

Transport for the North Scrutiny Committee Agenda

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| Date of Meeting | Wednesday 12 January 2022 |
| Time of Meeting | 11.00 am |
| Venue | Virtual |

Filming and broadcast of the meeting

This meeting is not a formal meeting of the Transport for the North Scrutiny Committee but is being held as a Consultation Call by the Chief Executive under the delegated powers of the Chief Executive to take action in consultation with Members of the Scrutiny Committee. Following the Consultation Call the Chief Executive will take delegated actions having regard to the consultation.

The Agenda and reports for the Consultation Call are being made available to the public and the Call is being livestreamed on the Transport for the North website to ensure openness and transparency. Members of the Committee will attend the Call virtually.

This Consultation Call will replace the Scrutiny Committee scheduled for 12 January 2022 which has been cancelled due to concerns about Covid 19.

| Item No. | Agenda Item | Page |
|------------|---|---------|
| 1.0 | Welcome & 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 note the minutes of the meeting held on 4 November 2021 and to consider any requests for updates on matters contained therein. | 3 - 10 |
| 4.0 | Monthly Operating Report To consider the Monthly Operating Report of the Strategy & | 11 - 40 |

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|------------|--|-----------|
| | Programme Director. | |
| 5.0 | Integrated Rail Plan Update To consider the report of the Strategy and Programme Director. | 41 - 46 |
| 6.0 | Rail Reform and Whole Industry Strategic Plan For Members to consider the report of the Strategic Rail Director. | 47 - 64 |
| 7.0 | Rail Investment Update For Members to consider the report of the Strategic Rail Director. | 65 - 72 |
| 8.0 | Strategic Transport Plan Policy Development To consider the report of the Acting Head of Policy and Strategy. | To Follow |
| 9.0 | Review of Scrutiny Function For the Committee to consider the report of the Senior Solicitor. | 73 - 82 |

Scrutiny Committee Minutes

**Thursday 04 November 2021
Virtual**

Present:

| Attendee | Local Authority |
|----------------------|--|
| Cllr Paul Haslam | North Yorkshire; |
| Cllr Martin Mitchell | Blackpool; |
| Cllr Rodger Jones | Greater Manchester Combined Authority; |
| Cllr Sean Chaytor | Hull; |
| Cllr Matthew Salter | Lancashire; |
| Cllr Lindsay Melia | Liverpool City Region; |
| Cllr John Davison | North Lincolnshire; |
| Cllr Chris Lamb | South Yorkshire Mayoral Combined Authority; |
| Cllr Steve Parish | Warrington; |
| Cllr Manisha Kaushik | West Yorkshire Combined Authority; |
| Cllr Stephen Fenton | York; |

Invitees In Attendance:

| | |
|----------------|---|
| Maggie Simpson | Director General of the Rail Freight Group |
|----------------|---|

Officers in Attendance:

| Name | Job Title |
|----------------|---|
| Gary Rich | Democratic Services Officer |
| Iain Craven | Finance Director |
| Julie Openshaw | Head of Legal Services |
| Tim Foster | Interim Strategy & Programme Director |
| Rosemary Lyon | Legal and Democratic Services Officer |
| Owen Wilson | Major Roads Strategy Manager |
| Peter Cole | Principal Environmental and Sustainability Officer |
| Manjit Dhillon | Senior Solicitor |
| David Hoggarth | Strategic Rail Director |

**Item
No:**

Item

1. Welcome & Apologies

- 1.1 The Chair welcomed all in attendance and informed Members that the meeting is being streamed live. Apologies were received from Cllr Hughes, Cllr Kaushik and Cllr Groves.

The Chair explained to Members why the meeting had been changed to a consultation call and stated that the next meeting in January would be face to face, subject to Health and Safety considerations.

2. Declarations of Interest

- 2.1 There were no declarations of interest.

3. Minutes of the Previous Meeting

- 3.1 The minutes of the meeting held on 9 September 2021 were considered and their accuracy as a correct record confirmed. The minutes were proposed by Cllr Fenton and seconded by Cllr Chaytor.

Resolved:

That the minutes of the meeting held on 9 September 2021 be noted.

4. Budget Revision Update

- 4.1 Members received the report from the Finance Director who highlighted the key elements of the report, specifically the impact that the delayed publication of the Integrated Rail Plan (IRP) is having.

- 4.2 Members expressed their concerns over the delayed IRP and considered what they might be able to do to speed up its publication.

The Interim Strategy & Programme Director explained that unofficial indications from Government suggest that the IRP is expected to be published in November. He highlighted that the delay is impacting on major projects as well as other enhancements on the rail network.

- 4.3 The Chair urged that the IRP be published as soon as possible.

Resolved:

That the Committee note the financial performance in the six months to September 2021 and that Budget Revision 2 will be finalised and presented to the November Board.

5. Business Planning Process

- 5.1 Members received the report from the Finance Director who highlighted the key areas of the report for Members.

He outlined the difficulties in producing the plan this year. He explained that the process is being hindered by not having a core funding settlement for 2022/23 or a budget for Northern Powerhouse Rail, as well as the Integrated Rail Plan not being published.

He explained that early indications from the Government are that Transport for the North are unlikely to get a funding settlement until the end of December or early January. However, departments are working on prioritisation lists so that when a settlement is agreed business planning can commence

- 5.2 Members expressed their disappointment at the lack of certainty that TfN finds itself having to deal with and the Committee expressed its disappointment in the lack of clarity regarding NPR and HS2.
- 5.3 The Chair expressed the Committee's concerns that the Business planning process is being hampered by the delay in the core funding and delayed publication of the IRP and as a consequence a delay to NPR. He stated that Officers are carrying out a prioritisation process but by December significant costs will be being incurred as a result of a lack of detailed settlement from the Government. He further explained that a level of certainty is required in order to carry out TfN's duty to improve transport in the North of England and a decarbonisation policy that involves a modal shift. This is required in order to support officers in undertaking their work.

Resolved:

That Scrutiny Committee notes the challenges and approach to the 2022/23 business planning process.

6. Freight & Logistics Expert

- 6.1 The Chair called on Ms. Maggie Simpson a Freight and Logistics expert and Director General of the Rail Freight Group to address the Committee. Following her introduction Members were able to ask questions and make comments on a variety of issues relating to freight and logistics.
- 6.2 Cllr Chaytor requested that the next time the Committee receives a report on freight and logistics that a briefing note on what happened with Freight Liner and its positives and negatives be included.
- 6.3 The Chair thanked Ms. Simpson for her attendance.

7. Manchester Recovery Taskforce

- 7.1 The report of the Strategic Rail Director was received by Members who highlighted key elements of the report before Members were invited to ask questions and make comments.
- 7.2 Members asked specific questions relating to issues that affected their constituent areas.
- 7.3 The Chair expressed concern about the modelling and stated his view that occurrence of delays should be easily identifiable.

The Strategic Rail Director reassured the Committee that this has been examined leading to a robust timetable structure. He explained that the Rail North Committee will be monitoring issues carefully and is hopeful that the new way of working in which services can be developed alongside infrastructure will be a positive.

- 7.4 Cllr Jones raised the issue of consultation with the public and requested that information be circulated to Members so that this can be passed on and enabling passengers to respond.

The Strategic Rail Director confirmed that he would feed back the comments to the train operators.

- 7.5 The Committee expressed its eagerness to help on any consultation and get responses from the wider public in their constituent areas. The Chair encouraged TfN to speak to the train operators and inform all Council Members on developments.

The Chair further stated that the Committee would like reassurances that all locations where delays occur have been identified.

It was also requested that all Stakeholders are consulted and have an input into the process.

Resolved:

- 1) That the Committee notes the progress made on the development of the December 2022 timetable and the next steps including a further round of public consultation planned for November 2021.
- 2) That the Committee notes the progress on developing an enhanced collaboration with the Department for Transport on the infrastructure solution including work to develop a clear roadmap (a 'RailMap') to identify a co-ordinated long-term service and infrastructure solution for the corridor to restore and improve connectivity.

8. Major Roads Report

- 8.1 This item was taken after item 9.
- 8.2 Members received the report from the Major Roads Strategy Manager who highlighted the key points of the report and the presentation.
- 8.3 The Chair informed Members of the questions which had been received from Mr Rae who represents the Environmental Transport Grouping and explained that the Major Roads Strategy Manager would provide Mr. Rae with TfN's responses. The following questions were received:
- Should the MRR not contain an explicit commitment to compatibility with the Decarbonisation Strategy, as is required by the TfN strategic transport plan?
 - Has an analysis been undertaken that establishes whether TfN's proposed investment in increased road capacity, facilitating more traffic generation, either assists the proposed carbon reduction pathway to Net Zero or alternatively undermines it?
 - How would the MRR manage increased demand for road travel consistent with its preferred future travel scenario and in order to achieve its 2030 & 2050 carbon reduction targets?
 - TfN's Strategic Goal for the environment requires TfN to make best use of existing transport infrastructure before investing in new capacity. Has TfN undertaken such an assessment to see if best use is being made of the road network?
 - Will TfN review (or ask DfT/National Highways to do likewise) the strategic case for all the MRR road schemes in the context of the Green Book?
 - The negative impacts of the MRR on the wider environment are nowhere to be found in the documents. Carbon emissions reduction is not the only emergency – there is a nature crisis and a public health crisis as well. What are the impacts of the MRR investments on these other two emergencies, and why have they not been included within its analysis?
- 8.4 Cllr Melia believed that there were contradictions in the report and raised a number of issues including the reliability of public transport when roads are congested with cars and the issue of air quality leading to a disparity in health outcomes.
- 8.5 Members discussed the importance of the need to decarbonise road vehicles and the need to improve the road network in order to reduce congestion.
- 8.6 In response to the issues raised the Major Roads Strategy Manager explained that highways are a flexible network and noted the reallocation of road space for other modes of transport at the start of the pandemic. He further explained that issues such as air quality will be in part be addressed by a shift to more electric vehicles, and that wider policy

initiatives on decarbonising the power generation would influence the impact of moving to EVs with respect to carbon emissions. . He also updated Members on the TfN's work evidencing the need for, and distribution of electric vehicle charging points across all areas of the North.

- 8.7 The Chair stated that the question of how many vehicles can afford to be on the road in order to meet carbon net zero by 2050 needs to be addressed. The Major Roads Strategy Manager explained that an analysis of how future traffic levels would impact on the decarbonisation trajectory has been undertaken and that he would ensure that was communicated in the Major Roads Report.
- 8.8 The committee requested that the report going to Board in November 2021 include a further section on how much vehicle use will need to change over the next 30 years in order to feed into the debate over road use.

Resolved:

That the report be noted.

9. Approval of the Decarbonisation Strategy

- 9.1 Members received the report and the presentation on the decarbonisation strategy from the Principal Environmental and Sustainability Officer who then highlighted the key points.
- 9.2 Cllr Fenton raised the issue of the Strategy's ambition.

The Principal Environmental and Sustainability Officer explained that the consultation was an open process and that is reflected in the wide range of responses received, including therefore The 20% who were not supportive which was evenly split between those who felt it should go faster versus those opposed to intervening to combat climate change. He further highlighted that middle ground views are often less well represented in consultations.

- 9.3 Cllr Chaytor raised the issue of decarbonisation in rural areas and the need to make sure that public transport services are not reduced.
- 9.4 The Chair raised the issue of governance and specifically how progress will be measured.

The Principal Environmental and Sustainability Officer explained that there is a monitoring and evaluation framework in development which will be adopted next year which will include a set of metrics to track progress. He further explained that there would be an annual light version stocktake that will also take place.

9.5 The Committee welcomed the Strategy. The Chair explained that whilst the car remains cheaper than public transport and whilst there are not cost effective, convenient and accessible modes of alternative transport in place the strategy will be difficult to enable. It is likely that this will only come about if subsidies for public transport are put in place. The Committee also commented on the need for further work to take place on decarbonisation in rural areas due to the differing challenges faced.

The Committee also noted the need to review the relative price of travel choices and that Transport related social exclusion also needs to be avoided.

9.6 The Principal Environmental and Sustainability Officer explained that relative price to travel choices has been added to the strategy and highlighted that the true cost of a car journey is more expensive than people realised. On the rural versus city issue he explained that this needs to be one of the key focuses moving forward.

Resolved:

- 1) That the Committee notes the content of the report in relation to the outcomes of the public consultation and updates made to the Strategy.
- 2) That the Committee approves TfN's Decarbonisation Strategy.

10. Bus Back Better Strategy

10.1 Members received the report from the Interim Programme and Strategy Director who highlighted the key points in the report.

10.2 The Chair asked if work on Smart Ticketing could be shared.

The Interim Programme and Strategy Director stated that he would need to confirm what was possible to share. All of TfN's work on smart ticketing has been shared with constituent authorities and the new work on digital mobility will further address opportunities to share thinking and best practice.

10.3 The report was welcomed by the Committee. Members were pleased that TfN is being consulted on Bus Back Better and the potential to share information on smart ticketing and other relevant intelligence with constituent authorities.

In order to achieve modal shift the Committee would like to see a fairer funding situation with greater convenience and greater access to public transport.

Resolved:

- 1) That Scrutiny Committee notes the report.

- 2) That the Committee notes the activities currently being undertaken to support LTAs and the forthcoming research on social exclusion.
- 3) That the Committee notes that the DfT has offered additional funding to Strategic Transport Bodies to provide more support to Local Transport Authorities, and TfN's initial plans for further activity in this area.

11. Review of Scrutiny Function and Future Committee Meetings Update

- 11.1 The Chair explained that he is deferring this item until the following meeting and asked for 3-4 Members to join him in a Member's working group to progress the review in the meantime. Cllrs Melia and Parish volunteered to take part, and Cllr Melia suggested that an e-mail be sent out to all Members.

Resolved:

That the report be deferred until the next meeting.

Transport for the North Monthly Operating Report November 2021



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Introduction

Summary from the Chief Executive

The Government's Integrated Rail Plan for the Midlands and the North (IRP) was finally published on 18 November 2021. The TfN Board was clear in its view that the Plan does not deliver the long-term transformation required to realise the North's economic potential. The Northern Powerhouse Independent Economic Review has previously established the evidence as to why such a transformation is required. However, there was also unanimous support from Board members to work with the Government to explore ways in which the long-term ambition underpinning its preferred Northern Powerhouse Rail (NPR) network might be realised.

Statutory advice from the Board in response to the IRP has been submitted to government and a response is now awaited. TfN officers are in discussions with DfT officials about the change in working arrangements for NPR moving forward, with TfN moving from a co-client to co-sponsor role. TfN officers are continuing to assess the IRP; in particular looking to understand its implications for the North's economic and decarbonisation strategies. Officers are also developing advice for the Board on how it might explore alternative funding mechanisms. Individual TfN workstreams are currently assessing the implications of the IRP for their programmes.

The TfN Decarbonisation Strategy was formally adopted by the TfN Board on the 26 November following the statutory consultation held during the summer. A number of targeted activities are now underway, including the development of an Electric Vehicle Charging Infrastructure Strategy for the North of England. The Major Roads Report was also agreed with the TfN Board and will be published in December.

Elsewhere TfN is continuing to contribute to the work of the Manchester Recovery Task Force, supporting work on identifying the need for investment in rail infrastructure and services in the Manchester area, including the Castlefield Corridor. We are also working with the industry to develop a more detailed proposal on how the Williams-Shapps plan might be delivered in the North, building on existing arrangements for the Rail North Partnership.

TfN responded positively to the publication of the final report of the Union Connectivity Review (UCR) led by Sir Peter Hendy. The Review proposes a UK Strategic Transport Network (UKNET) and a series of transport corridors for the UK which closely align to TfN's Strategic Transport Plan (STP). The Government now needs to respond to these proposals, and clearly TfN would welcome a strong role for Sub-national Transport Bodies in the development of the UKNET.

A major research study into transport related social exclusion (TRSE) has concluded and the emerging conclusions presented to the Partnership Board in November. Findings from this landmark study are expected to be published in early 2022. The TfN Investment Programme Benefits Analysis (IPBA) modelling work for IPBA is underway, and the project team is starting to prepare the interim Strategic Programme Outline Case (SPOC) with support from colleagues across TfN. The IPBA programme will require further work in 2022/23 to reflect the outcome of the IRP.

Northern Powerhouse Rail (NPR)

Monthly Summary

The Integrated Rail Plan (IRP) was published on 18 November 2021 and has significant implications for the NPR programme. Currently, the FY21/22 remit, which the NPR programme is delivering, remains unchanged and this update is provided in that context. Any changes to the FY21/22 remit will be communicated in future TfN Monthly Operating Reports (MOR). Key areas of focus in the month include the continuation of close working with DfT and Rotherham Metropolitan Borough Council (RMBC) to develop and receive feedback on the Rotherham Mainline (RML) station sift criteria. Additionally, GRIP (Governance for Rail Investment Projects) 2 activity is underway across all corridors and it remains a TfN and DfT requirement to deliver GRIP 2 in full within FY21/22. Model development to support Strategic Outline Case (SOC) delivery has continued with the progression of Northern Rail Modelling System (NoRMS) and Northern Economic Land Use Model (NeLUM) enhancements.

Activity Update

Business Case

The business case team has been working closely with the DfT and RMBC to develop and receive feedback on the RML station sift criteria. These criteria are required to produce the evidence base needed to undertake the completion of intermediate sift in early 2022 to identify the initial preferred station option. This is a critical step required to support RMBC's £10m funding provisionally granted via the Department of Levelling Up, Housing and Communities (DLUHC), with an initial deadline of 30 June 2022 for a land business case.

Infrastructure

GRIP 2 activities have now commenced on all corridors and are due to complete between December 2021 and April 2022. A key focus of activity has been scoping and developing impact assessment for the additional work, which was endorsed by TfN and DfT at the September 2021 NPR Programme Board. These were scope items which were deemed to be appropriate to proceed with in the absence of the IRP. Tenders have now been received for the land referencing and valuation services for Barnsley Dearne Valley (BDV) and Rotherham Main Line, with evaluations set to conclude by December.

Technical Assurance, Modelling and Economics (TAME)

Verbal agreement has been received from the DfT for the development of a light touch update to Northern Rail Modelling System (NoRMS) Iteration 2e. A NoRMS 2f would be developed in advance of the NPR SOC submission to address minor constraints with Iteration 2e. Progress on development of the Northern Economic Land Use Model 3 (NELUM) has been maintained through the period, with the completion of model development and submission of a final version to TAME and the DfT on track for early December.

