

# Transport for the North Scrutiny Committee Consultation Call Agenda

<b>Date of Meeting</b>	<b>Wednesday 07 July 2021</b>
<b>Time of Meeting</b>	<b>11.00 am</b>
<b>Venue</b>	<b>Virtual</b>

### 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 Interim Chief Executive under the delegated powers of the Chief Executive to take action in consultation with Members of the Rail North 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 Board will attend the Call virtually.

This Consultation Call will replace the Scrutiny Committee scheduled for 7 July 2021 but which has been cancelled due to concerns about Covid 19.

Item No.	Agenda Item	Page
<b>1.0</b>	<b>Welcome &amp; Apologies</b>	
<b>2.0</b>	<b>Declarations of Interest</b>  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.	
<b>3.0</b>	<b>Minutes of the Previous Meeting</b>  To note the minutes of the meeting held on 15 April 2021 and to consider any requests for updates on matters contained therein.	3 - 8

<b>4.0</b>	<b>Monthly Operating Report</b>  To consider the Monthly Operating Report of the Strategy & Programme Director.	9 - 34
<b>5.0</b>	<b>Review of Scrutiny Function</b>  For Members to consider the report of the Transport for the North Solicitor.	35 - 50
<b>6.0</b>	<b>Rail Reform Matters:: Responding to the White Paper</b>  Members are asked to consider the report from the Strategic Rail Director.	51 - 74
<b>7.0</b>	<b>Decarbonisation Strategy</b>  To Consider the Presentation of the Principal Environmental and Sustainability Officer and the Senior Corporate Engagement Officer.	75 - 80
<b>8.0</b>	<b>Northern Powerhouse Rail Update</b>  For Members to consider the report of the Interim Chief Executive.	81 - 88

# Scrutiny Committee Minutes

Thursday 15 April 2021  
Virtual

**Present:**

**Attendee**

Cllr Paul Haslam  
Cllr Shorrock  
Cllr O'Hara  
Cllr Laura Crane  
Cllr Neil Hughes  
Cllr Jones

Cllr Sean Chaytor  
County Cllr Matthew Salter  
Cllr Mark Walsh  
Cllr Tom Furneaux  
Cllr Chris Lamb  
Cllr Ashley Waters  
Cllr Steve Parish  
Cllr Manisha Kaushik  
Cllr Stephen Fenton

**Local Authority**

North Yorkshire;  
Blackburn with Darwen;  
Blackpool;  
Cheshire East;  
Cumbria;  
Greater Manchester Combined  
Authority;  
Hull;  
Lancashire;  
North East Combined Authority;  
North East Lincolnshire;  
Sheffield City Region;  
Tees Valley;  
Warrington;  
West Yorkshire Combined Authority;  
York;

**Officers in Attendance:**

**Name**

Barry White  
Gary Rich  
Iain Craven  
Tim Foster  
  
Rosemary Lyon  
Peter Molyneux  
Jack Snape  
  
Deborah Dimock

**Job Title**

Chief Executive  
Democratic Services Officer  
Finance Director  
Interim Strategy & Programme  
Director  
Legal and Democratic Services Officer  
Major Roads Director  
Principal Data and Analytics Modelling  
Officer  
Solicitor

**Item  
No:**

**Item**

**1. Welcome & Apologies**

- 1.1 The Chair paid tribute to His Royal Highness Prince Philip before Members observed a minutes silence in respect of His Royal Highness passing.
- 1.2 The Chair welcomed all in attendance and apologies were received from Cllr Stathers, Cllr Davison and Cllr Cooper.

**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 4 March 2021 were considered and their accuracy as a correct record confirmed. The minutes were proposed by Cllr Parish and seconded by Cllr Fenton.
- 3.2 Cllr Parish highlighted a typographical error in minute 5.2 stating it should say Microsimulation rather than Micro-imulation.
- 3.3 Cllr Hughes suggested that Cllr Parish may want to clarify his comments in minute 5.2. Cllr Parish stated that the wording 'by stopping services short' should be added to the minute to clarify his comments.

**Resolved:**

That the minutes of the meeting held on 4 March 2021 be approved as a true and accurate record subject to the typographical error and the additional clarity provided to minute 5.2 by Cllr Parish be included.

**4. Monthly Operating Report**

- 4.1 Members received the Monthly Operating report from the Interim Strategy & Programme Director. He explained that the February report received by Members is the most up to date, he then provided an update on activity that has happened since the report publication. He explained that at the March Board the business plan and the budget for the current financial year were approved with the business plan now finalised and published. Members were also informed that the appointment panel has decided on a preferred candidate for Chief Executive. It was explained that this is due to be taken to a special meeting of the TfN Board on 16 April for approval.

- 4.2 Cllr Hughes referred to a number of issues in the report including, the letter sent to the Secretary of State, the Freight Modelling commission, the A66 Dualling project and virtual meetings.

The interim Strategy and Programme Director explained that TfN had yet to receive a response of substance from the Secretary of State on the Integrated Rail Plan following the letter. In relation to the A66 he stated that he would update the Committee. Regarding virtual meetings the Solicitor informed Members that Transport for the North are bound by legislation on this matter. She explained that there are however issues regarding the safety of holding large face to face meetings from June. She further explained that whilst planning is taking place for next steps from May 7 definite decisions could not be made until after the court has come to a decision regarding remote public meetings.

Cllr Chaytor highlighted that the Secretary of State for Housing, Communities and Local Government has backed the action being taken. He then went on to highlight the benefits to him of virtual meetings, he explained that prior to attending the meeting had been able to attend a meeting of his constituent authority, which he would have been unable to do if meetings were being held face to face. Cllr Chaytor suggested the possibility of hybrid meetings going forward.

- 4.3 Cllr Parish enquired as to whether there are any quick wins left on line speed.

The Interim Strategy and Planning Director explained that a number of places have been identified across the network in the North where services can be sped up as a result of tweaks to the timetable or infrastructure work. A briefing note will be issued to the Committee.

- 4.4 The Chair asked about the Build Back better Bus Strategy and how it may impact on TfN.

The Interim Strategy and Planning Director explained that the role of TfN in relation to bus travel has not been clearly defined. He highlighted the issue of getting the best out of end to end journeys and issues such as active travel, bus travel and local road networks becoming a big part of TfNs work going forward.

**Resolved:**

That the report be noted.

**5. Corporate Governance and Scrutiny Function Review**

- 5.1 Members received the report from the TfN Solicitor who highlighted the key points in the Annual Governance Statement.

- 5.2 Cllr Hughes requested a distinction between the composition and roles of the Rail North Committee and the Rail North Partnership.

The Solicitor explained that the Rail North Committee is made up of Transport for the North Board Members whilst the Rail North Partnership Board is made up of the officers from the constituent authorities and the Department for Transport.

- 5.3 The Solicitor then highlighted the key points of the Scrutiny review report and the function of the Scrutiny Committee. She proposed that a questionnaire be developed and circulated to Members of the Scrutiny Committee and the Transport for the North Board.
- 5.4 The Chair proposed that a Scrutiny panel be set up to review the function of the committee and that a report be presented to the Committee at the meeting on 4 November.
- 5.5 Members were supportive of the Chair's proposal.
- 5.6 Cllr Chaytor stated that he believed that the current Scrutiny first was the right approach but suggested that consideration needs to be given on how the Committee are going to do things.

**Resolved:**

- 1) That the Annual Governance Statement be received and recommended for approval.
- 2) That the report on the Scrutiny function be received and a that a consultation of members be undertaken, and a Scrutiny panel convened to review the function of the Committee.
- 3) That a report be brought back to a future meeting of the Scrutiny Committee.

**6. Decarbonisation Strategy**

- 6.1 Members received the report of the Interim Strategy & Programme Director who provided Members with an overview of the report and the key areas of the Strategy. The Principal Data and Analytics Modelling Officer highlighted the key areas of the report before Members asked questions and made comments on the strategy.
- 6.2 Cllr Hughes congratulated the team on an outstanding report and suggested that at the end of the consultation period the Strategy return to the Scrutiny Committee for further discussion before going to the

Board. He then went on to raise the issues of road pricing, the compatibility with LEP strategies and the fact that the figures in the strategy are based on the Government's original 80% zero carbon, which has now moved on to zero by 2050 and questioned if the strategy would be amended to reflect this.

- 6.3 The Chair raised the issue of co-ordination with other local authorities as well as LEPs. He also suggested that the issue of air quality should also be addressed.
- 6.4 On the issue of Road pricing, the Interim Strategy and Programme Director explained that the broader issue of demand management on the transport network is something that is flagged in the strategy. He explained that this is an important piece of work, however it must be robust and evidence based. He stated that TfN have a role to play in this by bringing people together and facilitating the debate.

On the issue of the assessment of LEPs he explained that this is a standalone piece of work that he been developed since the start of 2021 and has explored the emerging strands around LEPs and clean growth.

- 6.5 The Principal Data and Analytics Modelling Officer explained that the change from 80% to net zero had been built into the strategy. Prior to December 2020 the TfN trajectory was always more ambitious than the National trajectory and whilst it still remains more ambitious the gap has narrowed.

On the issue of air pollution he explained that there has been no additional modelling yet but this is something that they hope to do going forward. He explained that he believes that local authorities should lead on this issue with TfN playing into it.

- 6.6 Cllr Fenton suggested that communication could be sent to Scrutiny Committees once the consultation goes out, whilst the Chair suggested that the strategy be sent to all the Scrutiny Committees in the North before going out to public consultation. It was also suggested that it should be circulated around the LEPs as well as the Yorkshire and Humber Climate Commission.
- 6.7 The Chair informed Members that if possible the next meeting should be face to face in either Manchester or Leeds and that Members would be advised of the situation as soon as details are known.

**Resolved:**

That the report be noted.

## **7. Exclusion of Press & Public**

**Resolved:** That the public be excluded from the meeting during consideration of Item 8 on the grounds that

- (1) It is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during such item(s), confidential information as defined in S100A(2) of the Local Government Act 1972 (as amended) would be disclosed to them in breach of the obligation of confidence; and/or
- (2) it / they involve(s) the likely disclosure of exempt information as set out in the Paragraphs [where necessary listed below] of Schedule 12A of the Local Government Act 1972 (as amended) and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

## **8. Part 2 Minutes of the Previous Meeting**

- 8.1 The private minutes of the meeting held on 4 March 2021 were considered and their accuracy as a correct record confirmed. The minutes were proposed by Cllr Haslam and seconded by Cllr Fenton.

**Resolved:**

That the private minutes of the meeting held on 4 March 2021 be approved as a true and accurate record.

# Transport for the North Monthly Operating Report May 2021



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# Introduction

## Summary from the Chief Executive

Transport for the North (TfN) welcomed the publication of the Williams-Shapps plan for rail White Paper on 20 May, calling it “a major national moment and a shift in how the railway is run.” The White Paper reflects many of the priority areas for reform identified in the TfN submission to the Williams Review. We will now work collaboratively with government and Network Rail to work through the detail of our role and drive positive change in the interest of passengers. We will develop a more detailed response to the White Paper following discussion with the TfN Board.

Focus also remains on the Manchester Recovery Task Force (MRTF) and securing a sustainable outcome for the restoration of services through the Manchester area. TfN Members met with ministers to discuss progress through the Northern Transport Acceleration Council (NTAC), and TfN officers are working closely with DfT to make the case for further investment. On rail service recovery, there was positive news in relation to the Northern rail network as Northern saw an increase in demand by the end of May to 50% of pre-Covid levels, while TransPennine Express (TPE) achieved 52%. During the late May Bank Holiday week demand on Northern increased to more than 60% of normal levels.

TfN continues to await the publication of the Integrated Rail Plan (IRP), with the timing and content of the Northern Powerhouse Rail (NPR) Strategic Outline Case (SOC) notably dependent on its publication. TfN members have called publicly for the publication of the IRP which was initially expected at the end of 2020. In the meantime, work continues on areas of the NPR programme that support long term delivery, while colleagues also continue to work closely with Network Rail (NR). Work also continues around modelling, with the NELUM (Northern Economic Land Use Model) being applied to data runs and wider analysis, and the significant improvements in modelled benefits being validated with DfT analysts.

Work on the Investment Programme Benefits Analysis (IPBA) programme continued with the reference case assumptions approved by Executive Board members on 27 May. The first draft of the Appraisal Specific Report (ASR) was also presented to TAG (Technical Assurance Group) for feedback on the same day, with TAG expected to review and agree the ASR in the near future. The Major Roads team are in the early stages of work on TfN’s Pan-Northern Electric Vehicle Charging Infrastructure Framework project and the Director is preparing to give evidence to the Transport Select Committee on EV charging infrastructure.

Preparation of materials for the public consultation on TfN’s Decarbonisation Strategy is now complete, with the consultation launch date set for 7 June 2021 and planned to run for 12 weeks. Work has also continued on the Freight and Logistics Strategy, and the roadmap to the Strategic Transport Plan (STP) continues to be developed. TfN’s innovative programme of research around the visitor economy is nearing completion. A roadshow was also hosted on 18 May with HM Treasury and Northern stakeholders to explore the revised Green Book.

# Northern Powerhouse Rail (NPR)

## Monthly Summary

The Business Case team has received feedback from the DfT on the SOC five cases which were discussed at a co-client workshop on 4 May 2021. The case feedback is focused on the sections which the NPR team doesn't expect to be affected by the IRP and updates are being made by the Business Case team to address the comments. A further SOC update is scheduled to be issued to the DfT on 1 June 2021. Although the delivery of the Business Case is dependent on the publication of the IRP, the Business Case team is continuing to progress areas that will support longer term delivery, such as identification of strategies required for the next stages of NPR.

Delivery of remitted items across Infrastructure and Technical Assurance, Modelling and Economics (TAME) has progressed well in the month. The Manchester – Sheffield Sprint, which will focus on value engineering journey times, has been endorsed by TfN and DfT and will commence on 21 June 2021 and cost reviews for Liverpool hub costs commenced in the month. The TAME team took receipt of the final Northern Rail Modelling System (NoRMS) iteration 2 (2e) model in the month and this is now being used for network testing to support SOC delivery post IRP.

## Activity Update

### Infrastructure

Design development to achieve Network Rail standard GRIP 2 (Governance for Railway Investment Projects) on all single option corridors continued in the month and the NPR programme team is working closely with NR to optimise the delivery schedule to achieve a completion date of December 2021 for all corridors. Reaching GRIP 2 across single option corridors will support the programme to transition quickly, following IRP, from SOC to Outline Business Case (OBC) development. Ground investigation findings on the Leeds-Hull corridor suggest that ground conditions are better than expected, which is likely to result in savings to forecast construction costs. Savings will be confirmed once all surveys have been completed and final findings validated later in the year.

### Technical Assurance, Modelling and Economics (TAME)

The Northern Economic Land Use Model (NELUM) is currently being applied in a programme of runs and wider analysis to support the NPR programme, including optioneering for NPR, testing the TfN Future Travel Scenarios, and assessing the value of additional land made available by different Manchester Piccadilly underground options. Discussions with DfT are ongoing and further testing of the functionality of the new Wider Impacts Calculator (WIC) are being conducted. The new WIC functionality is showing an uplift in Level 3 (transformational) benefits for NPR. The WIC now includes a valuation of the reduction in unemployment and an assessment of the additional welfare value placed on economic benefits that accrue to lower income households. TAME is currently in the process of finalising its review and signing off the work in the coming period.

