

Rail North Committee Meeting

Item 6.0

Subject: Blake Jones Action Plan

Author: David Hoggarth and Simon Shrouder

Sponsor: David Hoggarth

Meeting Date: Tuesday 5th November 2019

1. Purpose of the Report:

- 1.1 This report seeks agreement of the Rail North Committee to endorse the direction of travel of work supporting the delivery of the Blake Jones Review Action Plan focusing on the following areas:
- Developing a Rail North Committee with greater oversight and more direct influence on strategic issues.
 - More direct decision making for the Rail North Committee on matters of relevant to Northern authorities.
 - Greater focus on the passenger impacts of decisions and performance through greater oversight by members and a new collaboration with Transport Focus.
 - Adequate resourcing of the Transport for the North and Rail North Partnership Teams in line with the Blake Jones outcomes.

2. Executive Summary:

- 2.1 A stronger, better informed, more strategic Rail North Committee giving clear directives to the Rail North Partnership is seen as essential for delivery against the objectives of the Blake Jones Review Action Plan. There has been consensus that the Rail North Committee should have more direct influence on strategic issues and this report sets out the planned changes.
- 2.2 The report also sets out the key elements of the Passenger Promise including formal input from Transport Focus on relevant decisions.

3. Background

- 3.1 The Blake Jones Review was published in July 2019 and the Action Plan was formally adopted by Transport for the North Board on 31 July 2019.
- 3.2 There are Six Key Areas of Focus for the Blake Jones Action Plan:
- developing a Passenger Promise;
 - creating the right conditions for better decision-making;
 - enhancing information sharing;
 - improving forward-planning and communications;
 - deploying the required resources; and
 - considering the wider changes building on our response to the Williams Review.
- 3.3 Delivery of the action plan was held up over the summer pending further discussions with the Committee on their preferred operating model. Following agreement in principle at the September meeting of the Committee, further work has taken place on the action plan including a review of the delivery dates and the development of a detailed resource plan.
- 3.4 Action Plan milestones are included as Appendix 1. The proposition (subject to resources being made available) is that the implementation should be completed over the next five months with a target for all actions to be implemented by the start of the 2020/21 financial year. The plan will be updated following conclusion of discussion on resources.

4. Initial Proposals:

- 4.1 The initial focus has been on two areas, a new operating model for local decision making and the Passenger Promise. The paragraphs below provide an update on these two areas of work.

[A New Operating Model for Rail North Committee](#)

- 4.2 Members are clear they currently feel unable to make effective and timely decisions on key issues that protect passenger's interests. It is agreed that the current mechanisms available are not fit for purpose. A new operating model, providing greater political oversight and an enhanced role for the Rail North Committee – agreed in principle – has been developed (as set out in the accompanying presentation).
- 4.3 The Committee will become more strategic in approach (generally meeting four times a year) and have a clearer, more direct link to the Rail North Partnership Board. The Committee will be supported by officer/member working groups which allow a more detailed focus to be brought on aspects of delivery (such as timetable development and performance) and the scheme of delegation will support the ability of

take decisions in between meetings (for example by the Lead Officer consulting the Chair of the Committee). The Committee would also be supported by stronger links with the relevant lead officers from the Local Transport Authorities. It is also proposed to build on the strong work being done locally in 'business units' such as the North East Rail Management Unit.

4.4 The other key change proposed is that matters that are already designated as 'Transport for the North matters' under the Partnership Agreement would (subject to reserved matters being decided by the Department for Transport) be subject to decision making through the Rail North Committee. Issues that are reserved matters, but are subject to consultation with Transport for the North, would also be considered by the Committee jointly with the Department for Transport. Appendix 3 sets out the issues that are defined as 'Transport for the North Matters' and also those that are Reserved Matters for the Department for Transport.

4.5 Proposed dates for Committee meetings in 2020 are included as Appendix 4.

4.6 To facilitate more detailed analysis of issues and proposals it is proposed to establish a number of officer/member working groups to lead on specific issues and provide advice to the full Committee. Initially it is proposed to establish two working groups covering the following issues:

- Franchise Strategy (including issues relating to the Northern franchise, but also longer-term planning); and
- Central Manchester Capacity.

