

Transport for the North Rail North Committee Agenda

Date of Meeting	Tuesday 14 July 2020
Time of Meeting	11.00 am
Venue	MS Teams

Item No.	Agenda Item	Page
1.0	Welcome and Apologies	
2.0	Declarations of Interest Members are required to declare any personal, prejudicial or disclosable pecuniary interest they may have relating to items on the agenda and state the nature of such interest.	
3.0	Minutes of the Previous Meeting To consider the approval and signature of the minutes of the previous meeting as a correct record and to consider any requests for updates on matters contained therein.	5 - 10
4.0	Rail Operations and Covid-19 Recovery To consider/discuss a report by the Rail Programme Manager updates on current rail operations and the recovery from the Covid-19 position.	11 - 20
5.0	Blake-Jones Review Update To consider a report by the Strategic Rail Advisor.	21 - 30
6.0	Rail Reform and Devolution To consider/discuss a report by the Strategic Rail Advisor.	31 - 40
7.0	Date of Next Meeting plus forthcoming meetings	

	<p>dates for 2020/2021</p> <p>To confirm the date of the next meeting:</p> <ul style="list-style-type: none"> • Wednesday 21 Oct 2020 <p>To note forthcoming dates for 2020/21:</p> <ul style="list-style-type: none"> • Tuesday 12 Jan 2021 • Wednesday 17 March 2021 	
<p>8.0</p>	<p>Exclusion of the Press and Public</p> <p>To resolve that the public be excluded from the meeting during consideration of Items X on the grounds that:</p> <p>(1) It is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during such item(s), confidential information as defined in S100A(2) of the Local Government Act 1972 (as amended) would be disclosed to them in breach of the obligation of confidence; and/or</p> <p>(2) it / they involve(s) the likely disclosure of exempt information as set out in the Paragraphs [listed below] of Schedule 12A of the Local Government Act 1972 (as amended) and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	
<p>9.0</p>	<p>Northern Trains Update and 100-day Review</p> <p>To consider a report prepared by the Rail North Partnership on the 100-day Review and to receive a presentation from Richard George (Chair of DOHL).</p>	
<p>10.0</p>	<p>Manchester Recovery Task Force.</p> <p>To consider an update on the work of the Manchester</p>	

	Recovery Task Force by the Rail Programme Manager.	
11.0	Service Changes to Support Improved Reliability To consider a report of the Rail North Partnership.	

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Rail North Committee

**12 May 2020
Microsoft Teams**

Present:

Local Authority

Liverpool City Region
Cheshire and the Potteries
East Midlands Authorities
Greater Manchester Combined
Authority
Humber Authorities
Name of Local Authority
Lancashire & Cumbria
North Yorkshire
Potteries
Sheffield City Region
Tees Valley
West Yorkshire and York

Attendee

Cllr Liam Robinson (Chair)
Cllr Craig Browne
Cllr Trevor Ainsworth
Mayor Andy Burnham

Cllr Richard Hannigan
Name of Councillor
Cllr Keith Little
Cllr Don Mackenzie
Name of Councillor
Mayor Dan Jarvis
Cllr Heather Scott
Cllr Judith Blake

Partners in Attendance:

Northern Trains Ltd
Northern Trains Ltd
Network Rail

Richard George
Nick Donovan
Anna Jane Hunter

Officers in Attendance:

Name

Barry White
Dawn Madin
Gary Rich
James Lyon
Maria Unwin
Julie Openshaw
Rosemary Lyon
Deborah Dimock
Gary Brogan
Adam Timewell
Chris Roberts
David Hughes
David Hoggarth
Amanda Stone
Jane Cornthwaite

Job Title

Chief Executive
Director of Business Capabilities
Democratic Services Officer
Executive Assistant
Executive Assistant
Head of Legal Services
Legal and Democratic Services Officer
Legal Services Officer
Rail North Partnership Director
Rail North Partnership
Rail North Partnership
Strategy and Programme Director
Strategic Rail Director
Strategic Transport Planner
TfN Advisor

**Item
No:****Item****1.0 Welcome and Apologies**

1.1 The Chair welcomed Members to the meeting. Apologies for absence were received from Cllr Marshall and Cllr Forbes.

1.2 The Chief Executive welcomed everyone to Transport for the North's (TfN) first live streamed virtual meeting and thanked all the Local Transport Authorities with whom TfN have been working closely. He explained that the organisation moved quickly to remote working and was able to continue to progress programmes.

He praised rail and the operators for how they have adapted to the situation and how the operators have responded to local needs with the timetable changes. He also highlighted that this is a good time to be pushing forward the active travel agenda.

2.0 Declarations of Interest

2.1 There were no declarations of interest.

3.0 Minutes of the Last Meeting and Matters Arising

3.1 The minutes of the meeting held on 12 March 2020 were considered and their accuracy as a correct record confirmed.

3.2 Cllr Browne asked whether Richard George had written to partners regarding the 100day plan. The Strategic Rail Director explained that Mr. George will feed back during his item later but due to the issues relating to the Coronavirus this matter had been overtaken.

RESOLVED:

That the minutes of the meeting held on 12 March be approved as a true and accurate record.

4.0 Rail Operations and Covid-19 Recovery (r)

4.1 Members received the report of the Rail North Partnership Director who highlighted key areas of his report.

4.2 The Strategic Rail Director explained that the report covered an operational update and how rail can help with the economic recovery. He praised the work of the train operators during the pandemic and how they have responded to the public's needs, with Transpennine Express stepping into fill some of the gaps left by Grand Central in Teeside and Northern now running services to better serve hospitals including the Nightingale Hospitals.

It was explained that there are now 40-50% of services running on key worker timetables with the operators looking to expand the timetable from week commencing 18 May.

There are currently 5% of normal passengers using services and with social distancing measures the maximum capacity for the network is likely to be between 10-25%.

The Strategic Rail Director explained that the current crisis is likely to have significant implications on the rail sector and it is likely to take some time before demand will return to 2019 levels.

He further explained that Transport for the North plans to support the economic recovery with a roadmap for recovery to be prepared and presented to the Committee.

- 4.3 Mayor Burnham agreed that this is a “reset moment” and stated that this opportunity needs to be taken and that the culture change in Northern has been helpful.

Mayor Burnham added that should any chaos return to the railways this will make social distancing unmanageable and effective social distancing can only be achieved if there is a predictable and reliable service.

Mayor Burnham cautioned that the timetable increases that are due occur from Monday 18 May need to be done in the correct way with the public being provided with clear information and advice.

- 4.4 Cllr Blake paid tribute to those staff working on the front line on the railways and explained that it is likely that more demands will be placed on them as the next phase develops.

