

Transport for the North Scrutiny Committee Agenda

Date of Meeting	Wednesday 15 June 2022
Time of Meeting	11.00 am
Venue	Malmaison Manchester (1-3 Piccadilly, Manchester, England, M1 3AQ)

Filming and broadcast of the meeting

Meetings of the Transport for the North are 'webcast'. These meetings are filmed and broadcast live on the Internet. If you attend this meeting you should be aware that you might be filmed and included in that transmission.

Item No.	Agenda Item	Page
4.0	Budget and Business Plan 2022/23 For Members to receive an update on the budget and business planning process. Lead: Martin Tugwell	21 - 36

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Fit for the Future

Briefing Presentation
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Agenda Item 4

TfN: Remains a Statutory Sub-national Transport Body

TfN was established with the general functions:

- a) To prepare a transport strategy for its area
- b) To provide advice to the Secretary of State about the exercise of transport functions in relation to its area (whether exercisable by the Secretary of State or others)
- c) To co-ordinate the carrying out of transport functions in relation to its area that are exercisable by different constituent authorities with a view to improving the effectiveness and efficiency in the carrying out of those functions
- d) If TfN considers that a transport function in relation to its area would more effectively and efficiently be carried out by TfN to make proposals to the Secretary of State for the transfer of that function to TfN
- e) To make other proposals to the Secretary of State about the role and functions of TfN

The Need for Change

Our Business Planning needs to reflect and take into account:

- The level of funding available
- The change in TfN's role in relation to Northern Powerhouse Rail – from Co-Client to Co-Sponsor
- The role of the Metropolitan Combined Authorities and new Unitary Authorities

Moving forward TfN's added value comes from focusing on:

- Issues and investment proposals that go beyond local authority boundaries
- Issues that are of common interest and where a collaborative approach enables solutions to be developed and implemented in a timely and cost-effective manner
- Influencing/shaping processes and programmes at the national level

TfN to continue to be the 'Voice of the North'

Our Core Strategic Narrative (endorsed by Board)

The key drivers for TfN remain undiminished, namely:

- Realising the **economic potential** of the North – our work on the Northern Powerhouse Independent Economic Review is the first foundation of our work
- Enabling **development that is sustainable** for the long term – our Regional Decarbonisation Strategy provides a second foundation for our work
- Ensuring that transport **solutions enable individuals to realise their potential** – our work on Transport Related Social Exclusion is the third foundation

Explicit within these drivers is the role that investment in the North's transport system (both infrastructure and services) has to play, specifically there is a need for:

- **A Strategy** – an outcome focused long-term strategic plan for the development of the North's transport system
- **An Investment Programme** – ensuring that the North's strategic needs are reflected in the development and delivery of proposals
- **Implementation** – investing in the capacity and capability that sits within TfN and which can help accelerate delivery on the ground

The New Operating Model

What distinguishes TfN:

- A centre of technical excellence for the North – holding and collating information and analytical tools that are available to all partners
- A sourced of trusted information – that is available to all our partners (locally, regionally and nationally)
- A strategic thought leader and champion of strategic transport (infrastructure) planning
- An enabler of accelerated delivery – applying our capability and capacity in support of our partners
- A trusted collaborator – working with partners to maximise the leverage of our activity

A regional centre of excellence that is user centred, place-based, outcome focused

Guiding Principles

Organisationally

- Focus on TfN's core role and responsibilities
- Prioritise retaining and building on the investment made in TfN's technical capability and capacity – for the benefit of all partners
- Manage the need for external commissions – use this to supplement skills held within TfN, and/or where an external view is important
- Strengthen work with partners – e.g. Network Rail, National Highways, Transport Focus, etc
- As a smaller, less complex organisation, reduce support services

The Voice of the North

- Making the case for the North remains a key activity for TfN
- Harnessing TfN's vision-led, evidence based approach to make the case for investment
- Working with partners, across the North and within Westminster to ensure that the North's priorities are reflected in their programmes

Business Planning – the steps already taken

- Positioning as the 1st year of a 3 year Business Planning cycle
- Draft Business Plans prepared Autumn 2021 reviewed in the context of the Need for Change, our Core Strategic Narrative and the new Operating Model
- Process has involved:
 - 4 rounds of check and challenge with Directors
 - Prioritising investment in capabilities and capacities held within TfN enables commissioning requirements to be reduced
 - Removing duplication and identifying those things to be stopped
- Identify the **priorities and key deliverables** (following slides)
- **Key Aim – to have a business model that is sustainable moving forward**
- Board members endorsed prioritise and key deliverables 25th April – enabled Business Planning to be completed and Budget to be presented 30th June.