### Commercial Management

The Estimating team has continued to support the Manchester–Sheffield Infrastructure value engineering exercise, which includes review of HS2 and NR elements working with the NPR Infrastructure team in preparation for the sprint (as discussed in the summary section above).

## Risks

Risk Summary	Summary of Mitigating Measures	KPI
<p><b>Integrated Rail Plan outcomes delay the next stage of the programme</b> - The conclusions of the Integrated Rail Plan (IRP) could have consequences for the SOC if its recommendations on funding envelope, phasing and/or specifying route options are different from those agreed by TfN Board. This would result in delays to the next stage of the NPR programme.</p>	<ol style="list-style-type: none"> <li>1. IRP response team to be created. A rapid review of IRP to take place to understand impact on the SOC and 21/22 Business Plan.</li> <li>2. Work is under way on scope activity that has been agreed between co-clients.</li> <li>3. Engagement with partner organisations on proposed programme team activity to take place for post-IRP review (see item 1 above).</li> </ol>	7-10
<p><b>Integrated Rail Plan decision-making</b> - The IRP is expected to recommend a way forward on the scope, phasing and sequencing of delivery of NPR (and other proposed rail investments upon which NPR is dependent). This may be different from TfN's preferred network and phasing, and therefore creates a risk that partners may not agree with the IRP outcomes. This could affect ways of working and result in programme delays.</p>	<ol style="list-style-type: none"> <li>1. IRP response team to be created. A rapid review of IRP to take place to understand impact to SOC and 21/22 Business Plan.</li> <li>2. Scenario planning is underway to understand the implications of IRP scenarios on NPR and the SOC.</li> <li>3. Subsequent briefings are to be planned between TfN and partners.</li> </ol>	7-10
<p><b>Co-client agreement of 2021/22 scope</b> - As a result of TfN's dependency on the publication of the IRP, NPR is unable to agree as co-clients the remaining activities for 2021/22 which have commenced in April 2021. This could result in delays to proposed programme activity for 21/22, as well as impacts to commissioning and mobilising programme teams.</p>	<ol style="list-style-type: none"> <li>1. Following the publication of IRP, review scope between co-clients with a view to instructing on-hold items.</li> <li>2. Ongoing discussions at a senior level.</li> <li>3. Review impact of delays on each work package's ability to reach single option and develop response plan.</li> </ol>	9, 10
<p><b>Infrastructure output to support decision-making</b> - If further slippage within the Network Rail programme for single route option does occur, for example if suppliers are not instructed in time, this may impact TfN's ability to explore opportunities to ensure the most robust case possible is presented to Board and, ultimately, the Government.</p>	<ol style="list-style-type: none"> <li>1. Ensure key milestones are being tracked and slippages challenged on a fortnightly basis.</li> <li>2. Continued protection and refinement of delivery schedule to support decision-making timescales.</li> <li>3. Review interdependent milestones following a confirmed new SOC date post-IRP.</li> </ol>	7-10
<p><b>Transpennine Route Upgrade (TRU) integration</b> - If there is a lack of integration between NPR and NR TRU programmes or there are irregular forums or channels of communication (facilitated through NR) or there is no representation of opposite programme within governance in anticipation of IRP outcomes, the NPR programme may become misaligned from the Network Rail TRU programme during Sequence 4.1. This may result in the misalignment of designs and approaches, leading to rework, duplication of effort, negative impacts on benefits and the business case development.</p>	<ol style="list-style-type: none"> <li>1. Escalation to be tracked at the NPR Level-0 Board (Delivery team meeting).</li> <li>2. Review NR TRU representation at governance groups following publication of IRP.</li> <li>3. Review information shared by NR TRU and raise further requests to NR following this.</li> <li>4. Preparing a proposal for how we integrate with NR TRU for agreement at Senior TfN/NR level – at least monthly.</li> <li>5. Initial meeting held between NPR and TRU directors. This is to become a monthly reoccurrence.</li> </ol>	7, 8

## Programme and Look Ahead

### TfN Board

The timing and content of briefings to TfN Board will be shaped by the eventual publication of the Integrated Rail Plan.

# Investment Programme

## Monthly Summary

Work is ongoing on the Investment Programme Benefits Analysis (IPBA) project. This commission is critical to understanding 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

- The Executive Board approved the IPBA reference case assumptions on 27 May. This will provide a baseline for transport modelling.
- The project team has produced the first draft of the Appraisal Specification Report (ASR), which sets out the modelling assumptions and methodology. This was presented at the Technical Assurance Group (TAG) for feedback on 27 May.
- The team have reviewed the ‘NPR alignment’ risk, and within the context of the overarching Investment Programme Benefit Analysis, this is now considered to be a low risk to this project. We have recorded our assumptions in the Appraisal Specification Report and will review this risk and the Gateway Project Review.

## Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<p><b>Partner feedback – Risk:</b> If representatives from each of the local transport authorities and national delivery partners do not respond to requests for feedback on time, the review of products and overall programme may be delayed, which may incur further costs with our supplier. There is also a risk that the quality of reports is compromised if partners do not provide their input.</p>	<ol style="list-style-type: none"> <li>1. Produce a high-level timeline that explicitly references when input is required from partners (either via the Strategic Oversight Group (SOG) or TAG).</li> <li>2. Where appropriate, identify design freeze points in the programme.</li> <li>3. Manage expectations by making partners aware that no feedback will be accepted as their approval.</li> </ol>	12
<p><b>Managing interdependencies – Risk:</b> The completion of deliverables relies on inputs from several parties. There is a risk that delays to these inputs could hinder the delivery and assurance of key products. This could result in additional costs, programme delays, and not meeting the commitments set in TfN’s 2021/22 Business Plan, which could damage TfN’s reputation.</p>	<ol style="list-style-type: none"> <li>1. Dedicated TfN resources in place to manage information on interdependencies.</li> <li>2. Technical inception meeting agreed arrangements with the supplier to identify any outstanding interdependency challenges. Actions to be filtered through to weekly calls action log.</li> </ol>	12

## Programme and Look Ahead

- TAG to agree the Appraisal Specification Report.
- The project team will monitor and prepare for the potential impact of the Integrated Rail Plan on the IPBA programme. The timing and scale of the impact is unknown.
- The project team will produce an outline structure of the Gateway Project Review process and report.

# Major Road Network (MRN)

## Monthly Summary

Work is progressing on track with development of the 2020 dataset monitoring performance of the MRN, initial outputs expected in September, and likewise the preparatory work to support the commission for an Electric Vehicle (EV) Infrastructure Framework is making good progress, with a strong cohort of partner organisations supporting the project.

The team continues to engage with DfT and Highways England on inputting to the development of the SRN Route Strategies and RIS3 Programme, our aim being to ensure TfN's Vision, Objectives and Recommendations arising from the IPBA work strongly influence planning for future investment in the SRN.

## Activity Update

- The team is continuing to monitor the impacts of Covid-19 on travel, and is engaging with DfT, Highways England (HE) and TfN partners on sharing transport data.
- The commission for TfN's Pan-Northern Electric Vehicle (EV) Infrastructure Framework went out to tender 18 May 2021, with a closing date of 21 June 2021.
- The Mobile Device Data project, which will provide TfN with a 2020 dataset on the performance of the MRN for the North, is running on schedule. A statement of methodology has been finalised and following a workshop with local authority partners the project team is finalising the requirements for the API tool. The API is the interface partners will use to access data on the North's travel patterns, including the short and long-term impacts of Covid-19.
- The team is working with Highways England and other Sub-national Transport Bodies (STBs) to agree an engagement framework setting out minimum expectations for two-way communication and involvement in scheme development.
- The Major Roads Director is chairing the STB Liaison Group and following up meeting actions with other STBs, including joint working opportunities.
- The development of the Intervention Log, through manually mapping schemes in GIS, has been completed. This is being used to underpin work on the IPBA.
- TfN attended a workshop with DfT and Highways England on 13 May 2021 to review evidence for the Trans-Pennine Tunnel (TPT) and discuss the next steps.
- The management of long-term risks is ongoing and monitored on a regular basis with the project team and TfN Risk Manager.
- The team is continuing to engage with the DfT and our partners on monitoring and when required supporting progress, of MRN and Large Local Majors (LLM) projects. This includes initial discussion with DfT on capturing lessons learned and in future how to streamline the project lifecycle.

- The team plans to share a draft of the Major Roads Report (MRR) with the Major Roads Group and SOG in July, though publication of DfT's Transport Decarbonisation Plan and the outcome of TfN's Decarbonisation Strategy consultation must be seen before the report can be finalised.
- The 'negative perceptions of roads' risk, reported in the last few periods has not been recorded for this period due to its long-term risk proximity. The mitigation actions will continue to be an on-going exercise and monitoring.

## Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<b>Risk: Major Roads Report</b> - Should the work on the publication of the DfT Transport Decarbonisation Plan be delayed, TfN may need to defer publication of the MRR. If realised, TfN will be unable to meet the Business Plan KPI for completing the MRR updates by March 2022.	<ol style="list-style-type: none"> <li>1. Monitor and apply decarbonisation work and delay the completion of the MRR if DfT's Transport Decarbonisation Plan is postponed again. Keep partners informed to manage expectations.</li> <li>2. Proceed at risk if the DfT's decarbonisation work is delayed beyond summer.</li> <li>3. Keep in regular contact with the Strategy team to monitor any programme fluctuations.</li> <li>4. Update the MRR programme as changes are announced.</li> <li>5. Cross-reference the MRR and TfN's Decarbonisation Strategy to ensure alignment, prior to publishing.</li> </ol>	18
<b>Risk: EV Framework under-engagement</b> - If partners are unavailable or unable to actively engage with the project, the infrastructure framework may not be fully endorsed, and the quality of outputs could be compromised.	<ol style="list-style-type: none"> <li>1. Hold one-to-one meetings with partners during project conception and maintain engagement with partners through SOG.</li> <li>2. Create an EV Steering Group including volunteers from local authorities to guide, test and feedback on outputs.</li> </ol>	17

## Programme and Look Ahead

- The team is continuing to support the development of TfN's draft Freight & Logistics, and Decarbonisation Strategies, the latter of which will go to public consultation starting 7 June 2021.
- Peter Molyneux, the Major Roads Director, will be attending the Transport Select Committee on 9 June 2021 to provide evidence on Zero Emission Vehicles and road pricing.
- Highways England has asked TfN to support the statutory public consultation events for the A66 dualling project, which will take place late summer 2021. This includes advice on the approach and input into stakeholder communications,
- The team is continuing to engage on the RIS3 pipeline studies and has been invited to provide feedback to DfT on the RIS3 objectives by 11 June 2021.
- The tender bids for the Electric Vehicle (EV) Infrastructure Framework development commission will be reviewed after 21 June 2021, with a targeted project start date of 12 July 2021.

# Strategic Rail

## Monthly Summary

The Williams-Shapps White Paper was published on 20 May 2021 and it signals a fundamental change in the way rail services are planned and delivered. There are both risks and opportunities for TfN. The team arranged briefings for Board Members and prepared a Board report to map out the next steps for engaging with the implementation. TfN has submitted an initial 'offer' to the Secretary of State setting out the benefits to Government and the North that would arise from TfN being at the heart of the new model in the North helping Government deliver on the change plan. Following the Board discussion, the team will start to prepare a more detailed response and case for change.

The other main area of work was the Manchester Recovery Task Force (MRTF), including a meeting of the Northern Transport Acceleration Council (NTAC) on 18 May 2021. Following this, a further 'hothouse' session has been organised on 18 June 2021 to further progress the infrastructure roadmap and seek reassurances for future growth and capacity in lieu of short-term service changes to improve reliability. As part of the work on the Taskforce, the team has developed a 'roadmap to resolution' covering both the short-term service changes and the longer-term infrastructure through a much stronger collaboration with the DfT.

## Activity Update

### Rail Operations

On 17 May 2021 restrictions were eased to allow further reopening of non-essential retail and leisure, which has led to an increase in passenger demand. Northern saw an increase in demand by the end of May to 50% of pre-Covid levels, TransPennine Express (TPE) has also seen an increase to 52%. During the late May Bank Holiday week, demand on Northern increased to more than 60% of normal levels and was 'near normal' on some weekend services indicating that the leisure market has the potential to recover very quickly. As the easing of lockdown restrictions continues, the operational focus remains on working with the industry to support the recovery.

### Rail Investment

It has been confirmed by the DfT that the Outline Business Case review and determination of the 'end state' for the TransPennine Route Upgrade (TRU) project will go ahead in June this year as planned, even if the IRP (which will have a bearing on all future major project investment decisions) is not published by Government. An announcement of funding to support initial phases of delivery for TRU was also made toward the end of May 2021. £317m will support delivery of works taking place this year between Church Fenton and York and Manchester and Stalybridge. TfN welcomed the announcement as a positive step.

TfN also continues to support partner authorities on local schemes, including the East Coast Rail Upgrade in Cumbria, a new Skelmersdale rail link, reinstatement of the Skipton-Colne line, and station capacity improvements at Darlington, Middlesbrough and Leeds. The extension of platform 2 at Middlesbrough station has been completed in readiness for the introduction of services between Middlesbrough and London Kings Cross to begin in December 2021. The TfN-initiated process that reduced the cost of the new station at Horden is now being applied by Network Rail to cut the capital cost of the new Thorpe Park station.

The team has developed a TfN Stations Strategy - The Case for Inclusive and Sustainable Interventions. This includes improving accessibility at stations in the North.

## Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<p><b>Risk: The short-term effect of Covid-19 on the reintroduction of services on to the network –</b> There remains a risk that passenger enhancements (such as the addition of new services) will be delayed due to delays in driver training and lower service offerings on routes. This will impact local areas which will see a reduced level of service frequency and potential reliance on older trains until driver training is delivered in full.</p>	<ol style="list-style-type: none"> <li>1. TfN continues to work closely with operators and partners via the North of England Recovery Group feed in key areas of concern to be addressed.</li> <li>2. Driver training continues and operators are planning future service uplifts based on their known resource plans which Rail North Partnership (RNP) is keeping under review.</li> <li>3. Now that a roadmap to lifting restrictions is being implemented by the Government the focus from TfN and RNP will be on short-term recovery while still focusing on supporting the recovery of demand as restrictions ease.</li> </ol>	1
<p><b>Risk: The long-term effect of Covid-19 on viability of train services –</b> The gradual lifting of restrictions on travel is likely to continue to affect the time it will take for the industry to recover to pre-Covid-19 levels. This may impact on the future of train service investment decisions which might affect TfN's ability to achieve its ambition for the North of England.</p>	<ol style="list-style-type: none"> <li>1. Messaging and communications will continue to promote safe use of public transport in line with Government guidelines.</li> <li>2. Rail North Committee has endorsed a Roadmap to Recovery. The team is working with train companies identifying ticketing/marketing/offers to rebuild confidence, attract passengers back, and entice new passengers when appropriate.</li> </ol>	1

## Programme and Look Ahead

- Support, monitor and assist the industry to rebuild services, passenger demand and confidence.
- Prepare for a full response to the Williams-Shapps Plan by late summer 2021.
- Working through the Rail North Committee and TfN Board, continue to consider the outcome of the MRTF consultation and identify the right infrastructure and service package.
- Develop proposals for addressing network gaps linked to the Long-Term Rail Strategy (LTRS) and produce the next stage of the TfN Stations Strategy (with a particular focus on accessibility).
- Continue to support TfN input/response to the anticipated IRP.
- Continue to work closely with DfT and NR to secure successful delivery of the TRU project objectives.
- Draft priority interventions agreed with NR, TPE and Northern that will improve reliability and resilience and further work to secure funding to assess the feasibility of interventions.
- Secure Rail Network Enhancements Pipeline (RNEP) funding for TfN's line speed improvement programme - through the Infrastructure Board on 24 June 2021.

