TRANSPORT FOR THE NORTH

Transport for the North
Board
Agenda

Date of Meeting	Thursday 22 June 2023
Time of Meeting	10.30 am
Venue	The Hacienda Suite, Hoilday Inn, Manchester City Centre, 25 Aytoun Street, Manchester, M1 3AE

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

Item No.	Agenda Item	Page
1.0	**Welcome & Apologies (2 Minutes)** The Chair to welcome Members and the public to the meeting. **Lead:** Chair	
2.0	**Appointment of Chair and Vice Chairs (3 minutes)** To appoint a Chair and a majority and minority party Vice Chairs of the Transport for the North Board. **Lead:** Chair and majority party Vice Chair	Verbal Report
3.0	**Declarations of Interest (2 minutes)** 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. **Lead:** Chair	
4.0	**Minutes of the Previous Meeting (8 minutes)** To approve the minutes of the meeting held on 23 March 2023 (including updates on agreed matters as appropriate). **Lead:** Chair	5 - 14
5.0	**TransPennine Route Upgrade Programme (15 minutes)** To receive an update on progress with implementation of the Programme. **Lead:** Network Rail	15 - 18

6.0	**NPR Co-Sponsorship (10 minutes)**	19 - 36
	To consider the Agreement for approval by the Board	
	Lead: Director Rail and Road	
7.0	**Road Investment Strategy (25 minutes)**	37 - 66
	To receive a presentation from National Highways/DfT and to consider TfN's draft response.	
	Lead: Director Rail and Road/National Highways	
8.0	**Connected Mobility Strategy (25 minutes)**	67 - 120
	To consider and agree the Connected Mobility Strategy	
	Lead: Connected Mobility Manager	
9.0	**TfN Decarbonisation Priority Activities Update (15 minutes)**	121 - 126
	To receive the annual update on progress with the Regional Decarbonisation Strategy	
	Lead: Director of Strategy, Analysis and Communications	
10.0	**Rail North Committee Update (15 minutes)**	127 - 130
	To receive the report of the Committee held on 7 June 2023	
	Lead: Chair (Rail North Committee)	
11.0	**Communications and Engagement Strategy (10 minutes)**	131 - 134
	To consider and provide a steer on the emerging framework.	
	Lead: Director of Strategy, Analysis and Communications	
12.0	**Governance Report (10 minutes)**	135 - 140
	To receive the report of appointments to TfN Committees	
	Lead: Head of Legal (Monitoring Officer)	
13.0	**Date and Time of Next Meeting**	
	The next meeting will be held on 27 September 2023 10.30am Hilton Leeds City	

TRANSPORT FOR THE
NORTH

Transport for the North Board Minutes

23 March 2023
Leeds Civic Hall

Present:
Lord McLoughlin (Chair)

Attendee	**Local Authority**
Cllr Phil Riley	Blackburn with Darwen;
Cllr Laura Crane	Cheshire East;
Cllr Louise Gittins	Cheshire West & Chester;
Cllr Claire Holmes	East Riding of Yorkshire;
Mayor Andy Burnham	Greater Manchester Combined Authority;
County Cllr Scott Smith	Lancashire;
Mayor Steve Rotheram	Liverpool City Region;
Cllr Stewart Swinburn	North East Lincolnshire;
Mayor Jamie Driscoll	North of Tyne Combined Authority;
Cllr Keane Duncan	North Yorkshire;
Mayor Oliver Coppard	South Yorkshire Mayoral Combined Authority;
Cllr Jonathan Dutson	Tees Valley;
Mayor Tracy Brabin	West Yorkshire Combined Authority;

Local Enterprise Partnership (LEP) Attendees

Alyson Armett	Cumbria LEP
Amir Hussain	Leeds LEP
Helen Simpson	North Yorkshire LEP
Peter Kennan	Sheffield City Region LEP

Partners in Attendance:

John Hall	Department of Transport
Nick Harris	Highways England
Rob McIntosh	Network Rail

Officers in Attendance:

Name	Job Title
Gary Rich	Democratic Services Officer
Katie Day	Director of Strategy, Analysis and Communications
Paul Kelly	Finance Director
Tim Foster	Interim Strategy & Programme Director
Owen Wilson	Major Roads Strategy Manager
Darren Oldham	Rail and Road Director
David Hoggarth	Head of Strategic Rail
Angela Harwood	Senior Solicitor
Lucy Jacques	Principal Policy & Strategy Development Officer

Item No:	Item

1. Welcome & Apologies

1.1 The Chairman welcomed Members and apologies were noted from Cllrs Little, Lynn Williams, Gannon, Miller, Waltham, Hannigan, Aspden, D'Agorne, Quddoos, Jellyman, and Tagg, Justin Kelly, Siobhan McArdle, Matthew Ord, Karen Beardsley, Mark Rawstrone and Mark Whitworth.

1.2 The Chair welcomed to their first Transport for the North Board the new Rail and Road Director Darren Oldham and the new Director of Strategy, Analysis and Communications Katie Day.

1.3 The Chair thanked Cllr Little for all his hard work and contributions to Transport for the North and the work he has been involved with on the Board and other committees including his work as Vice Chair of the Audit and Governance Committee. Cllr Gittins echoed the sentiments of the Chair on behalf of the Members.

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 of the Transport for the North Board held on 29 September and 14 December 2022 were considered.

3.2 Mayor Brabin highlighted the fact that a Minister had been asked to attend the meeting and this had not happened.

The Chair explained that he and the Chief Executive had met with the Secretary of State and he is keen for a Minister to attend a future meeting; due to the pre-election period and other commitments this was not possible for this meeting but he was hopeful that attendance at a future meeting could be secured.

Resolved:

That the minutes of the Transport for the North Board held on 29 September and 14 December 2022 be approved as a correct record.

4. **Budget and Business Plan 2023/24**

4.1 Members received the report from the Finance Director who outlined the key points in his report which included reference to sustainability challenge in the period beyond the current spending period, i.e. from April 2025. In order to maintain our current capacity and capability into 25/26 he indicated that TfN would require a step change in funding from £6.5m to £8.0m (£7.2m to £8.7m if we include the £0.7m of incremental funding allocated for 23/24 and 24/25) for a 3-year term.