The Passenger Promise

4.7 In line with the recommendation in the review, discussions have taken place with Transport Focus on how passenger input can be enhanced and better data included in the planned monthly 'snapshot of performance'. Whilst elected members represent the views of passengers in the north, Transport Focus can bring added insight to the needs of passengers, evidence and benchmarking.

4.8 It is proposed that all significant decisions (and options) will include a reference to the passenger impact of the decision and that Transport Focus will be asked to provide a view. This would apply at all levels of decision making; delegated decisions within the Rail North Partnership, decisions made by the Committee (in the proposed new model) and decisions reserved to the Department for Transport.

4.9 In terms of the new snapshot of performance, it is planned that this will focus on the passenger impact of performance. This will include the impact on all passengers including accessibility and health and safety impacts. It will, for example, focus on the number of passengers

impacted by cancellations, crowding, and those unable to board trains, rather than the number of trains impacted.

5. Next Steps:

- 5.1 A new operating model, providing greater political oversight and an enhanced role for the Rail North Committee – agreed in principle – is to be developed and implemented at the earliest opportunity.
- 5.2 A meeting is being sought between Cllr Blake and the Rail Minister to discuss the proposed improvements to decision-making and an enhanced relationship between the Rail North Committee and the Department for Transport. A proposal for resourcing the development and delivery of the changes will also be discussed.
- 5.3 Dates for quarterly meetings for the Rail North Committee will be agreed for 2020.

6. Recommendations:

- 6.1 It is recommended that the Rail North Committee agrees to endorse the direction of travel set out in this report.
- 6.2 It is recommended that the Committee considers the proposed dates for meetings in 2020 set out in Appendix 4.
- 6.3 It is recommended that discussions take place with the Rail Minister on the planned changes to governance and decision-making together with the resources required for delivery of the actions in full.

7.	Appendices:
7.1	Appendix 1 – Blake Jones Action Plan
7.2	Appendix 2 – Blake Jones Update (Slides)
7.3	Appendix 3 – Transport for the North Matters and Reserved Matters
7.4	Appendix 4 – Proposed dates for the Rail North Committee Meetings 2020

Appendix 3: Transport for the North Matters and Reserved Matters

Transport for the North Matters

- 1 Development of and changes to the Train Service Requirement
- 2 Changes to train fleet
- 3 Assets, leases and third parties
- 4 Concessionary Travel, Multi Modal Ticketing Schemes and Smart Transactions
- 5 Performance Management and Enforcement
- 6 Matters relating to the deployment of Rolling Stock where this affects any Transport for the North Party (including branding and funding of Rolling Stock)
- 7 Development of and changes to the Train Plan
- 8 Right to carry out Surveys (including carrying out passenger surveys such as surveys required for the purposes of multi operator ticketing schemes and/or concessionary travel reimbursement)
- 9 Station facilities addressed by the provisions of a relevant Franchise Agreement, (including staffing levels, passenger facilities, ticket sales, ticketing equipment, information provision, car parks, parking charges, cycle storage, taxi and bus interchange)
- 10 Right to inspect (including carrying out inspections, surveys of stations, trains and any other passenger facility)
- 11 The application of fare increases to fare baskets (including fare basket harmonisation and the application of de minimis values)
- 12 Any matter agreed to be Transport for the North's responsibility pursuant to clause 8 (Statutory Partner Role) or 14.1(Annual Review) of this Agreement

Reserved Matters

1. Approval of any changes to the train service requirement where such change would result in an overall increased subsidy or cost commitments either:
 - 1.1 for the Franchise Agreements considered together;