# Operations Summary

## Monthly Introduction

During May, operational teams have been working on; communication around the retirement of John Cridland from the role of TfN Chairman to the media and stakeholders (Comms); agreeing Grant Funding Agreements with the DfT (Finance); ongoing monitoring of discussions around virtual formal meetings and how TfN can comply with current regulations while still working within Covid-19 restrictions (Legal); Decarbonisation Strategy & Freight and Logistics Strategy (Strategy); Transport-Related Social Research; Phase 3 of the User Insight into Pan-Northern Travel, which has completed its fieldwork stage (Research); and beginning to map how new TAME partner contracts e.g. Wider Impacts, Stations Analysis and NorTMS (Northern Rail Transport Modelling System) development can deliver new NPR SOC inputs (TAME).

## Activity Update

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

### **Stakeholder Engagement & Communications Team (SECT)**

- The SECT has promoted TfN's activity proactively across external and internal channels throughout the month.
- Opportunities and key moments included TfN's response to publication of the Williams-Shapps Review of the Railway and the Queen's Speech. Elsewhere, TfN proactively stressed the importance of publication of the IRP without delay.
- The decision by John Cridland to retire from the role of TfN Chairman was proactively communicated to the media and stakeholders.
- Internally, preparation is underway for the opening of TfN's offices, dependent on the Government roadmap, with new ways of working to be implemented with a comprehensive communications strategy.
- Materials are being prepared for the launch of the Decarbonisation Strategy consultation in June 2021, with SECT working with the Strategy team to deliver the programme that will span 12 weeks.
- The team has been supporting delivery of the current online events programme, with speaking slots at key events including the Northern Transport Summit; Rail APPG (All-Party Parliamentary Group); and planning underway for the TfN Annual Conference scheduled for September 2021.
- The first meeting of the Northern Transport Charter Member Working Group is scheduled for June, while SECT is supporting the creation of an initial narrative for TfN's Comprehensive Spending Review submission this summer.

### **Finance & Procurement**

- The team is working closely with all directorates and programmes to manage the procurement pipeline and seeking opportunities to expedite activity where possible.
- Grant Funding Agreements for 2021/22 have been signed with the Department, and the NPR Funding Letter for the first quarter has been submitted. In addition, the draft Statutory Accounts for 2020/21 are being finalised ready for the external audit to commence on 7 June 2021.
- Following the successful implementation of Predict, the new risk management software, all risk data has been migrated into the system and the team is now providing system training to users.

## **Legal & Democratic**

- Regulations expressly permitting virtual formal meetings expired on 7 May 2021 and legal action to establish that existing law allowed their continuation was unsuccessful, which means that unless and until the law is changed, Board and Committee meetings must be held “in person” and with facilities for the public to attend in person in order to have formal status as a meeting. Reports to Board on 24 March 2021 and 16 April 2021 explained the developing position and implications. Government consultation on the issue remains open and TfN is contributing evidence to this. Because Covid-19 legal restrictions also remain in place, the 9 June 2021 Board date has been converted to a “consultation meeting” to allow the Interim Chief Executive to use delegated powers to make any necessary decisions, as permitted by the Constitution. Because the 27 July 2021 Board meeting will potentially need to make some decisions which are reserved to Board itself, that meeting may need to be held “in person” and it will be important to ensure that at least a quorum of Members is present in person. The 9 June 2021 “consultation” meeting will be presented with a full update on the current and emerging position and the arrangements being made for future decision-making while Covid-19 restrictions remain in place.
- The TfN Modern.Gov website, system and “restricted app” are now embedded and roll out of further benefits of the system to streamline internal processes is currently taking place.
- The team continues to support procurement and governance and provide general legal advice across a wide range of areas within TfN.

## **Strategy & Policy**

- Preparation of materials for TfN’s Decarbonisation Strategy public consultation is now complete, this follows extensive internal and external review including of the draft designed version of the Strategy document and the Communications and Engagement Plan. The consultation launch date has been set for 7 June 2021 and will run for 12 weeks.
- Work on a number of activities falling out of the Strategy has commenced, including Pan-Northern Electric Vehicle Charging Infrastructure Framework (led by TfN’s Major Roads Team), Clean Growth

Visions (focusing on developing evidence-based demand management narratives), consideration of embodied carbon assessment processes on our projects and facilitating a partnership examining hydrogen refuelling networks (through the North of England Hydrogen Forum).

- Work on the Freight & Logistics Strategy has continued. The technical documentation has now been finalised and the draft strategy is due to be issued to partners for comments. Approval will be sought from TfN Board in July, with a consultation to follow from the summer of 2021.
- Work continues to map out a roadmap to a revised Strategic Transport Plan (STP) for publication in February 2024. The activity in May has focused on exploring project management and visualisation options and tools to support tracking progress and interdependencies across TfN programmes.
- Papers and slides have been prepared to present to the inaugural Northern Transport Charter (NTC) Member Working Group on the 3 June.
- The team hosted a roadshow on 18 May 2021 with HM Treasury and Northern stakeholders to explore the revised Green Book and how it can be used by policy makers to deliver a range of outcomes.

## **Economics & Research**

- Work continues on the TfN research programme linked to the Strategic Transport Plan evidence base. The first draft of the final report from the Visitor Economy and Transport in the North of England study has been prepared, providing evidence for the importance of the visitor economy sector for the North, and setting out initial recommendations for transport solutions which can support the sustainable recovery and future growth of the sector. The draft report will be reviewed by TfN, project steering group and other partners/stakeholders before being finalised and published in July 2021, aligned with the Rail Tourism Action Plan led by TfN's Strategic Rail team.
- User Insight into Pan-Northern Travel (Phase 3) study has completed the fieldwork stage of the survey of 1,000 Northern business owners, which will provide insights on recent and potential future commuting patterns, business-related travel, and demand for transport of goods. Coupled with additional qualitative insights from focus groups with business owners, the study will develop a typology of business transport needs, behaviours and attitudes and explore the potential impact of transport investments on the North's business base.
- TfN's research programme on Transport-Related Social Exclusion (TRSE) in the North of England continues. This programme has two parts: (1) a commissioned mixed-methods research project, and (2) a qualitative research project delivered by the Economics & Research Team. In May, the team presented the interim project report to the steering group, which included outcomes from the literature review, a secondary research plan, and an outline of the primary research phase. Alongside this, the Economics & Research team mapped the areas gathered through the qualitative survey. The analysis of this survey will continue in June 2021 and July 2021.

- A revised scope has been developed for the Clean Mobility Visions project – a research workstream linked to TfN’s Decarbonisation Strategy. The revisions to the scope reflect further engagement with the research literature and input from TfN colleagues. This project is planned to begin in July 2021, following engagement with AAG (Analytical Assurance Group) and SOG.
- Work on defining TfN’s role in promoting environmental net gain and enhancing natural capital continues, with a presentation to partners.
- The team continues to develop TfN’s Monitoring and Evaluation Framework, an update on the latest phase of development was presented to AAG, SOG, and TfN colleagues at a Team Talks session.

### **TAME (Technical Assurance, Modelling & Economics)**

- The Northern Rail Modelling System (NoRMS) iteration 2e documentation has been shared with TfN’s expert panel and DfT reviewers, and the comments received have been addressed. The 2e acceptance pack was presented at Programme Board and there are high levels of confidence in the performance of the model.
- Testing of the NoRMS 2e in a localised context on the Skipton-Colne corridor is indicating excellent levels of validation including at low usage stations, and this augurs well for application of the model in non-NPR environments.
- The Northern Economy and Land Use Model (NELUM) development is continuing with new functionality being tested. The TAME Team has made good progress on the NELUM NPR Future Travel Scenarios runs and completed the most recent series of NPR network tests.
- The TAME Team received positive feedback from DfT regarding a range of NPR SOC (Strategic Outline Case) information which was provided for use in the IRP. Positive discussions have been held with DfT relating to feedback on the suite of SOC documentation prepared, and the outcomes will inform planning of refreshed SOC.
- The team is beginning to map how the new TAME partner contracts such as Wider Impacts, Stations Analysis and NorTMS (Northern Rail Transport Modelling System) development can deliver new SOC inputs.
- TAME staff continue to support the IPBA with various activities including technical management of the work programme, preparation of Future Travel Scenario matrices, and further improvements to strategic assignment models.
- The Development and Intervention Logs, which TAME staff have been involved in, have now been completed and are being utilised across TfN programmes and by partners.
- Appointments for the two Principal Analyst Roles have been confirmed with expected start dates in August.
- The TAME Analysis Support Partner contract has gained approval at both NPR Programme and Executive Boards and will be released to the market on 2 June.

# Financial Performance

## Financial Update

### Summary

Expenditure incurred in May 2021: £4.97m

Variance to monthly budget: Overspend of £0.18m (4%)

Year to date expenditure incurred: £9.55m

Underspend to date: £0.21m (materially on target)

### Headlines

- May actuals have been monitored against the initial 2021/22 budget.
- The overspend in the month is principally driven by programme activity.

### Programmes:

- Expenditure of £4.33m represented an overspend of £0.23m (6%) in the month – this was principally driven by the NPR programme.
- Year to date expenditure of £8.28m is generally on target but delays like IRP publication could have a material impact soon.

### Integrated & Smart Travel:

- Programme-wide expenditure of £0.23m in the month represented an overspend of £0.08m.
  - The rephasing of residual Phase 1 activity has led to a catch up of expenditure forecast in the prior month. Remaining Northern activity is now forecast to complete in June 2021.
  - Several staff departures have resulted in the crystallisation of redundancy costs that were originally budgeted for later in the year.

### Northern Powerhouse Rail

- Expenditure of £4.01m represented an overspend of £0.14m (4%) in the month. YTD expenditure of £7.68m is to budget.
  - NR expenditure on both the design and survey work is ahead of budget.
  - There was an underspend in the TAME team charges to NPR pending the start of new modelling and analysis partners recently contracted.
  - Underspends across programme support reflect a reduced use of business case support and several vacancies in the modelling team.

### IPBA (Investment Programme Benefits Analysis)

- Expenditure of £0.09m in the month £0.01m (13%) ahead of budget.

## **Operations:**

### **Rail Operations**

- Expenditure in the month of £0.19m is £0.02m (11%) under budget. This was driven by vacancies in the RNP and TRU teams, where roles are funded from discrete grant.
  - .
- Core savings generated by the vacant IST role, in the Strategic Rail team, have been reallocated via the budget virement process.

### **Operational Areas**

- Expenditure of £0.44m in the month was an underspend of £0.0m (6%), driven by the following:
  - £0.02m of underspend in Business Capabilities, is primarily due to phasing differences in SECT.
  - A net underspend of £0.02m in the Strategy & Policy team, with some accelerated activity in Policy offsetting underspends on modelling contractors and infrastructure. Underspends in the current month will allow for the extended use of contractors pending the arrival of recruited staff.

### **Expenditure Control**

- Following the implementation of the monthly budget virement process, several new opportunities have been identified as supportive of the delivery of the 2021/22 Business Plan and were approved by OBT in May:
  - Enhanced NoRMS preparation
  - Bradford local connectivity assessment
  - Bradford St James Market assessment
- The total value of these activities is £0.06m. Funding of these opportunities has come from the reallocation of savings generated by delayed recruitment to the new IST role and utilisation of the strategic risk allocation.

# Activity Dashboard

TRANSPORT FOR THE NORTH FINANCE DASHBOARD				PERIOD BUDGET CYCLE	2 BASE BUDGET	MAY 2020/21		
<b>PERIOD ACTUALS VERSUS BUDGET</b>								
	Actuals £m	Budget £m	Var. £m	Var. %				
Integrated and Smart Ticketing	£0.23	£0.15	£-0.08	-51%				
Northern Powerhouse Rail	£4.01	£3.87	£-0.14	-4%				
IPBA	£0.09	£0.08	£-0.01	-13%				
<b>Programmes</b>	<b>£4.33</b>	<b>£4.10</b>	<b>£-0.23</b>	<b>-6%</b>				
Rail Operations	£0.19	£0.22	£0.02	11%				
Operational Areas	£0.44	£0.47	£0.03	6%				
	<b>£4.97</b>	<b>£4.79</b>	<b>£-0.18</b>	<b>-4%</b>				
<b>PERIOD ACTUALS VERSUS BUDGET: PROGRAMMES</b>								
	Actuals £m	Budget £m	Var. £m	Var. %				
IST: Phase 1	£0.06	£0.04	£-0.02	-58%				
IST: Phase 2	£0.00	£0.01	£0.01	67%				
IST: Programme	£0.17	£0.10	£-0.07	-64%				
Northern Powerhouse Rail	£4.01	£3.87	£-0.14	-4%				
IPBA	£0.09	£0.08	£-0.01	-13%				
	<b>£4.33</b>	<b>£4.10</b>	<b>£-0.23</b>	<b>-6%</b>				
<b>YEAR TO-DATE ACTUALS VERSUS BUDGET</b>								
	Actuals £m	Budget £m	Var. £m	Var. %				
Integrated and Smart Ticketing	£0.48	£0.56	£0.08	14%				
Northern Powerhouse Rail	£7.68	£7.71	£0.03	0%				
IPBA	£0.13	£0.12	£-0.01	-5%				
<b>Programmes</b>	<b>£8.28</b>	<b>£8.39</b>	<b>£0.10</b>	<b>1%</b>				
Rail Operations	£0.39	£0.43	£0.05	11%				
Operational Areas	£0.88	£0.94	£0.06	6%				
	<b>£9.55</b>	<b>£9.76</b>	<b>£0.21</b>	<b>2%</b>				
<b>YEAR TO-DATE ACTUALS VERSUS FORECAST TO OUTTURN (BASE BUDGET)</b>								
	Actuals £m	F/cast £m	Var. £m	Var. %				
Integrated and Smart Ticketing	£0.48	£1.52	£1.04	68%				
Northern Powerhouse Rail	£7.68	£48.48	£40.80	84%				
IPBA	£0.13	£0.89	£0.77	86%				
<b>Programmes</b>	<b>£8.28</b>	<b>£50.90</b>	<b>£42.61</b>	<b>84%</b>				
Rail Operations	£0.39	£3.16	£2.77	88%				
Operational Areas	£0.88	£6.13	£5.25	86%				
	<b>£9.55</b>	<b>£60.18</b>	<b>£50.63</b>	<b>84%</b>				
<b>FUNDING YEAR TO DATE</b>				<b>FUNDING FORECASTS TO OUTTURN (BASE BUDGET)</b>				
<b>Funding Stream</b>	Actuals £m	Budget £m	Var. £m	Var. %	Actuals £m	Budget £m	Var. £m	Var. %
TDF - Rail	£7.68	£7.71	£0.03	0%	£7.68	£48.48	£40.80	84%
IST - Capital and Revenue	£0.48	£0.56	£0.08	14%	£0.48	£1.52	£1.04	68%
Core Grant	£1.13	£1.20	£0.07	6%	£1.13	£8.56	£7.43	87%
Rail North Grant & Contributions	£0.23	£0.24	£0.01	4%	£0.23	£1.29	£1.07	82%
Trading Income	£0.04	£0.05	£0.01	25%	£0.04	£0.33	£0.29	88%
	<b>£9.55</b>	<b>£9.76</b>	<b>£0.21</b>	<b>2%</b>	<b>£9.55</b>	<b>£60.18</b>	<b>£50.63</b>	<b>84%</b>

