
Transport for the North Board – Item 10

Subject: Terms of Reference for Joint Review

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Sponsor: Barry White, Chief Executive

Meeting Date: Thursday 28 June 2018

1. Executive Summary:

- 1.1 This report sets out a draft Terms of Reference for a joint review of the governance arrangements and communications around the Rail North Partnership.

2. Recommendation:

- 2.1 That the Board **approves** the Terms of Reference for the review.

3. Issues:

- 3.1 The Northern and TransPennine Express franchises are jointly managed by the Department for Transport and Transport for the North through the Rail North Partnership.
- 3.2 Following the problems with the May 2018 timetable and Northern's poor performance, members agreed that there should be a joint review of the arrangements surrounding the Rail North Partnership.
- 3.3 The review will be overseen by Cllr Judith Blake and Jo Johnson MP, Minister of State.
- 3.4 The proposed terms of reference are set out in Appendix A. The proposal is for a short review that does not duplicate industry reviews which can be applied quickly (for example readiness for the next timetable changes) and can have wider applicability to other devolved authorities.

4. Appendices:

- 4.1 Appendix A – Terms of reference for Rail North Partnership Joint Review.

List of Background Documents

None

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 it is not required for a terms of reference.		

Environment and Sustainability

	No
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Consideration	Comment	Responsible Officer	Director
Sustainability / Environment	A full Impact assessment has not been carried out because it is not required for a terms of reference.		

Legal

	No
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Consideration	Comment	Responsible Officer	Director
Legal	A full Impact assessment has not been carried out because it is not required for a terms of reference.		

Finance

	No
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Consideration	Comment	Responsible Officer	Director
Finance	A full Impact assessment has not been carried out because it is not required for a terms of reference.		

Resource

	No
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Consideration	Comment	Responsible Officer	Director
Resource	A full Impact assessment has not been carried out because it is not required for a terms of reference.		

Risk

	No
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Consideration	Comment	Responsible Officer	Director
Risk	A full Impact assessment has not been carried out		

	because it is not required for a terms of reference.		
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Consultation

	No
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Consideration	Comment	Responsible Officer	Director
Consultation	A full Impact assessment has not been carried out because it is not required for a terms of reference.		

Appendix A (Item 11)

Rail North Partnership Joint Review

1. Objective:

- 1.1 To jointly review the Rail North Partnership arrangements for managing the devolved Northern and TPE rail franchises with a particular focus on learning from the May 2018 performance issues and steps leading up to this. Recommending solutions to avoid such events happening again.

2. Output:

- 2.1 It is expected that the review team will produce a short report with a set of high level recommendations for joint partners (DfT and TfN) with a focus on making this form of partnership more effective including improving information flows. This may include lessons that would be relevant to other areas pursuing rail devolution and/or potential future stages of rail devolution for TfN.

3. Timescale:

- 3.1 The review will take place over the next two months – with final report in time to influence TfN's governance arrangements and lessons for the management of future timetable changes.

4. Oversight and Support:

- 4.1 Political oversight will be provided by Jo Johnson MP (for DfT) and Cllr Judith Blake (for TfN).
- 4.2 Support from officials will be provided by a team comprising Eddie Muraszko (DfT), David Hoggarth (TfN) and Dave Pearson (Director at West Yorkshire Combined Authority with experience of rail and also pan-Northern transport co-ordination for Tour de France)
- 4.3 Administrative support will be provided by the Rail North Partnership team.

5. Terms of Reference:

- 5.1 Set out the main terms of the current Rail North Partnership Agreement and how it works including the governance arrangements

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- and operational custom and practice. Identify any issues of 'diluted accountability' within the devolved franchise working.
- 5.2 Set out the role and resources of the joint Partnership Management Team.
 - 5.3 Summarise clearly the events that led up to issues with the May 2018 timetable and the consideration given to passengers during this process.
 - 5.4 Identify the concerns and issues highlighted as a result (including the direct impacts on passengers), noting that other reviews will be examining in detail the industry processes that led to the problems, and therefore such issues are out of scope of this review.
 - 5.5 Understand how communications to Political leaders have worked to date including issues around timely sharing of information and engagement at key decision points. Recommend changes to TfN processes to enable engagement on key issues affecting passengers and stakeholders.
 - 5.6 Review the level of interaction between the DfT/Rail North Partnership and Network Rail on key decisions that affect passengers making recommendations to strengthen this in future.
 - 5.7 Propose potential improvements for the planning, resourcing, communications and oversight at times of emergency, change or disruption with a focus on the interests of the passenger.
 - 5.8 Set out any short-term actions (including recovery plans) to address current issues.
 - 5.9 To ensure the interests of the passenger is at the heart of the process of planning and implementation of future timetable changes and that there is appropriate readiness in place for changes in December 2018.
 - 5.10 Where appropriate, recommend changes in relation to:
 - a) The management working, resources, custom and practice of RNP;
 - b) Recommendations on the arrangements for the (forthcoming) TfN Rail North Committee – including any 'early warning' systems; and;
 - c) Any changes to the Rail North Partnership Agreement needed to deliver the above.
 - 5.11 To flag any longer-term lessons that would be relevant in terms of:
 - a) Links between the Partnership and Network Rail;
 - b) The specification of future franchise requirements; and
 - c) Potential changes concerning rail devolution.

6. Methodology:

6.1 The following methodology is proposed:

- a) Gathering background information.
- b) Gathering informal political, business and industry views – possibly through a questionnaire methodology/interviews.
- c) Developing options and recommendations.
- d) Drafting a report.
- e) Review of draft by lead politicians.
- f) Presentation of draft to DfT and Transport for the North.