4.2 Cllr Swinburn asked if inflation had been taken into account with the presented figures.

The Finance Director explained that a 7% contingency had been included in order to account for rising inflation.

4.3 Cllr Crane requested information on the support available on the bus service improvement plan.

Resolved:

1) That the Board notes the draft Business Plan for 2023/24, and delegates the steps required to finalise the Business Plan to the Chief Executive in consultation with the Chair.
2) That the Board approves the Budget for 2023/24.
3) That Board notes the Outturn report in particular the projected closing reserves at 31 March 2023 of £3.7m.
4) That Board approves the proposed use of reserves of £0.83m in 2023/24.
5) That Board notes that the Audit & Governance Committee reviewed the Annual Treasury Management Strategy.

5. **Draft Strategic Transport Plan 2**

5.1 Members received the report of the Acting Head of Policy and Strategy. The Interim Strategy and Programme Director, the Director of Strategy, Analysis and Communications and the Acting Head of Policy and Strategy highlighted the key points of the report, including consultation plans. The Chair thanked the Interim Strategy and Programme Director for all his hard work for TfN over the past 7 years.

5.2 The Director of Strategy, Analysis and Communications thanked all partners for their contributions in helping to put together the Strategic Transport Plan (STP). Members were informed that some further amendments may be necessary given recent announcements, and these

would be addressed during the consultation period in discussion with relevant partners.

5.3   Mr John Hall thanked the team for the great work done on the STP and stated that he is looking forward to working with the Board on this during the consultation process.

5.4   The Chair suggested that the plan may want to reflect the recent devolution package announcements in Greater Manchester and the North East. Members were also informed that there would be plenty of time for their input during the consultation period.

5.5   Mayor Rotheram highlighted that Freeports had been omitted from the plan and suggested these should be referenced in the Plan; he also highlighted the strategic importance of areas like the Port of Liverpool.

        On the issue of freight he highlighted the lack of progress in moving freight off the roads and on to rail and suggested this should be an ask of Government otherwise there will be an increase in the number of HGVs on the road creating poorer air quality. Cllr Swinburn was supportive of Mayor Rotheram's comments on this matter.

5.6   Mayor Driscoll stressed that the cost of not doing this work will be very serious as not acting will have major impacts on people's lives. He stated that he would like to undertake a Citizen's Assembly on transport if the timings can work.

5.7   Mayor Brabin was pleased that the plan will have deliverables whilst Cllr Gittins requested that once the plan has been ratified she would like to see some deliverables that can be quickly actioned and a line within the plan stating what will be done within the first 100 days.

        Mayor Brabin also raised the issue of the Leeds Study and requested Transport for the North's support on this matter.

5.8   Mayor Coppard welcomed direction of travel and highlighted the prominence that buses play within the plan but expressed frustration that Doncaster/Sheffield airport had not been specifically mentioned and requested its inclusion as he believes that may help the case to get it re-opened.

5.9   Mayor Burnham was pleased to see that health has been included within the plan, but requested greater clarity between strategic and local plans as the organisation will benefit from a clearer articulation where strategic ends and local begins.

5.10   The Chair reminded the Board to let the executive know of events in constituent areas where Transport for the North might do a presentation on the draft STP during the consultation period.

5.11   Cllr Duncan explained that he understands the issues in rural areas but was unsure as to what the solutions are.

5.12   Mr. Peter Kennan stated that the economic geography extends beyond the North and connections to other places outside of the North are just

as important. He requested Transport for the North's support in ensuring that these links are developed and maintained.

5.13   Cllr Ieronimo stressed the importance of delivering tangibles to residents and businesses and highlighted the importance of making simple changes on rail that will have a real impact for relatively low cost.

5.14   The Director of Strategy, Analysis and Communications stated that the narrative coming through the draft Plan is that this is 'transport for the North.' She also stated that there is an opportunity to bring out the importance of freeports and ports through the plan as well as develop the policy position on freight and logistics on this. She noted that final amendments will be made to the plan, ahead of consultation, address these points; and noted that consultation will enable discussions on the boundaries of local and strategic, and whether recent Government announcements need to be referenced.

Resolved:

1) That that Board approves the draft STP for statutory consultation.
2) That Board notes the arrangements for finalising and publishing the remaining elements of the evidence base set out at Section 5. This includes the independent Integrated Sustainability Appraisal (ISA) undertaken alongside the development of the STP.
3) That Board approves arrangements for undertaking the statutory consultation.
4) That Board notes the proposed approach to communications and engagement.

6.   Road Investment Strategy (RIS)

6.1   Members received the report of the Head of Major Roads who then highlighted the key point in his report.

6.2   Cllr Swinburn commented that it is important that the road improvement strategy is in place and that it is followed to make sure that everything works.

6.3   Mr Nick Harris explained that the reports referred to by the executive are ready to be published and emphasised that they are focused on outcomes. He commented that whilst in some case it is a road solution, in others it maybe a mixture of solutions is required. He reflected that whilst there is a lot of focus on the big schemes there are many small projects that arguably matter more locally and regionally. He told the Board that once the reports are published he will be happy to return to Board to discuss them further.

6.4   Cllr Duncan requested clarity on the Secretary of State's statement on 9 March. He said that his understanding of what he said is that all RIS 3 projects have now slipped into RIS 4 which represents a significant delay. He wished to raise awareness and push the case on this and express concern about further delay on some key schemes across the country.

6.5   Mayor Driscoll explained his concerns about a number of schemes that have come forward in recent years as their design is locking in a certain way of transport for the future. He provided the example of roundabouts where there are no bus priority measures. and highlighted the importance of improving public transport infrastructure. He added that work needs to be "future proof" schemes being taken forward and highlighted the importance of local areas have final sign off on any planned works as this will engage businesses and communities in a way which National Highways cannot.

6.6   Mayor Rotheram stated the need to do something with transport infrastructure to address road congestion. He added that something needs to be done about the cost of putting freight onto rail and suggested that Government intervention is needed on this matter.

6.7   Cllr Gittins suggested that innovations on ways to improve the network should also be included.

6.8   In response to Members the Head of Major Roads informed the Board that a piece of work on the Strategic Road Network in Urban areas framework has been done but not yet published and TfN will be supporting this work. He explained that clarity on funding is being sought.