Commercial Management

A briefing was provided to working level partners on 1 November 2021 on the pre-IRP cost tool work. The tool has been developed to enable quick analysis of the network capital costs.

Risks

The risks summarised below were assessed prior to the publication of the IRP are now live issues and are currently under review. An update is to be provided in the next Monthly Operating Report.

| Risk Summary | Summary of Mitigating Measures | KPI |
|--|--|-------|
| <p>IRP delay and impact to co-clients’ ability to agree current and future financial year scope. As a result of the programme’s dependency on the IRP, co-clients are unable to agree that all the activity set out in the TfN Business Plan for 2021/22 can be taken forward. Continued delay may lead to a review of instructed scope to ensure the programme minimises risk to abortive work and ensures value for money is maintained. This could result in delays to proposed programme activity for 21/22 and beyond, impact commissioning and mobilising programme teams to deliver work in 21/22, and readiness for delivery in future years.</p> | <ol style="list-style-type: none"> 1. Following the publication of the IRP, review scope between co-clients with a view to instructing on-hold items. 2. Ongoing discussions at a senior level between TfN, DFT, NR and HS2 regarding scope that can start in the absence of IRP. 3. Review impact of delays on each work package's ability to reach single option and develop response plan. | 9, 10 |
| <p>IRP conclusions and decision-making. IRP conclusions may impact SOC if recommendations on funding, phasing and/or route option specification are different from those agreed by TfN Board. This may result in partners not accepting the conclusions, which may impact ways of working as well as importing delays to SOC update and submission to TfN Board and Government.</p> | <ol style="list-style-type: none"> 1. IRP response team has been created to review the IRP to understand impact on the SOC and 21/22 Business Plan. 2. Partner engagement to take place post-IRP. 3. Work is underway on scope activity that has been agreed between co-clients. 4. Scenario plans are in place to support a quick response to the IRP. | 7-10 |
| <p>Transpennine Route Upgrade (TRU) integration. There is a risk that the NPR programme may become misaligned from the TRU programme if there is a lack of proper integration between the programmes, and if there is no/minimal reciprocal representation within each programme’s governance. This may result in avoidable costs and delays being incurred due to duplication of effort, re-work and strategic misalignment. In addition, the lack of integration may lead to missed opportunities for cross-programme assurance.</p> | <ol style="list-style-type: none"> 1. A regular monthly meeting, allowing for more collaboration on key infrastructure between NPR and TRU, is in place between TfN and Network Rail colleagues. 2. TfN presence (NPR and Strategic Rail directors) at periodic TRU oversight and TRU Programme Board meetings is to take place going forward. | 7, 8 |
| <p>Amendment of HS2 powers at Piccadilly for higher output scenarios. A decision about proceeding with development of a Sheffield Connector requiring changes to the Hybrid Bill is likely to be required in the next 6-12 months to deposit before the end of 2023. NPR may therefore miss the opportunity to amend HS2 powers at Piccadilly for higher output scenarios, requiring a larger footprint for HS2 structures due to NPR development timescales not aligning with HS2 Western Leg hybrid Bill Additional Provision (AP) deadlines as well as possible IRP impacts. This may result in an AP taking 18 months to prepare.</p> | <ol style="list-style-type: none"> 1. NPR Infrastructure team to identify next steps for development of NPR designs at Piccadilly. 2. Discussions to take place between co-clients on scope of additional work on the HS2 connector – aiming towards instruction to HS2. 3. NPR to develop all proposals assuming that provisions in the HS2 Phase 2b Hybrid Bill are fixed. | 7, 8 |

Programme and Look Ahead

TfN Board

Future NPR agenda items will be confirmed following receipt of IRP appendices and response to TfN Members’ 29 November 2021 letter to the Secretary of State

Strategic Rail

Monthly Summary

TfN is working with the industry to develop a more detailed proposal as to how the Williams-Shapps plan might be delivered in the North, building on existing devolution arrangements as managed through the Rail North Partnership (RNP) and in line with the aspirations in the Northern Transport Charter. Following endorsement of the approach at the TfN Board in November, engagement will commence with the Great British Railways Transition Team and city region transport authorities.

TfN is continuing to shape the work of the Manchester Recovery Task Force, supporting work on both infrastructure and services. Operators are out to consultation on the detailed timetables for December 2022. The team is working closely with the RNP on train operator business plans and budgets for next year. TfN input is via the Rail North Committee.

Activity Update

Rail Operations

Passenger demand on Northern has levelled off, with demand figures at 73% of pre-Covid levels and TransPennine Express (TPE) has seen a slight decrease to 66%. Performance has been impacted by severe weather with services cancelled or a reduced timetable operated. The leisure market remains strong with some services reporting higher than pre Covid levels of patronage whilst the commuter and business travel market remains well below pre covid levels.

TfN is working with the DfT and industry on revised proposals for East Coast Main Line (ECML) services planned for introduction in May 2023. Avanti West Coast is planning timetable changes from December 2022.

Rail Investment

The Integrated Rail Plan (IRP) has indicated a preference by Government to progress development of an Option G for the TransPennine Route Upgrade (TRU) which will be delivered as part of Northern Powerhouse Rail (NPR) Phase 1 and Phase 2. Detail is awaited on the exact timescales for delivery, but we are aware that as part of the IRP announcement a further £625m has been secured by the TRU project to progress Option G to the next phase of the Programme Business Case by Autumn 2022.

In relation to central Manchester, the outputs of the analysis of the performance benefits of providing platforms 15/16 at Manchester Piccadilly station are being reviewed, in parallel with further development of proposals at Oxford Road. An update on this work will be provided to Rail North Committee in December.

Digital Strategy

A Policy Statement on contactless fare capping has been developed and endorsement is sought from Exec Board on 9 December 2021. Bus Service Improvement Plans across the North have been collated, and areas of digital collaboration identified.

Risks

| Risk/Issue Summary | Summary of Mitigating Measures | KPI |
|---|---|-----|
| Proposed timetable changes on the East Coast Main Line (ECML) in May | 1. TfN has appointed a consultant to explore how regional services that would be lost can | 1 |

| | | |
|--|---|---|
| <p>2023 and Manchester in December 2022 will have an impact on local connectivity, thereby reducing choice for passengers. On the ECML, there is a risk of reduction in East-West connectivity to facilitate an additional North-South service from Newcastle to London. In relation to Manchester, a new timetable structure has been agreed from December 2022 to improve performance, but at the expense of some connectivity in the short-term pending infrastructure improvements.</p> | <p>be restored on ECML. They are working with the industry on an alternative option.</p> <ol style="list-style-type: none"> 2. TAME has been commissioned to produce economic impacts of the timetable change on the ECML. 3. A collaboration between DfT and TfN to develop a railmap of investment to support further capacity on the ECML will be established. 4. Regarding Manchester, collaborative work continues with DfT and partners to identify and mitigate any severe impacts. | |
| <p>The Rail Reform White Paper has insufficient detail about the role of TfN and other devolved bodies to allow a clear appreciation of their future role. There is a risk that TfN could have a different role in service delivery following the publication of the Williams-Shapps review. The role of devolved bodies or RNP is not outlined in the White Paper with current proposals showing rail contracts aligning under Great British Railways.</p> | <ol style="list-style-type: none"> 1. TfN through its role on the RNP continues to engage with the DfT at the highest level. 2. TfN is now working collaboratively with Network Rail and the transition team on a proposition for rail in the North under the White Paper proposals. | 3 |
| <p>The long-term effect of Covid-19 on the viability of train services and future investment decisions. There is a risk that the current services could be cut due to the increased cost of the subsidy. There is also a risk that the passenger enhancements (such as the completion of new infrastructure) will continue to be delayed with lower service offerings on routes which in turn will lead to weaker business cases.</p> | <ol style="list-style-type: none"> 1. Working with the industry to develop new innovative ways to reduce the level of subsidy. 2. Use the Return to Rail campaign to increase the farebox revenues; use the RNP as an avenue to influence change. 3. Provide viable value for money options that align with decarbonisation aims, future growth, and opportunities to improve connectivity. 4. Working with the industry on initiatives and fares options to increase demand. | 1 |
| <p>TRU fit with the wider investment strategy in the North. There is a risk that the IRP reopens discussion on existing Government commitments' including both legs of HS2 Phase 2b, NPR and TRU. Delivery of TfN's STP might be impacted. There is potential for severe adverse reputational impact for TfN and pressure from partners.</p> | <ol style="list-style-type: none"> 1. Strategic Rail, Strategy & Programmes, and NPR to continue to work together to review IRP outputs and consult with members to identify the way forward for programmes across the North. 2. TfN to continue to challenge the cost of major scheme projects and support the development of complementary and independent interventions on the classic network that could be delivered early. | 6 |

Programme and Look Ahead

- Working through the Rail North Committee on the Manchester Railmap linking service changes to infrastructure.
- ECML– working with industry and partners on an alternative proposal that better meets the needs of the North.
- Working with the GB Railways transition team and city region authorities on a proposition for rail under the Williams-Shapps White Paper proposals.
- Develop proposals for addressing network gaps linked to the Long-Term Rail Strategy (LTRS) and produce the next stage of the TfN Stations Strategy.
- Continue to work closely with DfT and Network Rail to secure successful delivery of the TRU project objectives and establish a strong role for TfN in the light of the IRP publication and governance changes.

Strategic Transport Plan (STP)

Monthly Summary

In September 2021, TfN Board agreed that TfN should commence work on a new programme of work to revise and update the Strategic Transport Plan (STP) and seek adoption of the new plan no later than Spring 2024.

The STP programme will help guide and prioritise policy development, research and analysis within TfN as work on the STP progresses. The technical detail and scope of the activity will need to be scaled to TfN's overall funding level and agreed with the Board through the Business Plan for 2022/23. TfN will need to carefully manage uncertainties and external dependencies and create a flexible plan that can respond to events. We also need to align to Government and partner activities as well as industry processes, particularly the creation of Great British Railways (GBR).

Activity Update

- The overall programme and approach to developing the STP was agreed in principle with the TfN Board at the end of September 2021. In agreeing the programme, the Board has asked officers to consider how the timetable for adopting the STP could be brought forward from Spring 2024.
- A more detailed programme including options for accelerating elements of the process has been developed by officers and would see the adoption of the revised STP being brought forward to December 2023, subject to governance dates.
- The lead officer for the STP has also been working up a scope to bring in some external support to help complete the STP planning activities by year end. These additional activities will build from the agreed programme and start to consider the structure of the document as well as a suitable stakeholder engagement plan to support the development and adoption next financial year.
- TfN is continuing its programme of work to update the policy positions in the 2019 STP, including initial draft policy position papers on spatial planning and multimodal hubs. Activity in November has focused on revising the draft policy positions following feedback from partners via TfN's Strategic Oversight Group and industry bodies such as the Royal Town Planning Institute (RTPI). We intend to take the first wave of these positions, namely on active travel, spatial planning and multimodal hubs, through formal TfN governance for sign off in January 2022.
- Further policy development activity considering international connectivity and rural mobility is currently underway with further policy development work also required early in the 2022/23 financial year.
- Colleagues in Strategy and Strategic Rail have been working closely together throughout November to start to scope out what might be required to update the Long-Term Rail Strategy (LTRS) in advance of the revised STP. It is expected that an agreed scope and timeline will be in place by the end of the current financial year.
- An early step in updating TfN's strategic objectives is to refresh the Northern Powerhouse Independent Economic Review (NPIER), first published in 2016.

- In support of the STP programme and in preparation for the full NPIER programme expected to commence in 2022, TfN has recently commissioned a number of initial research projects to revisit the central themes of the NPIER and review progress in growing the prime and enabling capabilities since 2016.
- A longer-term programme of work to refresh the NPIER is being developed with Northern Local Enterprise Partnerships (LEPs).

Risks that may impact the STP are currently represented within the Strategy, Policy, Research & Economics section.

Programme and Look Ahead

Through the programme there will be a number of significant staging points and decisions, including:

- January 2022. Expected publication of the Levelling Up White Paper, work commencing on the NPIER programme and initial STP planning activity starting.
- February 2022: adoption of the first series of TfN policy positions that will feed into the revised STP.
- March 2022: adoption of the second series of TfN policy positions that will feed into the revised STP.
- Mid/late 2022: agreeing a new NPIER and agreeing the objectives and outline scope of the next STP.
- Early 2023: agreeing the key road and rail investment priorities for the North, updating the Northern Infrastructure Pipeline, and the final evidence base for the STP.
- Spring 2023: Board approval of the draft STP ready for consultation.
- Summer 2023: statutory public consultation on the draft STP.
- Early Autumn 2023: response to the consultation.
- End 2023 or early 2024: new STP adopted by Board.

Strategy, Policy, Research & Economics

Monthly Summary

Key policy and strategy development activities include the adoption of the TfN Decarbonisation Strategy, responding to the publication of the Integrated Rail Plan, preparation for the consultation on the TfN Freight & Logistics Strategy, external engagement with partners on draft spatial planning and multimodal hubs policy positions, and taking forward the next steps on the Northern Transport Charter, including the approach to citizen engagement and prioritisation.

The Economics and Research team continues to make progress with their research projects with inception meetings completed for all workstreams. Research on transport-related social exclusion has now been completed and initial findings presented to TfN Partnership Board in November. The team has hosted a number of internal Team Talks to raise awareness internally of our work and support evidence-based policy making.

Activity Update

- The updated Decarbonisation Strategy document and draft Consultation Analysis Report gained final approval from TfN Board on 24 November. The 'at a glance' version is being finalised in advance of the planned launch on Wednesday 8 December.
- Work on the TfN Freight & Logistics Strategy has also continued in preparation for a short consultation now due to commence in December. The final version of the strategy will be submitted to TfN Board in early 2022.
- TfN continues to develop a number of policy position statements to feed into the revised STP. Position statements on active travel, spatial planning and multimodal hubs have now been through the Strategic Oversight Group for feedback before they are agreed through TfN governance in early 2022.
- The Government's Integrated Rail Plan was published in November. The IRP proposes investment in the North including new lines but does not go as far as the TfN Board recommended in committing to HS2 and Northern Powerhouse Rail. In particular the proposals for NPR are substantially less than the Board's preferred network. The Board has issued statutory advice to the Government in response to the publication. The IRP sets out a change in TfN's role on NPR from co-client to co-sponsor. The implications of this are being discussed with the DfT. TfN is still intending to commence work in early 2022 on a Combined Train Service Specification to set out the vision as in the Long-Term Rail Strategy.
- The final report of the Union Connectivity Review, led by Sir Peter Hendy, was published on 26 November. It proposes a UK Strategic Transport Network (UKNET) and a series of transport corridors which in the North are similar to those in the Strategic Transport Plan. It aligns well with TfN's evidence submission, though the report itself is not clear as to the role that Sub-national Transport Bodies should play.
- Both the qualitative and commissioned transport-related social exclusion (TRSE) research projects are now complete, and findings have been shared with the TfN Partnership Board. Publication of the report and data tool for this research is due in February 2022.

- The team has been working with Ipsos MORI to develop proposals around TfN's approach to Citizen's Engagement with plans to present potential options to a NTC Member Working Group in January 2022.
- Work continues to progress on the transport, health and wellbeing project and the Monitoring and Evaluation Programme Benefits Mapping commission.
- The inception meetings for both Northern Powerhouse Independent Economic Review research projects have been completed with work progressing well in all areas.
- The Northern Evidence Academic Forum took place on the 16 November and was well received by attendees. A recording is available on the TfN website.

| Risk/Issue Summary | Summary of Mitigating Measures | KPI |
|--|---|---------|
| <p>STP buy-in from Government. Risk central Government (DfT) may not consider and/or listen to or accept TfN's advice on proposed transport interventions for the North.</p> | <ol style="list-style-type: none"> 1. Regular engagement sessions with the appropriate leads within DfT to ensure a joined-up approach and regularly discuss the plans to revise the STP, the TfN Decarbonisation and draft Freight & Logistics Strategies with them for comment and feedback. | 19 & 22 |
| <p>TfN embedding the STP across programmes. Risk regarding how the STP and policy positions are embedded across the organisation and how they are joined up across the programmes. If not managed well, a working siloed culture may be prevalent, causing a multitude of business issues to TfN.</p> | <ol style="list-style-type: none"> 1. TfN has recently completed work on the TfN Policy Development Framework which will ensure consistency across TfN workstreams. 2. Co-ordination mechanisms have been established within TfN and with partners (such as the Strategic Oversight Group) to facilitate the co-ordination of programmes of work. 3. A robust benefits realisation framework is being developed to enable the evaluation of programme KPIs and allow the assessment of outcomes in relation to STP objectives. | 20 |
| <p>TfN Decarbonisation Strategy. TfN is unable to develop appropriate and timely policy positions, meaning the North fails to achieve close to zero carbon emission for surface transport by 2045.</p> | <ol style="list-style-type: none"> 1. Careful planning of TfN decarbonisation activities to ensure priority actions are given appropriate focus and resources. 2. Dedicated officer in post responsible for ensuring TfN adopts appropriate and timely policies across TfN workstreams. 3. Develop mechanisms to ensure decarbonisation and sustainability are reflected in project and strategy decision-making. | 19 |
| <p>Economics and research programme. Timescale delay and poor-quality outputs from commissioned projects cause delay to inter-dependent projects and/or reputational damage to TfN.</p> | <ol style="list-style-type: none"> 1. High quality suppliers selected through rigorous procurement process. 2. Weekly catch ups with suppliers to flag any potential timescale delays. 3. Thorough discussion of methodology and approach and early sight of outputs to prevent poor quality outputs. | 19, 20 |

Programme and Look Ahead

- Completion of the transport-related social exclusion research – February 2022.
- Seeking sign off from TfN Board to the first round of TfN policy positions which will feed into the revised STP – Q4 2021/22.
- Initial piloting of citizen engagement approaches – Q4 2021/22.

Investment Programme

Monthly Summary

The modelling work for the Investment Programme Benefits Analysis (IPBA) project is fully underway and the project team is starting to prepare the interim Strategic Programme and Outline Case (SPOC). This will help us to understand the economic, social and environmental benefits of the TfN Investment Programme. The analysis will use DfT's conventional growth scenario, and TfN's four Future Travel Scenarios, to assess the Investment Programme against three different funding strategies. This work will enable TfN to make a strong evidence-based case for transport investment and provide a clear picture of the potential impact of the Investment Programme on carbon emissions.