She highlighted the major change that had taken place in bringing the operator of last resort into Northern and stated that the same levels of transparency and accountability are required going forward and that the Rail North Committee must maintain the role and responsibility that it currently has.

Cllr Blake highlighted the crucial importance of communication with passengers and sought reassurance that a clear communications strategy is in place.

She also questioned what the expectations are, on the trains and in the stations, and enquired who would be responsible for providing face coverings.

Officers agreed that clear communication will be key and that there needs to be consistency in the messaging. The North of England contingency group will be essential for this. Local Authorities will have a major role in delivering the message.

Regarding the issue of face coverings, the Rail North Partnership Director explained that at this point in time they are not mandatory, but they are encouraged.

- 4.5 The Chair added his thanks to the frontline workers and the jobs they had done. He agreed that this is a “reset moment” providing an opportunity to rebuild. He also highlighted the importance of clear communications and that consideration will need to be given as to how the public’s confidence can be rebuilt in future.

RESOLVED:

That the report be noted.

5.0 Blake-Jones and Williams Reviews (r)

- 5.1 Members received the report of the Strategic Rail Advisor.

- 5.2 Cllr Blake highlighted key areas of the report. She explained that the current crisis has illustrated the significance of the Passenger Promise and that pressure needs to be applied to ensure that all the elements around the promise are developed. She explained that everyone must work together on the trust, transparency and accountability elements that the proposed governance changes are seeking to improve.

She explained that some further work needs to be done on the Passenger Promise and governance arrangements and that links need to be made with Ministers to ensure that the changes are being accepted and put in place.

She noted that her proposed conversation with Chris Heaton Harris MP is yet to take place and requested that this meeting be sent up as a matter of urgency.

The issue of the climate emergency was raised including the importance of this issue being an integral part of all conversations relating to public transport. Cllr Blake observed that whilst currently members of the public are being encouraged not to use public transport, that this is only a short-term message.

She asked for clarification as to when Williams Review is likely to be published as the findings of the review will be important to moving forward on key strands.

- 5.3 The Strategic Rail Director confirmed that he will seek clarification as to when Williams Review is due to be published.
- 5.4 The Chair thanked Cllr Blake for her work on this matter.
- 5.5 Cllr Blake added that a particular element that has changed across the industry is the importance of the Trade Unions, and she requested that

at the next Transport for the North Board Members should receive a presentation from the Trade Unions.

RESOLVED:

- 1) That the report be noted;
- 2) That the action plan be approved.

6.0 Northern Trains update and 100-day Review (p)

- 6.1 Members received a presentation updating them on the Northern Trains 100-day review. Mr. Richard George and Mr. Donovan then highlighted key areas of the presentation.
- 6.2 Mr. George explained that the 100-day review is not as advanced as he had hoped due to the Covid 19 pandemic, so that as of yet there is nothing significant to share; however, there is still a month remaining of the 100 days.

Mr George explained that a "bottomup" plan is being created, which allows for staff to be involved in the process and makes for a richer plan.

It was explained that the performance recovery task force led by Network Rail is key to what happens next.

- 6.3 Mayor Burnham stated that he is a strong supporter of the work being done and that he can feel a difference in the relationship. He thanked Mr George and Mr Donovan for the progress they are making.

Mayor Burnham asked if, as part 100day plan, there are any solutions relating to the issue of infrastructure as well as the current situation relating to central Manchester.

Mr. George hoped that there would be more clarity on this in a month's time, though he was circumspect that this would happen, although he did hope to have a clear recommendation depending upon Treasury approval.

Mayor Burnham highlighted a call that he, Mayor Rotherham, Mayor Houchen and Mayor Jarvis had had with the Prime Minister in which they were asked to present their "shovel ready projects"; Mayor Burnham believed platforms 15 and 16 at Manchester Piccadilly to be one of these.

- 6.4 In response to Mayor Burnham, Ms Hunter explained that there is a meeting of the Central Manchester Task Force scheduled for the end of May which will offer more details and credence to the recommendations that will be presented.

She also questioned the definition of "shovel ready" and expected that these would smaller scale projects.

- 6.5 Cllr Blake stated that a wider infrastructure discussion will be needed as we move forward and that Transport for the North and the constituent authorities are seen as key stakeholders on this by DfT.
- 6.6 Cllr Scott requested a commitment on refurbished trains. Mr Donovan explained that the plans have not changed, and the refurbishments are continuing.

RESOLVED:

That the presentation be noted.

7.0 Date of Next Meeting plus forthcoming meetings dates for 2020/2021 (v)

That the future meeting dates be approved as read, with the meeting on the 14 July highly likely to be another virtual meeting.

RESOLVED:

That the future Rail North Committee meeting dates be noted.

8.0 Exclusion of Press and Public

RESOLVED: that the public be excluded from the meeting during consideration of the following items of business because it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, there will be disclosure of confidential information as defined in Section 100A of the Local Government Act 1972 (as amended) and/or exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

9.0 Part 2 (Private) - Minutes of the meeting on 12 March 2020 (r)

- 9.1 The part 2 minutes of the meeting held on 12 March 2020 were considered and their accuracy as a correct record confirmed.

RESOLVED:

That the part 2 minutes of the meeting held on 8 January 2020 be approved as a true and accurate record.

Rail North Committee Meeting

- Subject:** Rail Operations and Covid-19 Recovery
- Authors:** Salim Patel, Strategic Rail Programme Manager
Gary Bogan, Rail North Partnership Director
Jane Cornthwaite, Strategic Rail Advisor
- Sponsor:** David Hoggarth, Strategic Rail Director
- Meeting Date:** Tuesday 14 July 2020

1. Purpose of the Report:

- 1.1 To update Members on the operational rail response to the Covid-19 crisis, current and future service proposals.
- 1.2 To consider the 'roadmap to recovery' and re-building of confidence in rail.

2. Executive Summary:

- 2.1 Transport for the North and the Rail North Partnership have continued to support the rail response to the Covid-19 crisis in the North of England. The industry has developed its initial key worker timetable by adding additional services and capacity in May and again on 6 July. Transport for the North has continued to provide local input and feedback to help the industry shape their response based on latest government advice and the resources available.
- 2.2 The next steps are to support the easing of lockdown restrictions including challenges which are particularly relevant to the north. Continuing staff absence, the introduction of new fleet and network congestion are all issues which need to be considered. Transport for the North is working with partners and the industry to develop proposals for return to a 'new normal' through a 'roadmap to recovery' which reflects both the challenges and opportunities of the current crisis.

3. The Response to Covid-19

Transport for the North Response

- 3.1 Transport for the North has continued to coordinate the North of England Contingency Group – bringing together lead officers with representatives of the industry to provide a direct link between industry planning and local needs.