Resolved:

1)   That Board endorses Transport for the North's approach to preparing recommendations for RIS as set out in the report.
2)   That Board notes comments from the Scrutiny committee, reflected in the report.
3)   That responsibility be delegated to the Board Chair and Vice Chair for approving Transport for the North's response to public consultation on the National Highways SRN Initial Report, Route Strategy reports and 'Connecting the Country' vision.
4)   That responsibility be delegated to the Board Chair and Vice Chair for approving Transport for the North's response to public consultation on the National Networks National Policy Statement (NNNPS).

7.   NPR Co-Sponsorship

7.1   Members received the report of the Head of Strategic Rail who then highlighted the key points within the report.

7.2   Mayor Brabin highlighted that when TfN were a co-client, officers in constituent authorities were engaged with well, which she hoped will continue. She also requested that the strategic business case be shared privately with constituent authorities when available.

7.3   Mayor Burnham opposed the recommendations as he believes that Transport for the North is being sidelined. He stated that Transport for the North has a different view of NPR to that of the Government, with

constituent Members seeing it as being critical to the ambitions of the North for at least a century and this is bound up in the final version of NPR. He stated that by being silent, future generations would be let down.

7.4 Mayor Rotheram added his concern on this highlighting that the Government's view as to what is best for the area differs to that of the area itself. He commented that this is a mechanism to water down the limited powers that areas have had.

7.5 Mr Rob Mcintosh stated that this is not first time the Department has used co-sponsorship arrangements highlighting that Cross Rail had a similar arrangement. He suggested that learning could be taken from this project.

7.6 The Chair suggested that more work and consultation needs to be done between now and the next meeting in order to allay the Board's fears.

7.7 Mayor Burnham stated that the co-sponsorship role must be a meaningful role and allow for the "brakes to be applied" when required and for visibility of decisions.

7.8 Board as a whole was supportive of the Chair's recommendations, with Mayor Brabin stating that the ambition of NPR can't be forgotten.

7.9 The Head of Strategic Rail stated he will go back and understand what good would look like in terms of co-sponsorship.

Resolved:
That the matter be deferred and brought back to the next meeting of the Board.

8. Rail North Committee Update

8.1 Members received the report from the Head of Strategic Rail who outlined the key points within the report.

8.2 Members raised a number of issues relating to rail services in their areas.

8.3 Mayor Brabin stated that as agreed at the November Rail North Committee and the December Board a single operator in the North would be the best way forward and allow for economies of scale. She requested that the Chair make clear the Board's collective position to the Secretary of State.

8.4 Mayor Coppard commented that he had met with the Managing Director of Transpennine Express (TPE) and requested that they increase their presence on platforms and asked for TPE to be held to account not only on Service Delivery but also on Customer Service.

8.5 Peter Kennan raised issue of other operators that run trains in the North stating that they appear to be cutting costs as well by reducing the size of the trains delivering services. He requested that TfN examine this to try to identify interventions.

8.6 Mayor Burnham stated that something needs to be done about the TPE decision and TfN should be looking to influence this decision. He stated

his opinion that a fresh start is needed with TPE and highlighted that there are a number of disputes between staff and management at TPE and that there has been an erosion of goodwill within the company.

8.7 Mayor Rotheram highlighted a number of key issues with operators and explained that whilst they may not cancel trains they will often reduce the number of carriages, leading to the trains being full beyond capacity. He also expressed concern about the public being unable to travel to Liverpool for major events – such as Eurovision - over the coming months.

8.8 Cllr Gittins raised the issue of Avanti trains running between London and Crewe being regularly cancelled leaving passengers stranded and negatively impacting on local economies.

8.9 On the issue of TPE and a single contract for the North, the Head of Strategic Rail explained this was the TfN position when the franchises were originally put together. He added that this position has formed the basis of comments in response to last summer's consultation on the legislation for Great British Railways.

8.10 The Chair summed up, commenting that there is a strong voice about the future direction. and that he will write to the Secretary of State informing him that it is the view of the Board that there should be one operator across the North for TPE and Northern.

Resolved:

1) That the Board notes the feedback from the Rail North Committee including detailed discussions with the train operators about their plans to improve performance for passengers.

2) That Board endorses the feedback from the Committee (set out in paragraph 3.4) that TPE's recovery plan does not go far enough or fast enough and that Government needs to play a role working with TPE and the Trade Unions to find a way to improve the current situation for passengers.

3) That Board endorses the early implementation of Rail Reform in the North noting that TfN is taking action to improve local involvement through the establishment of a further Business Unit under the existing Rail North Partnership Agreement.

9. Review of the Constitution

9.1 Members received the report of the of the Head of Legal. The Senior Solicitor then highlighted the key points of the report.

9.2 Mr. Peter Kennan highlighted item 3.9 and the LEP review. He explained that the Government has made clear that following consultation LEPs will cease in their existing form and officers will need to explore how the voice of business will continue to be heard.

Resolved:

1) That Board notes the amendments to be made under the existing delegated power of the Monitoring Officer as described in paragraph 3.6.

2) That Board agrees that the areas identified in paragraphs 3.8 and 3.9 are key to development of the work of TfN and its Constitution in the future.

3) That Board approves the proposed extension to the delegated power of the Monitoring Officer set out in paragraph 3.10.

4) That Board approves the extension of the membership of Partnership Board to include one representative from the Directors of Public Health of TfN's Constituent Authorities and one representative of the Northern Chambers of Commerce.

5) That Board approves the approach to selection of Independent Persons as defined in the Localism Act 2011 in circumstances described in paragraphs 3.12 - 3.16, by approaching the Constituent Authorities in alphabetical order until two suitable Independent Persons can be sourced.

6) That Board approves for the reasons set out in paragraph 3.18 the addition into the Terms of Reference of the General Purposes Committee of the words: "(iii) in circumstances where it is impractical for a meeting of full Board to be convened in order to designate the S151 Officer or the Monitoring Officer, following advice from the Monitoring Officer or in their absence the Deputy Monitoring Officer, and following consultation with the Independent Chairs and both the Vice Chairs of Board, designating an officer as the Section 151 Officer or the Monitoring Officer."

