebside, Bedlington and Ashington.
- Improvements to structures (including North Seaton and Bedlington viaducts) to take account of higher line-speeds and train frequency.
- Highways works required in association with upgraded level crossings and access to new stations.

A combination of these project elements is required depending on the phasing of the service introduction and level of peak/off-peak passenger service required. The ultimate aspiration of the Promoter (Northumberland County Council) is a half hourly passenger service both peak and off-peak on the route with sufficient capacity to allow an hourly freight service in each direction throughout the day.

The project will need to interface with other projects/developments affecting the route:

- Changes to Freight traffic on the route in respect of traffic to/from Lynemouth Power station and the Fort William – Blyth Alcan flow.
- Network Rail (NR) future Control Period works including the aspiration to re-signal the route to European Train Control System (ETCS) standards by the end of Control Period 7
- Other local developments

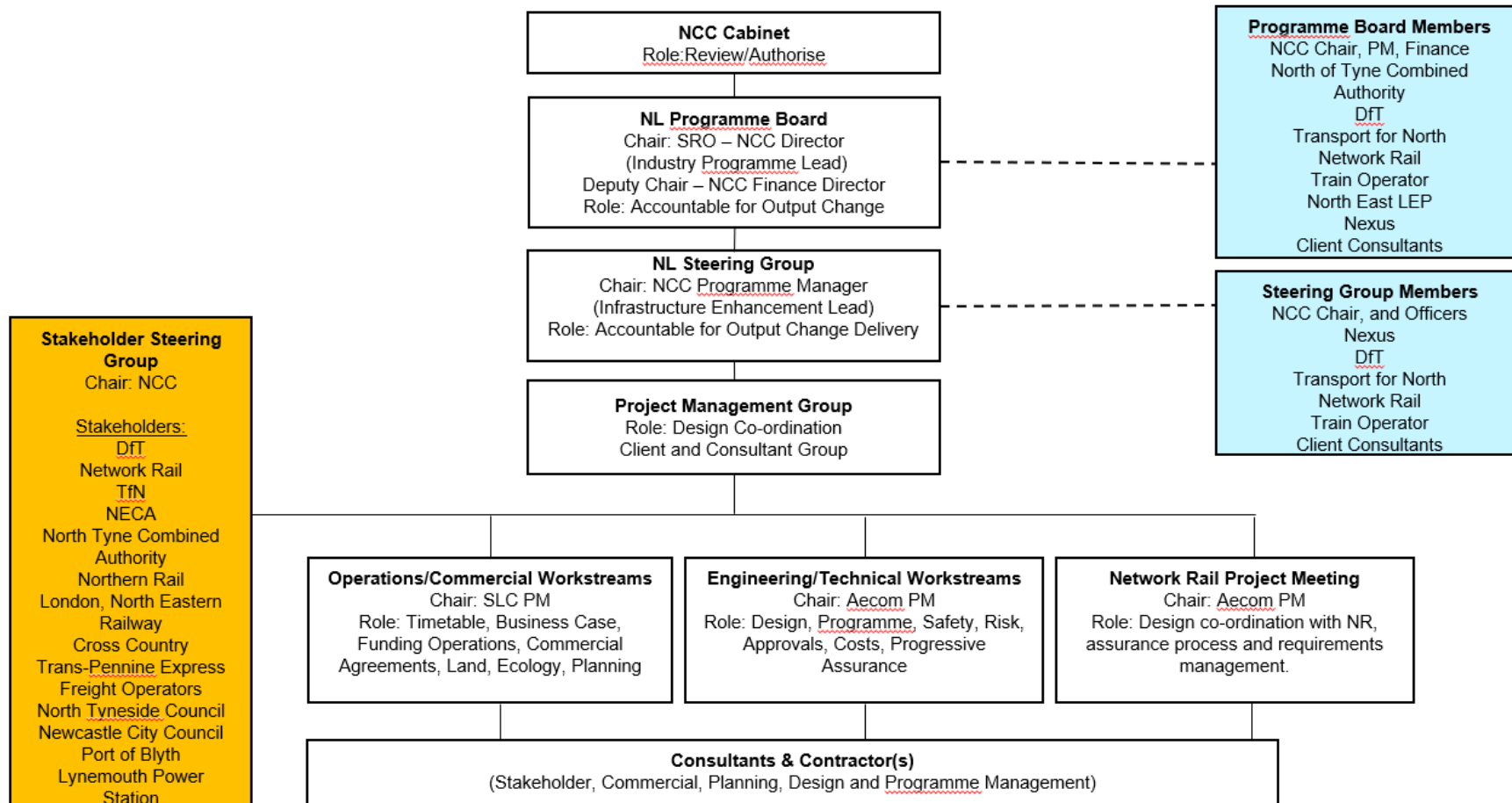
## **Governance Structure**

The project is a multi-disciplinary and multi-agency project requiring a clear and robust governance structure involving all the relevant parties to ensure that the end objectives and the various stakeholders requirements continue to be met as the project develops.

In accordance with good practice for all projects of this type clear identification of project deliverables and roles and responsibilities is essential to a successful outcome including a change control process to reflect changes to the project deliverables as it progresses through development and design phases. The Governance structure outlined below is reflective of the projects' current status transitioning from initial feasibility to the assessment of various options in meeting the core deliverables and outcomes of the project. As the project moves to outline design, final design and delivery the Governance arrangements will need to change to reflect the revised activities. This document will be updated accordingly.