# HR Update

## Human Resources Update

Salaried Establishment as at **7 June 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 (71.64 FTE)	18 (18.00 FTE)	91 (89.64 FTE)
Rail North Partnership (Hosted)	13 (13.00 FTE)	3 (3.00 FTE)	16 (16.00 FTE)
<b>Total Establishment</b>	<b>113 (111.64 FTE)</b>	<b>23 (23.00 FTE)</b>	<b>136 (134.64 FTE)</b>
<b>Strength (in post)</b>	<b>103 (101.64 FTE)</b>	<b>13 (13.00 FTE)</b>	<b>116 (114.64 FTE)</b>
<b>Appointed (start date pending)</b>	<b>5 (5.00 FTE)</b>	<b>0 (0.00 FTE)</b>	<b>5 (5.00 FTE)</b>
<b>Active/Pending Recruitment</b>	<b>2 (2.00 FTE)</b>	<b>2 (2.00 FTE)</b>	<b>4 (4.00 FTE)</b>
<b>Vacant – On-hold</b>	<b>3 (3.00 FTE)</b>	<b>8 (8.00 FTE)</b>	<b>11 (11.00 FTE)</b>

### Agency/Consultancy Resource – Covering Vacant Established Posts

Area	Posts (FTE's)
Support Services	1 Post (1.00 FTE)
Operational & Delivery	9 Posts (9.00 FTE)
<b>Total</b>	<b>10 Posts (10.00 FTE)</b>

### Consultancy Resource – Contracts for Service (TDF Funded)

Area	Current Strength Posts (FTE's)	Year-End FY21/22 Projected Posts (FTE)
Support Services	0 Post (0.00 FTE)	0 Post (0.00 FTE)
Operational & Delivery – NPR	49 Posts (49.00 FTE)	101 Posts (101.00 FTE)
<b>Total</b>	<b>49 Posts (49.00 FTE)</b>	<b>101 Posts (101.00 FTE)</b>

*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 52 posts) are anticipated to be brought in throughout the forthcoming year, with actual plans for this resource to be finalised once the IRP reports and a revised date for the submission of the NPR SOC is agreed.*

### Resourcing Update – For Information

**TfN Board & Partnership Board Chair – John Cridland** – is to retire from his role following the TfN Board Meeting on 27 July 2021. A paper will be presented to the TfN

Board Consultation in June for Members to consider the approach to appointing a successor.

**Permanent Chief Executive Recruitment - Martin Tugwell** – will officially join TfN on Monday, 2 August 2021. Tim Wood will continue to act as Interim Chief Executive until that time.

### **HR Metrics – 2021/22 Year-To-Date**

Corporate Sickness Level:	<b>0.6%</b>
Employment Policy Application:	<b>0%</b>
Employee Turnover (Voluntary Leavers):	<b>2.9%</b>
% of Employees from an Ethnic Minority Background:	<b>16%</b>
% of Employees declaring a Disability:	<b>12%</b>
Gender Mix - % of Female Employees:	<b>40%</b>
% of Male Employees:	<b>60%</b>

# 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)	0
On Track (in progress, no delays)	16
In Progress (in progress, may become delayed)	6
Delay (has missed a key deadline)	0
Delay BTYE – delayed beyond this year end	0
Not Started	4

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 in line with Government guidelines. The team is working with train 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	On Track	
			Work has continued on developing a Strategic Outline Business Case for a radical plan for Leeds Station, with the delivery of an economic case by Atkins.	
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	On Track	
			Tender documents are being prepared for consultancy support on this issue.	
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	On Track	
			Network Rail is now fully engaged with the Theoretical Line Speed process and is progressing the delivery of the York-Scarborough and Darlington-Bishop Auckland findings. Implementation is expected by March 2022.	
Strategic Rail	5	Pursue the digital transformation of fares, ticketing and information through collaboration and	On Track	
			A scoping report for this programme has been prepared by the Integrated & Smart	

		the development of business cases across the North and/or through national rail reform. March 2022	Travel (IST) team as part of the project closedown and the Digital Strategy Lead is currently being recruited.
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	On Track TfN is actively using its powers and voice to get a better outcome for passengers on Central Manchester - for example by seeking a meeting of NTAC to discuss investment for Manchester.
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	In Progress Timings depend on IRP. Completion and submission dates dependant on IRP publication and subsequent agreements between TfN and DfT.
Northern Powerhouse Rail	8	Reconfirm NPR phasing plan in response to Government's Integrated Rail Plan. TBC post-IRP	Not Started Final phasing position in the SOC is dependent on the IRP conclusions and subsequent agreements between TfN and DfT.
Northern Powerhouse Rail	9	Complete initial survey work and commence OBC on early accelerated projects to start construction in FY 2024/25. September 2021	In Progress Current survey works due to conclude in August 2021 as scheduled. However, the programme of activity post-surveys is dependent on IRP conclusions and subsequent agreements between TfN and DfT.
Northern Powerhouse Rail	10	Initiate additional survey work and commence Outline Business Case on early accelerated projects to enable delivery partners to start construction in FY 2024/25. January 2022	Not Started 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	Not Started Not started. Awaiting publication of the Integrated Rail Plan.
Investment Programme Benefits Analysis	12	Commission the Investment Programme Benefit Analysis work and deliver the programme up to the Gateway Review. September 2021.	On Track Programme is on track with Appraisal Specification Report in development.
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	On Track Project baseline programme has been agreed and project is on schedule.
Major Roads	14		On Track

		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	The Mobile Data project is running on schedule.
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	On Track The technical report has been completed. The publication of the final Major Roads Report has been postponed so the report can take account of both the TfN Decarbonisation Strategy, and DfT's delayed Transport Decarbonisation Plan. This will not have any negative implications for other programmes.
Major Roads	16	Use our evidence base to work with Highways England 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 Highways England to develop the route strategies, which will feed into RIS3, is ongoing.
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, supporting all communities in the adoption of low and zero emission vehicles. March 2022	On Track The commission is currently out to tender.
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	On Track Preparation of consultation materials and website complete. Consultation launch date set for June 7, to run for 12 weeks.
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	On Track Work continues to map out a roadmap to a revised STP for publication in February 2024. May activities have focused on exploring project management and visualisation tools to provide partners a regular update on progress.
	21		On Track

Strategy, Policy and Research		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	Initial scoping work exploring potential methodologies underway.
Strategy, Policy and Research	22	Consult and adopt the TfN Freight & Logistics Strategy and work with the industry to agree implementation arrangements. December 2021	In progress
			Draft strategy will be submitted to the July Board for consideration ahead of consultation on the content.
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. Following that, contact has been made with the team supporting the review to understand any emerging findings and how TfN can support. A response is awaited.
Corporate	24	Develop and provide a Comprehensive Spending Review submission to Government. In line with timetable set by Government	In Progress
			Initial preparatory work now underway. Detailed planning work will commence following the June Board meeting.
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.
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	On Track
			Subject to emerging Government guidance on the lifting of current lockdown/social distancing restrictions, TfN remains on-track to fully implement its agreed new Ways of Working and reopen both offices between mid-July and early-August 2021. The physical re-design of the Manchester office will be fully complete by the end of July and this will be followed by the Leeds office by the end of September.



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## Transport for the North Scrutiny Committee

- Subject:** Review of Scrutiny Function
- Author:** Deborah Dimock, Solicitor
- Sponsor:** Julie Openshaw, Head of Legal Services
- Meeting Date:** Wednesday 7 July 2021

### 1. Purpose of the Report:

- 1.1 The purpose of this report is for Members to review the operation of the Scrutiny Function since the Inaugural Meeting in April 2018.

### 2. Background:

- 2.1 In Transport for the North's Annual Governance Statement for 2020/21 an action was included in the action plan for 2021/22 to carry out a review of the Scrutiny Function with a particular focus on the principle of Scrutiny First.

### 3 Discussion:

- 3.1 The Sub-national Transport Body (Transport for the North) Regulations 2018 which established Transport for the North as a Sub-national Transport Body included a requirement for Transport for the North to establish a Scrutiny Committee to:
- (a) review or scrutinise decisions made, or other action taken, in connection with the discharge by TfN of its functions,
  - (b) make reports or recommendations to TfN with respect to the discharge by TfN of its functions, and
  - (c) make reports or recommendations to TfN on matters relating to transport to, from or within TfN's area.

The Regulations also require Transport for the North to make standing orders for the regulation of the proceedings and business of the Scrutiny Committee. A copy of the Scrutiny Standing Orders in the Transport for the North Constitution is attached at Appendix 1.

- 3.2 At the meeting of the Transport for the North Shadow Board held in February 2018 before Transport for the North gained statutory status it was decided that Transport for the North should adopt a policy of “Scrutiny First” meaning that proposals would be considered by the Scrutiny Committee before they were decided by the Board so that the Scrutiny Committee would have an opportunity of influencing the decision of the Board before it was taken rather than only having the opportunity of considering a decision after it had been taken, with no power to call decisions in. The Transport for the North Regulations and Constitution do not include a power for Scrutiny Committee to Call In decisions of the Board. The “Scrutiny First” principle has been included in the TfN Constitution so any alteration to this would require an amendment of the Constitution by the TfN Board.
- 3.3 It is now appropriate for the Scrutiny Committee to review the Scrutiny First policy and to consider how well it has worked and whether the Committee wishes to recommend to the Board any amendments to the policy particularly in relation to the types of decisions which are referred for Scrutiny First.
- 3.4 The Scrutiny First principle has ensured that the Scrutiny Committee has an opportunity to comment on and inform every decision being taken by the Transport for the North Board but it has meant that the Agenda of the Scrutiny Committee has been to a large extent determined by the decisions being taken to the Board rather than the Committee developing its own work programme.
- 3.5 The Scrutiny Committee has also called for special reports to be presented to it including in respect of climate change and decarbonisation, freight and the Assurance Framework.

#### **4 Scrutiny Review**

- 4.1 The Constitution makes provision for the Scrutiny Committee to set up Scrutiny Panels to explore particular issues of interest to the Committee but so far the Committee has not done so. Meetings of Scrutiny Panels could be less formal than meetings of the Scrutiny Committee and could continue to be held virtually.
- 4.2 The Constitution enables the Scrutiny Committee to invite anyone it chooses to attend its meetings. This means that if the Committee was carrying out an in depth review of a particular topic it could invite an independent expert to attend its meeting to provide evidence. It is also a forum at which members of the public are allowed to speak subject to the agreement of the Committee Chair and the giving of advance notice. Previously representatives of Environmental Groups have been invited to address the Committee particularly in relation to the preparation of the Strategic Transport Plan.

- 4..3 It is appropriate for the Committee to consider as part of this review whether there are particular issues which it wishes to explore in more depth in order to make detailed recommendations to the Board. Unlike most Local Authorities, Transport for the North does not have any dedicated Scrutiny Officers but the Committee has been assisted at its meetings by senior officers from relevant programme teams and it is anticipated that this will continue to be the case.
- 4.4 As a first stage of the review process a consultation exercise has been carried out to gather Members detailed views of how the Scrutiny function should be developed going forward. A schedule of consultation responses is attached at Appendix 2.
- 4.5 The responses indicate that of those who responded to the questionnaire the majority agreed with the Scrutiny First principle and with the procedure whereby the Scrutiny Committee receives reports on all items before they are considered by the Board as far as possible.
- 4.6 There was also support for the proposal that the Scrutiny Committee should develop a work programme and for that work programme to be carried out by the full Committee with little support for the suggestion of small Scrutiny Panels to carry out discrete items of work.
- 4.7 The consultation asked questions about the level of officer support provided to the Scrutiny Committee. Although there is no dedicated officer support for the Committee most consultees were satisfied with the level of officer support at Scrutiny Committee Meetings.
- 4.8 The consultation questionnaire also called for general comments and recommendations for improvements. In response to this one Member responded that they would like to hear more about actual achievements on the ground with a regularly updated critical path programme that clearly shows planned and funded programmes of work, key milestones, and therefore progress & slippage.
- 4.9 At the last meeting it was suggested that a Scrutiny Members Working Group should be set up to take the review forward. Unfortunately the timing of the request for nomination for membership coincided with the May elections and no nominations for membership of a Working Group were received.

## **6. Recommendation:**

- 6.1 That the report be received and that Members of the Committee consider how they wish to take the review forward.

7

**Appendices:**

1. Terms of Reference of the Scrutiny Committee
2. Schedule of Consultation Responses

### List of Background Documents:

Constitution

### Required Considerations

#### Equalities:

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

<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Equalities	A full Impact assessment has not been carried out because the report does not propose any new strategy or service provision	Deborah Dimock	Julie Openshaw

#### Environment and Sustainability

Yes	No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Sustainability / Environment – including	A full impact assessment has not been carried out because the report does	Deborah Dimock	Julie Openshaw

considerations regarding Active Travel and Wellbeing	not propose any new strategy or service provision		
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### Legal

Yes
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Legal	The legal implications have been considered and are included in the report.	Deborah Dimock	Julie Openshaw

### Finance

No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Finance	TfN Finance Team has confirmed there are no new financial implications.	Paul Kelly	Iain Craven

### Resource

No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Resource	TfN HR Team has confirmed there are no new resource implications.	Stephen Hipwell	Dawn Maden

### Risk

No

<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Risk	There are no new risks identified as a result of this report.	Haddy Njie	Iain Craven

### Consultation

Yes

<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Consultation	No consultation has been carried since no new policies are being proposed.	Deborah Dimock	Julie Openshaw

## **Appendix 1**

### **20 Scrutiny Committee**

- 20.1 The Order of the Secretary of State made on the 22<sup>nd</sup> 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 sub-committees 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 e-mail.
- 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.