7) That Board approves a widening of the eligibility of the 6 seats for elected Members on Audit & Governance Committee to include any elected Member of any of the Constituent Authorities, whether or not they are also already a TfN Board Member or Substitute Member.

10. Risk Review

10.1 Members received the report from the Finance Director who highlighted the key aspects of his report.

Resolved:
That the Board notes the key organisational risks, the updates to the Risk Management Strategy and that a programme of risk 'deep dives' has been implemented by the Audit and Governance Committee.

11. Date and Time of the Next Meeting
Thursday 22 June
10.30

This page is intentionally left blank

TRANSPORT FOR THE **NORTH**

Meeting:	Transport for the North Board
Subject:	TransPennine Route Upgrade Programme
Author:	James Syson, Investment Sponsor Manager
Sponsor:	Darren Oldham, Rail and Road Director
Meeting Date:	Thursday 22 June 2023

1.   Purpose of the Report:

1.1   To provide an update on the TransPennine Route Upgrade (TRU) as it approaches a major milestone for funding and delivery.

2.   Recommendations:

2.1   It is recommended that Transport for the North Board:

a) Endorses the importance of work to consider the integration of future infrastructure and timetabled passenger and freight services across the North of England and requests a separate presentation on this work from Network Rail is arranged to which Transport for the North Board members will be invited.

b) Supports the next steps for the TRU business case which is a major milestone for the project as it seeks a decision to deliver and secure the funds required for delivery.

c) Supports funds being identified to enable design and delivery of high gauge clearance to support connections to East and West Coast ports and inland freight terminals off the TRU core.

3.   Main Issues:

3.1   The Transpennine Route Upgrade (TRU) is a transformative, multi-billion pound railway programme that will better connect passengers in the North between Manchester, Huddersfield, Leeds and York. Forthcoming investment decisions will also directly influence future journey times, train type, capacity, and performance of passenger services to the major regional centres of Liverpool, Scarborough, Hull, Middlesbrough, Darlington, Durham, Newcastle and Manchester Airport as well as freight services to east and west coast ports and the North's inland freight terminals. Investment decisions made later this year will signify a major milestone towards a decision to deliver for the programme. Continued support for TRU from Transport for the North Board is therefore required to help secure Ministerial approval.

3.2   Whilst some elements of the TRU Programme are still in design phase, key elements of work are already being delivered including:

* Stalybridge remodelling and resignalling: the tracks on the approach to Stalybridge station have been remodelled, with over two kilometres of new track installed, 23 new signals, the upgrading of 13 crossovers, and the fitting of overhead line equipment to support the eventual operation of electric services to Stalybridge by the end of 2024

* Morley station: foundations have now been laid for new, longer platforms, tracks have been realigned and a complete drainage upgrade completed. The next key piece of work at Morley station is set to take place in June, which will

see the old station demolished, ready for the new station to open for passengers later this year

- Leeds - York: overhead line equipment and two new pipelines beneath the track carrying high voltage cables have been delivered along with surveys of the ground and structures to allow the re-modelling of the track layout and support the electrification of the line east of Leeds. During this work use was made of the Castleford line as a diversionary route which has undergone major work to make it more resilient, with new track, improved signalling and a new entrance in and out of Holbeck depot to remove congestion and increase capacity.

3.3   Future planned TRU related work includes full electrification of the route (Manchester – York), additional track in some sections, new digital signalling, station upgrades including accessibility enhancements, and works to increase the route's capability to carry freight. The increased capacity for passenger and freight services (extra 2 passenger trains every hour and up to 15 freight paths per day) will be supported by a reduction in journey times and an improvement in reliability as well as an estimated reduction in carbon emissions by up to 87,000 tonnes per year. The TRU Programme of work will therefore transform the north Transpennine rail corridor into a high-performing, reliable railway, bringing more frequent, faster, greener trains.

3.4   The magnitude of this work requires disruptive possessions of the track, and therefore suitable mitigation planned months in advance. The success of the access planning work is being monitored through the TRU Stakeholder Forum which is chaired by Transport for the North. Feedback from partner authorities has already highlighted a number of concerns relating to the planning and operation of rail replacement bus services, passenger information and signage which the industry has responded to with improvements. Network Rail is also undertaking a 'lessons learnt' review of all disruption planning activity to ensure continuous improvement as the project evolves.

3.5   As resolved by Board (September 2022) TfN officers are continuing to work closely with Network Rail to strengthen the working relationship, including making the case for involvement in the Programme Board. There has been an offer of regular updates to Transport for the North Board (every 6 months) and we also understand existing governance arrangements are now being reviewed presenting Transport for the North with an opportunity for greater formal input and engagement.

3.6   A further resolution at the September 2023 Board was for Network Rail to consider and present opportunities for accelerating TRU delivery timescales. Transport for the North has engaged with the rail industry about expediting the delivery phase and releasing scheme benefits sooner but it has been agreed that the most opportune time to pursue future milestone discussions will be following the next business case milestone later this year.

3.7   Transport for the North is acutely aware that the speedier realisation of passenger and freight benefits is not simply reliant upon swifter delivery of TRU infrastructure but is also dependent upon wider timetable planning and infrastructure delivery across the North. This includes decisions on future rolling stock, depots and stabling, high gauge clearance requirements for intermodal container traffic off the TRU core route and capacity and performance enhancements on congested infrastructure and at major rail hubs.

3.8   To this end Transport for the North officers are supporting Network Rail's review of the interrelationship between planned rail interventions and the future timetabling of passenger and freight services across the North over the next

decade leading up to the anticipated completion of the TRU programme in circa 2032. The review by Network Rail is designed to support a holistic and thorough analysis of the railway system at a future point in time to help inform the decisions that enable the integrated investment that delivers transformational change.

3.9 The work by Network Rail, which is being supported by a thorough industry review of post covid rail demand in the North, is likely to be completed by spring 2024 and will help to flesh out the many timetabling opportunities and issues that need to be considered and resolved by the beginning of the next decade. It is recommended that the TfN Board request Network Rail to provide an update on this work at a separate briefing session.