- 3.2 Important discussions have been brought to the group including the uplifts in timetable in May and for July, the implementation of face coverings on the network and key communications messages from the industry. Feedback on the proposals has been provided best practice from regional experience shared resulting in amendments to timetables to meet local needs.

Rail North Partnership and Industry Responses

- 3.3 The work of the team during this period has continued to be the focus on clarity (of message); consistency across operators on approach and priorities; sustainability of the timetable; and readiness for recovery.
- 3.4 TransPennine Express (TPE) remains under a formal Emergency Measures Agreement (EMA) with Northern Trains Limited (Northern) following the same disciplines to deliver, alongside other franchise operators, an integrated approach to service delivery and timetabling.
- 3.5 With the EMA processes providing financial stability to the operators and the ongoing efforts of the industry through, in particular, the Joint Executive Oversight Committee (JEOT) there has been ongoing co-ordination of the industry response to the Covid crisis across timetable provision, safe operation of trains and stations and messaging on travel. This has been matched at a local level with a high level of responsiveness by TPE and Northern to the concerns and requests of Local Authority officers, on behalf of members through, the North of England Contingency Group.

The Timetable and Service Offer from 6 July

- 3.6 The Secretary of State asked the industry to work together to produce the maximum possible uplift in capacity in time for Monday 6 July. Each of TPE and Northern have responded, looking to maximise the journey opportunities for passengers whilst maintaining appropriate protections, including social distancing for staff.
- 3.7 In the case of TPE, this will be uplifting its timetable, focussing on increasing capacity for the five key cities across the north and delivering round 85% of the level of services pre-Covid and peak capacity up by around 23% (higher under the new social distancing arrangements).
- The South TransPennine route (Manchester – Sheffield – Cleethorpes) will see the two-hourly frequency increase back to hourly but terminating/starting still at Manchester Piccadilly. The amended timetable will deliver 100% of pre-COVID-19 levels of train capacity in the peak although the actual capacity will be reduced as a result of social distancing and demand is likely to be depressed depending on the messaging and level of passenger confidence.

- On TPE's West Coast services (Liverpool/Manchester – Glasgow/Edinburgh) the current two-hourly frequency is increasing in the peak to hourly on the Manchester – Scotland corridor. The amended timetable will deliver 100% of pre-COVID-19 levels of train capacity in the peak.
- On the North TransPennine route via the East Coast Main Line (Liverpool/Manchester – Leeds/Hull/York/Scarborough/Redcar/Newcastle/Edinburgh), TPE have been providing a full level of service on the Manchester – Huddersfield, Huddersfield – Leeds and Liverpool – Newcastle routes with an amended service on some routes namely York – Scarborough and Manchester Airport – Redcar Central. North of Newcastle they have been operating two trains a day to/from Edinburgh. From 06 July they will increase levels of peak capacity to their maximums through the operation of six carriage trains on Manchester – Huddersfield, Huddersfield – Leeds and Manchester – Hull services. From Sunday 12 July, additional services will operate to/from Middlesbrough and Redcar Central.
- Overall, TPE will not reinstate services that would duplicate and compete with other operators and, due to the current and expected lack of demand, overnight services are generally not currently being re-introduced.

3.8 Northern's 6 July service uplift builds on their previous Emergency Timetable and prioritises an increase in peak passenger capacity again across the five city hubs using the available train crew (78% of crew).

- This will see resumption of peak services on the following service groups: Blackpool – Airport; Sheffield – Leeds; Liverpool – Warrington – Airport fast service; Hexham – Newcastle; Blackburn – Bolton - Victoria; Leeds – Bradford Shuttle; Manchester Victoria – Rochdale Shuttle.
- There will be Peak additional services re-introduced on the following routes: Leeds – Doncaster; Ilkley – Leeds; Skipton – Leeds; Harrogate – Leeds; and New Mills – Piccadilly
- All-day improvements will be made on: Hadfield/Glossop – Piccadilly which returns to full 2 trains-per-hour pattern; and Sheffield – Nottingham which returns to an hourly service
- All services for Manchester peak will operate at full length for the capability of the infrastructure and where possible with the current service level and platform length constraints at Sheffield and Leeds, local services will be strengthened to 4-car operation to increase passenger capacity.
- Another uplift in timetabled services is planned for the September 2020. This will be focused on re-introducing as much

of the planned timetable as possible with reductions to service levels based around resource availability in each local area. This will be the first opportunity to prepare an efficient train plan, reconnecting various routes previously unlinked to produce the original Key Worker Timetable.

- The 6 July uplift will see Northern running 67% of the full timetable, but with social distancing in place, the practical uplift in journey opportunities will remain limited.

3.9 More services run by all operators means that more staff are required, making social distancing a challenge. Each operator has looked to secure additional space to enable safe operation in accordance with social distancing. Trades Unions representatives have been working alongside their employers and the wider industry to enable this to happen in time for 6 July.

Operational Performance

3.10 Services are, in the vast majority of cases, performing well with the Public Performance Measure (PPM) regularly in excess of 90 per cent for both Northern and TPE. The latest figures are for railway period 2 (May 3-30) which shows TPE's Public Performance Measure at 94.3 per cent and Northern's data for 'Time to within three minutes' at 94.1 per cent and 98.9 per cent for 'Time to within 15 minutes.'

Passenger Demand

3.11 While passenger numbers remain low across the network, there has been a steady increase in patronage as lockdown measures have loosened and increased numbers of people return to work. Passenger numbers had dropped to as low as around 5 per cent of usual for both Northern and TPE, however demands now sits between 15-20% of pre-Covid levels at some major stations.

3.12 TPE have seen some limited uplifts in demand, to circa 15% of pre-Covid levels, while Northern are seeing more localised spikes on defined routes. However there not been any significant breaches in social distancing. Those services that have been identified to be close to breaching are being considered for capacity uplift where possible. Following the clarification of social distancing recommendations being more than 1 metre and 2 metres where possible, the operators are reconsidering available capacity on their rolling stock.

Future Phases of Rail Service Operations

3.13 The industry is working towards a further timetable uplift in September to co-ordinate with the anticipated schools and colleges return and, again, to look to return as far as possible to the planned timetable.

The Rail North Partnership will look to have Northern and TPE deliver not only the maximum capacity for our rail network but also to bear in mind the request of both this Committee and Ministers that the timetable should also, insofar as possible, be optimised for good performance including into Manchester.

- 3.14 The team continues to support the operators, Transport for the North and the Department in identifying solutions to the challenges of Covid and the fall in rail service offerings and demand, as well as the difficulties social distancing represents in station and train management. The workload generated by Covid, the transition of Northern and EMAs remains very challenging, with the industry and sponsoring organisations working hard to respond to issues as they arise, whilst looking forward to the period after the immediate crisis and a 'new normal'.