## Appendix 2

### Scrutiny Consultation Schedule of Responses.

	<b>Question</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	Indicate how well you agree with the following statements 1 not at all – 5 strongly Agree					
1	I am happy with the Scrutiny First principle?	2	1	1	0	5
2	I think Scrutiny Committee should in general review all reports before they are considered by the Board?	1	1	5	0	2
3	I think the Scrutiny Committee should restrict its review to reports relating to transport strategy and investment decisions?	4	0	3	2	0
4	I think the Scrutiny Committee reviews Board reports well?	1	1	4	2	1
5	I think the Scrutiny Committee has an appropriate level of officer support at its meetings?	1	0	4	1	2
6	<b>Comment</b> If not, what changes would you like to see?					
7	I think the comments made	0	1	4	1	1

	by the Scrutiny Committee are acted upon by officers?					
8	I think the comments of the Scrutiny Committee have been adequately reported to the Board?	0	1	4	0	1
9	<b>Comment</b> If not, what changes would you like to see?					
10	I think the Scrutiny Committee has influenced Board decisions	0	2	4	1	0
11	<b>Comment</b> What improvements would you like to see to the way the Scrutiny Committee operates	It shouldn't have too much power - that's the point!				
12	I would like Scrutiny Committee to identify topics for review in a Scrutiny Work Programme	1	0	2	4	2
13	I think the work programme should be carried out through the Scrutiny Committee ?	0	2	2	0	4
14	I think the work programme should be carried out through a small Scrutiny Panel	2	3	2	1	0
15	<b>Comment</b>	I can't objectively comment on the effectiveness of the committee as I'm not exposed sufficiently enough to its operation.				

	<p>Is there any other comment you would like to make?</p>	<p>Not sufficient evidence available to answer these questions in an informed way</p> <p>I thoroughly enjoy &amp; value the work of TfN scrutiny I participate in.</p> <p>I would like to more about actual achievements on the ground with a regularly updated critical path programme that clearly shows planned and funded programmes of work, key milestones, and therefore progress &amp; slippage.</p>
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# Transport for the North Scrutiny Committee

**Subject:** Rail Reform Matters: Responding to the White Paper

**Author:** David Worsley, Head of Rail Specification & Delivery

**Sponsor:** David Hoggarth, Strategic Rail Director

**Meeting Date:** Wednesday 7<sup>th</sup> July 2021

## 1. Purpose of the Report:

- 1.1 This report provides an overview of the Williams-Shapps White Paper, highlights the value that Transport for the North brings to the rail sector and sets out the next steps to establish a strong role for Transport for the North that delivers for the North's passengers and freight customers.
- 1.2 The Committee is recommended to note the next steps set out in Section 4 and discuss how Transport for the North can build a strong role for the North working with the new body and local authority partners.

## 2. Executive Summary:

- 2.1 Section 3 includes a summary of the main recommendations of the White Paper. These include:
  - The formation of a new organisation – Great British Railways – bringing together track and train (incorporating all the functions of Network Rail but also have significant powers over timetabling, fares, and long-term planning);
  - The simplification of the fares system and the introduction of new flexible season tickets (for 2 or 3 days per week); and
  - The replacement of the franchise system by Passenger Service Contracts (PSCs), focussing on punctuality and improved efficiency. The PSCs will be based on Transport for London's contracts for Overground and Docklands Light Railway services.
- 2.2 Although the White Paper states that existing devolved administrations will retain their current powers and role, the future role for Transport for the North has not been described. This presents an opportunity for Transport for the North to emphasise the value that it has added in the past to the railway industry, and the unique combination of democratic legitimacy and intellectual depth (through the analytical framework)

that will enable it to play a major role in the future. Transport for the North has also played a significant role in supporting its partner authorities and building strong local partnership arrangements, and it is necessary to ensure that this continues into our future relationships with GBR. TfN should play a role in establishing how Subnational Transport Bodies, City Regions, Combined Authorities, County Councils and Unitary Authorities will all contribute to a devolved, transparent and accountable transport system.

- 2.3 The report concludes by recommending that Transport for the North build on its existing powers and relationships (e.g. with Network Rail through our Memorandum of Understanding) in order to secure a clear role for itself in the future railway industry. This will enable it to address regional concerns such as poor train performance and excessive infrastructure costs and align Great British Railway's strategic plans with Transport for the North's decarbonisation programme and Strategic Transport Plan.

### **3. Consideration:**

#### **Background**

- 3.1 The Department for Transport's White Paper entitled *Great British Railways: The Williams-Shapps Plan for Rail* was published on Thursday 20 May 2021. It is the culmination of Keith Williams' review of the industry, initiated following the May 2018 timetable problems and the reversion of the East Coast franchise to directly operated status.
- 3.2 A summary of the White Paper recommendations can be found in Appendix 1. The principal recommendations include the creation of a new public body, Great British Railways (GBR), intended to provide readily identifiable and accountable leadership for the railway industry, bringing together track and train. GBR will operate the railway network and undertake long-term planning. It will collect revenue from fares (including bearing the revenue risk), set most fares and timetables, and manage a website which will sell tickets and provide a single point of contact for information. GBR will incorporate the functions of Network Rail (i.e. to own, maintain, renew and enhance the infrastructure), and receive some functions from the Department for Transport and the Rail Delivery Group. There will be measures to increase workforce diversity in GBR and the wider industry, including stretch targets in contracts and collaboration with further education institutions.
- 3.3 It is intended that the fares system will be simplified, with new flexible season tickets (for use 2 to 3 days per week) on sale from 21 June 2021 and valid for use from 28 June 2021. There will be a clearer system for claiming passenger compensation (via the GBR website), with more rapid moves towards pay-as-you-go contactless ticketing

(e.g. digital tickets for smartphones). Walk-on off-peak and season ticket prices will be protected as at present.

- 3.4 The franchise system will be replaced by Passenger Service Contracts (PSCs), focussing on punctuality and improved efficiency. The PSCs will be based on Transport for London's contracts for Overground and Docklands Light Railway services. Arrangements for track access (between GBR and the train operating companies) will replace the current compensation system, making it easier and cheaper for GBR to plan maintenance, renewals and enhancements. New opportunities for open access operators will be explored, whilst other operators will be given commercial freedom (e.g. to introduce new fares and share revenue with GBR) as rail demand recovers.

### **The White Paper and Devolution Opportunities**

- 3.5 The White Paper states that "Existing devolved administrations and authorities across Great Britain will continue to exercise their current powers and to be democratically accountable for them" (p. 30).
- 3.6 However, Transport for the North's role in the future industry structure is not clearly defined, due to the following features of the White Paper:
- Transport for the North's role as the only Sub-National Transport Body to have statutory status is not mentioned;
  - Subsequent discussion at Transport Select Committee has seen DfT talk about local authorities being "informed clients" and stakeholders, but this could be a step back from the statutory role enjoyed by Transport for the North and its partners;
  - All accountability will rest with GBR, who are in turn accountable to Ministers;
  - Network Rail's current regional structure will be retained in GBR, which could make delivery of east-west connectivity benefits across the North less easy to deliver; and
  - Reorganisation could impact the delivery models of the major programmes covered by the forthcoming Integrated Rail Plan (including Northern Powerhouse Rail).

It should however be noted that if GBR retains Network Rail's current routes (radiating from London), this could be an opportunity for Transport for the North to stress its credentials as the only body looking at rail from a pan-Northern perspective.

- 3.7 Appendix 2 sets out an initial approach to our future role that has been submitted to the DfT, intending to pave the way for more detailed dialogue. It should be noted that as Transport for the North is already fully representative of its elected members, it is prepared for devolution of powers.

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### Establishing Transport for the North's Future Role

- 3.8 As the structure and context of the railway industry changed during the pandemic, Transport for the North set out four key priorities for the Northern rail network's future. Transport for the North reiterated that it wishes to see local accountability to the communities served by rail, with decision-making decentralised as far as possible. Transport for the North also wish to see a rail industry which is transparent and collaborative, and better integrated with other modes of transport. Transport for the North's partners have stressed that Transport for the North plays an essential role in the governance of transport across the North, as prior to Transport for the North's existence, policy was set in a centralised and unaccountable manner, without the benefit of local knowledge; we cannot allow any backwards slippage to this situation, nor reduce Transport for the North's ability to support its partners.
- 3.9 Subsequent discussions since the publication of the White Paper have indicated that the Government envisage that City Regions and Combined Authorities will form the basic building blocks for the future governance of devolved transport, so TfN must use this opportunity to shape how Subnational Transport Bodies, County Councils and Unitary Authorities will also contribute to a localised, transparent and accountable system.
- 3.10 Transport for the North is in a unique position to realise these goals, as it is an established organisation with statutory powers, and has a track record of achievements in rail. For example, in the wake of the May 2018 timetable problems (which hit TransPennine services severely), Transport for the North was able to take the lead in developing emergency timetables, deploying an independent expert to oversee the recovery, and implementing passenger compensation. However, the White Paper indicates that the system of control within GBR will be based on existing Network Rail regions, which means that the North would be split between two business units which will reflect (and likely prioritise) north-south connections rather than the east-west links which Transport for the North recognises as economically vital. Transport for the North's ability to influence the response to future similar performance problems thus needs to be clarified.
- 3.11 A core feature of the White Paper (reflecting Transport for the North's view) is joining up track and train. The White Paper sets out how Network Rail will be incorporated into GBR.
- 3.12 Transport for the North is already working closely with Network Rail in the North. We have developed a Memorandum of Understanding to help govern our relationship with Network Rail; this covers issues such as our legal duties, common objectives, areas in which we can collaborate, and potential future projects. Transport for the North have been able to enter into more productive liaison with Network Rail as a result of this Memorandum, and Transport for the North therefore

require clarification on how we can maintain and deepen our relationship with Network Rail during their transition to GBR.

- 3.13 A specific issue referenced in the White Paper (p. 14) is the estimated capital costs that Network Rail are quoting for proposed infrastructure investments. This is a topic which has caused great concern to Transport for the North, as our own rail professionals have collected evidence which illustrates that several proposed enhancements have been estimated to cost three times or more than what comparable infrastructure has cost to build, even in recent years. We are also concerned that train performance for operators in the North is almost uniformly poorer than elsewhere in Britain, and that the knock-on effect of rail congestion at performance hotspots (such as Manchester and Leeds) has not been taken into account fully when assessing the business case for ameliorating measures.
- 3.14 There is a clear opportunity to use Transport for the North's expertise to influence long-term strategy and promote the transformational pan-Northern growth to which we aspire. We have already influenced policy in this area by making the case for the rolling stock investment which has improved rail journeys across the North, whilst the incorporation of our *Long Term Rail Strategy* (Jan. 2018) into the *Strategic Transport Plan* (Feb. 2019) has ensured that rail schemes are prominent in the case which is being built for a Northern transport programme and budget. The White Paper states that GBR will be required to develop a 30-year strategy in addition to the current Network Rail 5-year plans; this presents an opening for Transport for the North to align GBR's plans with our *Strategic Transport Plan*, whilst deploying our cutting-edge appraisal tools (Northern Rail Modelling System & Northern Economy and Land Use Model) to strengthen the case for investment in our region's network. Responding to Transport for the North, the Secretary of State for Transport has noted that Transport for the North possess expertise in several relevant areas, and pledged that DfT officials would work with Transport for the North to harness this knowledge during the transition to Great British Railways.
- 3.15 The White Paper also emphasises ongoing decarbonisation as part of DfT's priorities for the industry, with further details to emerge in a future *Transport Decarbonisation Plan*. This provides a further opportunity to advance Transport for the North's agenda and influence national policy, as Transport for the North's analytical toolkit includes detailed consideration of how carbon emissions will be impacted by potential trends in future transport and urban geography. The work done already for our *Future Travel Scenarios* report (Dec. 2020) can inform strategic choices that will be made by GBR and other government agencies over the coming decades.

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#### **4. Next Steps:**

It was proposed and agreed at Transport for the North Board on 9<sup>th</sup> June that the following steps are taken to develop Transport for the North's role:

1. Emphasise the importance of a pan-Northern role for Transport for the North under the new rail structures, using the available evidence for our ongoing impact, and stressing integration with local systems and other modes. This would include challenging the retention of the existing Network Rail structure, which splits the North across two regions;
2. Strongly engage with the development and implementation of the White Paper by DfT, in order to shape the future structure of the rail industry in the North. Transport for the North will request a seat on the Advisory Board which will drive the establishment of GBR;
3. Work with Local Transport Authority partners on how to maximise local delivery and integration within the new framework. This will recognise that Transport for the North can play a major role in securing strong local partnerships between GBR and local authorities, in order to facilitate local integrated networks. In particular, this should involve making the case for more rapid devolution of powers in areas where this is possible, such as control of station facilities and environs. Stations could be regarded as community infrastructure rather than rail infrastructure, and devolving their management will allow more rapid progress towards achieving full accessibility. The Government's recognition of an important future role for City Regions will assist in this; and
4. As agreed by Transport for the North's Board on 9 June 2021, develop a detailed 'case for change' to define a leading role for Transport for the North, supported by appropriate evidence, and based on the principle that Transport for the North is an existing and effective statutory organisation (made up by elected leaders) that is devolution-ready. This work is currently being commissioned; Transport for the North will work with Lead Officers from member authorities during this period and bring regular reports to Rail North Committee on its progress. The commission and 'case for change' will include consideration of more rapid devolution for management of stations, as requested at Transport for the North Board.

## **5. Recommendations:**

It is recommended:

1. That the Committee notes the White Paper, and its focus on addressing the problems caused by the past fragmentation of the railway industry;
2. That Transport for the North continues to seek clarity from Government that the existing arrangements and statutory powers through Transport for the North are not proposed to be changed, and can therefore provide a strong building block for Transport for the North's future role; and
3. That the Committee discusses what Transport for the North can bring to the new structure and the next steps set out in Section 4 above. As more details of what is planned are confirmed by the Department for Transport, these will be incorporated in to the 'case for change' and our vision of Transport for the North's future role.

## **6. Appendices:**

The following appendices are included separately:

- 6.1 Appendix 1: Summary of White Paper  
Appendix 2: Transport for the North's Initial Response to DfT

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**List of Background Documents:**

There are no background papers to this report.

**Required Considerations**
Equalities:

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

<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Equalities	A full Impact assessment has not been carried out because it is not required for this report.	David Worsley	David Hoggarth

Environment and Sustainability

Yes	No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Sustainability / Environment – including considerations regarding Active Travel and Wellbeing	A full impact assessment has not been carried out because it is not required for this report.	David Worsley	David Hoggarth

Legal

Yes	No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Legal	Any legal implications are included within the report.	Julie Openshaw	Dawn Madin

### Finance

Yes	No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Finance	Transport for the North Finance Team has confirmed there are no financial implications.	Paul Kelly	Iain Craven

### Resource

Yes	No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Resource	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 Committee appraised as this matter evolves	Stephen Hipwell	Dawn Madin

### Risk

Yes	No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Risk	There are no risk implications arising from this report and thus a risk assessment is not required.	Haddy Njie	Iain Craven

**Consultation**

Yes	No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Consultation	Transport for the North's partners have been informally consulted on our response to the Williams-Shapps Plan, and will have the opportunity to provide further input to the case for change.	David Worsley	David Hoggarth

## Appendix 1

### Further Information

***The document is split in to 8 chapters. Further key details which have emerged from study of these chapters are covered here as supporting information:***

#### **Chapter 1: The Railways since Privatisation**

Although praising the increase in services, higher passenger numbers, improved rolling stock and eventual improvement in safety during the privatised era, the report admits that the fragmentation of the industry has led to inefficiency in many areas (e.g. through duplication). Collaboration between organisations is poor, fares have increased 48% in real terms since 1997, performance has been erratic, and the privatisation has not been accepted by the public. In particular, poor cost control from Network Rail has prevented improvements. Simplification of the industry and better alignment of the incentives of the bodies involved is seen as the key to ending an adversarial blame culture. Great British Railways will therefore “be made up of regional railways that are locally rooted and accountable, with new culture and incentives focused on serving customers”.