3.10 In parallel with this work the next stage of the TRU business case is progressing with a significant step towards decision to deliver, expected later this year. This major milestone for the project sets out an approach for the next major funding release to move key elements into delivery notably the interventions planned between Huddersfield – Westtown (near Dewsbury) and Leeds – Church Fenton. We understand the latest business case will also set out a series of recommendations for remaining development areas (freight, NPR facilitation and rolling stock) to move into design. It is vital the Transport for the North Board fully support the business case process to help unlock investment.

3.11 The development of an improved Transpennine freight offer continues to be championed by Transport for the North. At present there is currently no high-gauge (W10/W12) network from East-West in the North of England or from the Port of Hull. All large container intermodal freight must operate in a North-South direction on either the West Coast Main Line or the East Coast Main Line. The aspiration to deliver gauge cleared freight path for large shipping containers across the Pennines has been a key priority for Transport for the North Board and therefore features as a key ambition within our Freight and Logistics Strategy.

3.12 Transport for the North understands the necessary interventions to facilitate intermodal freight movements over the TRU corridor feature in the latest business case and are therefore subject to Treasury approval. However, to release the full benefit of TRU corridor specific freight interventions, further works are also required off the TRU core. Notably, this includes further high gauge clearance to support connections to East and West Coast ports and inland freight terminals which is being considered as part of Network Rail's Transpennine Wider Freight Strategy (TPWFS). Transport for the North understands that design funding to progress off TRU core high gauge clearance identified by the TPWFS workstream now requires Treasury approval. As an integral part of the overall TRU business case and aligned with our freight ambitions for the North the appropriate level of funding is now required to take identified interventions through design and eventually into delivery.

3.13 Network Rail will provide members with an update at the meeting on the TRU scope, funding and challenges and the work that is taking place across the industry to manage disruption to passengers, communities and businesses and the work being undertaken to deliver the programme in an expedient and efficient manner.

4. Corporate Considerations

Financial Implications

4.1 No direct financial implications associated with this report.

Resource Implications

| 4.2 | There are no direct human resource implications as a result of this report. |

Legal Implications

| 4.3 | There are no apparent specific legal implications with this report other than the governance points raised within it. |

Risk Management and Key Issues

| 4.4 | This paper does not require a risk assessment. Transport for the North's Corporate Risk Register includes a risk associated with TRU. |

Environmental Implications

| 4.5 | There are no environmental implications to be considered by this report. This report does not constitute or influence a plan or programme which sets the framework for future development consents of projects listed in the Environmental Impact Assessment (EIA) Directive and therefore does stimulate the need for Strategic Environmental Assessment or EIA. |

| 4.6 | Passenger rail and increasing rail freight has an essential part to play in achieving our decarbonisation objectives within Transport for the Norths Decarbonisation Strategy, particularly around reducing road vehicle mileage. |

Equality and Diversity

| 4.7 | There are no equality and diversity implications with this report. |

Consultations

| 4.8 | A consultation is not required. |

5.   Background Papers

| 5.1 | Transport for the North Board – September 2022 Agenda Item 5 |

6.   Appendices

| 6.1 | Not applicable. |

Glossary of terms, abbreviations and acronyms used	
a) TRU	*Transpennine Route Upgrade*
b) DfT	*Department for Transport*
c) NPR	*Northern Powerhouse Rail*
d) MNTP	*Manchester and North West Transformation Programme*
e) TPWFS	*Transpennine Wider Freight Strategy*

TRANSPORT FOR THE **NORTH**

Meeting:	Transport for the North Board
Subject:	Northern Powerhouse Rail Co-Sponsorship
Author:	Jonathan Brown, Strategic Rail Lead
Sponsor:	Darren Oldham, Rail and Road Director
Meeting Date:	Thursday 22 June 2023

1. Purpose of the Report

1.1 This report provides an update on the governance arrangements associated with Northern Powerhouse Rail and asks the Board to endorse the NPR co-sponsorship Memorandum of Understanding which formalises Transport for the North's role on the programme following publication of the Integrated Rail Plan.

2. Recommendations

2.1 That the Board endorses the NPR co-sponsorship Memorandum of Understanding.

3. Main Issues

3.1 The NPR Memorandum of Understanding (MoU) was debated at the Transport for the North Board meeting held on 23 March 2023. Board members were clear that they took the role of co-sponsor seriously and accordingly sought reassurances that the working arrangements proposed under the MoU would see Transport for the North have a meaningful role. In particular, Board members were anxious to ensure that the added value brought by using their perspective to shape the development of proposals, was recognised by the Department.

3.2 Subsequent to March 2023 Board meeting Transport for the North officials have made the Board's views clear to the Department. In particular, they have emphasised how the Board currently feels distanced from the NPR programme and are concerned as to the extent to which its views shape and inform advice to the Ministerial team. Department officials have been made aware that the collective frustration of the Board is as a result of wanting to ensure that Ministers' decision benefit from their knowledge and deep-seated commitment to the communities they represent.

3.3 Transport for the North officials have highlighted how Transport for the North Board members are used to working with the Department on matters that require sensitive handling, citing the working arrangements associated with the Rail North Partnership Agreement as an example.

3.4 In response DfT officials have sought to reassure Transport for the North that the Department greatly values its input and sees the MoU as a way of demonstrating the importance of the working relationship. DfT officials have re-emphasised that the MoU does not fetter Transport for the North's ability to submit statutory advice in respect of any aspect of NPR.

3.5 Transport for the North officials have proposed two practical actions that would potentially address the concerns raised by Transport for the North Board members in March 2023:

- A regular liaison meeting between DfT Ministers and senior representatives from the Transport for the North Board, including its Chair and the Rail North Committee Chair

- Working within the framework of agreements that are already in place, allowing Transport for the North officials to share information with its partners, on a confidential basis where appropriate, using the NPR working arrangements put in place by Transport for the North.

3.6   As set out in the paper considered by the Board in March 2023 the NPR working arrangements put in place by Transport for the North was made possible with the additional funding provided by DfT subsequent to DfT becoming the sole client in April 2022.

3.7   It is the view of Transport for the North officials that the proposed actions would strengthen the working arrangements (both formally and informally) and would reassure the Transport for the North Board that its role as co-sponsor is meaningful and adding value.