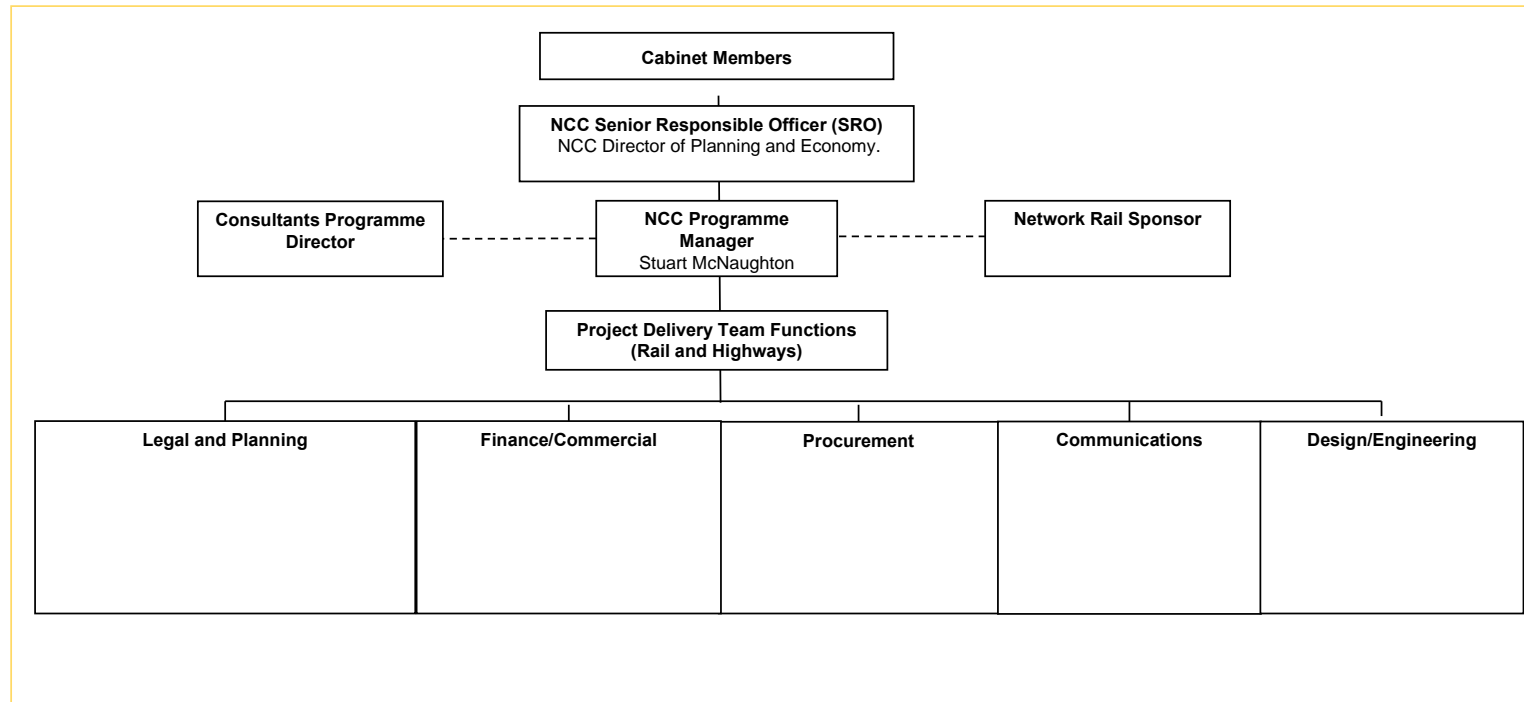
## 2. Governance Structure

The Governance structure for the next stage of the project is outlined below.



### 3. Delivery Governance Structure

#### Northumberland Line – Programme Delivery Governance Structure



#### 4. Roles and responsibilities

The below table outlines the roles and responsibilities of the Delivery Team members; note that this is for an overview only, and is not intended as an exhaustive list of each member's responsibilities.

ROLE	Named Individual(s)	RESPONSIBILITIES
Senior Responsible Owner (Client Sponsor)	NCC Director: Planning and Economy (Paul Johnston)	<ul style="list-style-type: none"> <li>• Ensure ongoing viability of the project in line with the Business Case;</li> <li>• Ensure that funds and other resources are made available as required to deliver the project works;</li> <li>• Represent the Programme Board and lead the project on behalf of the Client Group (Cabinet);</li> <li>• Escalate decisions to Cabinet as necessary.</li> <li>• Act as the point of contact for the Programme Manager;</li> <li>• Input into programme coordination reviews to ensure overall alignment.</li> <li>• Lead the strategic direction of the project with the Network Rail sponsor and Consultants Programme Director.</li> </ul>
Consultants Programme Director	Simon Middleton - Aecom	<ul style="list-style-type: none"> <li>• Oversee the strategic delivery of the projects, as directed by the Northumberland Line Programme Manager and SRO.</li> <li>• Provide the SRO and Programme Manager with full open disclosure of risks and project changes which will impact project costs and delivery.</li> <li>• Manage the Consultant team in the discharge of their roles within the governance arrangements</li> <li>• Ensure Highways and Rail Safety requirements are met in role as project Promoter</li> </ul>
NCC Programme Manager	Stuart McNaughton	<ul style="list-style-type: none"> <li>• Oversee the strategic delivery of the projects, as directed by the SRO</li> <li>• Manage the NCC/Consultants project team and Network Rail Sponsor in the discharge of their roles within the governance arrangements</li> <li>• Co-ordinate activities in respect of the Property and Land Acquisition workstream</li> <li>• Lead on behalf of NCC on business case/SOBC preparation, coordination and submission</li> <li>• Drive the delivery strategy, including procurement and stakeholder management strategies</li> </ul>