#### **Chapter 2: Our Commitment to Rail**

It is noted that the government is still committed to HS2, direct London to Middlesbrough services, the Northumberland Line, and that in “northern England, Manchester’s railways are being unblocked . . .” It is promised that the Integrated Rail Plan will be published soon, and that the “government’s priority for the future is to level up rail services and other public transport services in rest of the country to the high standards already set in the capital”. Helping rail to recover from the pandemic will include the flexible season tickets but also a “major effort to develop rail’s leisure market further and help to attract new passengers to the railways”.

#### **Chapter 3: Integrating the Railways**

The McNulty report from a decade ago identified “the lack of whole-system thinking and adversarial relationships as key reasons for high costs, poor value and inefficiency”, but this has not been rectified. The key goal is that “Great British Railways will bring together the whole system and perform a role for rail services similar to the one Transport for London has in the capital. It will own the railways across Great Britain and run them as an integrated system to common goals, set out in this white paper and in the future by Ministers.”

GBR will be required to develop a 30-year plan, in addition to the current 5-year plans, and will incorporate functions from DfT and Rail Delivery Group as well as Network Rail. GBR will be accountable for punctuality, efficiency and safety, and

also take the revenue risk. In order to improve passenger focus, GBR “will need to include meaningful numbers of people in middle and senior management roles with substantial experience outside Network Rail, including in some cases from outside the rail and transport industry altogether; and more people with retail and customer relationship experience”. Expect cost savings from integration and deduplication are £1.5 billion per year.

GBR will be accountable to the Secretary of State for Transport in a manner similar to TfL’s accountability to the Mayor of London. However, in order to boost local accountability, “Great British Railways will be made up of powerful regional divisions, with budgets and delivery held at the local level, not just nationally”. Passenger Service Contracts and other procurement will be managed locally. There will be five regional divisions, initially matching Network Rail’s current structures, so the North of England would still be split between Eastern and North West & Central regions.

#### **Chapter 4: Replacing Franchising**

The government has a legal responsibility to keep franchised services in operation, and introduced emergency measures that kept the trains running for key workers, assuming full responsibility for cost and revenue across all 14 national franchises. A new role for operators is now needed to restore a focus on providing high-quality services for passengers, encouraging people to travel by train and running services more efficiently. Franchising will therefore be replaced by new Passenger Service Contracts. Use of a concession model to contract with private partners to operate trains has been more successful than franchising in enabling operators to be held to account for running trains on time, delivering passenger satisfaction and controlling costs.

GBR will specify the timetables, branding, most fares and other aspects of the service and agree a fee with the competitively-procured passenger service operator to provide the service to this specification. Operators will take cost risk but will need to balance that with service quality, in order to be efficient while also meeting the needs of passengers. National Rail Contracts will succeed the emergency agreements and act as stepping stones towards the new Passenger Service Contracts. They will include incentives to drive revenue growth and the flexibility to ‘switch on’ further revenue growth measures when conditions allow.

Great British Railways’ regional divisions and their commercial partners will also push each other to help people back onto rail, working together on areas such as marketing. Revenue incentives will be built into contracts to grow passenger numbers, foster a culture of innovation and introduce efficiencies. In some areas, including city regions, local leaders will become directly involved in shaping and drawing up contracts, through partnerships with Great British Railways’ regional divisions. Each contract will require and incentivise operators to co-operate and work collaboratively with Great British Railways and its other partners, including other transport services, to enable more convenient connections between long-distance and local services and joint working during

disruption or emergencies. The length of contracts will also vary. On some parts of the network, longer contracts than those used under franchising may be adopted to support major investment programmes or the delivery of significant changes for passengers.

## **Chapter 5: A New Deal for Passengers**

The long-term vision is for 'turn up and go' railways, seamlessly connected with other transport services. Accessibility should be improved, and the compensation regime simplified. The nine key requirements of passengers are that the railways should be: Safe, Accessible, Seamless, Connected, Reliable, Comfortable, Informed, Affordable, Trusted.

GBR will be responsible for ticketing across the country, with digital tickets encouraged for regional, long-distance, and frequent journeys. The commercial freedom of some operators will most likely be limited to advance purchase tickets. The role of stations in the community will be modernised, to cater for on-demand shopping collection, small-scale freight, and public services such as education, training and health and wellbeing services.

## **Chapter 6: Unleashing the Private Sector's Potential**

The government wants to ensure the new model takes the very best of the private sector – innovation, an unrelenting focus on quality, outstanding customer service – and harness it under the single guiding mind of the public sector. It is anticipated that GBR will support a more open, innovative system with shared data, new forms of competition and opportunities for new ideas to flourish and scale-up to benefit passengers, freight customers, the economy and taxpayer. It is argued that the railways will not become more efficient, modern, and innovative without the involvement of the private sector, including the extensive supply chain, freight market, funders and passenger operators and rolling stock companies.

Critical safeguards will be introduced to ensure freight operators receive fair access to the network. ORR will act as an appeals body for operators or applicants to ensure that Great British Railways applies policies, including track access and charging, fairly. GBR will have statutory duty to promote rail freight, and government will work with the market to consider vital network enhancements that increase capacity for freight or help to grow the rail freight market; this could be helpful for our freight aspirations in the North.

Reforms are envisaged to create a culture in the sector where every organisation, public or private, is aligned and incentivised to achieve high levels of performance, from train build and maintenance to service dispatch, that will get trains running on time across the network. Teams will be empowered locally to work collaboratively with private partners to do the right thing for passengers and freight customers. They will also improve engagement with local businesses and communities, including through creating new opportunities for local partners

and businesses to play a greater role in shaping investments in their area. Integrated local teams within Great British Railways' regional divisions will push forward design and delivery with their partners, supported by new incentives that encourage innovation, partnership, and collaboration.

## **Chapter 7: Accelerating Innovation and Modernisation**

It is argued that real opportunities to improve services for passengers and freight customers through new technology have been consistently missed so rail needs to innovate and accelerate change if it is to remain relevant. A modern rail network requires an ambitious approach to decarbonisation, climate change adaptation and data driven transformation, by becoming more outcome focused and forward thinking and by balancing competing priorities carefully. The railways need to better understand their customers and speed up delivery of projects.

Electrification of the network will be expanded, and alternative technologies such as hydrogen and battery power will help to achieve zero emissions from trains and reduce air pollution. Rail is the only form of transport currently capable of moving both people and heavy goods in a zero-carbon way. Electrification is likely to be the main way of decarbonising the majority of the network, and the electrification of Leeds to Manchester is a key part of that, whilst battery and hydrogen-powered trains will be trialled for passenger routes where conventional electrification is an uneconomic solution. Railways need to encourage a shift away from planes, cars and lorries; become the best option for long-distance travel; and improve the whole journey experience. This includes making it easier to get to and from stations by walking, cycling or other public transport, charging points at rural stations, modernising fares to compete with air travel and improving freight connectivity through interchanges and links with freeports. This will require close working with local and devolved administrations.

Open data compiled by GBR and partners will improve transparency, trust, and innovation. An 'open by default' approach to data will be introduced, with common frameworks and standards across the sector created. Open data will make it easier for partners to provide new services such as: end-to-end journey planning; 'find my seat' features; and personalised travel offers, like free coffee when delayed. Great British Railways will become the primary public funder of RD&I initiatives across the sector, delivering priorities set by Ministers. Stronger links with centres of industry and private sector innovators will be a core part of the new RD&I system. Great British Railways' regional divisions, working more closely with local partners, will lead delivery of RD&I projects to focus them on the needs of passengers and freight customers.

Lessons learnt from the government's Project SPEED (Swift, Pragmatic, Efficient Enhancement Delivery) will be rolled out across the industry, in order to streamline the decision-making process, and strip out unnecessary complexity from planning processes through system-wide reform in conjunction with other government departments. These benefits will be realised by changing ways of

working across the whole rail sector. There are 11 cross-cutting themes that have been identified from a set of pilot projects. These focus on identifying opportunities for simplification and efficiency.

### **Chapter 8: Empowering Rail's People**

A new joined-up, cross-sector training and skills offer will support people at every career stage to develop skills and bring in experience from outside the rail sector. The fragmented structure of the railways impedes effective leadership at both organisational and individual levels and limits the opportunity for whole-system, efficient solutions. To tackle this, a sustained programme to invest in skills, training and leadership across the rail sector will foster greater collaboration and openness to innovation and new technology and so support vital long-term productivity improvements. A virtual leadership academy will be established; the academy will professionalise and standardise the skills offer across the entire sector, bringing together commercial, technology and passenger service experience.

Great British Railways will work with the sector to develop a system-wide workforce plan, and support industry-wide co-ordination of driver training and take steps to ensure that operators can recruit and retain talent in a way that is sustainable for the whole sector. Diversity across the sector will be improved through the inclusion of stretching measures in contracts to actively promote and increase recruitment and retention of a diverse workforce. Comprehensive data on productivity and pay will be collected and published by ORR, which will report on the data and compare it with that of other sectors and labour markets.

**ENDS**

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Date: 1 June 2021

**The Rt. Hon. Grant Shapps**

Secretary of State  
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Sent by e-mail to:

[DfT.Ministers@dft.gov.uk](mailto:DfT.Ministers@dft.gov.uk)

Dear Secretary of State,

**Re: TfN's Response to the Williams/Shapps Plan for Rail**

I am writing on behalf of the Transport for the North (TfN) Board following the publication on Thursday 20 May of your white paper: '*Great British Railways: Williams-Shapps Plan for Rail*'.

We very much welcome the publication of the white paper which contains many things that TfN called for in our submission to the Williams Review; the bringing together of track and train; single accountability through a 'guiding mind' and the commitment to regional railways – guided by local knowledge - that deliver better outcomes for passengers. The TfN Board will consider a fuller response when it meets on the 9 June.

We share the government's recognition that this has to work for the North of England's 15 million people given the scale of the agreed, long-term investment programme needed to level up economic opportunity and rebalance the UK.

We have been reassured by Ministers' commitment to the key role that Sub-national Transport Bodies have to play in realising White Paper's potential. As the only regional statutory STB, the TfN Board is committed to working with you to advance the proposals in the paper.

Building on our existing structures, such as Rail North and our co-clienting of Northern Powerhouse Rail, we stand ready to support the establishment and work with Great British Railways (GBR) and look forward to participating in the Advisory Council.

In legislating for and funding TfN, government enabled the North to publish a statutory strategy for the North (our Strategic Transport Plan). For the first time, setting out a 30-year strategy and the infrastructure priorities need to deliver for the North's communities. By working with government, we now have a solid

foundation on which to quickly implement the opportunities set out in the White Paper.

Moving away from this principle would be a backward step not only for the railway and devolution, but also for the North of England. Instead we see clear opportunities for GBR to work with TfN, as a statutory, informed client, to deliver our adopted northern strategy.

The advantage of having GBR to provide a single guiding mind for the rail network is crystal clear. The TfN Board is ready to work with GBR moving forward as a new industry structure is established. This will build on our very clear strengths and capabilities as England's only STB with statutory powers, our unique co-client role with DfT on services (through the Rail North Partnership) and infrastructure (through NPR) and our existing strategic partnership working with both Network Rail and HS2 Ltd, and our current regulatory and oversight role with the RNC and Rail North Partnership Board (RNPB).

A new, stronger partnership between TfN and GBR would provide greater value than the current arrangements, drawing on the strength and depth of TfN's technical expertise, analytical capability, and hard-won confidence of our members, DfT, Network Rail, stakeholders, and the rail industry. This is because TfN has consistently demonstrated reach and insight right across the region, including strong collaborative cross-border relationships with the Midlands, Scotland and Wales, positioning rail investment as a driver of transformational sustainable economic growth and social opportunity.

That approach is supported by the strong contribution the Chairman of Network Rail has made to TfN Board and the strong relationship with the System Operator. By working through the TfN Board we have already demonstrated how it is possible for the overarching ambition of our Strategic Transport Plan to be fed back into the existing regional structure of Network Rail (which will also be reflected in the initial structure of GBR). So we want to build on the strong partnership working we've established with Network Rail with a clear offer from TfN to support GBR with a model for successful partnership working at a pan-regional level.

The attached paper sets out the tangible value continued investment in TfN has and will continue to provide government with the clarity on investment priorities across the North it seeks, meaning that we can help GBR deliver faster change, especially around getting passengers back on the railway after the pandemic, and assisting in the delivery of a decarbonisation strategy and economic recovery bespoke to our region. The North of England - as your government has rightly highlighted and our evidence demonstrates - is a Northern Powerhouse waiting to be ignited, helping create tens of thousands of jobs once east and west of the Pennines are fully connected.

I'm copying this letter to Chris Heaton Harris MP, the Permanent Secretary, and her senior team, as well as Sir Peter Hendy and Andrew Haines at Network Rail. I will also ensure my Board and our chairman John Cridland receive a copy.

I look forward to your response.

Yours sincerely,



Tim Wood  
Interim Chief Executive

## **TfN's offer to Great British Rail. Six areas of unique capability and strength.**

**1. Strategic planning at a Pan Northern level.** TfN statutory role as the owner of the strategic overview of the Norths' transport requirements is set out in legislation. The work to build TfN means we have a system already in place and agreed, with clear governance and a clear programme and evidence base behind the Strategic Transport Plan. This includes the Northern Powerhouse Independent Economic Review which sets the direction for economic growth and is agreed with the LEPs and wider northern stakeholders, as well as the Long Term Rail Strategy. Our own decarbonisation strategy is out ahead of DfT's own plan which recognises the importance of reducing emissions from longer distance trips and fully aligned with NR electrification plans.

We are already sharing that evidence with the two east and west teams developing the whole industry plans within Network Rail. We can build on that strong sense of shared goals and objectives between GBR and TfN and plans which bake in TfN evidence from the outset will be stronger and immediately recognisable to Northern stakeholders in GBR – offering seamless stakeholder buy in and a shared problem statement.

Statutory advice from the TfN Board has provided clear unambiguous advice to government on a range of major transport issues and investment decisions. We see the statutory functions of TfN playing a key role in continuing to influence and shape national decision making under the new arrangements.