3.8   DfT officials have advised that they would need to seek a view from Ministers in response to the proposed actions.

3.9   As noted in the report received by the Board in March 2023, working arrangements to date between DfT and Transport for the North have been following the approach set out in the MoU. This has ensured that Transport for the North officials have been able to be a 'critical friend' to the Department as it has taken work forward. Formalising the working arrangements set out in the MoU – strengthened in the way proposed by Transport for the North officials – would ensure that Transport for the North retains a strong role as the NPR programme is taken forward. A strong role for Transport for the North is important given that work on NPR – and in particular the adaptive pipeline approach – enables Transport for the North to ensure that as proposals are refined, they are shaped by the Board's input.

3.10   Transport for the North will continue to have the ability to make the case for the longer-term ambition for NPR 'in full' notwithstanding the working arrangements in the MoU.

4.   Context

4.1   Northern Powerhouse Rail (NPR) is a major programme to improve rail connectivity between main centres of the North through a combination of new routes and significant upgrades to existing rail routes. Development work on NPR was jointly led by Transport for the North and the Department for Transport (DfT) over a number of years operating as co-clients.

4.2   The Transport for the North Board agreed its preferred NPR network (NPR 'in full') in early 2021 and provided advice to the Secretary of State for Transport.

4.3   The Government published its Integrated Rail Plan (IRP) in November 2021 setting out plans for rail in the North and Midlands. The IRP proposed an NPR network which is less extensive than the Transport for the North preferred network. It does, however, form a core which could be developed to a more extensive network over time. Indeed, the IRP sets out the principle of an 'adaptive pipeline': a reflection of the reality that major infrastructure projects evolve over the period of their development. By engaging in the co-sponsorship arrangement Transport for the North can continue to make the case for 'NPR in full,' whilst ensuring that the views of its partners continue to shape delivery of the funds allocated by Government through the IRP.

4.4   In this way it is possible for Transport for the North to continue to make the case for improved connectivity to Bradford and Hull, between Sheffield and Manchester and between Sheffield and Leeds. The latter is linked to the Leeds Area Study which has yet to commence. Transport for the North, with partners, continues to press the Department on the urgency of publishing the Terms of Reference for the Study, and once published, of taking forward the work at pace.

4.5   The evidence base underpinning the draft Strategic Transport Plan restates the need to fully complete NPR and HS2 as originally planned to achieve the maximum economic benefit to the North (and by extension to the UK). In this context it is important to note that the NPR co-sponsorship Memorandum of Understanding (referred to subsequently as the sponsorship agreement) provides for Transport for the North to conduct work looking at additional corridors – the 'adaptive pipeline approach.' Transport for the North has employed a small number of additional staff who are working alongside DfT colleagues to ensure that the committed IRP schemes are optimised, and partners are kept involved and informed throughout their detailed development.

4.6   DfT became sole client for NPR on 1 April 2022 and several posts were transferred from Transport for the North to DfT to support this. The arrangements for co-sponsorship of NPR were agreed by the Transport for the North Board in March 2022. To formalise these, a sponsorship agreement has been jointly developed by Transport for the North and the DfT and is attached as Appendix 1. This agreement has recently been endorsed by Ministers and was presented to the Transport for the North Scrutiny Committee on 2 March 2023.

4.7   The senior governance is provided by the NPR Sponsor Board. The Board is comprised of three named representatives from each of Transport for the North and DfT, supported by Network Rail and HS2 Limited with other supporting attendees. The Sponsor Board is accountable for ensuring that the work is governed effectively and delivers the objectives that meet identified needs. Transport for the North has ensured that its three named attendees include a senior partner officer representative (from West Yorkshire Combined Authority), mirroring the officer-led Rail North Partnership Board which oversees the Northern and TransPennine Express rail contracts.

4.8   The Sponsor Board's direct responsibility is oversight of the core NPR network as defined in the IRP, essentially between Liverpool and York via Manchester and Leeds. Delivery of NPR is however reliant on other programmes in particular HS2, Transpennine Route Upgrade and the East Coast Main Line Enhancements Programme. These programmes, referred to as "Dependencies" in the agreement are outside of the co-sponsorship remit with integration managed by the DfT. Whilst this means there is not direct Transport for the North involvement with the Programme Boards for these individual elements, the Sponsor Board does give Transport for the North the opportunity to raise issues or concerns that arise from these 'Dependencies.'

4.9   The Sponsor Board meets quarterly and four such meetings have been held to date. These have operated under the model set out in the sponsorship agreement albeit before it has been formally ratified through both Transport for the North and DfT governance. The views of Transport for the North Partner authorities on key issues have been sought prior to meetings of the Sponsor Board and fed in via Transport for the North representatives, with feedback provided to Partners after the meeting. In the last year, the level of partner, and Transport for the North, involvement in NPR has been limited, a reflection of the stage at which the development work is currently at and the change in roles. However, as work on the Business Case moves forward the level of engagement will increase noticeably limited as the NPR programme transitions into delivery. Transport for the North has additional resources (provided because of the sponsorship agreement) and will be working with DfT to support effective engagement.

5.   **Corporate Considerations**

Financial Implications

5.1   There are no financial implications for Transport for the North as a result of this report. Funding for the co-sponsorship function has been included in Transport for the North's budget.

Resource Implications

5.2   There are no new resourcing implications as a result of this report. Additional resources have been put in place in line reflecting the agreement and budget.

Legal Implications

5.3   Transport for the North is a co-sponsor of the NPR Programme and will need to enter into a formal agreement with the DfT for this purpose, which the Board is asked to endorse. The implications of this are covered in the body of the report.

Risk Management and Key Issues

5.4   There are two risks in relation to NPR Co-sponsorship, which are being managed on Transport for the North's corporate risk register. The sponsorship agreement provides sufficient safeguards for this risk to be managed so that Transport for the North retains influence over the NPR Programme.

Environmental Implications

5.5   This report does not constitute or influence a plan or programme which sets the framework for future development consents of projects listed in the Environmental Impact Assessment (EIA) Directive and therefore does stimulate the need for Strategic Environmental Assessment (SEA) or EIA. Any infrastructure proposals to improve the capacity and reliability of the system will be subject to EIA Screening, conducted by DfT and its delivery partners as part of the consenting process for those projects.