The Roadmap to Recovery

- 3.15 The coming weeks will continue to present challenges as we navigate the balancing act of safe supply and demand whilst the rules for social distancing and community behaviour gradually relax. The industry must also be ready to adapt quickly to any changes needed to prevent further infection waves, or localised infection spikes. There is a risk that rail usage (demand) will take a long-time to recover due to the current capacity restrictions and reduced confidence of passengers which will have lasting financial impacts and make it harder to make the case for investment.
- 3.16 Transport for the North is keen to ensure that we build on the positives that have come from the crisis and address what needs to change to design a better, more resilient, and sustainable railway future with a clear route to recovery.
- 3.17 The key milestones in terms of timetable changes are September 2020, December 2020 (the planned change to the national timetable) and then the May 2021 timetable change. There may also be opportunity for iterations at intermediate industry timetable change dates.
- 3.18 The diagram in Appendix 1. sets out a potential 'Roadmap to Recovery'. This highlights where the focus should be on embracing the positives we have learned during lock-down, and the areas we must take care to avoid as we start to recover. The main points are to:
- Help rebuild passenger confidence;
 - support positive messaging about rail and public transport;
 - build on the better operational performance seen during the crisis; and
 - support the change in working habits with more flexible ticketing.

- 3.19 It is important that passenger confidence is rebuilt in public transport systems. Of course, it is important to follow public health guidelines that are in place. As they relax, we must make a concerted effort to encourage people to use rail and public transport. Rail is an efficient and sustainable mode of transport when lots of people normally use it. It would be extremely detrimental to the sustainable and decarbonisation agenda if people became more car-orientated in their transport choices. Furthermore, if rail demand suppressed for a significant period, it becomes increasingly uneconomic, and we risk facing a managed decline – as experienced in the 1980s and early 1990s.
- 3.20 Actions that have been taken by the industry to mitigate the risk of transmission of the virus include:
- Wearing of face coverings by passengers and staff;
 - additional cleaning regimes on train and station;
 - measures at stations and on trains to support social distancing
 - measures within the rail environment to protect rail industry and support staff; and
 - measures across industry to provide clarity in messaging.
- 3.21 A large part of rebuilding confidence will be in how the messages are communicated. An important first step is the new industry messaging shown in Appendix 2.
- 3.22 As soon as possible, it is suggested that the following key messages are promoted:
- The risk of travelling on public transport is low given the positive measures that have been put in place;
 - being sensible about distancing and diligent about hygiene (hand-washing) and etiquette (face coverings) will reduce this risk even further; and
 - public transport is an essential component of addressing the climate emergency and maintaining the clean air we have been benefitting from during lock-down.
- 3.23 Members are invited to discuss the priorities for re-building confidence and suggest any further actions that could be taken by the industry.

4. Recommendations:

- 4.1 That the report is noted.
- 4.2 That members consider the 'roadmap to recovery' set out in the report and Appendix 1.

Appendices:

Appendix 1: RoadMap to Recovery

Appendix 2: Industry Messaging

List of Background Documents:

There are no background papers to this report.

Required Considerations

Equalities:

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

Consideration	Comment	Responsible Officer	Director
Equalities	A full Impact assessment has not been carried out because this is a paper for information only	Salim Patel	David Hoggarth

Environment and Sustainability

	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 this paper is for information only.	Salim Patel	David Hoggarth

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Legal

	No
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Consideration	Comment	Responsible Officer	Director
Legal	There are no legal implications for Transport for the North.	Deborah Dimock	Julie Openshaw

Finance

	No
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Consideration	Comment	Responsible Officer	Director
Finance	The paper highlights the financial impacts of Covid-19 particularly as a result of reduced passenger revenue. Financial risk on rail services is borne by the DfT.	Paul Kelly	Iain Craven

Resource

	No
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Consideration	Comment	Responsible Officer	Director
Resource	There are no direct human resource implications to Transport for the North identified in this paper.	Stephen Hipwell	Dawn Madin

Risk

Yes	
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Consideration	Comment	Responsible Officer	Director

Risk	Risks relating to the impact on rail services from the Covid-19 crisis can be found in the report.	Haddy Njie	David Hoggarth
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Consultation

	No
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Consideration	Comment	Responsible Officer	Director
Consultation	A consultation has not been carried out because the paper is for information	Salim Patel	David Hoggarth

Appendix 1. RoadMap to Recovery

		Transport for the North	Industry and Community
Embrace	Better ways of working	Reducing the need to travel	Better flexibility and well-being
	Technology	Effective virtual meetings	Better information sharing
	Collaboration	NoE contingency group	Better working with industry
Reject	Poor Coordination	Choosing the right transport solutions in the right place	Advocate funding settlement across modes
	Private car dependency	Work against PT fear (building confidence)	Promote positive messaging on public transport
		Reduced demand for peak travel	Increased performance
		Expansion of virtual services	New, flexible contactless tickets
		Widespread volunteering and support	Embracing of active modes and clean air
		Barriers to PT use e.g integration, ticketing etc.	Perceived lack of industry focus on cleanliness etc.
		Fear and concerns for safety	Growth in private car use

Appendix 2. Industry Messaging

Our safer travel pledge

We are taking extra steps to make your journey safer

We are



Maximising space

Running more trains and carriages to make extra room, where possible



Boosting cleaning

Cleaning trains and stations more regularly



Helping with hygiene

Making it easier for you to keep your hands clean



Improving information

With people and technology to help you at every stage

To help us keep you safe, you can



Travel off-peak and keep your distance



Carry hand sanitiser and wash your hands



Wear a face covering unless you are exempt



Check before you travel

Rail North Committee Meeting

Subject: Blake-Jones Review update

Author: Jane Cornthwaite, Strategic Rail Advisor

Sponsor: David Hoggarth, Strategic Rail Director

Meeting Date: Tuesday 14 July 2020

1. Purpose of the Report:

- 1.1 This paper updates the Board on progress on the Blake-Jones implementation plan presented at the last Rail North Committee meeting on 12 May 2020.

2. Executive Summary:

- 2.1 A paper entitled 'Blake Jones and William's reviews' was considered and accepted at the last Rail North Committee. This paper sets out progress that has been made on the actions and sets out how these will be embedded as 'business as usual'.
- 2.2 If members are content with the proposals in this paper, this will then offer an opportunity to formally close out the Blake Jones review with the Rail Minister.
- 2.3 The William's Review and further rail devolution is a separate agenda item at today's Committee meeting.

