



The Network Rail (Leeds to Micklefield Enhancements) Order

Note on Network Rail Alliancing

Network Rail (NR) are a public organisation tasked with operating, maintaining, and enhancing the national rail infrastructure network. The Department for Transport (DfT) are NR's instructing client and hold NR to account for works delivery, both operational and for enhancement projects. The Office for Road and Rail (ORR) are the rail regulator to ensure all policies and licence obligations are complied with.

As a project delivery organisation, NR uses a number of different delivery mechanisms for enhancement projects, including the Transpennine Route Upgrade (TRU). Given the scale of the projects involved, it is not possible for a single organisation to deliver all of the works. The majority of NR personnel are employed to maintain and operate the rail infrastructure, not to deliver new projects.

As such, different delivery models are used across NR, dependent upon a number of factors. For TRU, it was decided an Alliancing model would be most effective.

Network Rail TRU has two Alliances, TRUWest, delivering all TRU works to the West of Leeds, and TRUE delivering all works to the East of Leeds. Each Alliance is made up of supply chain organisations linked to the design, development and construction of the works. The contracts are designed as such to foster a collaborative and efficient relationship, and outcomes linked to Key Performance Indicators (KPIs) with contract pain & gain in place to ensure best value for the taxpayer.

In the Alliance model NR has two roles to play – as part of the design, development and construction, with NR personnel working as part of the Alliance to sign off activities and input to items such as option selection. A separate NR team (Sponsorship, Consents, Environment & Sustainability – known as the 'Enterprise Team') perform its duties as client to the Alliance members and ultimately control the budget and benefits realisation. The NR Sponsor team act as client for the Alliance, and report through to the DfT.

In NR's client role in the Enterprise Team as part of the Alliance, NR are monitored and audited by both DfT and ORR across a variety of topics, including adherence with formal consent requirements, third party stakeholder commitments, and environmental mitigation requirements. This is tracked and monitored through detailed environmental reporting and a project commitments log which is reviewed and updated periodically.

DfT remain the client for all TRU works, and the Alliances are formed as a delivery mechanism to ensure the projects are delivered to scope, on time, and on budget, with benefits realised as per the direction provided from government.

David Vernon, Senior Sponsor, Network Rail
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