5.6   Delivery of NPR will encourage growth of travel by rail services and contribute to environmental targets through reduction in journeys by road.

5.7   Any specific environmental issues will be picked up in the development and delivery of individual infrastructure interventions.

Equality and Diversity

5.8   A full impact assessment has not been carried out because it is not relevant to the type of work referenced however increased access to employment and other opportunities is one of the main benefits of NPR.

Consultations

5.9   Transport for the North and the DfT have collaborated in developing the sponsorship agreement. The draft agreement has been shared with Transport for the North partners for comment.

5.10   The Sponsor Agreement was presented to the Transport for the North Scrutiny Committee on 2 March 2023. There were no substantive issues raised.

6.   Background Papers

6.1   There are no background papers.

7.   Appendices

7.1   Appendix 1 - NPR co-sponsorship Memorandum of Understanding.

Glossary of terms, abbreviations and acronyms used
a) DfT   *Department for Transport*   b) NPR   *Northern Powerhouse Rail*   c) HS2   *High Speed 2*   d) IRP   *Integrated Rail Plan*

Glossary of terms, abbreviations and acronyms used

e) EIA   *Environmental Impact Assessment*
f) SEA   *Strategic Environmental Assessment*

This page is intentionally left blank

Northern Powerhouse Rail (NPR) Programme

Co-Sponsorship Memorandum of Understanding (MoU)
Agreement between:

The Secretary of State for Transport, whose primary offices are registered at Great Minster House, 33 Horseferry Road, London, SW1P 4DR (SoS)

Transport for the North, whose primary offices are registered at 4 Piccadilly Place, Manchester, M1 3BN (Transport for the North).

Part A – Background

- On 18 November 2021, the Government published its Integrated Rail Plan (IRP), a major rail investment blueprint for the North and Midlands over the subsequent three decades
- One of the central recommendations of the IRP was a change to the delivery model for Northern Powerhouse Rail (NPR). From the programme's conception in 2015 to March 2022, NPR had operated on a 'co-client' model with co-clients Department for Transport (DfT) and Transport for the North (Transport for the North) assuming joint responsibility for developing the programme and instructing NPR delivery bodies HS2 Ltd and Network Rail
- This relationship was governed by a Memorandum of Understanding (MoU) which outlined the respective roles and responsibilities of NPR co-clients as well as general working practices. The terms of this MoU formally terminated on 31 March 2022 when the NPR programme transitioned to a new delivery model
- Under the new delivery model, which became effective on 1 April 2022, a single programme client team has been embedded in DfT that is responsible for instructing NR and HS2 Ltd and is solely accountable to the Secretary of State (SoS) for Transport. Transport for the North has now formally transitioned from NPR programme co-client to co-sponsor.

Part B – Role of Sponsors and Purpose of this document

- The **Sponsors** have a critical role as part of the governance board of any project, programme or portfolio. The sponsors are accountable for ensuring that the work is governed effectively and delivers the objectives that meet identified needs
- The purpose of this agreement is to serve as a Memorandum of Understanding (MoU) between NPR co-sponsors DfT and Transport for the North, outlining the roles and responsibilities of both parties as well as presenting guidelines on working arrangements which both parties will make best endeavours to adhere to
- This document is not legally binding, but both parties agree to operate within the parameters of this agreement. Note that this reflects the current position and will be subject to review as NPR matures and responsibilities change.

Part C – Pre-existing agreements:

This MoU is consistent with pre-existing Memoranda of Understanding between DfT and Transport for the North. This includes:

> o MoU between the Department for Transport and Transport for the North (dated 31 July 2018): The purpose of this document is to outline the obligations, principles and working arrangements that underpin the relationship between the two parties.
>
> o Communications MoU (May 2020): The purpose of this document is to set out clear working practices on how both parties will work openly and transparently with respect to media, press and communications.

- The NPR co-Sponsorship MoU is also consistent with Transport for the North's legal constitution as outlined in the Sub-National Transport Regulations 2018 (Transport for the North).

Part D – Defining the programme and scope

Defining the programme

- The NPR programme is a complex major rail programme that is comprised of a series of on-line upgrades to existing rail infrastructure and new high-speed lines between Liverpool, York and Newcastle (NPR '**Core'**)
- The NPR 'core' network, as defined by the IRP, is comprised of two new high-speed lines from Latchford to High Legh and Manchester Piccadilly to the Standedge Area (henceforth referred to as NPR '**New Lines'**) and upgrades to the existing lines between Liverpool and Latchford, Bradford to Leeds and Leeds Hub (henceforth referred to as NPR '**Upgrades'**)
- Due to its scale and complexity, NPR has multiple interfaces with other major rail programmes in the North whose completion are required to make a success of the NPR programme (henceforth referred to as "NPR **Dependencies"**). This includes:

> o **HS2 Phase 2B Western Leg**: A new high-speed line between the West Midlands and Manchester International Airport and Manchester Piccadilly intersecting with NPR new line element at High Legh in Cheshire. The project is being delivered by HS2 Ltd and is sponsored by DfT
>
> o **Transpennine Route Upgrade (TRU)**: An upgrade programme on the Diggle line between Manchester and Leeds via Huddersfield that interfaces with the NPR new high-speed line element to the Standedge Area in West Yorkshire. The TRU represents the first phase of the NPR programme and is being delivered by Network Rail and sponsored by DfT
>
> o **East Coast Enhancements Programme**: An upgrade programme on the East Coast Mainline from Colton Junction to Newcastle that will allow more trains to run and delivery quicker journeys across the route. The programme of works is being delivered by Network Rail and sponsored by DfT.

Scope of Sponsorship Agreement

- The scope of the NPR Co-Sponsorship MoU is outlined below. Broadly, activities can be grouped into four key areas – (1). NPR 'New Line' Project

Governance; (2). NPR 'Upgrade' Project Governance; (3). Integration; and
(4). Analysis.