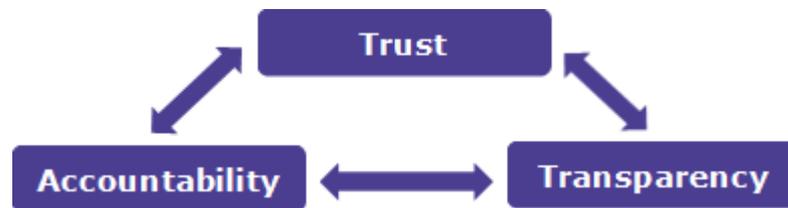
3. Consideration:

Background

- 3.1 The Blake-Jones Review was initiated in the Summer of 2018, following the well-documented issues with the introduction of the May 2018 timetable. Trust between all parties had been undermined during this period, and the Blake-Jones Action Plan therefore focussed on things to address this fundamental issue of trust whilst wider rail reform progresses.
- 3.2 Rail reform will remain a feature of the railway landscape over the coming months and years and will remain live on the Rail North Committee's agenda. In the meantime, the Blake Jones action plan has focussed on creating the environment for trust, accountability and

transparency to be re-established between all parties – Operators, Rail North Committee, DfT, officers and other partners.

3.3



3.4 The 6 areas of action within the original Blake-Jones review were as follows:

- a) Passenger promise
- b) Decision-making
- c) Better information sharing
- d) Co-ordinated forward planning
- e) Resources
- f) Engagement in wider changes

Embedding actions as Business as Usual

3.5 Going forward, the Blake Jones actions are being embedded into 'Business as Usual'. There are three main ways we are doing this:

1. Revising the agenda and frequency of the Rail North Committee and using the Officer Reference Group to underpin the Committee more effectively – as agreed at the last Committee meeting. For example, the Committee is considering a paper at today's meeting on Rail Reform and Devolution as part of engagement in wider changes.
2. Provide better explanation and information about how rail works in the north. We are developing a '**Guide to Rail North**' ('the Guide') document. This will set out the revised arrangements agreed by the Committee and contain other material that helps officers, members and other partners understand how rail in the North works. This is still work in progress. Members and officers are invited to make suggestions and contribute so that it is as helpful, versatile and accurate as possible.
3. Following through outstanding specific actions namely:
 - Resources
 - Co-ordinated forward planning

Itemised actions (from RNC paper of May 12th 2020)

3.6 **Action 1: Re-invigorate Northern and TPE Passenger Promises**
The TPE and Northern passenger promises are being incorporated into the new Emergency Measures Agreements¹. These will be included within the Guide to Rail North so that promises to passengers are placed at the forefront of what we do.

3.7 **Action 2: Develop a Transport for the North/DfT Passenger Promise**

To complement the Operators passenger promise we will include a TfN/DfT 'ways of working' promise with the Guide which will be orientated around putting passengers at the centre of how we conduct business together, namely:

- a) Take account of all passengers and passenger interests when making decisions and setting out priorities, including early passenger consultation;
- b) Make the case for investment and service improvement;
- c) Advocate efficient and sensible use of resources;
- d) Be clear to operators and passengers about how decisions and trade-offs are made;
- e) Fully assess risks when implementing changes and actively mitigate these where possible;
- f) Celebrate success and participate in positive stories that occur across the network; and
- g) Support train operators to deliver their service commitments according to their contracts and empower the Contract Management teams to manage these contracts in-life.

3.8 **Action 3: Issue a revised framework for 'Who does what'.**

This will be incorporated into the 'Guide' and will include schemes of delegation and consultation protocols. An early draft version of the Guide will be circulated to members for comment.

3.9 **Action 4: Implement revised Rail North Committee meeting arrangements.**

Move to quarterly meetings with a proposed agenda as follows:

- a) Priorities for future franchises/services;
- b) Rail devolution/reform matters;
- c) Infrastructure priorities;
- d) Matters for Committee decision from Rail North Partnership Board;
- e) Update from Officers' Reference Group (ORG) on rail matters affecting constituent authorities (for noting);
- f) Report on in-life issues (for noting);
- g) Report on matters reserved for Secretary of State (for noting); and
- h) Forward planning and paper commissioning.

¹ The Northern arrangements under OLR are captured in a 'Services Agreement'

Action underway. A more strategic approach to Committee meetings may take a little while to embed, particularly whilst members have with immediate operational matters relating to the Covid pandemic to consider.

3.10 **Action 5: Implement revised Rail North Partnership Board (RNPB) meeting arrangements.**

This action is in progress and will complement the decisions already made for the Rail North Committee and Officer Reference Group activity.

3.11 **Action 6: Re-purpose the Officer Reference Group (ORG)**

This action is in progress. It is building on actions that have already occurred – namely the North of England Contingency meeting and the establishment of TfN Strategic Rail ‘buddy system’ with local authorities. We will engage earlier with ORG colleagues as papers for the Committee are developed. This will be easier as the Committee meetings become 3-monthly, and as the Committee takes more control of setting its forward agenda.

Further, the ‘Guide’ will provide a useful resource for ORG colleagues who have wide portfolios and would welcome some signposting and aide-memoires for rail matters.

3.12 **Action 7. Development of indicative 5-year timeline of potential strategic decisions affecting train operations, infrastructure, and other significant transport interventions.**

We recommend that the Committee commissions a paper to be presented at the next Committee meeting setting out an indicative high-level timeline of strategic decisions over the next 5 years. As far as possible, this should be produced jointly with DfT and Network Rail.

3.13 **Action 8: Develop a paper for consideration by Rail North Committee/Transport for the North to examine the issues, challenges, preference and potential pathways for delivering further rail devolution.**

Members are discussing this item at today’s committee.

Resources

3.14 TfN has an outstanding request to the DfT to fund additional resource to deliver the recommendations within the Blake-Jones review. Now that much of the action plan has been embedded, we propose exploring with the DfT the best way to ensure that the constructive progress we have made to date – for example building on the excellent North of England Contingency Group work - can be continued through

the post-Covid recovery period, and as the rail reform agenda accelerates.

Next Steps

- 3.15 As we get to the stage of completing the Blake Jones Review, and embedding the recommendations into business as usual, we propose now is a good time to meet with the Rail Minister (an intended meeting has been delayed many months due to a combination of circumstances). The meeting would provide a good opportunity to re-affirm both TfN and DfT commitment to serving the people and communities of the North of England and will offer the chance to look forward to a better railway future.
- 3.16 As initially set up the purpose of the Rail North Committee was to replace Rail North Limited and so its remit was limited to rail franchise matters and does not extend to infrastructure matters. To implement the Action Plan the remit of the Rail North Committee will need to be widened to include infrastructure matters. In order to effect this, amendments to the Constitution are being proposed to the Transport for the North Board at its next meeting on 29th July 2020. Other amendments will also be proposed to reflect the fact that the Northern Rail Franchise has been terminated and replaced by contracted services and to strengthen the role of the Officers Reference Group. The proposed amendments to the Transport for the North Constitution are included as Appendix 1. Committee Members are asked to recommend the changes to the Transport for the North Board.