		<ul style="list-style-type: none"> <li>Steer the Project Managers on key project deliverables to achieve the business case requirements, as directed by the Programme Board and Steering Group.</li> <li>Report all Station Works Projects actual and forecast expenditure to SRO Ensure that the requirements for funding body conditions, reporting and grant claim submissions are adhered to.</li> <li>Monitor budget, monies spent and grant funding</li> </ul>
Project Managers	Both Within NCC and the Consultants Team	<ul style="list-style-type: none"> <li>Drive the close-out of Project Deliverables agreed for their respective projects, to ensure project completion within the agreed time, cost and quality parameters</li> <li>Manage the various consultants and contractors in line with the contracts and NCC standing orders.</li> <li>Keep cash flow up to date and forecasted spend, reporting monthly Financial Updates to the Programme Manager.</li> <li>Engage respective stakeholders to ensure buy-in throughout the works.</li> <li>Provide Progress Reports to the NCC Programme Manager on a monthly basis (format and content to be agreed with between PM and Programme Manager at outset of project).</li> <li>Provide information and reports as requested for Programme Board and Stakeholder Steering Group meetings.</li> <li>Drive the various rail processes to the required NR, TOC, FOC, DfT and ORR approval</li> <li>Risk mitigation</li> <li>Progress scheme design through the relevant GRIP stages</li> <li>Deliverability and operability validation</li> <li>Oversee property issues, feed into land acquisition strategy as required</li> <li>Programme creation, review and update.</li> <li>Lead phasing strategy</li> </ul>
Consultants & Contractors	Various (see Project Management Plans for respective project organisation charts)	<ul style="list-style-type: none"> <li>Deliver works as set out in the respective contracts, to the required time, cost and quality parameters</li> <li>Provide updates to the Project Managers to assist timely reporting to the wider team/Board.</li> <li>Coordinate respective contract works with the Project Managers, other consultants and contractors and station operations staff.</li> </ul>