Activity Update

- Due to the significant changes in the rail network published in the Integrated Rail Plan (IRP), further work to assess the impacts of this on the TfN Investment Programme will be required next financial year, subject to business planning. The current IPBA project will deliver an interim SPOC setting out the benefits analysis of the current Investment Programme in Spring 2022. This will give substantial evidence to support TfN's Investment Programme, which will still be relevant, particularly for the highway network.
- The change control for an additional sensitivity test to consider the impact of a five-year delay to the delivery of the Investment Programme has been submitted to finance for approval.
- The freight modelling report, which will feed into the SPOC, have been completed by the supplier and approved by TfN's modelling and appraisal team.
- The team has started to draft the interim SPOC, with support from colleagues from the wider team.
- TfN has held briefings with new Department for Transport (DfT) technical representatives and ongoing engagement will take place via the Technical Assurance Group (TAG) meetings.

Risks

| Risk/Issue Summary | Summary of Mitigating Measures | KPI |
|--|--|-----|
| Northern Economy and Land Use Model (NELUM) lead resilience: There is a risk that the NELUM model will not be ready and sufficiently tested in time for the IPBA programme. This could result in programme delays and further costs. | 1. Monitor NELUM progress via the programme and weekly modelling calls. | 13 |
| Department for Transport (DfT) engagement: If DfT is unable to commit resources to attend meetings, particularly TAG, potentially due to changes in personnel or other priority work taking focus, there is a risk that we will not have enough engagement with DfT. This may result in DfT not having sufficient technical | 1. Monitor DfT attendance at TAG meetings and offer one-to-one briefings, if necessary. 2. If this risk continues to escalate, discuss it with the DfT representative at the Strategic Oversight Group. | 13 |



Programme and Look Ahead

- Continue modelling and appraisal work in accordance with the Appraisal Specification Report.
- Continue to develop the interim SPOC for completion in April 2022.
- Due to the significant changes in the rail network published in the Integrated Rail Plan (IRP), further work to assess the impacts of this on the TfN Investment Programme will be required next financial year, subject to agreement in the TfN business planning process. The current IPBA project will deliver an interim SPOC setting out the benefits analysis of the current Investment Programme in Spring 2022.

Major Road Network (MRN)

Monthly Summary

The Major Roads Report (MRR) was approved at TfN Board on 24 November. Accelerated delivery of the 2021 mobile dataset, demonstrating the performance of the Major Road Network, has been approved, and the first nine months of data (Jan – Aug 2021) have been received for review.

Activity Update

- The Major Roads Report (MRR) was approved at TfN Board on 24 November and will be published mid-December.
- The Electric Vehicle (EV) charging infrastructure model has been built and initial outputs shared with the EV Steering Group. An update on development to date, outputs and proposed next steps were shared with Strategic Oversight Group (SOG) members on 11 November.
- Accelerated delivery of the 2021 mobile dataset, demonstrating the performance of the Major Road Network, has been approved, and the first nine months of data have been received for review.
- TfN hosted Application Programming Interface (API) training sessions with partners, which will allow them to access the 2020 and 2021 mobile dataset for the MRN.
- The final draft of TfN's multimodal hub policy position was presented to SOG members on 11 November, this will be taken through TfN governance in the New Year.
- TfN coordinated a joint Sub-national Transport Body (STB) response to the Future of Transport Regulatory Review consultation, which closed on 22 November.
- The Major Roads and TAME met with National Highways colleagues to discuss potential ways TfN can support the development of business cases for the Road Investment Strategy (RIS)3, using the Analytical Framework.
- The team has participated in four Route Strategies workshops with National Highways.
- TfN responded to the National Highways' statutory public consultation events for the A66 Northern Trans-Pennine project, which closed on 6 November.
- TfN met with National Highways on 23 November to discuss the strategic and economic dimensions of the business case for the Doncaster – Darrington scheme.
- The team hosted a stand at the annual Highways UK conference on 3 and 4 November 2021 and team members participated in a number of the technical events, promoting TfN's work and supporting the conference programme.
- The team is continuing to monitor and manage the Major Road Network 2020-2025 Programme risk on a regular basis to ensure there is clarity around any decisions made on proposed MRN1 road investments.

Risks

| Risk/Issue Summary | Summary of Mitigating Measures | KPI |
|---|--|-----|
| <p>Alignment with delivery partners - The Investment Programme will be directly affected by other delivery partners (eg. Local Transport Authorities, National Highways, etc) and unplanned announcements could impact TfN work. There is a risk that the recommendations of the Investment Programme do not complement the strategies of other organisations. This could result in a reputational impact, as well as the financial and programme implications of any additional work that is required in response to this risk occurring.</p> | <ol style="list-style-type: none"> 1. TfN to provide RIS3 recommendations to National Highways 2. Manage expectations with partners at IPBA partner briefings. | 16 |
| <p>EVCI stakeholder expectations and interaction – If there is any misalignment of objectives or miscommunication with key stakeholders, there is a risk that stakeholders might not be clear on the outputs to be delivered, it's uses, and their inputs required. This could lead to reputational risk, poor partner relations, and project outputs that are not applied effectively.</p> | <ol style="list-style-type: none"> 1. Host ongoing EVCI Steering Group to test and feedback on outputs. 2. Engagement with the DfT and the Office for Zero Electric Vehicles to ensure clear understanding of how this work can support the national agenda and actions. 3. The suppliers are to support the partner agreement of inputs to the modelling tool. 4. The team is seeking new avenues to promote the work, including National Grid and the Energy Saving Trust (a delivery body for Government regarding electric vehicles). 5. Demonstrate the outputs in a visually accessible way. 6. Engage with partners to encourage and suggest uses of project outputs. | 17 |
| <p>Mobile data outputs under-utilised - If partners do not have sufficient resources to utilise the MRN mobile datasets, or they do not find use in the outputs, there is a risk that the project outputs may be under-utilised. The value of the work may not be understood and likely to make further bids for future dataset projects more challenging.</p> | <ol style="list-style-type: none"> 1. Develop a dashboard that will demonstrate the project outputs and examples of use for the data. 2. Provide support and training to partners including recorded webinars and step-by-step guidance. 3. Use the mobile dataset to strengthen the TfN evidence base for future Major Road Network intervention bids. 4. Atkins to present the outputs and outcomes of the project to the Major Roads Group, and produce an executive summary set of slides for sharing. | 14 |

Programme and Look Ahead

- The team, working with TAME, will review the full Electric Vehicle Charging Infrastructure (EVCI) model and reporting of outputs. We will also finalise scope for Phase 2 of the project, with a view to agree inputs, approach and outcomes with TfN Executive Board.

Operations Summary

Monthly Introduction

TfN operational teams include teams and departments that are key to our success as a Sub-national Transport Body and the completion of our authority-wide KPIs, but who are not responsible for the completion of individual projects or programmes. These teams provide support for programmes through specialist skills and knowledge in their relevant areas. Teams included under the operations section include the Stakeholder Engagement & Communications Team (SECT), Finance, Procurement & Risk, and Technical Assurance, Modelling & Economics (TAME). Other teams within TfN may also be referenced under this section when they undertake important activities relevant to the pursuit of TfN's success and wider goals.

Activity Update

Summary updates on key actions from TfN operational teams are as follows:

Stakeholder Engagement & Communications Team (SECT)

- The publication of the Integrated Rail Plan was a key communications and engagement priority during November. We published an initial response, which was then followed by a press conference after Board and publication of the statutory advice. The interim Chair, Chief Executive and Board Members, were interviewed by a number of outlets, including Sky News, BBC, ITV, GB News, Times Radio.
- The press conference gained more than 500 views across our platforms. The broadcast of the Board meeting has received almost 1,000 views to date, making it one of our most viewed ever. Profile visits and mentions on Twitter more than doubled month-on-month due to the increased interest around our IRP messaging. The TfN website received more than 31,000 page views, which was a 7% uplift year-on-year.
- The internal Team Talks series resumed and we continued to promote activities and information from across the organisation.
- Our stakeholder engagement activities supporting the Transport Across the North APPG, which is due to have its AGM in December.
- Our interim Chair and IPPR North led a fringe event on the Northern Transport Charter at the Labour North West Conference. The Chief Executive visited Tees Valley and the North East to meet with stakeholders and met with the North East Joint Transport Committee about their transport plans for the region.
- We supported the creation of digital content assets for the #ReturnToRail campaign with an external agency and our #NorthStats and 'Chart of the Week' offerings also grew in interactions and views. We filmed our Journeys Back story with Paralympian Ellis Palmer that will go out on our channels over the coming weeks.

Finance, Procurement & Risk

- Budget Revision 2 was submitted and considered by Scrutiny, Audit & Governance and TfN Board.
- We are awaiting a response from DfT regarding NPR funding letter 22 (for quarter 3 2021/22).
- The IRP was received and its implications are being considered. Any incremental activity will be captured in Budget Revision 3.
- Following engagement with DfT and discussion at Executive Board, a bid for additional grant, representing incremental activity over the current budget, was submitted to DfT on 20 October 2021. We are still awaiting confirmation of any grant allocation.

Legal & Democratic

- The 29 September and 24 November TfN Boards and Partnership Boards were held as face-to-face meetings in Manchester and Leeds. The January 2022 Board meeting will need to be held face-to-face to appoint a new Independent Chair, so subject to Government advice on pandemic developments, arrangements are being made for a venue in Manchester. Following Board's desire to hold "hybrid" meetings and agreement on the principle of at least two in-person meetings per year in Manchester and Leeds, arrangements to allow hybrid meetings continue to be developed.
- Three online sessions offering updated Constitution training for Members have recently been held; attendance was light, so Members are to be contacted offering the arrangement of bespoke sessions if any Member who would have wished to attend was unable to do so.
- The team continues to support procurement and governance and provide general legal advice across a wide range of areas within TfN, including the Strategic Transport Plan as work on it is developed.

TAME (Technical Assurance, Modelling & Economics)

- Early NPR tests of The Northern Economy and Land Use Model 3 (NELUM 3) have been completed and results are under review to determine if they are reliable enough for release into the NPR programme.
- The DfT has shared the final draft of the Northern Rail Modelling System (NoRMS) iteration 1d Discovery Report. TAME has assembled a programme of future work to address the relevant recommendations and will provide a response to the report in early December.
- The NorTMS Development Partner has started work developing NoRMS Iteration 2f, which is intended for use on the NPR SOC submission. The development work is expected to be completed in four to five weeks.
- NorTMS has been successfully run in dynamic highway cost mode on the IPBA programme. This integrates the rail and highway models into a unified platform enabling improved multimodal modelling
- The Rail Modelling and Appraisal Partner (RMAP) contract team is progressing with tasks unaffected by the IRP.

- The 2022/23 RMAP Contract Invitation to Tender (ITT) has gone to market and responses are expected by mid-December.
- TAME continues to support the development of an Electric Vehicle Charging Infrastructure modelling tool.
- The team now has a full complement of consultants under the Analyst Support Partner Contract and plans to retain these resources until the contract expires end of March 2022, or until notified otherwise by the DfT.

Financial Performance

Financial Update

Summary

Expenditure incurred in November: £4.21m

Variance to monthly budget: Underspend of £0.50m (11%)

Year-to-date (YTD) expenditure incurred: £35.12m

Underspend to date: £0.47m (1%)

Headlines

- November actuals have been monitored against the Revision 2 budget, which was prepared prior to the publication of the Integrated Rail Plan (IRP).
- The underspend in the month and year-to-date are principally driven by the NPR programme and Strategic Rail activity.

Programmes

- Expenditure of £3.35m represents an underspend of £0.30m (8%) in the month.
- Year-to-date expenditure of £29.32m is £0.32m behind budget (1%) and is driven by underspend on the NPR programme.

Integrated & Smart Travel

- Expenditure of £0.03m was incurred in the month. Year-to-date expenditure of £1.04m is £0.01m under budget (1%).

Northern Powerhouse Rail

- Expenditure of £3.26m represents an underspend of £0.24m (7%) in the month. Year-to-date expenditure of £27.70m.
 - Underspend is driven by lower use of contractor resources in the month, both in programme support and modelling.

IPBA (Investment Programme Benefits Analysis)

- Expenditure of £0.05m in the month was under budget. Year-to-date expenditure of £0.58m is £0.07m under budget (11%). This is due to modelling work being behind schedule but is still expected to catch up before the end of the financial year.

Operations:

Rail Operations

- Expenditure in the month of £0.26m is £0.14m (34%) under budget. YTD expenditure of £1.52m is £1.78m. Underspend is driven by lower than forecast expenditure on several professional services contracts.
 - The contribution to capacity analysis on the East Coast Main Line will now be spread over several months, rather than as a one off payment.
 - Business case work has been paused while the work programme is re-assessed following the publication and content of the IRP.
 - Delays to the rail recovery work due to increasing uncertainty in relation to the pandemic and the potential for changes in guidance which could impact train usage.

Operational Areas

- Expenditure of £0.60m in the month represents an underspend of 11%. YTD expenditure of £4.02m is £0.02m behind budget.
 - Underspend to date is concentrated in the modelling business area. A discrete data purchase was delayed and is now forecast to occur in December, and expenditure on the Strategic Rail Business Case modelling support contract is lower than anticipated following the publication of the IRP.

Expenditure Control

- Through the monthly budget virement process, new opportunities identified as supportive of the delivery of the 2021/22 Business Plan are reviewed by OBT. No new activities were approved in November.

Activity Dashboard

| TRANSPORT FOR THE NORTH FINANCE DASHBOARD | | | | | PERIOD BUDGET CYCLE | | 8 REVISION 2 | | NOVEMBER 2021/22 | | | | | | | | | | | | | | | | | | | | | | |
|---|---------------|---------------|---------------|------------|--|---------------|-----------------|------------|---------------------|--|----------|--------------|-------------|------------------|------|------|----------|-------|-------|-------------|------|------|----------|-------|-------|------------------|------|------|--------------|--------------|--------------|
| PERIOD ACTUALS VERSUS BUDGET (REVISION 2) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actuals £m | Budget £m | Var. £m | Var. % | <table border="1"> <caption>Period Actuals Versus Budget Data</caption> <thead> <tr> <th>Category</th> <th>Actuals (£m)</th> <th>Budget (£m)</th> </tr> </thead> <tbody> <tr> <td>IST</td> <td>0.03</td> <td>0.05</td> </tr> <tr> <td>NPR</td> <td>3.26</td> <td>3.50</td> </tr> <tr> <td>Major Roads</td> <td>0.05</td> <td>0.10</td> </tr> <tr> <td>Rail Ops</td> <td>3.35</td> <td>3.65</td> </tr> <tr> <td>Operational Area</td> <td>0.26</td> <td>0.39</td> </tr> <tr> <td>Total</td> <td>4.21</td> <td>4.71</td> </tr> </tbody> </table> | | | | | | Category | Actuals (£m) | Budget (£m) | IST | 0.03 | 0.05 | NPR | 3.26 | 3.50 | Major Roads | 0.05 | 0.10 | Rail Ops | 3.35 | 3.65 | Operational Area | 0.26 | 0.39 | Total | 4.21 | 4.71 |
| Category | Actuals (£m) | Budget (£m) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| IST | 0.03 | 0.05 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| NPR | 3.26 | 3.50 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Major Roads | 0.05 | 0.10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rail Ops | 3.35 | 3.65 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operational Area | 0.26 | 0.39 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total | 4.21 | 4.71 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Integrated and Smart Ticketing | £0.03 | £0.05 | £0.01 | 30% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Northern Powerhouse Rail | £3.26 | £3.50 | £0.24 | 7% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| IPBA | £0.05 | £0.10 | £0.05 | 48% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Programmes | £3.35 | £3.65 | £0.30 | 8% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rail Operations | £0.26 | £0.39 | £0.14 | 34% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operational Areas | £0.60 | £0.67 | £0.07 | 11% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | £4.21 | £4.71 | £0.50 | 11% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| YEAR TO-DATE ACTUALS VERSUS BUDGET (REVISION 2) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actuals £m | Budget £m | Var. £m | Var. % | <table border="1"> <caption>Year-to-Date Actuals Versus Budget Data</caption> <thead> <tr> <th>Category</th> <th>Actuals (£m)</th> <th>Budget (£m)</th> </tr> </thead> <tbody> <tr> <td>IST</td> <td>1.04</td> <td>1.05</td> </tr> <tr> <td>NPR</td> <td>27.70</td> <td>27.94</td> </tr> </tbody> </table> | | | | | | Category | Actuals (£m) | Budget (£m) | IST | 1.04 | 1.05 | NPR | 27.70 | 27.94 | | | | | | | | | | | | |
| Category | Actuals (£m) | Budget (£m) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| IST | 1.04 | 1.05 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| NPR | 27.70 | 27.94 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Integrated and Smart Ticketing | £1.04 | £1.05 | £0.01 | 1% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Northern Powerhouse Rail | £27.70 | £27.94 | £0.24 | 1% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| IPBA | £0.58 | £0.65 | £0.07 | 11% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Programmes | £29.32 | £29.64 | £0.32 | 1% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rail Operations | £1.78 | £1.92 | £0.14 | 7% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operational Areas | £4.02 | £4.03 | £0.02 | 0% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | £35.12 | £35.59 | £0.47 | 1% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| YEAR TO-DATE ACTUALS VERSUS FORECAST TO OUTTURN (REVISION 2) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actuals £m | F/cast £m | Var. £m | Var. % | <table border="1"> <caption>Year-to-Date Actuals Versus Forecast to Outturn Data</caption> <thead> <tr> <th>Category</th> <th>Actuals (£m)</th> <th>F/cast (£m)</th> </tr> </thead> <tbody> <tr> <td>Operational Area</td> <td>4.02</td> <td>4.03</td> </tr> <tr> <td>Rail Ops</td> <td>1.78</td> <td>1.92</td> </tr> <tr> <td>Major Roads</td> <td>0.05</td> <td>0.10</td> </tr> <tr> <td>NPR</td> <td>27.70</td> <td>27.94</td> </tr> <tr> <td>IST</td> <td>1.04</td> <td>1.23</td> </tr> <tr> <td>Total</td> <td>35.12</td> <td>57.03</td> </tr> </tbody> </table> | | | | | | Category | Actuals (£m) | F/cast (£m) | Operational Area | 4.02 | 4.03 | Rail Ops | 1.78 | 1.92 | Major Roads | 0.05 | 0.10 | NPR | 27.70 | 27.94 | IST | 1.04 | 1.23 | Total | 35.12 | 57.03 |
| Category | Actuals (£m) | F/cast (£m) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operational Area | 4.02 | 4.03 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rail Ops | 1.78 | 1.92 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Major Roads | 0.05 | 0.10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| NPR | 27.70 | 27.94 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| IST | 1.04 | 1.23 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total | 35.12 | 57.03 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Integrated and Smart Ticketing | £1.04 | £1.23 | £0.19 | 15% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Northern Powerhouse Rail | £27.70 | £45.62 | £17.92 | 39% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| IPBA | £0.58 | £0.86 | £0.28 | 33% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Programmes | £29.32 | £47.71 | £18.39 | 39% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rail Operations | £1.78 | £3.10 | £1.32 | 43% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operational Areas | £4.02 | £6.23 | £2.21 | 35% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | £35.12 | £57.03 | £21.92 | 38% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FUNDING YEAR TO DATE | | | | | FUNDING FORECASTS TO OUTTURN (REVISION 2) | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Funding Stream | Actuals £m | Budget £m | Var. £m | Var. % | Actuals £m | Budget £m | Var. £m | Var. % | | | | | | | | | | | | | | | | | | | | | | | |
| TDF - Rail | £27.70 | £27.94 | £0.24 | 1% | £27.70 | £45.62 | £17.92 | 39% | | | | | | | | | | | | | | | | | | | | | | | |
| IST - Capital and Revenue | £1.04 | £1.05 | £0.01 | 1% | £1.04 | £1.23 | £0.19 | 15% | | | | | | | | | | | | | | | | | | | | | | | |
| Core Grant | £5.27 | £5.49 | £0.21 | 4% | £5.27 | £8.48 | £3.21 | 38% | | | | | | | | | | | | | | | | | | | | | | | |
| Rail North Grant & Contributions | £0.93 | £0.95 | £0.01 | 1% | £0.93 | £1.44 | £0.50 | 35% | | | | | | | | | | | | | | | | | | | | | | | |
| Trading Income | £0.17 | £0.17 | £0.00 | 0% | £0.17 | £0.26 | £0.10 | 37% | | | | | | | | | | | | | | | | | | | | | | | |
| | £35.12 | £35.59 | £0.47 | 1% | £35.12 | £57.03 | £21.92 | 38% | | | | | | | | | | | | | | | | | | | | | | | |