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- 1.2 for other franchises managed by Secretary of State;
 - 1.3 following the expiry of the Franchise Agreements; and/or
 - 1.4 have any procurement law implications including with regard to "material change", provided that a Transport for the North Franchise Output Adjustment shall not be a Reserved Matter.
 2. Approval of any other financial or contractual changes to a Franchise Agreement which requires an overall increased subsidy requirement or other cost commitments either:
 - 2.1 for the Franchise Agreements considered together;
 - 2.2 for other franchises managed by Secretary of State; and/or
 - 2.3 following the expiry of the Franchise Agreements; and/or
 - 2.4 have any procurement law implications including with regard to "material change", provided that a Transport for the North Franchise Output Adjustment shall not be a Reserved Matter.
 3. Approval of any change not being a Transport for the North Franchise Output Adjustment that would impact the long term value of the Franchise Agreements.
 4. Approval of any long term or contingent liabilities of the Secretary of State arising from a change to a Franchise Agreement other than a Transport for the North Franchise Output Adjustment .
 5. Enforcement matters pertaining to the Secretary of State Duties, provided that the Rail North Partnership Board shall in accordance with clause 6.15 be responsible for making informed recommendations regarding the approval and management of remedial plans.
 6. The agreement of the High Level Output Statements (HLOS) and the Statements of Funds Available (SoFA) as required by paragraph 1D of Schedule 4 of the Railways Act 2005.
 7. The agreement with Network Rail of output statements relating to delivery of the RNEP requirements (save to the extent specifically delegated to the Rail North Partnership Board).
 8. Approval of the annual budget ("Secretary of State Annual Franchise Budget") in respect of payments due under each of the Franchise Agreements, save in respect of any payments for which Transport for the North (or Transport for the North Parties) have responsibility under this

Agreement (including pursuant to any Transport for the North Franchise Output Adjustment).

9. The provision, or securing the provision of, service for the carriage of passengers by railway where a Franchise Agreement is terminated or otherwise comes to an end but no further franchise agreement has been entered into in respect of such services, in accordance with section 30 Railways Act 1993.

Appendix 4: Proposed dates for the Rail North Committee Meetings 2020

Venues to be confirmed (alternating between Leeds and Manchester)

1. Tuesday 25 February
2. Tuesday 12 May
3. Tuesday 14 July
4. Tuesday 22 September

List of Background Documents:

There are no background papers to this report.

Required Considerations
Equalities:

Age	Yes	No
Disability	Yes	No
Gender Reassignment	Yes	No
Pregnancy and Maternity	Yes	No
Race	Yes	No
Religion or Belief	Yes	No
Sex	Yes	No
Sexual Orientation	Yes	No

Consideration	Comment	Responsible Officer	Director
Equalities	A full Impact assessment has not been carried out because the report deals with principles rather than specific proposals.	David Hoggarth	David Hoggarth

Environment and Sustainability

Yes	No
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Consideration	Comment	Responsible Officer	Director
Sustainability / Environment – including considerations regarding Active Travel and Wellbeing	A full impact assessment has not been carried out because the report deals with principles rather than specific proposals.	David Hoggarth	David Hoggarth

Legal

Yes	No
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Consideration	Comment	Responsible Officer	Director
Legal	Implementation of the Action Plan is likely to require changes to Transport for the North's constitution.	Deborah Dimock	Julie Openshaw

Finance

Yes	No
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Consideration	Comment	Responsible Officer	Director
Finance	As highlighted in the Review, successful delivery of the Action Plan is dependent on additional financial resources being provided. A detailed funding proposition to DfT is under development.	Gareth Sutton	Iain Craven

Resource

Yes	No
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Consideration	Comment	Responsible Officer	Director
Resource	Additional resources are needed for both the development and delivery stages of the Action plan. A detailed resource plan for delivery of the Action Plan is under development which feeds into the financial resource proposal.	Stephen Hipwell	Dawn Madin

Risk

Yes	No
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Consideration	Comment	Responsible Officer	Director
Risk	The Review addresses issues that arose from the May 2018 timetable change.	David Hoggarth	David Hoggarth

Consultation

Yes	No
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Consideration	Comment	Responsible Officer	Director
Consultation	A suitable consultation was carried out as part of Blake Jones Review and this is reflected in the Action Plan.	David Hoggarth	David Hoggarth