4. Recommendations:

- 4.1 Committee members invited to agree to the following recommendations:
1. 'Close out' the Blake Jones review and embedding the implementation of the action plan, as set out in this paper;
 2. Note the development of the 'Guide to Rail North' (currently a work in progress) as a resource to explain and clarify how the railways are currently arranged and governed in the North of England;
 3. Request a joint paper to the next Rail North Committee meeting on high level strategic decisions expected over the coming five years; and
 4. Seek a meeting with the Rail Minister to formally 'sign-off' the Blake Jones review and re-affirm commitment to a better railway in the future.
- 4.2 Committee Members are asked to recommend the changes to the Transport for the North Constitution set out in Appendix 1.

	Appendices:
	Appendix 1: Proposed amendments to the Constitution relating to the Terms of Reference of the Rail North Committee.

List of Background Documents:

None

Required Considerations

Please confirm using the yes/no options whether or not the following considerations are of relevance to this report.

Equalities:

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

Consideration	Comment	Responsible Officer	Director
Equalities	A full Impact assessment has not been carried out because there are no decisions in the paper.	Jane Cornthwaite	David Hoggarth

Environment and Sustainability

	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 recommendations do not impact on sustainability/environmental issues.	Jane Cornthwaite	David Hoggarth

Legal

Yes			
Consideration	Comment	Responsible Officer	Director
Legal	The report includes consideration of a planned change to TfN's constitution.	Deborah Dimock	Julie Openshaw

Finance

Yes			
Consideration	Comment	Responsible Officer	Director
Finance	TfN's ability to deliver in full all objectives identified from the Blake/Jones Review is predicated on funding for the required additional resource being made available.	Paul Kelly	Iain Craven

Resource

	No		
Consideration	Comment	Responsible Officer	Director
Resource	There are no direct resource implications as a result of this report. TfN's ability to deliver in full all objectives identified from the Blake/Jones Review is predicated on funding for the required additional resource being made available.	Stephen Hipwell	Dawn Madin

Risk

	No		
Consideration	Comment	Responsible Officer	Director

Risk	A full risk assessment has not been carried out as the report is providing a progress summary on the Blake Jones Action Plan.	Haddy Njie	Iain Craven
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Consultation

	No		
Consideration	Comment	Responsible Officer	Director
Consultation	A consultation has not been carried out because it is not relevant to the consideration	Jane Cornthwaite	David Hoggarth

Appendix 1: Proposed amendments to the Constitution relating to the Terms of Reference of the Rail North Committee

<p>21.1</p>	<p>Terms of Reference The Rail North Committee shall consider and advise the Transport for the North Board on the all matters relating to rail franchise management in the Rail North area including the following matters:</p> <p>a) The promotion and improvement of rail services in the area of Transport for the North and the wider Rail North area; through the improvement of franchised rail services</p> <p>b) The management of the performance of obligations under the franchise agreements let by the Secretary of State in respect of the carriage of passengers by rail;</p> <p>c) Recommending to the Transport for the North Board the Rail North business Plan and related annual budget and any Rail North policies in so far as they related to rail franchise matters.</p>	<p>Terms of Reference The Rail North Committee shall consider and advise the Transport for the North Board on the all matters relating to rail franchise and contract management in the Rail North area including the following matters:</p> <p>a) The promotion and improvement of rail services in the area of Transport for the North and the wider Rail North area; through the improvement of franchised and contracted rail services</p> <p>b) The management of the performance of obligations under the agreements let by the Secretary of State in respect of the carriage of passengers by rail;</p> <p>c) Recommending to the Transport for the North Board the Rail North business Plan and related annual budget and any Rail North policies in so far as they related to rail franchise and contract matters.</p>	<p>To reflect changes following the appointment of the OLR</p>
<p>21.2</p>	<p>New Text</p>	<p>The Rail North Committee shall actively consider and advise the Transport for the North Board on strategic issues relating to rail transport including:</p> <p>a) Priorities for services and infrastructure improvement</p> <p>b) Rail devolution and reform matters</p>	<p>To implement the Blake-Jones Action Plan</p>

<p>21.11</p>	<p>The Role of the ORG shall be to:</p> <ul style="list-style-type: none"> a) Review of draft Rail North Committee papers; b) Provide support to the Rail North Committee; c) Oversee the formulation and presentation of Rail North plans; d) Consult their appointing Member Authorities on rail franchise matters 	<p>The Role of the ORG shall be to:</p> <ul style="list-style-type: none"> a) Review and contribute to draft Rail North Committee papers; b) Provide support to the Rail North Committee Members on matters discussed at the Committee; c) Oversee the formulation and presentation of Rail North plans d) Consult their appointing Member Authorities on rail matters e) Represent their Member Authorities in Transport for the North and rail industry working groups f) Report back to their Rail North Committee members on this activity g) contribute to reports to Rail North Committee on rail matters affecting the Constituent or Rail North Authorities 	<p>To reflect the full role of the ORG</p>
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Rail North Committee Meeting

Subject: Rail Reform and Devolution

Author: Jane Cornthwaite, Strategic Rail Adviser

Sponsor: David Hoggarth, Strategic Rail Director

Meeting Date: Tuesday 14 July 2020

1.	<p>Purpose of the Report:</p> <p>To provide members with:</p> <ul style="list-style-type: none"> • An update on the current position of rail reform; • an examination of the achievements of the Rail North Partnership as a first step towards rail devolution; and • the challenges and opportunities for further rail devolution in the current environment.
2.	<p>Executive Summary:</p>
2.1	<p>The need for wider rail reform is as pressing as ever. The circumstances resulting from the Covid pandemic offer opportunities as well as risks for delivering a reformed, further devolved railway. There has been some good progress on actions following the Blake-Jones review, however members are invited to support 3 key elements as part of the rail reform agenda:</p> <ol style="list-style-type: none"> 1. Accountability to the public. In the North we need Network Rail, Train Operators and other industry organisations to act and behave in a way that demonstrates this accountability to the people and communities of the North. 2. De-centralisation. All developments should be aiming to decentralise decision-making as far as possible. 3. Transparency. Trust has been eroded between many industry parties and stakeholders because full industry information has not always been available (e.g due to commercial confidentiality). More sharing of information, establishing joint working groups and joint teams will facilitate consensus and understanding in the complex environment in which we operate.