Human Resources Update

Salaried Establishment as at **6 December 2021**

Established Permanent/Fixed-term Posts

| Area | Permanent Posts (Over 2 years) | Fixed-term Posts (Up to 2 Years) | Total Establishment |
|---------------------------------------|-----------------------------------|-------------------------------------|-------------------------|
| CEO Office | 2 (2.00 FTE) | - | 2 (2.00 FTE) |
| Support Services | 25 (25.00 FTE) | 2 (2.00 FTE) | 27 (27.00 FTE) |
| Operational & Delivery | 73 (71.84 FTE) | 18 (18.00 FTE) | 91 (89.84 FTE) |
| Rail North Partnership (Hosted) | 13 (13.00 FTE) | 3 (3.00 FTE) | 16 (16.00 FTE) |
| Total Establishment | 113 (111.84 FTE) | 23 (23.00 FTE) | 136 (134.84 FTE) |
| Strength (in post) | 104 (102.84 FTE) | 15 (15.00 FTE) | 119 (117.84 FTE) |
| Appointed (start date pending) | 1 (1.00 FTE) | - | 1 (1.00 FTE) |
| Active/Pending Recruitment | 1 (1.00 FTE) | 1 (1.00 FTE) | 2 (2.00 FTE) |
| Vacant – On-hold | 7 (7.00 FTE) | 7 (7.00 FTE) | 14 (14.00 FTE) |

Agency/Consultancy Resource – Covering Vacant Established Posts

| Area | Posts (FTE) |
|------------------------|-----------------------------|
| Support Services | 5 Posts (5.00 FTE) |
| Operational & Delivery | 10 Posts (10.00 FTE) |
| Total | 15 Posts (15.00 FTE) |

Consultancy Resource – Contracts for Service (TDF Funded)

| Area | Current Strength Posts (FTE) | Year-End FY21/22 Projected Posts (FTE) |
|------------------------------|---------------------------------|---|
| Support Services | 0 Post (0.00 FTE) | 0 Post (0.00 FTE) |
| Operational & Delivery – NPR | 46 Posts (46.00 FTE) | 101 Posts (101.00 FTE) |
| Total | 46 Posts (46.00 FTE) | 101 Posts (101.00 FTE) |

The above are all NPR related posts and due to the nature of the funding (one-year only) and technical skills required, have been engaged via the contract for service route. Further roles (circa 55 posts) are anticipated to be brought in throughout the forthcoming year, with actual plans for this resource to be finalised once the IRP has been fully considered and a revised date/arrangements for the submission of the NPR SOC agreed.

Resourcing Update – For Information

Permanent Recruitment Pause - given current uncertainties facing TfN, we have temporarily paused permanent contract recruitment. Any vacancies that arise will be resourced using fixed-term contracts, acting-up arrangements or contractor resources, additionally, there is a by-exception process where a risk to business plan delivery is identified, permanent recruitment will be permitted.

TfN Board & Partnership Board Chair – as reported to the TfN Board in November, two closely matched candidates have been taken through to a second stage selection process. It is intended that a preferred candidate for appointment will be presented to the January 2022 TfN Board meeting for approval.

HR Metrics – 2021/22 Year-To-Date:

| | |
|---|--------------|
| Corporate Sickness Level: | 1.8% |
| Employment Policy Application: | 1.5% |
| Rolling 12 Month - Employee Turnover (Voluntary Leavers): | 16.2% |
| % of Employees from an Ethnic Minority Background: | 13% |
| % of Employees declaring a Disability: | 22% |
| Gender Mix - % of Female Employees: | 39% |
| % of Male Employees: | 61% |

KPIs

Key Performance Indicators

Transport for the North's Key Performance Indicators (KPIs) are outlined in the published Business Plan for 2021-22. The below table outlines the programme and organisational KPIs and provides a summary of the year-end position.

| Key | Number of KPIs with this status |
|---|---------------------------------|
| Achieved (complete) | 8 |
| On Track (in progress, no delays) | 5 |
| In Progress (in progress, may become delayed) | 5 |
| Delay (has missed a key deadline) | 5 |
| Delay BTYE (delayed beyond this year end) | 0 |
| Not Started | 3 |

| Area | KPI | Detail | Progress | Status |
|----------------|-----|--|--|--------|
| Strategic Rail | 1 | Demonstrate clear Northern input in supporting and developing return to rail initiatives across the North to rebuild passenger numbers and aid economic recovery. March 2022 | On Track | |
| | | | Messaging and communications will continue to promote safe use of public transport. The team is working with Train Operating Companies identifying ticketing/marketing/offers to rebuild confidence, attract passengers back, and entice new passengers when appropriate. | |
| Strategic Rail | 2 | Deliver plans for rail hub enhancements around two major stations to maximise the potential of the network. October 2021/February 2022 | Delay | |
| | | | Work was undertaken on developing a Strategic Outline Business Case for a radical plan for Leeds station, with the delivery of an economic case by Atkins. However, following publication of the IRP, this workstream will now be incorporated into a larger study of Leeds led by Network Rail. A second Hub Delivery Plan (for Carlisle) is being scoped at present. | |
| Strategic Rail | 3 | Demonstrate meaningful and beneficial engagement for the North on rail reform within three months of publication of the Williams White Paper. September 2021 | Achieved | |
| | | | A draft formal response has now been produced, and agreed with slight modifications by TfN Board in September. The TfN Board agreed that TfN's future role in the railway should be centred on four pillars where TfN adds the most value to the industry structure. This has already formed the basis of discussion between TfN officers and the industry to shape the next | |

| | | | |
|--------------------------|----|--|---|
| | | | phase of work with the GBR transition team. |
| Strategic Rail | 4 | Further embed the TfN rail journey time improvement initiative with Network Rail to deliver better reliability on at least two rail routes during 2021/22. March 2022 | <p>Delay</p> <p>Network Rail is now fully engaged with the Theoretical Line Speed process and is progressing the delivery of the Darlington – Bishop Auckland findings. The development of the York – Scarborough findings is delayed, and will not be delivered by March 2022. TfN continues to work with NR to resume work in 2022/23.</p> |
| Strategic Rail | 5 | Pursue the digital transformation of fares, ticketing and information through collaboration and the development of business cases across the North and/or through national rail reform. March 2022 | <p>In Progress</p> <p>A scoping report for this programme was prepared by the Integrated & Smart Travel (IST) team as part of the project closedown. Policy statement on contactless capping endorsed by OBT in November and endorsement is sought from Exec Board on 9 December. Bus Improvement Plans collated, and areas of digital collaboration identified. Plans for Northern Digital Mobility Strategy is targeted for TfN Board in January.</p> |
| Strategic Rail | 6 | Continue to use TfN’s existing powers and role in the Rail North Partnership to deliver the best outcomes for passengers, within the financial and legacy infrastructure constraints, by influencing train operators and major programmes including TRU and central Manchester. March 2022 | <p>On Track</p> <p>TfN is actively using its powers and voice to get a better outcome for passengers in central Manchester, for example by working collaboratively with DfT to secure the right infrastructure and services for Manchester.</p> |
| Northern Powerhouse Rail | 7 | Completion and submission of the Strategic Outline Case, timescale to be agreed following publication of the Government’s Integrated Rail Plan. TBC post-IRP | <p>In Progress</p> <p>The Department has now said it intends to complete the SOC in 2022. Further discussions are required to determine what support is required from TfN.</p> |
| Northern Powerhouse Rail | 8 | Reconfirm NPR phasing plan in response to Government’s Integrated Rail Plan. TBC post-IRP | <p>Not Started</p> <p>Final phasing position in the SOC is awaiting clarification of the IRP conclusions and subsequent agreements between TfN and DfT.</p> |
| Northern Powerhouse Rail | 9 | Complete initial survey work and commence OBC on early accelerated projects to start construction in FY 2024/25. September 2021 | <p>Delayed</p> <p>Current survey works were due to conclude in Q2 21/22, however issues with possessions/site access has resulted in required surveys now scheduled to conclude in January 2022. The programme of activity post-surveys is dependent on IRP conclusions and subsequent agreements between TfN and DfT.</p> |
| | 10 | | Not Started |

| | | | |
|--|----|---|---|
| Northern Powerhouse Rail | | Initiate additional survey work and commence Outline Business Case on early accelerated projects to enable delivery partners to start construction in 2024/25. January 2022 | Further surveys and pace of commencing OBCs are dependent on IRP conclusions and subsequent agreements between TfN and DfT. |
| Northern Powerhouse Rail | 11 | Agree NPR governance arrangements with DfT as programme transitions to the next stage. TBC post-IRP | In progress The IRP sets out the government's intention to replace co-clienting with a co-sponsorship governance arrangement. Further detail is awaited and the executive will seek early steers from the TfN Board in January. |
| Investment Programme Benefits Analysis | 12 | Commission the Investment Programme Benefit Analysis work and deliver the programme up to the Gateway Review. September 2021. | Achieved The GPR is now complete. The GPR has identified minor changes to be introduced to the project scope and re-baselining of the project programme. |
| Investment Programme Benefits Analysis | 13 | Subject to Gateway Review, complete work on the Investment Programme Benefit Analysis which will be used as the evidence base for the next STP. March 2022 | Delay Due to the significant changes in the rail network published in the Integrated Rail Plan (IRP), further work to assess the impacts of this on the TfN Investment Programme will be required next financial year, subject to business planning. The current IPBA project will deliver an interim SPOC setting out the benefits analysis of the current Investment Programme in Spring 2022. |
| Major Roads | 14 | Produce a robust evidence base monitoring performance and types of journey on the MRN. This will support analysis of the impacts of Covid-19 to monitor and evaluate outcomes including changes in travel patterns and behaviours. October 2021 | Achieved The mobile data project for the 2020 dataset is complete. |
| Major Roads | 15 | Publish the updated Major Roads Report, following DfT publication of the national Transport Decarbonisation Plan and TfN's Decarbonisation Strategy. October 2021 | Achieved The MRR was approved at TfN Board on 24 November. |
| Major Roads | 16 | Use our evidence base to work with National Highways and DfT to identify TfN's priorities to be considered as part of DfT's Road Investment Strategy 3. March 2022 | In Progress Work with National Highways to develop the Route Strategies, which will feed into RIS3, is ongoing. National Highways commenced engagement with stakeholders on Route Strategies in October 2021. |
| Major Roads | 17 | Work with our partners and DfT to scope out how TfN can best support plans for an integrated electric vehicle and/or hydrogen charging infrastructure network, | On Track Work continues on the Electric Vehicle Charging Infrastructure (EVCI) project, with EVCI model outputs being shared with partners. |

| | | | |
|-------------------------------|----|---|---|
| | | supporting all communities in the adoption of low and zero emission vehicles. March 2022 | |
| Major Roads | 18 | Continue to work with DfT's Acceleration Unit to ensure their awareness of the schemes identified in TfN's Economic Recovery Plan for their consideration of accelerating delivery. March 2022 | In Progress Engagement with DfT and the Acceleration Unit is ongoing. |
| Strategy, Policy and Research | 19 | Consult on the draft Decarbonisation Strategy and seek adoption by the TfN Board in Autumn 2021. November 2021 | Achieved Strategy adopted by TfN Board on 24 November. Publication due on Wednesday 8 December. |
| Strategy, Policy and Research | 20 | Agree a plan to adopt a new Strategic Transport Plan by 2024, and commence a new Northern Powerhouse Independent Economic Review (NPIER) programme as a first step. October 2021 | Achieved Principals of the proposed programme were taken through TfN governance in September 2021 and agreed by the TfN Board on 29 September 2021. |
| Strategy, Policy and Research | 21 | Progress the advanced prioritisation mechanisms set out in the Northern Transport Charter, including analytical tools to allow prioritisation on a wider basis (economic, social, and decarbonisation) and independent assurance arrangements. March 2022 | On Track TfN Board agreed to the NTC development plan at July 2021 board, including the progression of advanced prioritisation mechanisms and independent assurance arrangements. Further internal work is now underway and will be presented to the NTC Member Working Group in January 2022. |
| Strategy, Policy and Research | 22 | Consult on and adopt the TfN Freight & Logistics Strategy and work with the industry to agree implementation arrangements. December 2021 | Delayed The consultation on the strategy will commence in December. The Board will consider the final version of the strategy in early 2022. |
| Strategy, Policy and Research | 23 | Provide input into the final stages of the Union Connectivity Review and respond on its publication. September 2021 | On track TfN submitted a formal response into the Call for Evidence in December 2020. The report was delayed and published in late November 2021. Government has not yet responded to the recommendations. Officers are preparing advice for TfN Board in January. |
| Corporate | 24 | Develop and provide a Comprehensive Spending Review submission to Government. In line with timetable set by Government | Achieved TfN's Spending Review submission was made to DfT on 9 September 2021. |
| Corporate | 25 | Feed into emerging procurement practice as the UK's current 'EU style' regime is updated and look at opportunities to further increase social value. March 2022 | Not Started Not started. Will begin once revised procurement guidance starts to emerge. The Procurement team is supporting running a pilot scheme to trial Social Values considerations with |

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| | | | the D&I (Diversity & Inclusion) Working Group. |
| Corporate | 26 | Implement and further develop the agreed new Ways of Working, to include physical office design, office and remote working, corporate and constitutional meetings and IT strategy. Within three months of return to office | Achieved TfN fully implemented its agreed hybrid ways of working to time and budget. Our new ways of working have been underpinned by the physical re-design to our Manchester and Leeds offices which was fully completed September 21. TfN constitutional meetings in the main moved to "in-person" meetings from September 21. |



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| | |
|----------------------|---|
| Meeting: | Scrutiny Committee |
| Subject: | Integrated Rail Plan |
| Author: | Tim Foster, Strategy and Programme Director |
| Sponsor: | Martin Tugwell, Chief Executive |
| Meeting Date: | Wednesday 12 January 2022 |

1. Purpose of the Report:

- 1.1 Transport for the North's provisional assessment of the Integrated Rail Plan (IRP) as presented at the TfN Board at the meeting on 26 November 2021, and the subsequent statutory advice from the TfN Board to government.
- 1.2 Officers will attend Scrutiny on 12 January to update members on progress since the Board meeting and any subsequent developments on the IRP.

2. Recommendation:

- 2.1 Members are asked to note the information in the report including the economic and environmental assessment of the IRP (para 3.6), and the plan to respond to the Transport Select Committee inquiry (para 3.7)

3. Initial Assessment:

- 3.1 Following the publication of the Integrated Rail Plan on 18 November 2021, officers undertook an initial assessment of the potential economic consequences of the Plan, and key findings were presented at the TfN Board meeting on 24 November 2021.
- 3.2 The initial assessment of the IRP provided by Officers to Board concluded that:
 - the level of investment and connectivity provided by the IRP is not sufficient to deliver the level of growth outlined in the Strategic Transport Plan, or to deliver the outcomes in the Northern Powerhouse Independent Economic Review of £100m GVA, 850,000 jobs and 2m more homes by 2050.
 - In removing key elements of the eastern leg of HS2, and only committing to a partial and limited investment in NPR, the IRP has fundamental consequences for both rail connectivity and the wider objectives of TfN's Strategic Transport Plan, including several key trans-Pennine corridors and links to the North East. The IRP offers only limited certainty with stronger commitments in the West and more uncertainty for Yorkshire and the North East.
 - There are large gaps in connectivity with major omissions including Bradford, Hull, and Leeds to Sheffield. NPR investment is focused on the existing Liverpool to York corridor. Key stations and route options are unfunded. The fragmented and poorly defined approach in the IRP raises questions about reliability, resilience, and disruption for the travelling public. There is limited commitment to east-west freight connectivity beyond Transpennine Route Upgrade.
 - There will be immediate wider regeneration and development implications because NPR and HS2 have been built into local economic plans and growth strategies. The additional uncertainty will exacerbate the risk that wider investment flows to those areas with greater certainty (for example as Birmingham has benefited from the anticipated arrival of HS2 phase 1).

- In terms of environmental considerations, there is some value from delivering benefits earlier than anticipated and plans for some early electrification is to be welcomed. However, by choosing to focus investment on upgrading existing routes, the North is likely to see sustained closures and disruption through the next 10 to 15 years at a critical time for encouraging behaviour change and use of rail for longer distance trips.
- While there will be passenger benefits from the investment proposed in the IRP, the absence of technical detail means it is unclear if the IRP proposals will result in a network that can work for passengers and freight, or if it will enable the North to decarbonise its transport system in line with legal requirements.