We also see TfN collaborating in the sponsorship of a Northern Rail Infrastructure Pipeline – working with GBR and local partners to bring forward schemes and create stable flow of investment over next 30 years within an agreed funding envelope with DfT defined initially through the Integrated Rail Plan. Through all our development work we now have a clear agreed view of rail requirements for the North and the capability to prioritise the key interventions needed. The mechanisms required to be the sponsorship function for strategic investment decisions are already in place or currently being developed through the assessment of the TfN Northern Investment Programme. We are therefore well placed to help shape Great British Railway's 30-year strategy in the North of England.

**2. East West connectivity is essential for growth and levelling up.** We understand that NR will continue to be split east and west reflecting the current network and welcome the recognition that will need to change once NPR starts to come onstream. Clearly we would want to move at pace to a new pan Northern structure as soon as possible but in the interim, TfN is extremely well placed to work with GBR on the gaps and interfaces between East and West, especially on NPR, TRU and freight, building on existing collaboration and joint working with the NR SO function. Two key examples are:

- The development of NPR has balanced east and west priorities – looking at longer distance connectivity and taking a whole network approach. Our analysis of east west NPR services was a driving factor in the decision to remove the junction at Stourton from the design of Phase 2b, removing cost and complexity from the delivery of HS2. More recently the work on Sheffield Manchester options has taken that broader approach, allowing our members to take collaborative decisions about relative investment priorities.
- Similarly, TfN involvement in TRU has made a significant impact in determining the appropriate east west freight solution between Leeds and Manchester, facilitated integration between TRU and NPR and identified the linkages across the two business cases. Our emerging freight strategy and underpinning analytical work will further strengthen the case for east west freight interventions by taking a pan Northern approach. The TRU advice has helped ensure that the key outputs such as gauge cleared freight route for container traffic and full electrification remain objectives.

**3. TfN’s evidence and analysis capability.** TfN has developed industry leading tools and data analytics, backed by a capable in-house team. Our bespoke rail model NoRMs was developed and delivered in 2 years, and with NELUM and other tools now have a fully functional analytical framework to rival TfL, HS2 ltd etc. We are now uniquely positioned to provide the detailed pan Northern approach to business case development, particularly on the key interactions between connectivity and wider economic, social, and environmental factors. We now see TfN tools and models increasingly being used with local partners and more widely in DfT and stand ready to embed them as support to the evidence base into the new organisation. We see TfN taking on an assurance role for business case development for Northern investment schemes– building on the informal approach taken by DfT/NR to date. In particular we would highlight:

- NPR business case development – our analytical tools have transformed the economic case for Northern Powerhouse Rail and provided a robust basis for investment decisions. That’s been delivered through a strong focus on spatial detail and growth opportunities, distributional factors, and decarbonisation. The most recent iteration of our models has delivered a 30% uplift in benefits for Northern Powerhouse Rail.
- Our pioneering work on future travel scenarios and long-term rail demand modelling in the North which is already being used in continuous planning exercises and business case development with Network Rail.

**4. Reducing costs and scheme development.** We have developed clear capability through both NPR and Rail North on scheme development, demonstrating true meaningful collaboration, and a clear track record of working with the industry to challenge and drive down costs based on technical expertise but with a strong outcome focused approach which is the ethos of TfN. This is where co-clienting and co-sponsorship adds most value –

not in duplicating activity but ensuring strategic fit between delivering a realistic and appropriate solutions to long standing problems, driving Value for money while still remaining fully transformational.

Examples include:

- In NPR we have reduced projected costs since the original proposals without losing the clear ambition of the project, by integrating plans and sharing infrastructure with HS2, working constructively and methodologically with NR and our partners to remove unnecessary scope and challenge costings.
- Recently rigorous cost challenges led by TfN have been successful in identifying where costs can be reduced, including securing a £4bn cost reduction on initial assured costs by evidenced based challenging the pricing methodology and land and property requirements, thereby ensuring that unnecessary costs are not imported into the scheme. Robust benchmarking and challenge on design and the methodology for calculating electrification, possessions and isolations has identified potential for a further £5bn of real reduction in costs. The result is an ambitious set of proposals recognised by our partners with a stable and assured cost envelope at 50% of the original estimates. We are now working with DfT and NR to apply that approach into TRU and the work of the Manchester Recovery Task Force.
- TfN has led a new approach to significantly reducing the cost of journey time improvements which is can be utilised across the network. We are also leading on a reliability and resilience delivery plan for the North – joining up track and train and unlocking quick wins that the industry has previously been unable to get going.
- Working with the North East Authorities, TfN has driven operating cost savings on the Northumberland Line re-opening project (supporting economic regeneration) by ensuring the infrastructure is designed to support the most efficient service pattern.

**5. Local integration and collaboration** are the driving force of the TfN partnership. Only TfN has the capability, technical expertise and the strength of partnership working to define, agree and deliver transport solutions at scale that also deliver for local areas, fully integrated into local plans and ambitions. We have both the governance mechanisms and relationships already in place to do this and a strong track record of gaining the confidence of northern leaders through the use of industry experts.

TfN has been hugely successful in bringing together civic and business leaders from across the North to articulate our vision and priorities for NPR, ensuring that funding and strategy decisions about transport in the North are informed by local knowledge and requirements. TfN has been unanimous in its vision for NPR, rallying behind its preferred NPR network and phasing

based on systematic evidence generation, and our recommendations for the sponsorship and delivery of NPR as we move toward delivery.

Through NPR we have worked closely with local partners and the department to agree innovative plans for new station development that can maximise local economic and social benefits within national infrastructure projects. Examples include the new stations at Rotherham and Barnsley, where as well as the emerging proposals for a new Bradford station which TfN has supported an integrated approach to master planning and economic regeneration.

During Covid, TfN led the creation of a new North of England Contingency group to oversee the rapid re-design of services and was able to bring local knowledge to ensure that the service was tailored to the needs of key workers. Not only did this bring together local authority partners sealing with the crisis on the ground, but all train operators serving the North.

We already have a strong collaboration with Network Rail both as a Delivery Partner (and TfN Board member) and have recently agreed an MOU to take the collaboration to the next level with a shared development agenda.

TfN has also demonstrated how it can work effectively with local authority partners to help them accelerate projects that support local economic priorities. Examples include working with Cumbria Council on 'Powering up the Energy Coast, supporting West Yorkshire on the opening of new stations and providing Project Management Support to North Yorkshire on the developer-funded upgrade of the Esk Valley Line – supporting commuter and leisure markets.

**6. The existing Rail North Partnership Arrangements.** The Rail North Partnership was established in 2015 as the first of a new model of greater local involvement; the only one with a statutory Sub-National Transport Body and a template that helped establish partnerships elsewhere including the West Midlands and East Midlands. In the Rail North Partnership we have a team based in the North that has successfully navigated to the challenges of franchise failure and the ramifications of the May 2018 timetable disaster to oversee transformation of the Northern and TransPennine Express rolling stock (500 brand new carriages) and service offer with strong local input through TfN's Rail North Committee.

Since 2015 Rail North has demonstrated partnership working in practice:

- A strong and decisive response to the May 2018 timetable crisis with TfN providing local input to the emergency timetable and recovery measures
- Establishing a passenger compensation scheme in the aftermath of May 2018 that best met the needs of passengers and businesses impacted (including part time workers)

- Following calls from TfN members, jointly bringing in an independent expert to work with local partners and the industry on performance improvements
- TfN has taken a lead in the recovery post-pandemic creating a roadmap to recovery which is used to shape the work of the Rail North partnership.
- The Partnership is already joining up track and train at a local level; for example TfN made Statutory advice on two infrastructure programmes (TRU and Central Manchester) and is bringing its evidence base and modelling suite to making the strongest strategic case
- TfN members have demonstrated the ability to make tough choices where necessary including agreeing to two short term service changes in 2020 to kickstart the recovery of performance in the Manchester area.

# Decarbonisation Strategy Consultation

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Scrutiny Committee 7th July 2021  
Peter Cole & Stephen Smith



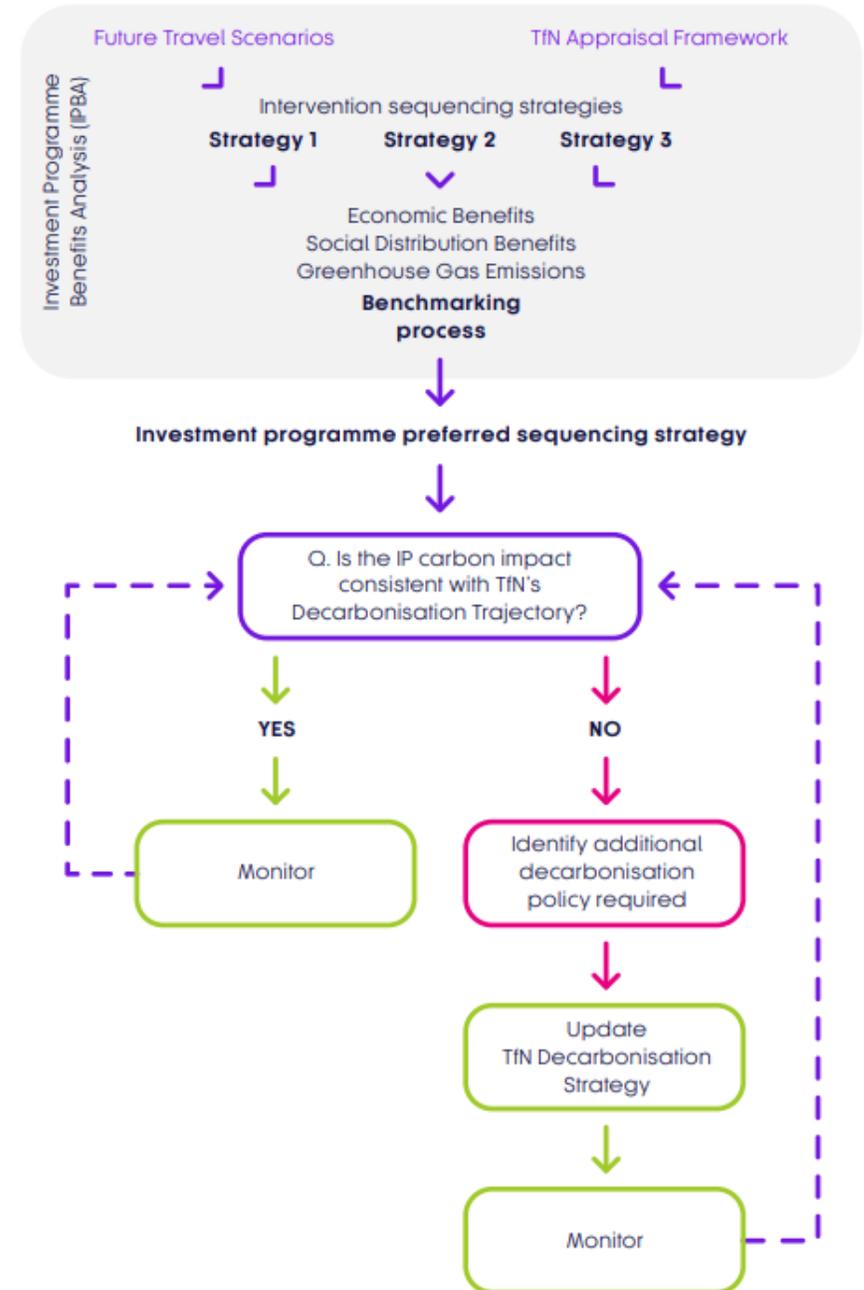
# Decarbonisation Trajectory

## Our agreed Decarbonisation Trajectory headlines:

A **55% reduction** in emissions from 2018 to 2030, achieved mostly through mode-shift and demand reduction given the lower proportion of zero-emissions vehicles in the vehicle fleet.

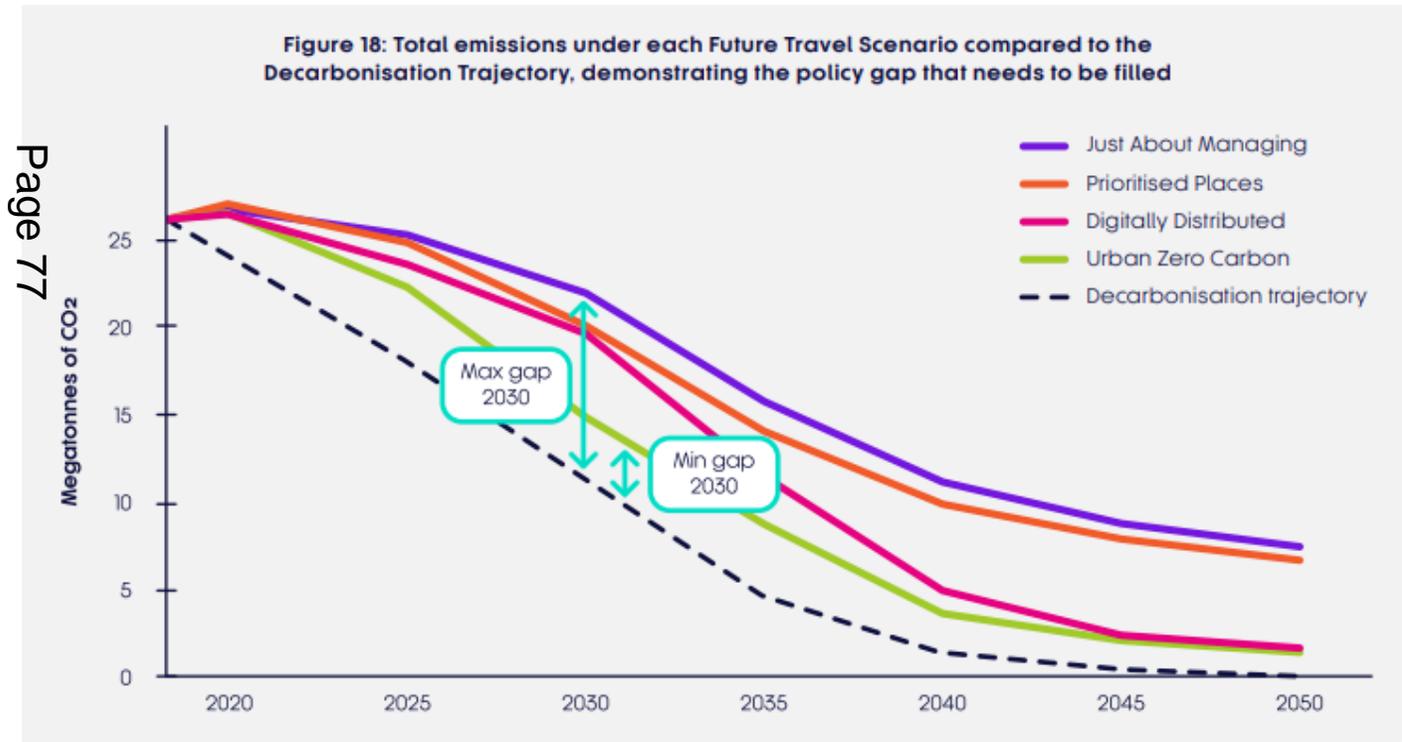
A **95% reduction** in emissions from 2018 to 2040, reflecting longer-term decarbonisation measures, such as a high ZEV uptake.

A **close to zero date of 2045** for carbon emissions from surface transport in the North. This is a challenging benchmark reflecting the ambition of our partners and their desire to push further and faster than current national policy.