3.	Consideration:
	<u>Background to rail devolution in the North</u>
3.1	<p>The journey towards rail devolution in the North began in earnest in with the publication of the proposition and business case for 'Rail Devolution for the North of England'¹ in September 2013. At that time, the intention to establish a pan-northern sub national transport body was progressing. This developed into Transport for the North, which was incorporated formally as a statutory body in 2018.</p> <p>Pending the official formation of Transport for the North, the devolution agenda took place under the auspices of 'Rail North', a company limited by guarantee whose directors were Councillors of Northern local authorities. Rail North's functions were subsequently absorbed by TfN in 2018.</p> <p>The objectives for rail devolution in the North were:</p> <ul style="list-style-type: none"> • To support economic growth by delivering more rail capacity and better rail connectivity; • to improve the quality of the railways in the North, with a better offer for passengers encouraging more use; and • to deliver a more efficient railway and to secure greater value for money for the support from the public purse.
	<u>Steps towards rail devolution in practice</u>
3.2	<p>An initial step on the journey towards achieving fuller rail devolution, was the integration of the Rail North officers into the teams to procure the TPE and Northern franchises which were let in 2015. The wider Rail North community was fully involved in the specification of the franchises and evaluation of bids. Both franchises were highlighted as transformational contracts which would make a step-change in the quality and level of provision of services in the North.</p>
3.3	<p>Further commitment to a move towards greater control over services was made in 2015 with the signing of the 'Rail North Partnership Agreement'.² This Agreement - signed by DfT and TfN - sets out the way in which the TPE and Northern contracts would be managed in-life. A Partnership Board comprising 3 senior officials from each organisation, with an independent Chair, would provide direction to the contract management team and <i>'act as the primary interface between</i></p>

¹ Rail Devolution for the North of England – Proposition and Business Case September 2013

² PARTNERSHIP AGREEMENT and novation relating to devolution of rail responsibilities in the North of England including the management of the Northern and Transpennine Express Franchise Agreements - 2018

	<i>the Secretary of State and TfN in relation to the Purpose³ – i.e. to facilitate rail devolution in the North of England.</i>
3.4	It is important to note that some rail devolution is already successfully working for Nexus and Merseyrail. In Greater Manchester, the transfer of railway infrastructure was the basis for the Metrolink network. In the North East there is specific provision for a North East Rail Management Unit within the Transport for the North constitution to consider rail matters in the North East. These authorities have ambitions to develop the scope and extent of their devolved networks on the back of these successful existing models. The discussion in this paper is not intended to preclude these aims. Indeed, Transport for the North is supportive of flexibility in the way in which further rail devolution occurs.
3.5	Provision was made within the Rail North Partnership Agreement to allow a platform for consideration of investment priorities, and to take advantage of committed investments. The parties acknowledged that joint management of service provision and the delivery of commitments within the franchise contracts were the first steps towards potential further devolution which would address infrastructure investment and wider decision-making.
3.6	This journey towards rail devolution was taking place at the same time as the issues that were to culminate in the May 2018 timetable problems were already developing. Some of the structural problems have been of many years standing. Perhaps most significantly, the Hendy Review of 2015 re-programmed the Network Rail investment plan. This Review, whilst necessary because of several major programme cost and time over-runs, would have significant impacts on the ability of the Northern and TPE operators to deliver the transformational changes in their contracts at the time originally planned.
3.7	The railway landscape has changed so significantly in the North of England since the signing of the Rail North Partnership Agreement, that the original intended pathway for devolution may have been superseded by events. However, the final aim for the Partnership gives a clear signal about the intention (and perhaps biggest hurdle) of more substantial devolution in the longer term. <i>Parties agreed 'to maintain a contractual structure that allows the balance of risk to change over time where it is appropriate that it does so⁴.</i>

³ Para 6.1.3 of the Partnership Agreement

⁴ Para 5.2.5 of the Partnership Agreement

3.8	The significance of this objective is that it acknowledges that the DfT bears all the financial risk of train operations (as well as infrastructure), and that the pathway to further devolution will depend upon the ability of Transport for the North and/or constituent bodies to bear the risk of decisions in which it is involved. Because the DfT retains financial risk (even more so now both operators are bearing no financial or cost risk themselves), there has always been strong provision within the Partnership Agreement to give the Secretary of State final say on decisions that impact on the departmental budget.
3.9	These provisions inadvertently have put considerable strain on the practical working of the Rail North Partnership Board over the last 2 years. As both operators have been under pressure to manage the impacts of May 18, many of the decisions taken by the Rail North Partnership Board have effectively been 'reserved matters' for the Secretary of State because they have impacted on the finances of the DfT. This led to frustration and tension during the May 2018 crisis as Rail North Committee members felt accountable to their communities, without really having control over the material decisions being made.
3.10	These problems are being addressed through the implementation of the Blake-Jones review action plan. However, the pathway to fuller devolution lies in devising a way in which the North can bear more of the financial risk (and consequential choices) of the provision of rail services.
	<u>Background to Rail Reform</u>
3.11	The Glaister Review of 2018 set out very clearly the fundamental problems in the industry. These had been accumulating over many years, and successive governments. The subsequent Rail Review undertaken by Keith Williams was expected to result in a White Paper in late 2019 or early 2020, which would fundamentally address the structural issues in the industry and bring about long-term reform
3.12	<p>It is worth revisiting the terms of reference set for the William's Review. These were:</p> <ul style="list-style-type: none"> • Commercial models for the provision of rail services that prioritise the interests of passengers and tax-payers; • Rail industry structures that promote clear accountability and effective joint-working for both passengers and the freight sector; • A system that is financially sustainable and able to address long-term cost pressures; • A railway that is able to offer good value fares for passengers, while keeping costs down for tax-payers; • Improved industrial relations, to reduce disruption and improve reliability for passengers; and • A rail sector with the agility to respond to future challenges and opportunities.