3.3 The Board noted the absence of the technical documentation supporting the IRP proposals. The environmental, economic and regeneration impacts of the IRP proposals do not appear to have been assessed. Without further information, TfN officers remain unable to determine how key decisions have been reached.

3.4 Immediately following the November Board meeting, the Interim Chair provided statutory advice to government emphasising the Board's unanimous concerns about the IRP and seeking a constructive way forward (Appendix 1).

3.5 In responding to government, the Board has noted the absence of the technical documentation supporting the IRP proposals. The environmental, economic and regeneration impacts of the IRP proposals do not appear to have been assessed. Without further information, TfN officers remain unable to determine how key decisions have been reached or if the approach outlined in the new HMT green book has been followed.

3.6 At the November Board meeting, the Chief Executive was asked

"to prepare a report to the Board on the impact the Integrated Rail Plan will have on the North's economic and decarbonisation ambitions."

This is likely to include the implications for connectivity and economic productivity, local plans and strategies, redevelopment around stations, freight and international connectivity, and decarbonisation.

3.7 The Transport Select Committee announced an inquiry into "the implications of the Integrated Rail Plan (IRP) for the economy and rail capacity and connectivity." Officers are developing an evidence submission on behalf of the Board and will seek the views of Scrutiny members at the meeting on the 12th, as well as providing a further verbal update on the IRP as required.

4. Corporate Considerations

Financial Implications

4.1 No direct financial implications of this report.

Resource Implications

4.2 Additional work on the Integrated Rail Plan economic assessment in this report does not require additional resources.

Legal Implications

4.3 This paper does not require a legal assessment.

Risk Management and Key Issues

4.4 This paper does not require a risk assessment. TfN's Monthly Operating Report presents the risks to TfN delivery associated with the IRP.

Environmental Implications

4.5 A full assessment is not required at this stage. The report outlines plans to undertake an initial environmental assessment.

Equality and Diversity

4.6 A full assessment is not required at this stage. The report outlines plans to undertake an initial economic assessment of the IRP and that will include equality and diversity.

Consultations

4.7 TfN Board members were consulted at the November Board meeting and the members' agreed position is reflected in the statutory advice to government.

5. Background Papers

5.1 N/A

6. Appendices

6.1 Appendix 1 – Statutory advice to government

Glossary of terms, abbreviations and acronyms used (if applicable)

Please include any technical abbreviations and acronyms used in the report in this section. (Please see examples below.) This will provide an easy reference point for the reader for any abbreviations and acronyms that are used in the report.

- a) HMT – Her Majesty's Treasury
- b) HS2 – High Speed 2
- c) IRP – Integrated Rail Plan
- d) NPR – Northern Powerhouse Rail

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Date: 26 November 2021

The Rt. Hon. Grant Shapps

Secretary of State
Great Minster House
33 Horseferry Road
London
SW1P 4DR

Councillor Louise Gittins

Interim Chair
Transport for the North
4 Piccadilly Place
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M1 3BN

Sent by e-mail to:

DfT.Ministers@dft.gov.uk
TransportSecretary@dft.gov.uk

Tel: 0161 250 2711

Dear Secretary of State,

Transport for the North's Statutory Advice in Response to the Integrated Rail Plan

I am writing on behalf of the Transport for the North Board to express our collective disappointment and dismay at the inadequacy of the Integrated Rail Plan; the plan as proposed is unacceptable to the North. The TfN Board meeting on Wednesday noted that the proposals breach the commitments Government had previously made on Northern Powerhouse Rail, and differ from the Board's preferred option, as set out in statutory advice to the Department for Transport.

However, there was also unanimous support from Board members to work with the Government to explore ways in which the long-term ambition underpinning its preferred Northern Powerhouse Rail network might be realised. Given the need to move forward quickly, the Board requests you meet with myself and a delegation from the Board as soon as possible.

The context for the Board's disappointment lies in the fact that we have waited nearly a year for the IRP to be published, and it is more than 21 months since the government accepted Douglas Oakervee's recommendation that both NPR and HS2 should be built in full. The rapid post-pandemic return of passengers and freight to the North's rail network – both of which have been stronger than the national average – demonstrates the critical role that rail plays in supporting our economy and enabling growth.

In discussing the economic and connectivity implications of the Integrated Rail Plan, the Board all agreed the following:

- That the Government acknowledges connectivity East to West is not only about speed but capacity and connection between towns as well as cities;
- That in failing to deal with the infrastructure constraints, particularly around Leeds and Manchester, the plan is the wrong solution for the whole of the North and does not deliver the long-term transformation required to level up the North's economy;
- That the proposals would present significant operational performance risks with intercity, regional, local, and freight services competing for capacity on critical sections of shared infrastructure across the North;

- That TfN's preferred option for Northern Powerhouse Rail would provide up to 12 fast trains per hour between Leeds and Manchester, compared to 8 through the upgrade option in the Integrated Rail Plan;
- That disruption caused to passengers, freight, and the economy by upgrading lines is likely to be more significant than for the construction of new lines;
- That Bradford is the seventh largest local authority area in England by population and its residents currently have no direct rail access to Liverpool, Sheffield, Newcastle, Hull, or Manchester Airport;
- The importance of Liverpool as a key destination for business and tourism and the insufficient capacity at Liverpool Lime Street Station to support the desired levels of service;
- That the re-opening of the mothballed Leamside line (TfN's preferred option for NPR) would remove the current constraints of six trains per hour on the East Coast Main Line;
- The importance of improving connectivity on strategic corridors between Sheffield and Leeds; Sheffield and Manchester; Sheffield and Hull; Leeds and Hull; and
- That there is a need to ensure the city of Hull and East Riding are reconnected to the Transpennine mainline and plans for electrification are reinstated as part of improved East West decarbonised freight and passenger connectivity.

The Board has asked the Chief Executive of Transport for the North to prepare a report to the Board on the impact the Integrated Rail Plan will have on the North's economic and decarbonisation ambitions. The Board also made clear the importance of publishing the technical work underpinning the IRP as a matter of urgency so there is clarity about the basis on which decisions have been taken.

As a Board, we remain committed to the long-term ambition for improving connectivity across the North and with the Midlands. We remain firm in our collective belief that the Board's preferred approach to HS2 and Northern Powerhouse Rail best reflects the unique opportunity to unleash the potential of the North, addresses the imbalance in the quality and extent of the rail infrastructure across the UK, and achieves real, positive, and lasting change for the region. It remains essential to retain the long-term ambition for the North's economy that underpins our Strategic Transport Plan to give confidence to investors, and hope to our residents and businesses.

The Board unanimously agreed that it wishes to explore with Government funding options for the delivery of the preferred Northern Powerhouse Rail: options could include local contributions, including through harnessing local economic benefits.

We believe this approach offers the best opportunity to realise our shared ambition for the residents and businesses of the North. We look forward to meeting with you at the earliest opportunity to begin that discussion.

Yours sincerely,



Councillor Louise Gittins
Interim Chair

| | |
|----------------------|---|
| Meeting: | Transport for the North Scrutiny Committee |
| Subject: | Rail Reform and Whole Industry Strategic Plan |
| Author: | David Worsley |
| Sponsor: | David Hoggarth |
| Meeting Date: | Wednesday 12 January 2022 |

1. Purpose of the Report:

- 1.1 This report summarises recent developments within the rail industry on the implementation of the government's White Paper *Great British Railways: The Williams-Shapps Plan for Rail* from May 2021. It seeks endorsement of the approach and sets out planned next steps (including detailed engagement with the Great British Railways Transition Team and Mayoral Combined Authorities).
- 1.2 This report also explains how the TfN Strategic Rail team intends to respond to one of the first activities performed by the Great British Railways Transition Team, namely their call for evidence to support their forthcoming Whole Industry Strategic Plan.

2. Recommendations:

- 2.1 The Scrutiny Committee is asked to:
 - a) Note the progress on working with the industry on implementing the Williams-Shapps Plan in the North.
 - b) Note the approach set out in this paper including the proposal to utilise existing levers within the Rail North Partnership Agreement set out in paragraphs 3.9 to 3.10 and plans to undertake deeper discussion of the development of the new partnership with Great British Railways.
 - c) Endorse the approach to responding to the Whole Industry Strategic Plan call for evidence which is set out in paragraphs 3.14 to 3.16 and consider any further points that could be included in Transport for North's response.

3. Main Issues:**Background**

- 3.1 Transport for the North has consistently identified the potential for transformation of the North's transport system to realise economic potential and economic productivity gains and used its analytical tools to demonstrate the value to the national economy. The Rail White Paper signals a radical transformation of the management of the national rail network and positions strong partnerships at regional and local levels to help achieve these goals.
- 3.2 At the last meeting of the Transport for the North Board, members endorsed an initial response to the Rail White Paper setting out a strong partnership offer to the new GBR organisation based on four pillars:
 - a) Transport for the North as a strategic partner for Great British Rail;
 - b) Transport for the North as the lead on multi-modal strategy and investment priorities for the North in collaboration with local authorities;
 - c) Transport for the North as a provider of evidence, data and strategic insights; and

- d) Transport for the North as the unified voice for northern authorities and the business community, acting as the link between local devolution, multi-modal integration, Local Enterprise Partnerships and GBR's regions.

Changes to the wording of the key recommendations were requested (and resolved) in order to reflect that:

- e) Transport for the North works with local authorities in discharging its function of leading on multi-modal investment priorities; and
- f) Transport for the North provides close links to the business community through its relationship with Local Enterprise Partnerships, thereby connecting business to devolved authorities.

3.3 The White Paper set out sweeping reforms to the structure of the rail industry to improve customer focus and accountability. The reforms will require legislation and are unlikely to be fully implemented until 2023/24. However, the Government has set up a transition team headed by Andrew Haines (who is also Chief Executive of Network Rail) to oversee the changes and, where possible, deliver some of the desired outcomes ahead of structural change. Transport for the North will seek greater clarity and transparency on how the Great British Railways Transition Team will proceed, and how our local partners will be able to influence the process.

3.4 As reported to the November 2021 meeting of the Transport for the North Board, positive discussions have taken place, including a workshop involving senior Transport for the North officers and senior Network Rail staff. This collaborative work has highlighted that there is a real opportunity now for the North to take a pioneering approach by building on existing successes and evidence to harness the clear ambition of the North, together with the expertise of industry.

Overview of TfN's ongoing response to the Williams-Shapps Plan

3.5 Initial joint work on implementing the White Paper has highlighted that there are already strong building blocks in the North, including Transport for the North's *Strategic Transport Plan*, the Rail North Partnership (which is the first stage of devolution) and city regions that are well-placed to deliver on integrated local public transport. There is also some very strong joint working taking place across the industry (for example on strategic planning and future scenarios, and more responsive timetables) as well as local initiatives such as new stations and multi-modal ticketing linked to bus strategies. For this reason, there is a huge opportunity to build on this work and implement a step change across the North. The North is therefore able to move more quickly than other parts of the country, and can be a pathfinder for the reform in a way that starts to deliver tangible passenger and freight benefits sooner.

3.6 The initial discussions with Network Rail focussed on the following five themes that would form the core of the new partnership in the North:

- a) A joint Strategic Transport Plan that establishes the need for transformation of the North's transport system;
- b) Through that joint plan, identification of the role and outcomes required of the rail sector in support of realising the North's economic potential;
- c) A prioritised pipeline of investment, expressed in terms of outcomes and against which detailed interventions are developed;
- d) The principle of 'double devolution', used to empower City Regions (and other areas) in order to enable integration of services at the local level; and
- e) Decision-making at the regional and local level to be shaped by a 'profit and loss' account for the North that guides strategic choices, investment and service specification.

- 3.7 TfN's existing *Strategic Transport Plan* has benefitted from being based on the Northern Powerhouse Independent Economic Review (NPIER) and encompassing all surface modes of transport. Rail connectivity between major towns and cities is an essential part of any transformative growth scenario, and as such connections are essentially "cross-border", TfN will play a key role working with Mayoral Combined Authorities and Local Transport Authorities on developing future strategy and relations with Great British Railways. Transport for the North's multi-modal role means that it can consider rail in the overall transport mix, ensuring rail solutions are targeted where they are most beneficial. The overall goal with Theme A is envisaged as being to achieve close alignment between the rail element of TfN's refreshed *Strategic Transport Plan* and the northern element of Great British Railways' Whole Industry Strategic Plan. This will involve joint strategic planning over a 30-year timescale and the production of a 'Combined Train Service Specification' for a post-NPR end state (as detailed further in Theme B below).
- 3.8 Service specifications are currently the remit of the Rail North Partnership, which is already a joint entity between Transport for the North and DfT. DfT's role in the Rail North Partnership is expected to transfer to GBR under the White Paper, which provides a strong building block for wider partnerships and further devolution in the future (and in fact there is a specific provision for this in the Partnership Agreement). RNP will oversee the move to National Rail Contracts (including the objectives set out in the White Paper), so there is an opportunity to collaborate on these to tailor them to meet the needs of the North. This will fulfil the objective of Theme B to create a partnership that will set the required outcomes from the rail industry. A number of other elements will need to be taken into consideration, including the industry's funding envelope, acceptable subsidies, the existing powers for devolved and simplified fare-setting, smart multi-modal ticketing, and the requirements of rail freight (including the best use of freeports).
- 3.9 Theme C focuses on greater collaboration over the White Paper's vision for better integration of track and train. Rail North Partnership has long been involved in service specifications. However, Transport for the North could become more involved in the process of specifying the infrastructure which is necessary to support the aspirations for rail connectivity. The recent Manchester Recovery Task Force is an example of how this can be done, with iterative planning of options for services and infrastructure, and lessons learned here can be taken in to developing a joint pipeline of enhancements, service and rolling stock changes. This would be suitably sequenced according to anticipated funding availability, whilst also taking into account practical delivery issues and passenger disruption. The advantage of a pipeline approach alongside a clear vision for the network is that early development work can be undertaken on projects in the pipeline and schemes can be brought into the programme as and when funding becomes available.
- 3.10 The process of "double devolution" cited in Theme D is already under way in the North, with strong examples of local devolution working in practice, including the Tyne & Wear Metro (operated by Nexus) and the Merseyrail network, which is fully devolved to the Liverpool City Region. This has enabled major investment in new rolling stock in both cases, further enabling innovations such as full level boarding and battery technology. A potential future quick win highlighted is the provision (in the Rail North Partnership Agreement) for devolved Business Units. These are designed to facilitate much greater local involvement in the specification and monitoring of services. The North East authorities have already established a successful business unit (NERMU) working across the North East. The Partnership Agreement would allow this to be developed further and become

in effect a form of 'double devolution' within the Rail North framework. This could be rolled out quickly to other areas (e.g. individual city regions or groups of city regions working together) as a first step towards fully devolved responsibilities.

- 3.11 Theme E describes a "profit and loss" account to guide decision-making in the North. This supports the Northern Transport Charter's goal of securing a budget for transport in the North, by enabling a greater level of accountability with respect to how that budget would be spent and what benefits would be generated. It will build on Transport for the North's emerging Appraisal Framework and provide detail about a greater range of impacts than traditional project evaluation, incorporating modelling of (for example) environmental, sustainability, land use and social exclusion issues. This is felt to be aligned with the more flexible business case guidance in the latest Treasury *Green Book*, and can be linked back into Transport for the North's future Monitoring & Evaluation Plan. This in turn may enable more accountable access to local contributions for funding enhancements, as the benefits to specific locations could be identified more easily and subjected to post-project evaluation. Over time, the "profit and loss" account and the lessons learned within it would inform the joint strategic decisions of Transport for the North and GBR.
- 3.12 It should be noted that there are some risks to Transport for the North arising from these proposed changes to overall governance, namely:
- a) If the process of "double devolution" is undertaken ineffectively, it could result in confusion for all stakeholders; and
 - b) If TfN does not secure its relationships with DfT, Great British Railways, local authorities and other stakeholders, it could be side-lined within the new governance structure.
- 3.13 It is proposed to engage with the Mayoral Combined Authorities (in the first instance) to develop appropriate business units that are aligned with local integrated networks and provide a greater level of local oversight and accountability.

Overview of TfN's response to the Whole Industry Strategic Plan call for evidence

- 3.14 The Great British Railways Transition Team has issued a call for evidence to support the forthcoming Whole Industry Strategic Plan (WISP). This will be a 30-year plan with a number of similar objectives to TfN's own *Strategic Transport Plan*, so the call for evidence is an opportunity to draw on Transport for the North's analysis and evidence base to ensure the plans are closely aligned and draw on the same information. GBR have requested responses by 4th February 2022, and they correctly anticipate that regional stakeholders will have been working on many of the same issues themselves. It is therefore intended to use TfN's existing workstreams to inform our response to the WISP.
- 3.15 The WISP call for evidence lists five strategic objectives which will be covered and asks 19 questions which will inform these. The call for evidence document is included with this report, so the full text of the questions can be found there. The strategic objectives (and related question numbers) are:
- a) Meeting the needs of future passengers and freight customers (Questions 2a to 2d);
 - b) Ensuring rail is financially sustainable, efficient and value for money (Question 3);
 - c) Catalysing long-term economic growth (Questions 4a to 4c);
 - d) Reducing regional inequalities and improving connectivity between communities (Questions 5a to 5c);

- e) Supporting government’s environmental sustainability objectives (Questions 6a to 6c); and
- f) A summary section explaining how goals will be achieved and prioritised (Questions 1a to 1e).

3.16 Material will be drawn from the following TfN workstreams to support answers to these questions:

- a) The *Long Term Rail Strategy* involves themes related to how goals will be achieved and the trade-off between competing objectives (Questions 1a and 1b);
- b) The work of the Rail North Partnership involves themes related to financial sustainability, value for money, and passenger needs (Questions 3 and 5b);
- c) The Northern Powerhouse Rail programme has examined issues relating to Catalysing long-term economic growth (Questions 4a to 4c);
- d) The *Decarbonisation Strategy* has addressed themes concerning environmental sustainability, net zero carbon, biodiversity, pollution and new technology (Questions 6a and 6b);
- e) The work of the Technical Assurance, Modelling & Economics (TAME) team involves themes related to underlying economic factors, labour market agglomeration, the impact of CoViD-19, regional inequalities, levelling up, modal shift and decarbonisation (Questions 2a, 4a, 5a, 5c and 6a);
- f) The forthcoming Freight Strategy will address themes related to customer needs, supply chains, new technology and value for money (Questions 2c and 2d);
- g) The *Future Travel Scenarios* workstream has examined topics concerning long-term economic and social trends, environmental change and resilience (Questions 1c and 1d);
- h) The Stations Strategy involves themes related to multi-modal interchange, accessibility, value for money, long-term economic growth, local regeneration, place-making and active mode integration (Questions 1e, 2a, 2d and 4b);
- i) The Reliability & Resilience Delivery Plan will address issues relating to train performance, monitoring passenger expectations, reliability, value for money and climate resilience (Questions 2a, 2b, 2d, 6a and 6c);
- j) The Linespeed Improvement initiative involves themes related to value for money, reducing journey times, and innovative ideas (Questions 3, 4a and 4c); and
- k) TfN’s Digital Strategy will address themes related to customer satisfaction and financial sustainability (Questions 2a and 3).