# Estimating current and future emissions

Estimating current and future emissions is key to identifying the policy gap between baseline and decarbonisation trajectories



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- Future Travel Scenarios
- Modelling Carbon emissions in the North and baseline emissions
- Emissions by trip purpose and distance
- Distribution of emissions

# Future Travel Scenarios

## Just about managing

What if society keeps developing broadly following existing trends? What if major developments and change are left to be shaped by market forces?

## Prioritised Places

What if society becomes focused on quality of life, place-making and community, rather primarily economic growth? What if there is a strong push for a fairer redistribution of economic prosperity?

## Digital Distributed

What if Northern Powerhouse ambitions are realised by using technology solutions to create connections and agglomeration across towns and cities?

## Urban Zero Carbon

What if society achieves Northern Powerhouse ambitions through string Government policy on decarbonisation, maximising energy efficient city growth and urban densification?

**Just About Managing** sees the highest emissions overall as public transport use and active travel remains largely unchanged from today's levels and there is a slower uptake of zero-emissions cars and vans in the short-term and HGVs in the long-term.

**Prioritised Places** sees slightly more ambitious emissions reductions in the short-term compared to Just About Managing through an emphasis on localised activity and use of public transport, though a failure to sufficiently embrace technology sees a high proportion of diesel-run HGVs and similar emissions to Just About Managing in 2050.

**Digitally Distributed** sees slower progress in the short-term due to more dispersed growth, higher car ownership and longer trips, but high EV uptake means near-zero is reached before 2050.

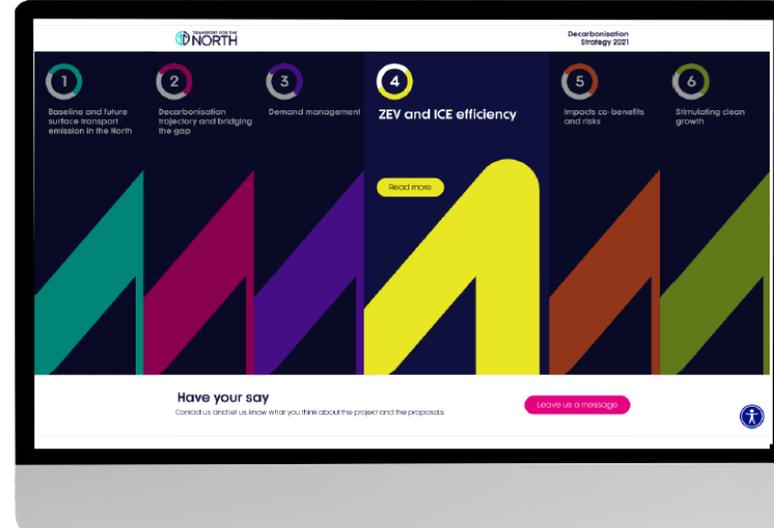
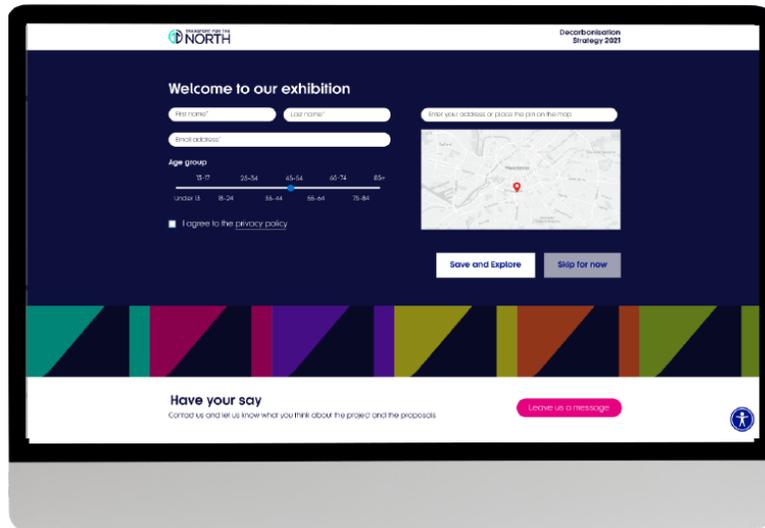
**Urban Zero Carbon** sees the lowest emissions in all years and is near-zero before 2050, with high-density living, a rapid uptake of zero-emission vehicles and strong government action on climate change.

# Consultation Plan

- TfN has developed a Decarbonisation Strategy for which a public consultation is required. The consultation has been developed and delivered by the Strategy team, working with external consultants/suppliers, Traverse.
- The Stakeholder Engagement & Communications Team (SECT) is supporting the delivery and promotion of the consultation through a number of channels, including virtual events, media relations, website content and social media, and internal messaging.
- The consultation launched on the **7<sup>th</sup> June**, and will run for 12 weeks, closing at **12pm on the 31<sup>st</sup> August**.

# Summary of Activity

- **Consultation website:** There is dedicated consultation website which is interactive and enables people to submit responses on specific sections.
- **Consultation events:** It was agreed with partners that three consultation events will be held, focusing on the three main regions of the North: North West, North East and Yorkshire and the Humber. This will be done virtually, via Zoom.
- **Wider promotional activity:** There has also been broader supportive activity, including a TfN Talks Webinar, a TfN Podcast and a Transport Across the North APPG session, along with roundtables for dedicated business groups and environmental organisations.
- **Media:** Tailored releases for national/regional/local/trade/broadcast press announcing the consultation launch and including reference to the virtual consultation dates, encouraging people to take part. Members are invited to provide supportive comments and offered the chance to record virtual promotional video.



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## Transport for the North Scrutiny Committee

**Subject:** Northern Powerhouse Rail update

**Author:** Louise Heywood, Head of NPR Business Case Development

**Sponsor:** Tim Wood, Interim Chief Executive

**Meeting Date:** Wednesday 7 July 2021

### 1. Purpose of the report

- 1.1 This report provides an update for members on progress on the Northern Powerhouse Rail (NPR) programme. Committee members are asked to:
- **Note** progress on implementing the agreed scope of work for FY21/22, model development and the Strategic Outline Case.
  - **Note** the plan to review and respond to the IRP.

### 2. Executive summary

- 2.1 Work on the Northern Powerhouse Rail programme has continued at pace in a number of areas to ensure that the delay in publication of the IRP does not unnecessarily impede progress. The work focuses on enabling the selection of a single route option for each corridor or station, while advancing design and development on areas of the network where a single route option has already been selected.
- 2.2 The NoRMS Iteration 2e model is currently going through a detailed assurance process and is due to be formally released for use in July 2021.
- 2.3 The scope, phasing and delivery sequencing of the Northern Powerhouse Rail network is dependent on the outcomes of the Integrated Rail Plan (IRP). The team is therefore preparing for various IRP outcomes, and planning for the review of and response to the IRP.
- 2.4 Following publication of the IRP, the scope of work for 2021/22 will be reviewed and revised where necessary, taking into account any decision making or changes to Northern Powerhouse Rail's scope and delivery resulting from the document.

### **3. Background**

- 3.1 Transport for the North has worked in partnership with the Department for Transport as co-client for Northern Powerhouse Rail since 2016. Its involvement in this project has been instrumental in driving forward the programme at pace and efficiently:
- TfN has been successful in bringing together civic and business leaders from across the North to articulate the vision and priorities for Northern Powerhouse Rail, and transport more broadly, ensuring that funding and strategy decisions about transport in the North are informed by local knowledge and requirements. TfN has been unanimous in its vision for Northern Powerhouse Rail, rallying behind its preferred network and phasing, and our recommendations for the sponsorship and delivery of Northern Powerhouse Rail as we move toward delivery.
  - Rigorous cost challenges led by TfN have been successful in identifying where costs can be reduced, including securing a £4bn cost reduction on initial assured costs provided by Network Rail.
  - Creation of a strong body of evidence and state of the art analytical tools to underpin the case for Northern Powerhouse Rail and demonstrate value for money while achieving the right outcomes for the people, communities and businesses in the North.
  - On the development and design of infrastructure, acting as an informed and challenging client we continue to drive opportunities to optimise intervention solutions in terms of performance, phasing and cost.
- 3.2 Co-sponsorship between Transport for the North and the Department for Transport is the natural progression of the current co-clienting model and would see TfN continuing to work closely with the government to set the priorities and define the outcomes needed across the North, while being less directly involved in the day-to-day management of delivery.
- 3.3 Our preference to evolve from a co-client to co-sponsor relationship after the current phase would build on the experience and expertise gained over the last five years, enabling more efficient and effective delivery of the UK's most transformational infrastructure programme ever. We await the IRP which will "include exploring options for new delivery vehicles with northern leaders for the relevant rail enhancements including new lines that may form part of the delivery of HS2 and Northern Powerhouse Rail".
- 3.4 Last winter, the Department for Transport requested the completion and submission of the Strategic Outline Case (SOC) for Northern Powerhouse Rail be delayed until after the Integrated Rail Plan has been published. At that time, the DfT indicated that the submission of a business case that is consistent with the government's policy and

funding framework set out in the IRP would improve overall programme delivery and “allow more rapid alignment around single route options than envisaged in current plans – which assume a further twelve months work in some cases before detailed design work can begin.”

- 3.5 The TfN Board agreed to the request and sought assurances that it would be appropriately consulted and involved in the development of the Integrated Rail Plan as it relates to the North.
- 3.6 The IRP, first expected by the end of 2020, remains unpublished. The North’s leaders have called on the government to urgently publish the IRP, to give essential certainty on investment and delivery of major projects including Northern Powerhouse Rail. By summer, the potential gains in the programme to be made by rephasing the SOC will be outstripped by the continued delays to the IRP, delaying the step-change in connectivity, delivering transformational, clean, economic growth across the North of England brought about by Northern Powerhouse Rail.

#### **4. Scope of work for FY21/22**

- 4.1 In January 2021, confirmation was received from the Department for Transport (DfT) that £75m had been allocated to the Northern Powerhouse Rail programme. £8m of this amount was ringfenced for HS2. Of the remaining £67m, the TfN Budget report in March 2021 included a committed allocation of £48.5m, with the balance of £18.5m constituting programme contingency. These sums are subject to detailed departmental commitment and drawdown processes.
- 4.2 Programme objectives for Northern Powerhouse Rail in 2021/22 include:
- continued infrastructure and modelling development, focused on the selection of a single route option for each corridor or station (where this has not already been achieved), and advancing the design and development of the network where a single route option has already been selected
  - the submission of the Northern Powerhouse Rail strategic outline case
  - promoting the benefits of a multi-year funding agreement with government
  - commencing procurement activities that would support programme activities through to the end of financial year 2023/24.
- 4.3 Work on the Northern Powerhouse Rail programme has continued at pace in a number of areas to ensure that the delay in the IRP does not unnecessarily impede progress.

## **5 Model development**

- 5.1 The economic benefits of the Northern Powerhouse Rail scheme are forecast using a bespoke multi-modal transport network model, the Northern Rail Modelling System (NoRMS). A major upgrade to Iteration 2 has recently been completed, building on the findings from the use of the Iteration 1d model that has been used on the scheme to date.
- 5.2 The Iteration 2 model represents a step-change from the Iteration 1 versions of the model. Early results show an increase in benefits for the TfN preferred network of approximately 30% over the equivalent Iteration 1d model run. Use of the new Iteration 2 model for the SOC should therefore result in a significant increase in the overall economic viability of the NPR scheme.
- 5.3 The Iteration 2e model is currently going through a detailed assurance process by TfN's expert assurance panel and, in parallel, by the Department for Transport's analytical teams. Assuming that no major issues are unearthed, the model will be formally released for use in July 2021.

## **6 Strategic outline case**

- 6.1 We are not sighted on the timing or content of the Integrated Rail Plan (IRP) and this presents some planning challenges. We are, however, progressing areas that will support longer-term delivery, including:
- Reviewing the approach for the selection of a single route option (where this has not already been achieved) working closely with the Northern Powerhouse Rail infrastructure team and Network Rail
  - Development of outline business case templates and supporting guidance documents to ensure best practice and consistency in preparation for the next stage
  - Collation of evidence to provide a clear audit trail in one document of how decisions have been made to date
  - Identifying the Northern Powerhouse Rail strategies that will be required for the next stage
  - Completion of the Option Assessment Methodology (OAM) report
- 6.2 The Northern Powerhouse Rail team continues to update the sections of the strategic outline case where we don't expect the IRP to have significant impacts, and the updated cases were shared with the Department for Transport's centre of excellence in mid-April for a further review.

- 6.3 We are scenario planning against a range of possible IRP outcomes. As part of this, we are considering a range of indicative impact levels across a number of areas, including network options and delivery timelines. A comprehensive evaluation of possible scenarios is difficult, but we are reviewing the activity required to update the SOC and key dependencies, the timeline from IRP publication to SOC completion and delivery, and potential impacts on the Northern Powerhouse Rail 2021/22 business plan objectives.

## **7 IRP review and response plan**

- 7.1 In preparation for the IRP, we have assembled a team from across TfN to undertake a rapid review of the IRP. Individual members of the team will focus on specific topics including HS2, Transpennine Route Upgrade, Northern Powerhouse Rail infrastructure, delivery timelines, delivery models, freight, environment, and the 21/22 business plan. The team will create a synopsis of the IRP and share it with partners as soon as possible following receipt of the IRP.
- 7.2 Transport for the North would look to convene a discussion with Board members within the days that follow receipt of the IRP to discuss our response, and a Board meeting will be called if needed.

## **8. Recommendation**

- 8.1 Scrutiny committee members are asked to:
- **Note** progress on implementing the agreed scope of work for Northern Powerhouse Rail for the financial year 21/22, model development and the strategic outline case.
  - **Note** the plan to review and respond to the Integrated Rail Plan.

### List of Background Documents:

There are no background papers to this report.

### Required Considerations

#### Equalities:

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

Consideration	Comment	Responsible Officer	Director
Equalities	A full impact assessment has not been carried out because no decisions are required	Stephen Sutcliffe	Tim Wood

#### Environment and Sustainability

Yes	No
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Consideration	Comment	Responsible Officer	Director
Sustainability / Environment – including considerations regarding Active Travel and Wellbeing	A full impact assessment has not been carried out because no decisions are required	Stephen Sutcliffe	Tim Wood

#### Legal

Yes	No
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Consideration	Comment	Responsible Officer	Director
Legal	There are no new legal issues for TfN as a result of this report	Julie Openshaw	Dawn Madin

### Finance

Yes	No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Finance	The financial implications have been considered and are included in the report.	Paul Kelly	Iain Craven

### Resource

Yes	<b>No</b>
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Resource	TfN's HR Team has confirmed there are no direct resource implications as result of this report.	Stephen Hipwell	Dawn Madin

### Risk

Yes	No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Risk	Risk assessments continue to be carried out and the risks can be found in the Programme and Corporate Risk Registers	Haddy Njie	Iain Craven

### Consultation

Yes	No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Consultation	A suitable consultation has been carried out with partners when	Stephen Sutcliffe	Tim Wood

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	developing the scope for 2021/22		
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