Principal Designer	[TBC]	<ul style="list-style-type: none"> <li>• In accordance with Regulations 5(1) of The Construction, Design and Management Regulations 2015 <ul style="list-style-type: none"> <li>○ Plan, manage, monitor and coordinate health and safety in the pre-construction phase. Take account of relevant information (such as an existing health and safety file) that might affect design work carried out both before and after the construction phase has started</li> <li>○ help and advise the client in bringing together pre-construction information, and provide the information designers and contractors need to carry out their duties</li> <li>○ work with any other designers on the project to eliminate foreseeable health and safety risks to anyone affected by the work and, where that is not possible, take steps to reduce or control those risks</li> <li>○ ensure that everyone involved in the pre-construction phase communicates and cooperates, coordinating their work wherever required</li> <li>○ liaise with the principal contractor, keeping them informed of any risks that need to be controlled during the construction phase</li> </ul> </li> </ul>
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## 5. Financial management

### 5.1 Budget Management & Reporting

The respective project budgets shall be set by the SRO and be in accordance with the overall budget approvals set by the Council. This process shall be informed by discussion with the Programme Board members and with the benefit of a comprehensive risk and cost forecast as provided by the Northumberland Line Programme Manager (who in turn will work with their teams to produce the evolving cost plans and resulting yearly cost forecasts).

The Client Sponsor will hold overall accountability for managing and reporting on the projects' cost throughout the duration of the project. However, the day-to-day financial governance is the responsibility of the Northumberland Line Programme Manager working with Project Managers, including the full open disclosure to the SRO of projects risks and project changes which will impact project costs and delivery.

Regular financial reviews are deemed critical to the delivery of works within the specified budgets and shall be used to assess the financial position, performance and resource flows of each project. The Project Managers shall be responsible for monitoring available budget versus forecasted and actual project spend, within Finance Forecast Cashflow Report; the structures and content shall be agreed with the SRO and Finance Team Representative at the outset of each project. As a minimum, the Finance Forecast Cashflow Report shall detail:

- The project deliverables for that budget period
- Date of the budget period (to and from)
- The budget allocation as set by the Cabinet, and distribution of funding as agreed with the Project Board
- Spend to date and commitments.
- Forecasted spend
- Significant positive/negative risks impacting total variations in spend value against the forecasts and cashflow profile (e.g. savings through value engineering, or increases due to scope variations)

The Project Delivery Team collectively shall be responsible for accounting for cost deviations and recommending remedial options for presentation to the Steering Group. Any proposed major variances outside of the budget allocations for individual scheme elements will be discussed by the Steering Group and, if necessary, presented to the Programme Board (by the Programme Manager), for approval.

## **5.2 Invoicing**

The following processes will be adopted in respect of Northumberland Line project invoice receipts, approvals and payments:

- The process for administering invoices is as follows:
  - Invoice/Application for payment issued to Project Manager.
  - Project Manager /Commercial team to review as appropriate
  - Project Manager to issue payment certificate
  - Project Manager to issue invoice and any supporting information along with payment certificate to NCC for processing in accordance with the terms of invoice.
- NCC delegated authority for PO/Invoice approval is as follows
  - Programme Manager – [up to £25,000]
  - SRO – [up to £1,000,000]

- The Programme Manager shall review to verify completion of works billed, and accuracy of billed amounts and correlation to the agreed budget parameters; any discrepancies will be discussed with the invoicing organisation to agree required amendments.
- In the event that the invoice does not fall in line with the contract and budget parameters, the Programme Manager will resolve directly with the invoicing organisation. If this is not possible a recommendation will be made to the SRO by the Programme Manager.
- The Northumberland Line Programme Manager shall then be responsible for instructing the processing the invoice and any associated Purchase Orders, and updating the financial system accordingly.

