



Department
for Transport

From the Secretary of State
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Dear Colleague,

As you will be aware, last month my department announced a root and branch review of the rail industry.

I have today published the review's Terms of Reference <https://www.gov.uk/government/groups/rail-review>, and have placed copies in the libraries of both Houses together with the names of the review's independent panel.

The review will consider all parts of the rail industry, from the current franchising system and industry structures, to accountability and value for money for passengers and taxpayers. It will consider further devolution and the needs of rail freight operators, and will take into account the final report of Professor Stephen Glaister into the May 2018 network disruption, due at the end of the year

Keith Williams, deputy chairman of John Lewis and Partners and former chief executive of British Airways, is leading this work and I expect him to make ambitious recommendations for reform to ensure our vital rail network produces even greater benefits for passengers and continues to support a stronger, fairer economy.

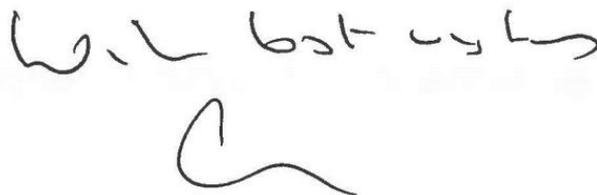
The members of the rail review panel are:

- Roger Marsh OBE, the Chair of the Leeds City Region Enterprise Partnership;
- Dr Alice Maynard CBE, the former Chair of Scope and Transport for London Board Member;
- Tom Harris, the former Member of Parliament for Glasgow South and Transport Minister;

- Tony Poulter, the former Chairman of Strategy at PwC, Non-Executive Board Member at the Department for Transport and Chair of the East Coast Partnership;
- Dick Fern, the former Chief Executive and Chief Operating Officer of Irish Railways and Chair of Network Rail's Western Route Supervisory Board;
- Margaret Llewellyn OBE, Chair of the Network Rail's Wales Route Supervisory Board and former Non-Executive Director at Cardiff Airport.

The panel will ensure the review thinks bravely and creatively, challenging received wisdom, to ensure its recommendations can deliver the stability and improvements that rail passengers deserve. They will be supported by a dedicated secretariat and, together with Keith, will now begin engaging with the industry, passengers, regional and business representatives and others across the country, drawing on their expertise, insights and experiences to inform the review.

The review will build a rigorous and comprehensive evidence base, and it will make recommendations regarding the most appropriate organisational and commercial framework for the sector that delivers our vision for a world-class railway. It will conclude with a White Paper in autumn 2019, which will set out its findings, and explain how we will deliver reform. We expect reform to begin from 2020 so passengers will benefit before the next election.

A handwritten signature in black ink, appearing to read 'W.L. best us' followed by a stylized flourish.

Rt Hon Chris Grayling MP

SECRETARY OF STATE FOR TRANSPORT