4. Corporate Considerations

Financial Implications

4.1 There are no direct finance implications as a result of this report. The extent of the work undertaken in 2022/23 will be dependent on TfN’s funding allocation and the business planning process.

Resource Implications

4.2 Dependant on the implementation of the GBR Target Operating model there may be structural, resource and skills implications for Transport for the North. This will be kept under review and the Board appraised as this proposal evolves. The organisation recognises UNISON, should changes to our delivery model subsequently be required, full and proper consultation will be undertaken with UNISON and any employees affected.

Legal Implications

4.3 Legal implications are covered in the report.

Risk Management and Key Issues

4.4 The risks arising from these activities have been identified in the report.

Environmental Implications

4.5 This report does not constitute or influence a plan or programme which sets the framework for future development consents of projects listed in the EIA Directive and therefore does stimulate the need for SEA or EIA.

Equality and Diversity

4.6 A full Impact Assessment has not been carried out because it is not required for this report.

Consultations

4.7 Transport for the North's partners have been informally consulted on our approach and will have the opportunity to provide further input as the proposition evolves. Transport for the North's initial response to the White Paper was considered by Transport for the North's Scrutiny and Rail North Committees.

5. Background Papers

5.1 The GBR Transition Team *Whole Industry Strategic Plan: Call for Evidence Document* (published 9th December 2021) is included at Appendix 1.

6. Appendices

6.1 Appendix 1 - *Whole Industry Strategic Plan: Call for Evidence Document*.

Glossary of terms, abbreviations and acronyms used (*if applicable*)

| | | |
|----|-------|---|
| a) | DfT | Department for Transport |
| b) | EIA | Environmental Impact Assessment |
| c) | GBR | Great British Railways |
| d) | IST | Integrated & Smart Travel |
| e) | LTRS | <i>Long Term Rail Strategy</i> (published by TfN in January 2018) |
| f) | NERMU | North East Rail Management Unit |
| g) | NPIER | Northern Powerhouse Independent Economic Review |
| h) | NPR | Northern Powerhouse Rail |
| i) | NTC | Northern Transport Charter |
| j) | RNP | Rail North Partnership |
| k) | SEA | Strategic Environmental Assessment |
| l) | STP | <i>Strategic Transport Plan</i> (published by TfN in February 2019) |
| m) | TfN | Transport for the North |
| n) | TPE | TransPennine Express |
| o) | WISP | Whole Industry Strategic Plan |

Whole Industry Strategic Plan

Call for Evidence Document (English)

09/12/2021

Foreword

The railway has long played a vital role in Britain's economic and social development. For 200 years, it has connected people with places, moved goods and services, and supported the growth of businesses and regions. Yet, despite its distinguished past and valued present, the full potential of rail is yet to be realised.

In May 2021, the government announced its plans for the biggest reform to the railway in three decades, bringing it back together, after years of fragmentation, under Great British Railways, a new public body that will run and plan the rail network, own the infrastructure, procure passenger services, and set most fares and timetables.

Great British Railways will have a fundamental role to play in supporting Britain's economic, environmental and social ambitions, and in delivering the government's priorities. It will embody the new way of thinking about the railway and its purpose, one where rail is the backbone of a cleaner, greener public transport system that will offer customers a better deal and taxpayers better value for money. It will reflect an entrepreneurial mindset where the potential of the private sector – working in partnership with Great British Railways – is unleashed to generate value, drive efficiencies, and promote business, innovation, and investment in order to benefit passengers.

I am excited to be leading the Great British Railways Transition Team. We believe that the rail network can be run better – for everyone. Together, we will create a simpler, better railway for everyone in Britain. We will get there by placing customers at the heart of our decision-making and building a system that serves their needs – not ours.

We are facing one of the biggest challenges the transport sector has ever seen but have a unique opportunity to reshape the way that the railway delivers for the people of Britain and our broader social and economic prosperity.

The government's plans for rail include a commitment to develop a sector-wide, long-term strategy for rail: the Whole Industry Strategic Plan (Strategic Plan). The Strategic Plan, produced by GBR for Ministers, will be the first strategy of its kind, a thirty year high-level plan shaped by a set of strategic objectives that have been developed for the benefit of our passengers, freight users, taxpayers and staff, to support Britain's nations, regions, and communities to achieve their goals, and to benefit the economy and the environment for the long term.

If we are to succeed in setting a direction for the railway over the next thirty years, the development of the Strategic Plan will need to be a collective endeavour drawing on the expertise and insights not only of the rail sector but of those beyond it. This call for evidence will help shape the Strategic Plan and the future of the railway, and we want it to be informed by as many different perspectives as possible, to learn from the lessons of the past and to meet the challenges of the future.

I hope that our stakeholders share their views and provide evidence to make the most out of this opportunity. Together, as we build a sustainable railway that truly serves the country's goals, we can move the sector forwards to delivering for all that use, service and depend on it.

Andrew Haines

Introduction

The UK Government's ambitious plans to reform the rail sector were outlined in a white paper, the [Williams-Shapps Plan for Rail](#), in May 2021. The Plan for Rail recognised that rail has a fundamental role to play in supporting the economic, environmental and social goals for Britain, and recommended the establishment of a new organisation, Great British Railways ('GBR'), which will bring together the whole rail system to run the network in the public interest.

When the Secretary of State for Transport announced the creation of the GBR Transition Team in October 2021, he set out the core goals that will define GBR:

- Changing the culture of the railways, not simply creating a bigger version of Network Rail
- Thinking like customers, both passengers and freight, and putting them first
- Growing the network and getting more people travelling
- Making the railways easier to use
- Simplifying the sector to do things quicker, driving down costs and being accountable
- Having a can-do, not a can't do culture
- Harnessing the best of the private sector
- Playing a critical role in the national shift to net zero

GBR will create a simpler, better railway, one that enables much closer collaboration and joint working with local leaders so we can serve the people of Britain and help deliver the government's priorities. The Plan for Rail states that GBR will develop a 30-year strategy for the entire railway network over the coming decades.

That strategy – the Whole Industry Strategic Plan (Strategic Plan) – will be a landmark resource, enabling the government to set a clear and unified direction for the railway in support of long-term priorities, assisting with problem solving, and aligning the rail sector behind a common vision and with joined-up decision making. GBR will be responsible for achieving the outcomes within the Strategic Plan, providing regular updates to Ministers on progress and adapting it to reflect changes in the economy, society and technology.

The Strategic Plan will reflect how we meet the significant challenges facing the railway, particularly following Covid, and how we can best seize the opportunities of the future. The priorities in it will be used to set realistic ambitions, measures, and areas of focus over the short, medium and long term. Crucially, it will recognise that rail needs to be joined up with the wider transport system in order to achieve the strategic objectives shared in this document.

The Strategic Plan will be a key component of a continuous planning process, with the strategy reviewed and updated on a regular basis. This will ensure that it continues to support Britain and its people as our society changes and evolves, and as new opportunities and risks arise, while providing a clear direction of travel to bring the sector together. Decision-makers will benefit from the wider picture it will give, and customers, businesses, the workforce, the supply chain, and investors will all benefit from the greater certainty and collaboration it will enable.

In order for it to live up to its name, the Strategic Plan needs to look to the whole of the rail sector, and – crucially – to the people and communities beyond it, to ensure that it is built on the knowledge, skills and experience of experts across a wide range of areas. That requires us to work together to develop a plan that considers the whole railway, acknowledging the trade-offs that may be required in the face of the economic reality of the short and medium-term, while putting in place the necessary building blocks to achieve longer-term ambitions.

The Strategic Plan will be framed and driven by strategic objectives that have been set by government. Those objectives will underpin the Strategic Plan, reflecting that the railway must serve the nation and the railway's objectives must align with the nation's. We are clear that the Strategic Plan cannot be a list of projects and investments; in order to be of value it must help to inform decisions on how the railway can improve and contribute to wider benefits over the coming 30 years.

The evidence provided to this call for evidence, as well as the broader engagement planned with partners, will be vital in the strategy's development.

Call for Evidence

As the UK Government works to achieve long-term goals in reducing net greenhouse gas emissions to zero, levelling up, and growing the economy, rail will have an important role to play. We want this call for evidence to provide the opportunity for full and meaningful participation in the Strategic Plan's development, demonstrating our commitment to strengthening collaboration, as promised in the Plan for Rail, and reflecting the outward looking culture GBR will have.

This call for evidence is a key way in which we are engaging with a wide range of stakeholders to ensure the Strategic Plan will be based on robust, evidence-based foundations. We are seeking to consider the perspectives of stakeholders both inside and outside the rail sector, and how rail can support their ambitions and priorities. We recognise that this call for evidence is shaped by UK Government objectives, and that the Scottish Government, as funder and specifier of the railway in Scotland, has separate but similar strategic objectives they are working to deliver. Similarly, the Welsh Government is the specification body for passenger rail services (although not rail infrastructure) in Wales. Collaboration between funders and specifiers is critical to delivering improved outcomes for rail as a whole in Scotland and for rail passengers across the Wales & Borders network.

Our team recognises that views on, and priorities for, rail differ across the UK, and we continue to research the published strategies, plans and thinking of the rail and wider transport sector, as well as local and devolved transport authorities. As such, we are particularly keen to see the current and best available thinking of organisations in light of the challenges and opportunities that have been created by the pandemic.

This call for evidence launches on 9 December 2021 and will be open for eight weeks until 4 February 2022.

Responding to this Call for Evidence

We recommend you read this document in full before submitting your response. You may respond as an individual or on behalf of an organisation or organisations (please let us know all the organisations you are responding on behalf of) and can submit a response in the following ways:

- Online via the call for evidence [webpage](#).
- Via email to cfe@gbrtt.co.uk using the response template, which is available to download from the call for evidence webpage.

We have grouped the questions below according to a number of themes. You can answer as many of them as are of interest and relevance to you or your organisation. The passenger and freight customer experience will be central to our new organisation, as well delivering affordability for taxpayers, and we ask that you put them at the heart of your responses. **Please provide as much evidence, based on credible data or verifiable qualitative information (such as examples and case studies), as you can to support your submission.** We will not be able to give as much weight to your responses without understanding their basis.

The timeframes we have considered for this call for evidence, and which we will be using to assess responses, are below:

1. The short term: the five-year period from delivery of the Strategic Plan in 2022.
2. The medium term: the next ten years, which is the timeframe in which we expect to have moderate levels of certainty in our project planning and sequencing.
3. The long term: the thirty years up to 2052, which are highly uncertain and unpredictable, making it all the more important that the rail system is prepared for a number of different scenarios that will be able to adapt to the challenges that the future holds.

The most valuable responses will show how we can make progress towards our strategic objectives over these different timescales, balancing each against the other, highlighting tensions and trade-offs, considering stretching yet realistic ambitions, and linking them to wider long-term trends and national priorities.

We want to understand your views of what trends, scenarios and trade-offs will affect the rail sector and what we could be doing now, and in the future, to prepare for them.

Responses that identify opportunities for prioritisation, efficiency, and cost reduction in order to drive value for money for the taxpayer and rail user, will be particularly welcome. Any responses that focus solely on requests for new investments or enhancements will not be considered, and any proposals for new funding will need to evidence the cost reductions or efficiencies such proposals would realise. The purpose of the Strategic Plan will not be to present an investment pipeline, and as question 3 sets out below, the unprecedented taxpayer support given to the railway during the pandemic combined with the long-term cost challenge of providing rail service means that it will be crucial for the Strategic Plan to recognise the restraints on public finances.

Once we have received your responses, we will analyse and consider the feedback and evidence received in detail and publish a report with our findings. These will assist with

the further development of the strategy before the draft Strategic Plan is submitted to Ministers.

Before, during, and after the call for evidence period, we will continue to organise events and meetings as well as provide other opportunities to understand your thoughts on the future of the rail system. Your engagement is crucial to this process.

Strategic Objectives for the Whole Rail Industry

The UK Government has developed five strategic objectives for the Strategic Plan over the next 30 years: **meeting customers' needs, delivering financial sustainability, contributing to long-term economic growth, levelling up & connectivity, and delivering environmental sustainability.** We intend to put these objectives at the heart of the Strategic Plan, and we are using them to guide all of the questions in this call for evidence.

GREAT BRITISH RAILWAYS TRANSITION TEAM

| Strategic Objectives | Ambition for rail |
|--|--|
| I Meeting customers' needs | Meeting the needs of future passengers and freight customers by: <ol style="list-style-type: none"> Increasing value for money and improving the performance, reliability and convenience of rail, Meeting multi-modal expectations and reducing end-to-end journey time, Maintaining a safe railway as part of a safe transport system and widening accessibility. |
| II Delivering financial sustainability | Ensuring rail is financially sustainable, efficient and value for money by: <ol style="list-style-type: none"> Reducing costs to government, Ensuring a sustainable balance of fare/fee and government funding, and Increasing the efficiency of operations, asset management and capital investment – delivering on time and on budget. |
| III Contributing to long-term economic growth | Catalysing long term economic growth by: <ol style="list-style-type: none"> Reducing total journey time and cost for transport users, Connecting labour markets and realising agglomeration benefits, and Connecting places to markets, directly investing in skills, innovation and digital infrastructure, crowding-in foreign investment and facilitating the housebuilding & place-making agenda. |
| IV Levelling up & connectivity | Reducing regional inequalities and improving connectivity between communities by: <ol style="list-style-type: none"> Contributing to long-term economic growth in areas in support of levelling up, Contributing to social benefits from improved connectivity, and Improving rail passenger and freight connectivity across the union. |
| V Delivering environmental sustainability | Supporting government's environmental sustainability objectives by: <ol style="list-style-type: none"> Encouraging modal shift by increasing the attractiveness of rail, Delivering rail net-zero (traction and infrastructure), protecting biodiversity and addressing air pollution, and Protecting transport links by investing in climate adaptation. |

We recognise that many of you are working to similar long-term objectives. We are very interested in how you define and quantify your objectives, and how they match or differ from our own. When considering your response to question 1, please use your experiences to inform your answers and share any examples, taking into account that in all future scenarios we expect affordability to be a significant constraint.

Question 1

- How would you apply these objectives to rail in your region or to your area of expertise within the transport sector? Do you have evidence you can share with us of how you have applied similar objectives in relation to rail, and do you consider the objectives to have missed any key areas?

- b) How is it possible to make progress against a number of the objectives simultaneously? Do any of the objectives have larger barriers associated with them than others, or do any objectives pose possible barriers to others? Where would you make the trade-offs?
- c) What long-term trends in wider society, the economy, and the environment will affect these five objectives over the next 5, 10, and 30 years? Please give evidence to support your response.
- d) What are the key uncertainties you consider that the Strategic Plan must be resilient to in order to be effective over the next 5, 10 and 30 years?
- e) Over the next 5, 10 and 30 years, which steps should the sector take to improve integration of rail with the wider transport system (including walking and cycling) in pursuit of these objectives?

Meeting customers' needs

Rail industry customers broadly fall into two types: passengers and freight. The rail network provides important benefits to the customers who rely on it. The Plan for Rail says that passengers must receive high-quality, consistent services day in, day out. This means accessible, reliable journeys that are well connected with other transport services and include new customer offers at stations and on trains.

Since the COVID-19 pandemic began, the rail freight industry has shown its resilience and agility, working to transport food and medical supplies around the country. This example, and others given in the Plan for Rail, highlight how important rail freight is to our economy now and in the future, and how we will develop growth targets for freight that will be included in the Strategic Plan. The Plan for Rail says of freight: 'national co-ordination, greater opportunities for growth and strong safeguards will put rail freight on the front foot.'

When considering your responses, please take account of the likelihood of changes in levels or patterns of passenger and freight demand over the next 5, 10 and 30 years, what that would mean for the rail system, and what will the interventions be over that period that will provide the maximum value for money.

Question 2

- a) Passenger: how will rail passenger expectations, including accessibility requirements, evolve over the coming 5, 10 and 30 years, what will be the driving causes of these changing expectations, and how can they be most effectively met by the rail sector?
- b) Passenger: in your experience, how can we most effectively monitor and assess customer satisfaction? What is a stretching yet realistic ambition for this objective and what measures can we most effectively use to consider success over the coming 5, 10 and 30 years? What evidence can you share to support your view?
- c) Freight: what evidence can you provide regarding the advantage(s) of transporting goods by rail and what evidence can you share for how that could develop in the next 5, 10 and 30 years? What do you consider to be the most effective role for rail freight in the existing supply chains served and those that it

- doesn't? How could this change over that period? In answering, please explain and take account of likely developments in technology and in the wider economy.
- d) What is a stretching yet realistic ambition for this objective and what measures can we most effectively use to consider success over the coming 5, 10 and 30 years? What are the interventions over that period which will be the maximum value for money, and what evidence can you share to support your claim?

Delivering financial sustainability

Rail is both a public service, supported by the taxpayer, and a business, run by private operators, with paying passenger and freight customers. The railways have received unprecedented levels of public support throughout the pandemic, protecting the essential services that people, including commuting key workers, rely on. As the recovery and rail reform gains pace, as with all areas of public expenditure, there is an onus on the rail sector to ensure value for money for users and taxpayers in how funds are used, and it must harness the incentives of the private sector to deliver the service in the most cost-effective way.

The railway, accordingly, must seek to deliver infrastructure and services more efficiently, in order to maximise beneficial outcomes while balancing costs against revenue and taxpayer funding. This is more than just a short-term issue: we are clear that reducing the cost of the railway, increasing efficiency including through innovating with private partners, and achieving a better deal for users and taxpayers is a critical priority over the next 30 years.