### 5.3 Funding

Funding for the development of the scheme to date has been obtained from NCC internal resources; NCC has recently received £1.5m as a DfT contribution to the 'develop' stage through RNEP. A further bid is to be made via the OBC for funding from the DfT as part of a 'decision to design' the project as part of the RNEP process.

In addition to the funding already secured, North East Combined Authority has submitted a bid for funding from the Governments £1.7bn 'Transforming Cities Fund' announced in the Autumn 2017 budget. The Northumberland Line forms a core part of the North/South transport corridor outlined in the bid submission which aims to use improved accessibility in the City Region as a whole to secure 100,000 new jobs in the area by 2024 in line with the North East Local Enterprise Partnership 'Strategic Economic Plan' (SEP).

## 5.4. Financial Management during Design Phase

### 5.4.1 Contract Management

During the design phase contracts will be let for various supplies and services; and the terms of the contracts will outline required commercial behaviour and processes for client and contractor/consultant. Once let, the following tolerances will apply for individual contracts:

- Within budget: £25k Programme Manager.
- Within budget: £50k+ referred to the SRO.
- Any change over £50k will be referred to Programme Board.

The Programme Board will be able to agree variations to each contract up to or cumulatively totalling £250k of the relevant contract sum and these amounts will be drawn from project contingency sums.

### 5.4.2 Overall Project Cost Management

Changes to the scheme through the design phase may have cost implications either from the increase of scope, increases in pricing or because of the addition of new scope to the programme. The impact of each of these potential changes made during the design phase will be financially assessed, and tolerances in relation to these (as a proportional impact of the overall budget for each individual Northumberland Line element) are as follows:

- Within budget: up to £50k Programme Manager.
- Within budget: £50k+ referred to the SRO

Any item that affects the overall programme forecast by more than £100k will be referred to the Programme Board.

Any item that affects the overall programme forecast by more than £250k will require Cabinet approval

## 6. Meetings

The meeting schedule for these meeting and agreed timescales for issuing papers to attendees is captured in Appendix 2.

6.1 Northumberland Line Programme Board		
Frequency:	Every two months	
Purpose:	To ensure each project element is delivered on time, to budget and in accordance with the expected outcomes. Receive recommendations from the Steering Group. Review project objectives versus wider UK and Regional Transport Policy objectives.	
Tolerances:	<b>Cost</b> To be confirmed by individual authorities subject to constitutional limits, board to approve any changes above £250k to programme budget and agree application of contingency budget <b>Time</b> Any item delaying high level programme assumptions affecting Entry into Service date.	
Terms of Reference:	<ul style="list-style-type: none"> <li>• To meet every two months and receive, review and make decisions on recommendations, progress reports and specific reports from the Steering Group, Programme Manager and others.</li> <li>• Take recommendations to Cabinet members outside delegated authority.</li> <li>• To bring the objectives of the scheme to fruition on time and within budget</li> <li>• To monitor the progress of the scheme, as approved, against the agreed plan</li> <li>• To approve derogations and plan changes if appropriate, against the agreed plan.</li> <li>• To take decisions and consider requests that allow the Steering Group to manage the scheme risks, detailed in the risk register; and manage the appropriate application of the risk layer.</li> <li>• To receive and review financial reports from the Programme Manager.</li> <li>• To receive and review specific reports from the Consultants Programme Director as agreed.</li> <li>• To agree resourcing arrangements and risk/reward sharing basis as necessary.</li> </ul>	
Board Members:	Northumberland County Council	(Chair) Director, Planning and Economy (Paul Johnston), (Deputy Chair) Finance Director (Barry Scarr), Programme Manager, S. McNaughton,
	N. of Tyne Combined Authority	TBC
	Department for Transport	RNEP Sponsor
	Transport for North	Salim Patel (tbc by TfN)
	Network Rail	Scheme Sponsor
	Lead Operator	Assumed to be Northern for now as providing technical assistance
	North East LEP	TBC