Priorities and Deliverables - 1

Review and Update the Strategic Transport Plan (draft for consultation Q4)

- Update the Northern Powerhouse Independent Economic Review (Q3)
- Prepare the draft Strategic Transport Plan (Q3) – incorporating the Long Term Rail Strategy
- Complete EIA of the draft Strategic Transport Plan (Q3)
- Compile draft list of strategic outcomes for inclusion in the draft Strategic Transport Plan (Q3)
- Review current Business Models for individual modes (Q3)
- BAU – responding to consultations: engagement with STBs

Priorities and Deliverables - 2

- Publication of Transport Related Social Exclusion (Q1)
- Decarbonisation Strategy:
 - EV Charging Infrastructure – support for partners
 - Alternative Fuels (Hydrogen) – contribute to development of the infrastructure network (Q3)
 - Decarbonisation Toolkit – sharing with partners
 - Future Travel Scenarios – sharing with partners
- Freight and Logistics Strategy – prioritise actions (Q3)
- Bus Service Improvement Plans – supporting partners; reducing barriers to bus travel across local authority boundaries
- Active Travel – facilitate discussion amongst Partnership Board (Q2)

Priorities and Deliverables - 3

- IRP Co-Sponsor Role (ongoing)
 - Co-Sponsor Board – established Q1, at least 4 meetings a year
 - Programme Boards – engagement with the individual programme boards
 - Stakeholder Forums – TransPennine Route Upgrade (establish Q1)
- National Highways (ongoing)
 - Engagement on Route Strategies
 - Preparing input into RIS3 (Q3)
 - Support to National Highways with Business Cases
- Major Road Network/Large Local Majors Schemes – monitor progress of agreed programme: support to partners with Business Cases

Priorities and Deliverables - 4

- Network Rail (ongoing)
 - Manchester Recovery Task Force (blueprint)
 - East Coast Main Line (blueprint)
 - Delivery Plans for incremental improvements (ongoing)
- Rail North Partnership
 - Delivery of Rail North Partnership agreement – incl. Business Planning
 - The North's input into the Ways of Working Review
- GBR – Transition Team
 - Prepare the 'Northern Proposition' (Q3)
 - Engagement in the preparation of the WISP
- Connected Mobility Strategy (Q4)

Developing the Offer

- Business Planning needs to reflect the funding available
- Draft (autumn) Business Plans identified some activities that are not included in priorities and deliverables
- Business Planning includes provision to develop costed options for submission to Department for Transport – potential examples for Autumn '22:
 - Long-term business model for TfN to provide support to partners (locally, regionally and nationally) – incl. data sharing
 - Freight and Logistics Strategy – freight data repository
 - Common Appraisal Framework

Activities not Prioritised or Affordable

- The Strategic Transport Plan is our primary (statutory) document – it is evidence based and sets out investment requirements: it provides the basis for TfN to submit proposals to fiscal events (Budget, Spending Review). **In this context Northern Transport Charter is duplication**
- Engagement for the STP to maximise the use of existing meetings, engagement opportunities: make use of Citizen Panels: **proposal for a Citizen's Assembly not affordable**
- Decarbonisation (Aviation emissions) action will be driven by National/International agreements: TfN's focus (through STP) on improved surface access
- MRN Data Monitoring: **defer purchase** of mobile phone data for 22/23
- Behaviour Change Modelling: TfN's role is to **support its partners where requested**
- Rail Demand Recovery: **no additional work over and above that** undertaken through Rail North Partnership

Next Steps

- Budget and Business Plan – finalising for presentation to TfN Board
- Key deliverables agreed with DfT and reflected in updated Corporate Risk Register
- In parallel, work on the Business Plan includes:
 - Completing the functional re-design
 - Responding to VR applications
 - Undertaking discussions that arise as a consequence of change: individually and collectively
- March TfN Board agreed that CEO can take early decisions where they are consistent with the available funding envelope

Questions

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