When considering your answer to the question below, please consider how we can support greater efficiency (such as joined up operations), innovation, alternative sources of funding and/or cost base reduction. Similarly, what steps you would propose to improve the efficiency and reduce the cost of infrastructure projects, operation and maintenance, and what evidence you have to support your response.

Question 3

Where are the most significant opportunities and barriers to delivering financial sustainability in the rail sector over 5, 10, and 30 years and how do we achieve/overcome them? How can we most effectively monitor and assess this? What is a stretching yet realistic ambition for this objective and what measures can we most effectively use to consider success over the coming 5, 10 and 30 years? What are the interventions over that period which will be the maximum value for money?

Contributing to long-term economic growth

Rail helps to boost productivity and growth through improved connectivity and job creation, enables supply chains, delivers goods to businesses and consumers and directly employs over 240,000 people (source: [the rail sector in numbers](#)). Among other

factors, such as population growth, long term economic growth is influenced by emerging technology, and innovative, more effective ways of thinking and doing things. Over the next 30 years, wider economic, social, environmental and technological trends will change the role rail plays in our economy. It will be for the whole sector to demonstrate that it cannot only continue to deliver wide economic benefits in the face of a changed economy but that it can find new ways to catalyse growth and prosperity.

When considering your answer to the questions below, please share examples of any relevant local, regional and national growth and productivity, and examples of innovations and technology from the UK and abroad, research into trends that may influence rail's contribution to economic growth, and/or new ways of thinking that should be used in or for the rail sector over the coming 5, 10 and 30 years.

Question 4

- a) As Britain recovers from the effects of the COVID-19 pandemic, what evidence do you have for how rail can contribute to wider economic growth over the next 5, 10, and 30 years? What is a stretching yet realistic ambition for this objective and what measures can we most effectively use to consider success over the coming 5, 10 and 30 years? What type of interventions over that period will provide maximum value for money from rail's economic contribution, and what evidence can you share to support your views?
- b) In the context of enabling development and regeneration opportunities both in the immediate vicinity of stations and within the surrounding area, how can rail best facilitate improvements to places and local growth, through improved connectivity and unlocking commercial activity, housing, and employment over the next 5, 10 and 30 years?
- c) What innovative and modernising ideas do you have which would benefit the railway while supporting the strategic objectives? Please give evidence and make reference to how they would maintain or enhance the railway's safety record.

Levelling up and connectivity

The Secretary of State for Levelling Up has outlined four key outcomes on which the government will focus:

- Empowering local leaders and communities;
- Boosting living standards by growing the private sector and improving productivity and connectivity;
- Spreading opportunity and improving public services; and
- Restoring local pride.

Rail has an important part to play in working toward these outcomes, and particularly so in connecting the nations, regions and communities of the UK. Improved rail links can connect people to jobs, education and skills, high-quality housing, social opportunities, services, and green spaces, as well as encouraging the growth of businesses, and attracting leisure visitors into an area. Improving stations and surrounding areas can also act as a catalyst for regeneration and development and a cause for local pride.

At present, usage of rail differs widely across the UK; before the pandemic, almost two thirds of all rail journeys made were in London and the south east ([Rail Sector in Numbers report from 2019](#)).

When answering your questions, consider the ways in which rail can be used to improve connectivity and local economic growth over the next 5, 10, and 30 years.

Question 5

- a) What evidence can you provide for how the rail sector contributes to the four levelling up outcomes and to improving connectivity in across Great Britain, including through cross-border services? How does this change depending on the type of place where the sector operates (including in cities, towns and rural areas), and what are the most cost-effective ways at the sector's disposal to improve that further during the next 5, 10, and 30 years?
- b) How could the rail industry, over the next 5, 10, and 30 years, become more responsive to, and more accountable to, local communities and passengers? Please give evidence and examples in your response.
- c) What is a stretching yet realistic ambition for this objective and what measures can we most effectively use to consider success over the coming 5, 10 and 30 years? What are the interventions over that period which will be the maximum value for money, and what evidence can you share to support your views?

Delivering environmental sustainability

The Plan for Rail commits to the creation of a comprehensive environment plan that will establish rail as the backbone of a cleaner future transport system, one that aims to protect and enhance biodiversity and the natural environment. That plan, the Sustainable Rail Strategy (SRS), will be one of the inputs to the Strategic Plan, and will build on and develop a strategy for achieving the policy commitments set out in both the UK's [Transport Decarbonisation Plan](#) and the [Rail Environment Policy Statement](#) that were published in July 2021, as well as the Net Zero Strategy from October 2021.

In addition to tackling the causes of climate change, the rail network must also be able to adapt to the changes already being seen. This means preparing for the impact of extreme weather events and increasing the resilience of the rail network to the impacts of these events – for example, flooding.

When answering your questions, consider the ways in which rail and the rail estate can contribute to wider national and regional environmental policy agendas, support decarbonisation, conserve and enhance biodiversity, improve air quality and increase renewable power generation.

Question 6

- a) What is a stretching yet realistic ambition for this objective and what measures can we most effectively use to consider success over the coming 5, 10 and 30

- years? What are the interventions over that period which will be the maximum value for money, and what evidence can you share to support your views?
- b) What use can the rail sector make of emerging or existing technologies to reduce its impact on the environment and enhance biodiversity over the next 5, 10, and 30 years, and, in a proportionate and cost-effective way, help national and regional authorities to meet their environmental objectives?
 - c) How can rail best invest in climate resilience, supported by smarter forecasting, planning and technology, over the next 5, 10, and 30 years and what evidence do you have to support your view?

What will happen next?

A report on the responses to the call for evidence, including the next steps, will be published in spring 2022, with the intention that the Strategic Plan is delivered to Ministers by late 2022. Engagement with stakeholders will continue during that time, including through newsletters, forums, workshops, events and meetings.

We consider that the Strategic Plan is a unique opportunity to develop an exciting and deliverable vision for rail, which supports collaboration and is embedded throughout the rail sector. Thank you for your engagement and input – which is important to achieving this.

If you have questions about this consultation, please contact cfe@gbrtt.co.uk.

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| | |
|----------------------|--|
| Meeting: | Scrutiny Committee Consultation Call |
| Subject: | Rail Investment Planning Update |
| Author: | Chris Mason, Interim Head of Investment Planning |
| Sponsor: | David Hoggarth, Strategic Rail Director |
| Meeting Date: | Wednesday 12 January 2022 |

1. Purpose of the Report:

- 1.1 This report is to provide Members of the Committee with an update on two key Investment Planning issues in the North.
- 1.2 This includes proposals for service changes and upgrades to the East Coast Main Line north of York and the expected publication by the Department for Transport of an update of the Rail Network Enhancements Pipeline following the Comprehensive Spending Review.

2. Recommendations:

- 2.1 The Committee is asked to:
 - a) Note the progress with development of the case for capacity upgrades to the East Coast Main Line and the impact of the Integrated Rail Plan;
 - b) Note the proposal that the Transport for the North Board advise the Department for Transport and Network Rail that a collaborative working model for development of the infrastructure for the East Coast Main Line north of York is created, on the same model successfully being used in Manchester including a 'Blueprint' identifying a co-ordinated long-term service and infrastructure solution to deliver the capacity and connectivity required across the North;
 - c) Note the pending update of the Rail Network Enhancements Pipeline in relation to rail projects in the region.

3. Main Issues:**Background**

- 3.1 Transport for the North (TfN) have a vision for the on-going transformation of the North of England's railway, laid out in the Strategic Rail Plan and Long-Term Rail Strategy. This describes how the rail network should be improved to realise its potential to support and facilitate a growing and more vibrant Northern economy, and to enhance the North's quality of life, all in an environmentally sustainable way.

Core to this is a prioritised sequence of investment in a way that delivers the early foundations of a modernised rail system for the region, improving capacity and connectivity across the North and with the Midlands.

- 3.2 The Rail Network Enhancements Pipeline (RNEP) was established by the government in 2018, setting out a new approach for rail proposals that require government funding. This approach created a rolling programme of investment, focused on outcomes that provide benefits for passengers, freight users and the economy. RNEP is how the Department for Transport (DfT) funds all major infrastructure enhancements, including the Transpennine Route Upgrade.

- 3.3 Since that time, TfN has worked with the industry and partners to shape the pipeline of investment projects in the north. DfT have now reviewed the impact of the IRP on the Rail Network Enhancements Pipeline.
- 3.4 TfN made a strong response on behalf of the North to the original consultation on industry plans for a significant timetable change on the East Coast Main Line from May 2022. Capacity constraints mean that the proposed additional LNER service to London (3 per hour in total) would be at the expense of a reduction in the number of Transpennine Express (TPE) trains north of Northallerton to one per hour.
- 3.5 The May 2022 change has now been deferred and the rail industry has been developing an alternative to the May 2022 consulted timetable for the East Coast Main Line (ECML), targeted for implementation in May 2023.
- 3.6 Following the Comprehensive Spending Review the Integrated Rail Plan for the North and Midlands (IRP) was published by the Government on 18 November 2021. This sets out the government's proposals for the rail network, including for the ECML, specifically in the context of changes proposed by the Government to HS2 and Northern Powerhouse Rail (NPR). The IRP also stated the view that the case for re-opening the Leamside Line would be best considered as part of any future city region settlement on the basis of available evidence and value for money analysis.
- 3.7 TfN Board agreed a response to the IRP at its meeting on 25 November 2021 with a letter and advice sent to the Secretary of State.

East Coast Main Line North

May 2023 Timetable Services Options Update

- 3.8 An alternative timetable proposal is still under development by the industry with a target implementation date of May 2023. In the meantime, members have reiterated their priorities as being:

- Greater emphasis on East-West connectivity;
- Resolving local station calls (to maintain connectivity); and
- Retaining the existing 2 trains per day to/from Bradford.

- 3.9 TfN has also commissioned Atkins to support input to this work including reviewing the opportunity to deliver 7 trains per hour north of Northallerton with 2 x TPE trains.

Infrastructure Development

- 3.10 Given the network constraints on running more services north of York, Transport for the North and North East Leaders wished to take a proactive approach to progressing work to identify the infrastructure required to accommodate both increased North-South services and existing East-West services.
- 3.11 Transport North East thus commissioned Network Rail, with financial support from both TfN and Network Rail, to develop a Strategic Outline Business Case (SOBC) for the 7th path between Northallerton and Newcastle.
- 3.12 This work has recently commenced and was anticipated as taking 6 – 9 months to complete. The remit is now being reviewed following the publication of the IRP which refers to 7 or 8 trains per hour being explored.
- 3.13 The IRP proposes:
- Improvements at York;
 - Extending the current 4-track railway to end just north of Northallerton, rather than just south of the station;

- An additional through platform on the eastern side of Darlington station, with bays to reduce the number of local services that cross in front of fast trains, which is consistent with the existing proposals being developed by Network Rail with Tees Valley Combined Authority;
- Upgrading the Stillington route to allow more freight use, and restoring a 3rd track north of Chester-Le-Street and a former chord at Bensham to enable a greater degree of segregation between freight and fast passenger trains; and
- Lengthening some of the bay platforms at Newcastle to enable NPR trains to terminate in the station.

3.14 Network Rail has been asked by DfT to take these proposals forward for development and delivery. TfN, Transport North East and the other regional stakeholders will now work with Network Rail to support the development of these proposals and understand what service output enhancements they could support.

3.15 Further dialogue is required with partners on how to take forward both ECML improvements and the Leamside Line reopening to maximise the benefits for the traveling public and regional economies.

East Coast Main Line North Blueprint

3.16 Various service requirements and supporting infrastructure enhancements would be required to support different combinations of services on the ECML. It is therefore proposed that a 'blueprint' is developed on the same principle as the blueprint (previously known as the 'Railmap') successfully developed by the Manchester Recovery Task Force, that clearly links the infrastructure changes necessary to the required passenger and freight service outputs.

3.17 The blueprint would show how the services required to improve capacity and connectivity across the north could be developed over time in line with the enabling infrastructure enhancements and allow stakeholders to see the long-term plan to deliver service requirements.

3.18 The blueprint would identify how and when services can be enhanced as 'points of opportunity', for example through further service changes or the delivery of infrastructure schemes and show when members will be consulted on which amended and additional services should operate.

The Rail Network Enhancements Pipeline (RNEP)

3.19 Appendix A to this report includes a simplified representation and high-level summary of Transport for the North's infrastructure investment pipeline derived from the previous issue of RNEP, TfN's investment programme and the Long-Term Rail Strategy.

3.20 This includes:

- Capacity improvements at the key network hubs of Manchester and Leeds, as well as the other major hubs such as Bradford Forster Square, Chester, Darlington, Hull, Sheffield, Stockport and Preston;
- Major upgrades to the transpennine route and east and west coast main lines;
- Improvements in route freight gauge clearance and capacity to key ports and across the pennines;
- New stations, line re-openings, journey time and reliability improvements across the north for routes such as Wrexham-Bidston/Liverpool and on the Esk Valley and Lakes lines.

- 3.21 At the date of this report the anticipated update of the DfT's Rail Network Enhancements Pipeline for the north had not been published. The update is now anticipated to be published in January 2022.
- 3.22 When published, TfN will conduct an analysis of the implications of the revised RNEP on the TfN investment pipeline and partner investment priorities.
- 3.23 If the RNEP update is published before the 12 January 2022, a verbal update will be given at the Committee meeting.

Next Steps

- 3.24 Work is progressing on the ECML 7th path business case work including the role of the Leamside Line alongside the ECML improvements proposed in the IRP.
- 3.25 Transport for the North Board to advise the Department for Transport and Network Rail that a collaborative working model for development of the infrastructure for the East Coast Main Line north of York is created, on the same model successfully being used in Manchester including a 'blueprint' identifying a co-ordinated long-term service and infrastructure solution to deliver the capacity and connectivity required across the north.
- 3.26 Conducting an analysis of the implications of the revised RNEP when published and provide a further update to Members.

4. Corporate Considerations

Financial Implications

- 4.1 The utilisation of the modelling function and input into schemes is not anticipated to have financial implications over and above those captured within the latest budget revision for 2021/22. Any financial implications in future years will be captured by the 2022/23 budget and business planning process.

Resource Implications

- 4.2 There are no direct resourcing implications as a result of this report.

Legal Implications

- 4.3 There are no obvious legal implications arising other than raised within the report.

Risk Management and Key Issues

- 4.4 This paper does not require a risk assessment, however, risks relating to the December 2022 timetable are being identified, managed and monitored through the Rail North Partnership.

Environmental Implications

- 4.5 This report does not constitute a plan or programme which sets the framework for future development consents of projects listed in the EIA Directive and therefore does not stimulate the need for SEA or EIA. All proposed infrastructure developments will be subject to screening for the need for EIA by the relevant development authority as part of the design development and consenting process.

Equality and Diversity

- 4.6 A full impact assessment has not been carried out because it is not relevant to the type of work referenced.

Consultations

- 4.7 No consultation has been carried out this review.

5. Background Papers

5.1 There are no background papers to this report.

6. Appendices

6.1 Appendix A - TfN's outline rail infrastructure investment pipeline.

Glossary of terms, abbreviations and acronyms used

| | |
|----------------|--|
| a) <i>TfN</i> | <i>Transport for the North</i> |
| b) <i>RNEP</i> | <i>Rail Network Enhancements Pipeline</i> |
| c) <i>DfT</i> | <i>the Department for Transport</i> |
| d) <i>TPE</i> | <i>TransPennine Express</i> |
| e) <i>ECML</i> | <i>East Coast Main Line</i> |
| f) <i>IRP</i> | <i>Integrated Rail Plan for the North and Midlands</i> |
| g) <i>NPR</i> | <i>Northern Powerhouse Rail</i> |
| h) <i>SOBC</i> | <i>Strategic Outline Business Case</i> |

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|--|--|--|--|---|---|---|--|--|
| 1. Northern Hub and major programmes | Manchester Area Capacity | | TransPennine Routes | | Leeds Area Capacity | | East/West Coast Main Line Upgrades | |
| | Programme of investment to address 'congested infrastructure' in Central Manchester. Tranches 1-3 of investment being developed as part of the emerging Manchester area blueprint. | | North: TransPennine Route Upgrade South Hope Valley Capacity Upgrade and Journey Time improvements | | Additional platform and line capacity to accommodate anticipated future growth. Study highlighted in the Integrated Rail Plan. | | East Coast Northallerton to Newcastle capacity upgrade and Doncaster area capacity West Coast Investment programme to support NPR & HS2 | |
| 2. Freight Programme | Gauge Clearance and Capacity | | 3. New Stations and Line Re-openings | Line re-openings | | | New Stations | |
| | North TransPennine and Northallerton to Teesport | | | Northumberland Line Support to develop other proposals including Restoring Your Railway schemes across the North | | | Support for partner new station proposals across the north subject to business cases | |
| 4. Decarbonisation and Route Upgrade Programme | Decarbonisation Programme | | Route upgrades | | Journey time and reliability programme | | | |
| | Rolling programme of electrification including TransPennine Route Upgrade and Wigan-Lostock Decarbonisation of non-electrified routes | | Capacity and journey time improvements across the North including on routes in Cumbria, Yorkshire, Lancashire and connections to the Wirral | | Passenger and freight incremental journey time improvements to improve service reliability . Approximately 30 routes identified for initial review Other infrastructure changes to improve operational reliability – priority programme for progression with further programme in development | | | |
| 5. Stations, Hubs and Interchanges Programme | Accessibility Programme | | Hubs and Interchanges Programme | | | Stations Programme | | |
| | Programme of step free access and other improvements at all stations | | Station capacity and passenger improvements at main hubs including Bradford Forster Sq., Chester, Darlington, Hull, Preston, Stockport and Sheffield | | | Upgrade to minimum standards at all stations in line with the Stations Strategy | | |

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| Meeting: | Scrutiny Committee |
| Subject: | Review of Scrutiny Function |
| Author: | Manjit Dhillon, Senior Solicitor |
| Sponsor: | Julie Openshaw, Head of Legal Services |
| Meeting Date: | Wednesday 12 January 2022 |

1. Purpose of the Report:

- 1.1 To provide a further report to Committee on the Scrutiny Review.

2. Recommendations:

- 2.1 That the report be received, and the Committee considers the issues set out in the report including the suggestion in paragraph 4.3 below and agrees on the points in relation to the Scrutiny Function, resources, agenda content and items of interest to the Committee for consideration by TfN Board subject to the 2022/23 Budget and Business Planning process.
- 2.2 To consider the holding of future Scrutiny Committee meetings and Consultation Calls in accordance with the Terms of Reference of the Committee and holding of the Task and Finish Groups.
- 2.3 To approve the number of Scrutiny Committee meetings and Consultation Calls from six meetings to four meeting per annum with an option to utilise the remaining two meetings to discuss matters of interest to the Committee.