	Nexus	Head of Heavy Rail (Derek Gittins)
	Client Consultants	AECOM and SLC reps

6.2 Northumberland Line Steering Group		
Frequency:	Monthly	
Purpose:	To review project progress and make decisions in accordance with delegated authority. Escalate and make recommendations on specific issues to Programme Board. To give the project team guidance and feedback on the design and delivery processes, any emerging requirements and strategic objectives.	
Terms of Reference:	<ul style="list-style-type: none"> <li>• Identify risks, issues and items for escalation to Programme Board</li> <li>• To review project progress versus programme, budget and outputs based on delivery of agreed milestones and relevant financial reports.</li> <li>• Make recommendations and decisions within delegated authority levels to ensure agreed outputs are delivered.</li> <li>• Receive and review reports from Engineering/Technical and Operations/Commercial Working groups.</li> <li>• Make any operational decisions regarding scheme delivery, within the agreed scheme governance structure including any remedial actions required to address programme, scope, budget or funding issues.</li> <li>• Review the Risk Register and identify new risks/shortcomings as necessary.</li> <li>• Review wider policy, industry, legislative developments to assess impact on project outputs</li> </ul>	
Steering Group Members:	Northumberland County Council	Stuart McNaughton (Chair) NCC Finance, Planning, Highways, Comms, Legal, Estates reps as necessary
	DfT	RNEP Sponsor
	Network Rail	Scheme Sponsor, NR Project Manager (when required)
	TfN	Amanda Stone
	Nexus	Head of Heavy Rail (Derek Gittins)
	Lead Operator	Northern (Barry Graham)
	Client Consultants	Aecom and SLC Rail

<b>6.3 Northumberland Line Operations/Commercial Working group</b>		
Frequency:	Monthly	
Purpose:	Review and determine programme deliverables in respect of timetable, business case, funding, budget, operational issues, commercial agreements and land/planning/highways matters.	
Terms of Reference:	<ul style="list-style-type: none"> <li>• Review progress and issues based on updates from project leads for specific areas.</li> <li>• Agree actions with the Programme Manager to rectify issues.</li> <li>• Provide the Programme Manager with necessary decisions for the projects to proceed.</li> <li>• Discuss operational implications of the proposals to inform impact mitigation planning by specific Project Managers</li> <li>• Discuss rail, highways and other statutory processes (e.g. Network Change, etc), to ensure the relevant resources are engaged ahead of time</li> <li>• Review business case development and interface with operational, timetable and design changes</li> <li>• Review actions and deliverables in respect of planning, commercial agreements and property/legal matters.</li> <li>• Review spend against budget and forecast highlighting potential variations to authorised budget to Steering group</li> <li>• Discuss forthcoming interfacing works or stakeholder issues and agree appropriate communications</li> <li>• Make recommendations to the NORTHUMBERLAND LINE Steering Group as appropriate</li> <li>• Review Risk Register identifying any new risks, issues and remediations as necessary which are relevant to this working group.</li> </ul>	
Working Group Members:	NCC	S. McNaughton plus Planning, Finance, Highways, Legal, Comms, Estate leads
	Network Rail	Scheme Sponsor plus Property/Commercial as appropriate
	Lead Operator	Lead on Timetable Planning, Franchise Management, Property as appropriate
	Aecom/SLC Rail	Discipline leads for Business Case, Operations, Commercial

6.4 Northumberland Line Engineering/Technical Working Group		
Frequency:	Monthly	
Purpose:	Review and determine programme deliverables in respect of design, safety, risk and engineering approvals/consents	
Terms of Reference:	<ul style="list-style-type: none"> <li>• Review progress and issues based on updates from project leads for specific areas.</li> <li>• Agree actions with the Programme Manager to rectify issues.</li> <li>• Provide the Programme Manager with necessary decisions for the projects to proceed.</li> <li>• Discuss design/standards/safety implications of the proposals to inform impact mitigation planning by specific Project Managers</li> <li>• Review actions and deliverables in respect of design, safety, CSM, approvals and other statutory processes for rail and highways.</li> <li>• Review interfacing works or projects to ensure they are managed to minimise impact.</li> <li>• Make recommendations to the Northumberland Line Steering Group as appropriate</li> <li>• Review Risk Register identifying any new risks, issues and remediations as necessary which are relevant to this working group.</li> </ul>	
Attendees:	NCC	S. McNaughton plus relevant NCC leads for Ecology, Highways,
	Network Rail	Scheme sponsor plus NR PM
	Lead Operator	Lead on Facilities Management/Design Standards
	Aecom/SLC Rail	Leads on specific design disciplines plus Safety/CSM