3.13	<p>The Rail reform team has engaged closely with Transport for the North and Leaders in the North. The emerging thinking has been that it will be for devolved authorities/organisations to demonstrate the case and mechanism for achieving further devolution. Any proposed reform was expected to leave the option for further devolution open, but not to recommend how this could happen.^{5 6}</p>
3.14	<p>TfN has responded to the Williams review^{7 8}, and Keith Williams has met with leaders in the North to hear views directly. Three challenges that have been central to the debate of further devolution are:</p> <ol style="list-style-type: none"> 1. disparity between railway geography and decision-making and TfN/authority boundaries <i>Network Rail has itself been undergoing a 'devolution' agenda of creating stronger regional organisations – decentralising decision-making where possible. It is unlikely that a further restructuring within Network Rail could occur in the next few years, even with a very strong devolution case.</i> 2. how devolved decision-making can be compatible with a national network that requires a high degree of co-ordination in both planning and operations <i>There have been calls for a 'guiding mind' to ensure that planning and co-ordination occurs across the network. However, it is not clear to whom the 'guiding mind' would be accountable.</i> 3. funding For devolution to be meaningful, funding must eventually be devolved too. <p>Transport for the North has been calling for devolved funding settlement for some time and is developing a new governance model through work on development of the Northern Transport Charter (being overseen by a Member Working group). However, there are specific complexities in relation to the rail industry as so much of it is already subject to a very complex set of commercial and regulatory industry arrangements. Furthermore, suitable provision must be made for contingency and risks. As we are seeing in the current crisis, the reliance on government support to underpin lost revenue, is likely to come with conditions.⁹</p>
	<p style="text-align: center;"><u>Status of rail reform in the light of the Covid pandemic</u></p>
3.15	<p>The railway industry is still in great need of reform. The pandemic has shown the great dedication and commitment of railway professionals to adapt and deliver in unprecedented circumstances. Nevertheless, the structural deficiencies remain. The cost, the complexity of decision</p>

⁵ <https://www.gov.uk/government/speeches/keith-williams-at-accelerate-rail-2019>

⁶ <https://www.gov.uk/government/speeches/dfts-role-in-shaping-the-future-of-the-railway>

⁷ <https://transportfornorth.com/wp-content/uploads/Item-6.1-Appendix-1-TfN-Response-to-the-Williams-Rail-Review-Initial-Note-V2.pdf>

⁸ <https://transportfornorth.com/wp-content/uploads/8.1-RNC-120919-TfN-Input.DRAFT-ISSUE.pdf>

⁹ <https://www.bbc.co.uk/news/uk-england-london-52670539>

	making, the misalignment of agendas, the confusion about accountabilities remain.
3.16	Good progress has been made during the pandemic on working together. The North of England Contingency Group has offered a regular forum for constituent authority officers and Transport for the North to engage directly with the Rail North Partnership Team, Train Operators and Network Rail, and has been hailed a valuable and constructive way of giving and receiving feedback, getting accurate and timely briefings, and sharing local and specific issues which have arisen. TfN Strategic Rail team members have further supported this effort by establishing a 'buddying' system with authority officers to ensure that regular and consistent personal contact is made to all authorities.
3.17	There has been no announcement about when or if the Williams White Paper may be published. In the meantime significant activity has been occurring to manage the impacts and consequences of the pandemic. In the absence of formal policy announcements, the practical necessities of keeping things going (financial, legal, contractual, etc.) continue.
3.18	This situation poses threats and opportunities to Transport for the North's ambition for progressing the devolution agenda. On the one hand, the new Emergency Measures Agreements give the DfT direct control over contracts, without any prior consultation (as would be the case for a normal franchise procurement). This means that decision-making is more centralised, and possibly less visible than previously. On the other hand, the additional oversight and management burden at the DfT may accelerate reform, possibly provoked by the need to address the even greater financial burden the railways are placing on the public purse.
	<u>Suggested Priorities for Reform</u>
3.19	<p>These extraordinary times means decisions and actions are being taken quickly. It is important that the devolution agenda is not lost as we move forward. Whilst full rail reform will be a complex, involved process, there are three critical elements that must be at the core of any changes, namely:</p> <ol style="list-style-type: none"> 1. Accountability to the public. In the North we need both Network Rail, Train Operators and other industry organisations to act and behave in a way that demonstrates this accountability to the people and communities of the North. In time, we expect this to occur through formal devolved powers. Meantime, we advocate changes to Board structures and governance regimes that include more regionally diverse representation. 2. De-centralisation. All developments should be aiming to decentralise decision-making as far as possible. A decentralised

	<p>system promotes mutual co-operation through mutual (rather than hierarchical) dependency. Organisations and individuals will make better, more informed decisions if they are empowered and accountable for making them. Central co-ordination of activity and centralised provision of specialist services or skills, of course will be beneficial, but should be there to support good decision-making where it needs to be made.</p> <p>3. Transparency. Trust has been eroded between many industry parties and stakeholders because full industry information has not always been available (e.g due to commercial confidentiality). More sharing of information - and even more importantly establishing joint working groups, and joint teams means that all parties have access to the same information, understand all the complexities and constraints and will be more likely to come up with a consensus of options and their strengths and weaknesses, even if they do not have the same opinion.</p>
3.20	<p>The nature of engagement to date with the Williams review has very much placed the onus of finding the path to devolution on those who are seeking it. However, devolution also gives benefits by acting against the negative impacts of a centralised system, namely lack of accountability, decisions getting stuck in centralised bottleneck, and decision-making becoming opaque and insufficiently peer challenged.</p>
3.21	<p>At this stage, the onus should be on the Department to demonstrate how any reform proposals that are brought forward will ensure that these elements will be addressed. It is therefore recommended that a letter is written to the Secretary of State on behalf of the Committee as set out in the recommendations below.</p>

4.	Recommendation:
4.1	<p>We recommend that Transport for the North writes to the Secretary of State re-affirming TfN's commitment to rail reform and wider rail devolution. We propose that this letter asks the Secretary of State to confirm particularly how the planned reform is expected to facilitate the elements set out in paragraph 3.19.</p>

List of Background Documents:

There are no background papers to this report.

Required Considerations

Please confirm using the yes/no options whether or not the following considerations are of relevance to this report.

Equalities:

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

Consideration	Comment	Responsible Officer	Director
Equalities	None	Jane Cornthwaite	David Hoggarth

Environment and Sustainability

	No
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Consideration	Comment	Responsible Officer	Director
Sustainability / Environment –including considerations regarding Active Travel and Wellbeing	None	Jane Cornthwaite	David Hoggarth

Legal

	No
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Consideration	Comment	Responsible Officer	Director
Legal	There are no new legal implications for Transport for the North	Deborah Dimock	Dawn Madin

	resulting from this report.		
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Finance

	No
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Consideration	Comment	Responsible Officer	Director
Finance	There are no direct financial implications as a result of this report.	Paul Kelly	Iain Craven

Resource

	No
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Consideration	Comment	Responsible Officer	Director
Resource	<p>There are no direct resource implications associated with this report.</p> <p>Should further devolution ultimately be achieved this will almost certainly have resource implications which would need to be carefully considered by the RNC at the appropriate time.</p>	Stephen Hipwell	Dawn Madin

Risk

	No
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Consideration	Comment	Responsible Officer	Director
Risk	A full risk assessment has not been carried out as the report is providing an update on Rail Reform.	Haddy Njie	Iain Craven

Consultation

	No
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Consideration	Comment	Responsible Officer	Director
Consultation	None	Jane Cornthwaite	David Hoggarth