3. Main Issues:**Background**

- 3.1 At the Scrutiny Committee Consultation Call meeting on 4 November, Members agreed to defer the report before the Committee to allow a smaller group of Scrutiny Members to consider and review the functions and workings of the Committee as a Task and Finish Group. It was agreed following the Task and Finish Group meeting a report be presented to the Committee outlining the discussions and considerations of the Task and Finish Group. Councillor Haslam chaired the Task and Finish Group and was attended by Councillors Salter, Parish and Melia.
- 3.2 At the Task and Finish Group meeting held on 22 November 2021, Members discussed the points set out at paragraph 4 below with a view to further input and consideration by the Committee.

4. Discussion**Scrutiny First**

- 4.1 The Committee's role is broadly consistent with that of local authority Scrutiny Committees with the role being prescribed by the Local Government Act 2000 (as amended by the Localism Act 2011), albeit TfN's Scrutiny Committee does not have the "call-in" power which is typically present in local authorities with a Cabinet/Executive system. TfN's Scrutiny Committee's role was agreed by the TfN Board at its inaugural meeting on 5 April 2018, when Board accepted the principle of "Scrutiny First" given TfN's Scrutiny Committee's lack of power to "call-in" TfN decisions.

- 4.2 At the inaugural meeting of the TfN Board on 5th April 2018 it was agreed the primary objective of the TfN Scrutiny Committee is to scrutinise issues that TfN will consider in the future, i.e. a "Scrutiny First" approach rather than a power to call in. There is no set 'model' or framework for how local authorities/organisations such as TfN should conduct scrutiny – a Scrutiny First approach simply means that rather than being entirely reactive, the Scrutiny Committee can scrutinise policies/potential decisions before they are made. This was also to enable the Committee to make a meaningful contribution to the development of TfN's strategy and future proposals for transport improvements.
- 4.3 At the meeting on 22 November Members commented that the Scrutiny First principle was an unusual arrangement compared to the conventional role of Scrutiny Committee in local authorities having a power to call in decisions. The Members were however of the view that the Scrutiny First principle had thus far worked well, and that the role of the Committee has recently been enhanced with reports now being presented to Board having a clear reference to the Committee's views and recommendations to ensure these are presented and considered in the Officer's report before a decision is taken by the Board. The option of annually reviewing all decisions taken by Board was discussed, but the Members considered that this was not necessarily the best approach as some decisions would have been taken some time ago by the Board and consideration at that stage by the Committee would not serve any meaningful purpose. However, Members did discuss the benefits of being sighted on the decisions taken by Board at the beginning of each Scrutiny Committee meeting or Consultation Call. It suggested that in order to address this point Scrutiny Members are provided with a list of resolutions following each Board meeting if Members consider this would be of assistance.
- 4.4 The Task and Finish Group Members were of the view that whilst the Scrutiny First principle was helpful, currently there is no arrangement in place which allows the Committee to have sight of the decisions taken by the Board over the year on which the Committee had previously provided views and recommendations. Members felt this could be addressed by an annual report to the Committee setting out decisions taken by the Board with the Chairman of the Board attending the meeting. If Members would like to pursue this suggestion, the purpose of this approach would need to be clarified.

Resources

- 4.5 Members discussed the work of the Committee going forward and in particular its role of scrutinising specific issues that Members felt required further work. Members felt this role could be undertaken by Task and Finish Groups set up for a specific purpose, but it was recognised this would require additional resources to address officer time. The officers present reported that currently there was no dedicated Scrutiny Officer to undertake this level of Committee work, with the work currently being shared amongst officers and if Members were minded to agree to set up Task and Finish Groups then additional resources would be required to support this work and the Committee. Members agreed that a way forward could be for the Committee to identify a list of specific matters the Committee would want to discuss at a Task and Finish Group and if necessary, a budget submission would need to be made if any additional resources were required to support the Committee's work.
- 4.6 Members also discussed the calling of other persons and experts to attend meetings to provide information and answer questions on any areas requiring expert technical input. Members believed that the Freight and logistics expert coming to speak to the Committee at the November meeting had been a success

and Members were keen for the Committee to be able to invite other experts in the future.

4.7 Members were also of the view that whilst currently the Committee's agenda is specifically focussed on items that go to Board for decision making, in future the Committee may want to consider developing its own agenda to include items that the Committee may want to draw to the attention of the Board e.g. Rail Recovery Group. One or more Task and Finish Groups could be a vehicle to facilitate discussions on these matters once resources are available.

4.8 Members also discussed recent agenda items and recognised that over time the agendas have become bigger. Members were conscious of the time taken in Committee meetings and Members' time required in preparation for Committee meetings and agreed Committee should be given appropriate time to review and scrutinise each agenda item. Members agreed with the current arrangement and that the Chairman should continue to prioritise items, allocating appropriate time for discussion by Committee with items of a significant nature being placed earlier on the agenda to allow adequate time for discussion. Members considered that formal timings should not be allocated to individual items as this can adversely affect proper discussion of an item, and this aspect should be left to the discretion of the Chair. Members recognised that there may be questions of a technical nature or points of clarification they need to ask officers prior to the committee meeting or a consultation call. It was agreed that these could be addressed to the officers prior to the meeting as well as during the meeting.

Future Committee Meetings

4.9 On 29 September the Board approved an amendment to the Procedure Rules in the Constitution to allow hybrid meetings allowing Members to participate in meetings virtually, subject to the required technology being in place at the meeting venues.

4.10 With the approval of amendment to the Procedure Rules, it is appropriate for each Committee to consider options for holding of future meetings either as face to face in person meetings and/or as Consultation Calls. How each Committee decides to hold its future meeting will be based on its role and its Terms of the Reference. The Terms of Reference of the Scrutiny Committee and its core functions are set out in Appendix 1. The Appendix also identifies the Committee role as one of review and scrutiny as well as making recommendations to the Board.

4.11 At the 9 September meeting Members were advised of the provisions within the Constitution which allow the Chief Executive to exercise delegated powers should any decision be required by the Committee, which is permissible within the Constitution. The Constitution provides at paragraph 18.8(e):

"To take any action which is required as a matter of urgency in the interests of Transport for the North, in consultation (where practicable) with the Chair or the Members of the Transport for the North Board. Where action is taken as a matter of urgency a report shall be submitted to the next meeting of the Transport for the North Board for information. Consultation with Members may be by such method as the Chief Executive may determine including by telephone, e-mail or informal meeting. Where the views of Members are not unanimous, each response shall be weighted in accordance with the weighted voting rights of the Member to determine the result of the consultation".

Therefore, the provision in the Constitution permits the Chief Executive to exercise his delegated powers in these circumstances.

4.12 Members were advised that at its meeting on 24 November the Board agreed to reduce the number of Board meetings from 6 to 4 per annum, with an option to call any additional meetings as and when required. In line with this the Scrutiny

Committee will also be required to hold 4 Committee meetings 3 weeks prior to the Board meeting to allow it to review reports going to Board. However, Members were keen to continue to meet six times a year and discussed utilising the remaining two meetings to scrutinise specific issues and discuss any matters of an interest to the Committee.

Scrutiny Panels

- 4.13 The Members previously discussed the likely role of Scrutiny Panels as provided for in the Constitution. The views expressed during the meeting indicated that the Members were generally satisfied with the current scrutiny process in place and commented on the need for additional time commitment from both Members and officers if Scrutiny panels were set up. There was consensus from Members for this question to remain as a standing item for consideration at the next two committee meetings and it is therefore included within this report.

5. Corporate Considerations

Financial Implications

- 5.1 TfN is not as yet in receipt of its funding allocation for 2022/23, and there is still considerable uncertainty with regard to the future arrangements for the NPR programme. The financial implications will therefore be considered as part of the 2022/23 Budget and Business Planning process.

Resource Implications

- 5.2 Any additional resource requirements proposed or requested as a result of this report will need to be considered as part of the 2022/23 Budget and Business Planning process.

Legal Implications

- 5.3 The legal implications have been considered and are included in the report.

Risk Management and Key Issues

- 5.4 There are no significant risks associated with these proposals.

Environmental Implications

- 5.5 This report does not constitute or influence a plan or programme which sets the framework for future development consents of projects listed in the EIA Directive and therefore does not stimulate the need for SEA or EIA. All proposed infrastructure developments will be subject to screening for the need for EIA by the relevant development authority as part of the design development and consenting process.

Equality and Diversity

- 5.6 These implications are considered within the report.

Consultations

- 5.7 As set out within the report.

6. Background Papers

- 6.1 There are no background papers to this report.

7. Appendices

- 7.1 Appendix 1 – Transport for the North Scrutiny Committee Terms of Reference, core functions and Committee role.

Appendix 1
Scrutiny Committee

20 Scrutiny Committee

20.1 The Order of the Secretary of State made on the 22nd January 2018 contains provisions relating to Scrutiny of the decisions of Transport for the North. These Arrangements reflect those provisions.

20.2 The Scrutiny Arrangements will be reviewed annually to ensure that they remain effective.

20.3 References in these Arrangements to major and strategic decisions of Transport for the North taken in accordance with the delegations set out in Part 3 of this Constitution include major and strategic decisions taken by Committees and subcommittees of Transport for the North in accordance with such delegations.

Objectives of Scrutiny

20.4 These arrangements have been established to act as a focus for the scrutiny and challenge of Transport for the North, and for investigating matters of strategic importance to residents, those travelling within the combined administrative area covered by the Constituent Authorities and other stakeholders. The role of these arrangements will include:

- a) reviewing the decisions of the Transport for the North Board;
- b) reviewing the decisions of Transport for the North which are taken in accordance with the delegations set out in Parts 3 and 4 of this Constitution;
- c) making reports or recommendations to the Transport for the North Board with respect to the discharge of its functions;
- d) making reports and recommendations to the Transport for the North Board on matters relating to transport to, from or within Transport for the North's area;
- e) making recommendations to the Transport for the North Board in advance of any decisions that Transport for the North Board proposes to take.

Operation of Scrutiny Arrangements

20.5 Each of the Constituent Authorities shall be entitled to appoint one Member and one Substitute Member to the Scrutiny Committee. Appointees to the Scrutiny Committee must be a member of the appointing Constituent Authority or in the case of a Combined Authority, one of the Constituent Authorities of the Combined Authority but may not be Members of the Transport for the North Board or the Rail North Committee (including substitute and co-opted members). The term of office for members of the Scrutiny Committee will be one year from the date of the annual council meeting of the Constituent Authority that appoints them to the Scrutiny Committee unless:

- a) They cease to be an elected member of the Constituent Authority that appointed them;
- b) They wish to no longer participate in these arrangements; or

c) The Monitoring Officer to Transport for the North is advised by any of the Constituent Authorities that it wishes to change one or more of its appointees to the Scrutiny Committee.

20.6 Any person may be co-opted as a Co-opted Scrutiny Member to participate in these arrangements from all or any of the associated authorities or from such other organisations as Transport for the North may decide. Unless Transport for the North decides otherwise, such Co-opted Scrutiny Members shall be non-voting members.

Meetings of Scrutiny Committee

20.7 The members appointed to the Scrutiny Committee under Clause 20.5 above will hold at least one annual meeting and may convene additional joint meetings in accordance with these arrangements.

20.8 At the annual meeting, the Scrutiny Committee members will:

- a) Appoint a Chair and two Vice Chairs;
- b) Determine the areas of review and scrutiny that they wish to pursue during the ensuing 12 months;
- c) Agree to establish Scrutiny Panels from amongst their number in order to carry out reviews;
- d) Agree to carry out agreed areas of review and scrutiny.

20.9 The quorum for the annual meeting and any other meetings held under Clause 20.7 will be five and must include representatives of at least five of the Constituent Authorities.

20.10 The principle of decision making at any such joint meeting shall be that, wherever possible decisions will be made by agreement, without the need for a vote. If a vote is necessary, it will be decided by a simple majority of those present. The provisions relating to weighted votes set out in Clause 6 and appendix 2 shall not apply to the Scrutiny Committee or to Scrutiny Panels.

20.11 The venue for each annual meeting and any other Scrutiny Committee meetings held under this Clause 4 will be decided by Transport for the North as part of the approved Calendar of Meetings and shall be notified to Constituent Authorities for inclusion on their Council web sites.

20.12 Notice of the annual meeting and any other Scrutiny Committee meetings held under Clause 20.7 will be sent to each Scrutiny Committee member in accordance with the requirements of the Local Government Act 1972. For Members who are Members of one of the Constituent Authorities Notice will be sent to the principal place of business of that Authority. Members agree to receive notice of all meetings by email.

20.13 The Chair will approve the agenda for each annual meeting and any other Scrutiny Committee meetings held under Clause 20.7; however, any member of the Scrutiny Committee will be entitled to require an item to be placed on the agenda for the meeting.

20.14 Different approaches to scrutiny reviews may be taken in each case but members will seek to act in an inclusive manner and will take evidence from a wide range of opinion. In particular, the Chair will consider requests from members of the public to speak at meetings of the Committee provided the request has been made in writing to the Monitoring Officer not less than 48 hours before the date of the meeting. Members of the public, if allowed to speak, shall be allowed up to 3 minutes to address the Committee.

20.15 Each Scrutiny Panel established under paragraph 20.25 shall determine its own calendar of meetings and the venue for each meeting.

20.16 Subject to paragraphs 20.8 – 20.14, meetings will proceed in accordance with the Rules of Procedure set out at Part 5 of the Constitution.

Powers of the Scrutiny Committee

20.17 The Scrutiny Committee has the power to:

- a) To review and scrutinise decisions made, or other action taken by Transport for the North;
- b) To make reports or recommendations with respect to the discharge of the functions of Transport for the North;
- c) To make reports or recommendations on transport matters that affect the area of Transport for the North or inhabitants of the area or other stakeholders;
- d) To require members or officers of Transport for the North to attend meetings of the Committee to answer questions;
- e) To invite other persons to attend meetings of the Committee.

Key principles for the operation of the scrutiny arrangements

20.18 Transport for the North and the Constituent Authorities will work together to maximise the exchange of information and views, to minimize bureaucracy and make best use of the time of members and officers of other bodies or agencies.

20.19 Members of the Scrutiny Committee will, when considering reviews, determine whether the issue is more appropriately dealt with by one of the Constituent Authorities or elsewhere and will not duplicate the work of existing bodies or agencies.

20.20 Subject to prior consultation, Transport for the North will respond positively to requests for information, or for the attendance of a member or officer at any meetings set up under these arrangements.

20.21 While it is ultimately for Transport for the North to decide who it considers the most appropriate person(s) to speak on its behalf at any meetings set up under these arrangements, consideration will be given to meeting specific requests.

20.22 Dates and times for officer and member attendance at any meetings set up under these arrangements should be by agreement.

20.23 Members appointed under these arrangements may require the attendance of officers employed by Transport for the North to answer questions and give evidence at any meetings set up under these arrangements. All such requests must be made via the Monitoring Officer of Transport for the North. If any request is declined by the Monitoring Officer, he/she must state the reasons for so doing.

20.24 When considering any matter in respect of which a Scrutiny Committee member appointed under these arrangements is subject to a party whip the member must declare the existence of the whip and the nature of it before the commencement of any deliberations on the matter. The declaration, and the detail of the whipping arrangements, shall be recorded in the minutes of the meeting.

Scrutiny Panels

20.25 The annual meeting of members of the Scrutiny Committee will establish Scrutiny Panels to undertake agreed scrutiny reviews.

20.26 Membership of the Scrutiny Panels will be determined at the annual meeting.

20.27 Scrutiny Panels established by Clause 20.25 shall include representatives from at least 5 of the Constituent Authorities. Each Scrutiny Panel shall appoint a Chair and Vice Chair from amongst its members.

20.28 Scrutiny Panels established under Clause 20.25 must be appointed to carry out specific scrutiny tasks and be time limited. Their continuation will be subject to confirmation at each annual meeting of the Scrutiny Committee.

20.29 Transport for the North may also, if it chooses, request that a Scrutiny Panel drawn from amongst members appointed to the Scrutiny Committee be appointed to examine a specific issue in more detail and report back its findings to Transport for the North.

Reviews and Recommendations

20.30 The process of scrutiny will be an open and transparent process designed to engage the Constituent Authorities, their residents, and other stakeholders.

20.31 Meetings will be held in public unless the meeting decides to convene in private to discuss confidential or exempt information, in accordance with the relevant provisions of the Local Government Act 1972.

20.32 The terms of reference, timescale and outline of any review will be agreed by the Scrutiny Committee at their annual meeting.

20.33 Different approaches to scrutiny reviews may be taken in each case but members will seek to act in an inclusive manner and will take evidence from a wide range of opinion.

20.34 The primary objective of any Scrutiny Panel established under these arrangements will be to reach consensus on its recommendations, but where a minimum number of two members express an alternative to the majority view, they will be permitted to produce a minority report.

20.35 Voting if needed will be by a show of hands and a simple majority will be required to approve any recommendation.

20.36 A completed Scrutiny Review shall be forwarded to Transport for the North for consideration. Transport for the North shall consider the findings of a Scrutiny Review at the next available meeting and the decision of Transport for the North on the findings of a Scrutiny Review will be reported back to the next available meeting of the Scrutiny Committee.

Budget and Administration

20.37 The Scrutiny Budget will be agreed as part of Transport for the North's annual budgetary processes.

20.38 The budget will be required to meet all officer support to the scrutiny arrangements, including research support.

20.39 The decisions and recommendations of any Scrutiny Panels set up under these arrangements will be communicated to the Transport for the North Board, and other Scrutiny Committee members as soon as possible after resolution by those appointed to any such Scrutiny Panel.

20.40 Any external expenditure shall be procured and managed through and in accordance with Transport for the North's adopted financial processes.

Support and advice to scrutiny arrangements

20.41 Members appointed to any Scrutiny Panel under these arrangements may ask individuals or groups to assist it on a review-by-review basis and may ask independent professionals for advice during the course of reviews. Such individuals or groups will not be members of the Scrutiny Panel and will not be able to vote.

20.42 Members appointed to any Scrutiny Panel under these arrangements may invite any other person to attend their meetings to answer questions or give evidence; however, attendance by such persons cannot be mandatory.

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