6.5 Northumberland Line Stakeholder Working Group		
Frequency:	Quarterly	
Purpose:	Present updates on all project elements to the secondary stakeholders at regular intervals to receive feedback and incorporate (where possible/appropriate) and ensure their continued buy-in to the developing timetable and station outcomes and programmes. Build advocacy for the project amongst stakeholders in order to influence key decision makers.	
Attendees:	NCC	S. McNaughton plus relevant NCC leads for Ecology, Highways,
	Network Rail	Scheme sponsor plus NR PM
	Lead Operator	Lead on Facilities Management/Design Standards
	Aecom/SLC Rail	Leads on specific design disciplines plus Safety/CSM

## 6.9 Progress Reporting

The Project Managers to maintain regular dialogue with the Programme Manager regarding progress and project specific issues. Monthly progress reports shall be submitted to the Programme Manager to inform Dashboard reports to be produced by NCC which will reference key deliverables identified in Project Deliverables Trackers. The Dashboard reporting format shall be agreed between the Programme Manager and Project Managers, but will include, as a minimum:

- Executive Summary
- Key milestones achieved in period (month)
- Planned activities in the next period (month)
- Programme update (high level, showing the baseline and any slippage explained in the Summary)
- Finance Forecast Cashflow Report update (see section 5.0)
- Top 5 risks and proposed mitigation

Interim Reports or presentations may be submitted to the SRO to provide interim updates, or information required to facilitate decision-making processes – the format and content will be agreed with the Programme Manager, as and when required.

Presentations and reports to the Programme Board, Steering Group or Stakeholder Steering Group shall be agreed by the Northumberland Line Programme Manager on a monthly basis, providing updates on costs, programme, key issues and decisions required, as a minimum.

### **6.10 Communication and Stakeholder Engagement**

A stakeholder engagement plan has been established. The stakeholder steering group will meet on an ad hoc basis when there are relevant updates. The local community and businesses will be engaged and informed via the web, direct letter drop, drop in sessions, face to face briefings, social media etc as appropriate.

NCC will be responsible for co-ordinating all external communications from NCC, the Project Team, Network Rail, Transport for North and Train and Freight Operators. All external communications will also need to be discussed and agreed with DfT, NECA, North of Tyne Combined Authority and other key stakeholders.

### **7.0 Risk Management Process**

The Risk management process for the Northumberland Line project is set out below, and will be reviewed by the Programme Board. The process summarises the recommended approach for the implementation of risk management. It does not enter in to the detailed content of risk reports but focuses on the higher level process.

#### **Overall approach**

The Risk Management Process being followed by the Project complies with the Risk Management Process defined in Network Rail's GRIP standard, the Common Safety Method (CSM) required under European and UK Law and Highways Design Standards and processes, (Road Safety Audit Stage 1 for Preliminary Design).

A risk register was developed during the Development stage of the project.

## **Risk Review cycles**

### **Monthly Updates**

The Northumberland Line Programme Manager will review the identified risks each period / month, to ensure they are being mitigated and make a qualitative assessment of the effect on the Programme risk exposure. New risks will be added to the register where it is felt appropriate by the Northumberland Line Programme Manager. The monthly risk reviews will be run by the Northumberland Line Programme Manager, as part of the Northumberland Line Steering Group agenda and discussed at designated meetings.

The purpose of the monthly reviews is to ensure mitigating actions are being put in place and to report the effect on the risk profile to the Northumberland Line Steering Group, and ultimately to report on the top 5 or 10 identified risks and any new potential risks to the Programme Board.

### **Quarterly Risk Review**

Each quarter, or at a Stage Gate reviews if it is felt appropriate by the Northumberland Line Programme Manager, there will be a review of the full risk register by the Northumberland Line Steering Group with support from technical and operations team, and Network Rail.

At this review, all newly identified risks that have been added to the register since the last Quarterly review will be assessed and validated by the whole team. The quantification of all risks (new and existing) will be assessed, and any changes to mitigating actions identified.

## **8.0 Interface Management**

The interface Management process will be informed by the programme phasing arrangements which should include all Northumberland Line works, Network Rail and Train Operator and Freight Operator planned works. This phasing arrangements need to be reviewed on a monthly basis along with programme. To ensure that all interfacing elements are correctly captured so they can be managed accordingly. The

Programme Manager or designated Consultant lead will lead on phasing discussions with third parties and regular meetings with key stakeholders. The Programme Manager will ensure to liaise with NCC's Traffic Management Team to ensure all relevant approvals are in place for any highway works. Provision or diversion of utilities needs to be coordinated with the relevant utility companies, the council highways team and Highways England where utilities need to be diverted to facilitate development.

Works interface should be managed between project managers in accordance with health and safety strategy, each project must produce an access strategy, which needs to be shared with the Programme Manager to communicate with stakeholders accordingly.

## **Appendices**

### **Appendix 1: Project Directory**

### **Appendix 2: Northumberland Line Project – Forward Plan 2018**

## Appendix 1: Project Directory

Project Role	Name and Day Job	Email	Phone
<u>Northumberland County Council</u>			
SRO, Chair of Programme Board	Paul Johnston, NCC Director, Planning and Economy	paul.johnston@northumberland.gov.uk	
Deputy Chair Programme Board	Barry Scarr, NCC Finance Director	barry.scarr@northumberland.gov.uk	
NCC Programme Manager	Stuart McNaughton, Strategic Transport Policy Officer	stuart.mcnaughton@northumberland.gov.uk	07827 873139
NCC Lead Finance	Alan Mason	alan.mason@northumberland.gov.uk	
NCC Lead Planning	Joan Sanderson	joan.sanderson@northumberland.gov.uk	
NCC Lead Highways	David Laux	david.laux@northumberland.gov.uk	
NCC Lead Comms	Andrew Ward	andrew.ward@northumberland.gov.uk	
NCC Lead Legal	Liam Henry	liam.henry@northumberland.gov.uk	
NCC Lead Highways	Mike Robbins	mike.robbins@northumberland.gov.uk	
NCC Community Engagement	TBC		
<u>Department for Transport</u>	Ben Jones	ben.jones@dft.gov.uk	
	Marcelo Teran	marcelo.teran@dft.gov.uk	
<u>Transport for North</u>	Salim Patel (TBC)		
	Amanda Stone	<a href="mailto:amanda.stone@transportforthenorth.com">amanda.stone@transportforthenorth.com</a>	
<u>North of Tyne Combined Authority</u>			
<b>Project Role</b>	<b>Name and Day Job</b>	<b>Email</b>	<b>Phone</b>

<u>Network Rail</u>			
Project Sponsor	Nicola Wright, Senior Project Sponsor Fraser Langford (Project Sponsor)	nicola.wright@networkrail.co.uk fraser.langford@networkrail.co.uk	
Project Manager			
<u>Lead Train Operator</u>	Barry Graham,	barry.graham@northernrailway.co.uk	
	Mark Beck (Timetable)	mark.beck@northernrailway.co.uk	
	Keith Anderson (Operations)	keith.anderson@northernrailway.co.uk	
<u>North-East LEP</u>			
<u>Nexus</u>	Derek Gittins, Head of Heavy Rail, Nexus		
<u>Client Consultants</u>			
Consultant Programme Director	Simon Middleton, Aecom,	simon.middleton@aecom.com	07966 322120
Consultant Project Team	Gemma Paget Aecom, Business Case	gemma.paget@aecom.com	0191 224 6626
Consultant Project Team	Julian Sindall, Mosaic, Engineering Design	julian.sindall@mosaic-consultants.com	07786 430420
Consultant Project Team	Andrew Coates, Aecom, Demand Modelling, BCR	andrew.coates@aecom.com	07751 017006
Consultant Project Team	Ian Walters, SLC, Funding, Commercial, DfT liaison	ian.walters@slcrail.com	07896 616633
Consultant Project Team	Mike Haigh, SLC, Timetable, Operations, TOC liaison	mike.haigh@slcrail.com	07771 830007