Sponsorship Agreement – Scope		
Theme	Project	Description
NPR 'New Lines'	Latchford to High Legh	Section of new high-speed line from Latchford to High Legh where it intersects with HS2 Phase 2B Western Leg
NPR 'New Lines'	Manchester Piccadilly to the Standedge Area	Section of new high-speed line from Manchester Piccadilly to the Standedge Area where it interfaces with TRU programme
NPR 'Upgrades'	Liverpool to Latchford	Upgrade of Liverpool Lime Street station, reinstatement of Fiddlers Ferry freight line and reinstatement of Warrington Bank Quay station platforms
NPR 'Upgrades'	Bradford to Leeds	Upgrade and electrification of the Calder Valley Line between Bradford Interchange and Leeds
NPR 'Upgrades'	Leeds Hub	Series of works at Leeds station to assess current and future capacity and develop any necessary interventions
Integration	Monitor integration of Constituent NPR Projects	The NPR sponsorship function will consider any integration challenges that have been escalated by the NPR programme board or raised for consideration by co-sponsors
Analysis	Supporting NPR Analytical Programme	Providing overview and considering strategic issues raised by the ASG

- The role of the NPR co-sponsors will be to check and challenge the outputs of the NPR programme board.

Specifically, this refers to:

- o Project governance of the NPR 'New Lines' and NPR 'Upgrades' elements of the programme. Key activities will include reviewing and giving feedback on issues that have been escalated to the NPR Sponsor Board or considering issues that have been jointly raised by the NPR co-sponsors
- o Monitoring of integration plans and challenges associated with the wider dependent NPR network (HS2/TRU/ECML) when an issue has been escalated by the NPR programme board. This will mean that Transport for the North has visibility of the key NPR interfaces despite these being delivered through different programmes with different Senior Responsible Owners (SRO's). Pursuant to the terms of reference for the NPR Sponsor Board, Transport for the North reserves the right to be able to proactively raise specific integration issues for consideration.

- Note that as the NPR dependent programmes have unique Senior Responsible Owners (SRO), it will be at the discretion of these programmes to decide what level of project information is made available to Transport for the North. The NPR SRO will commit to working closely with the SROs of the NPR dependent projects to ensure Transport for the North is presented with sufficient information to effectively deliver as NPR programme co-sponsor
- Another key role of the NPR Sponsorship Function will be to support the analytical programme and business case development. This is explained in detail in Part H (Funding and Financial Matters).

Future Scope

- Consistent with recommendations presented by the National Infrastructure Commission (NIC) in their Rail Needs Assessment, the IRP is taking an 'adaptive' approach to investment, setting-out a core pipeline of investment but recognising that the Government may choose to augment or alter the IRP pipeline in the future subject to clarity on how demand and economic growth will recover post COVID-19
- Any substantive changes to the scope of the NPR programme resulting from considerations outlined in the bullet above or from a significant change in Government policy will trigger an immediate review of this document subject to terms outlined in Part M ('Review Points').

HS2 Touchpoints

- There are multiple touchpoints between the NPR programme and the HS2 Phase 2B Western Leg programme that will require careful management during the subsequent phases of development and construction. This includes Crewe, Manchester Airport and Manchester Piccadilly
- Clearly, it will be important for Transport for the North to have appropriate visibility of these touchpoints to fulfil its role as NPR programme co-sponsor. As the HS2 Phase 2b: High Speed Rail (Crewe-Manchester) 2022 bill is currently being reviewed by Parliament, it is proposed that the precise working arrangement and the implications for NPR programme scope is ascertained once the bill has received Royal Assent.

Former NPR corridors

- The future of former-NPR corridors including the Manchester to Sheffield and Hull corridors are currently subject to affordability and deliverability of the core IRP pipeline. These corridors will <u>not</u> be considered by the NPR sponsorship function unless separately remitted by the NPR SRO
- Transport for the North reserves the right to independently evaluate the case for these corridors on the strict condition that this does <u>not</u> draw on resource expenditure from the NPR co-sponsorship funding allocation or Grant Funding Agreement for the Technical Assurance, Modelling and Economics (TAME) analytical team (see part H)
- **<u>Note</u>** that the Leeds to Newcastle NPR corridor is now being considered as part of the ECML enhancements programme and the Sheffield to Leeds NPR corridor is currently being considered as part of the HS2 to Leeds Study.

Part E – Partnership Aims and Objectives

The purpose of this partnership is to draw on the collective expertise of the DfT as the Department responsible for the English transport network and Transport for the North as the sub-national transport body for the North of England to develop a programme that delivers the strategic objectives of the Integrated Rail Plan (IRP), namely:

1. Improving transport for users by enhancing capacity and connectivity to meet long-term rail demand and make journeys faster, easter and more reliable
2. Growing and levelling up the economy by creating opportunities for skills, employment, agglomeration and regeneration
3. Reducing environmental impact by supporting decarbonisation of the rail network and accelerating modal shift for passengers and goods
4. Ensuring value for money for the taxpayer through efficient delivery of rail infrastructure, learning lessons from past projects to ensure that schemes are delivered effectively.

- Other core aims of the partnership will be to ensure that the NPR programme is fully integrated with the wider northern major and local transport network and ensuring that it reflects central and local government policy and strategy in the region.

Part F – Programme Responsibilities and Governance

The broad division of co-sponsor responsibilities is presented in the section below:

Department for Transport:

- The Department is the sole NPR programme funder meaning it is responsible for setting the programme budget and providing funding for all resource and capital expenditure
- The Department is responsible for instructing and holding to account the two delivery bodies HS2 Ltd and Network Rail. This will include leading and managing the infrastructure development programme for the NPR 'New Lines' and NPR 'Upgrades' projects

- The Department is responsible for setting the overall policy and strategic direction for the NPR programme and ensuring programme alignment with other central Government Departments.

Transport for the North

- The principal role of Transport for the North will be to act as a critical friend to the Department as NPR programme client and to provide strategic advice on issues that have been escalated to the NPR Sponsor Board
- As a partner organisation representing the interest of twenty local transport authorities and eleven local enterprise partnerships the North of England, Transport for the North will be responsible for consolidating a regional view on issues that are presented for consideration. Where divergence in opinion occurs, Transport for the North will be able to give an overall perspective to the Department
- Transport for the North will be responsible for providing advice on the interface between the NPR programme and the local and regional transport network including road, rail and public transport.

NPR Sponsor Board

- The principal forum for co-sponsors to deliberate on the progress of the NPR programme is the NPR Sponsor Board, a quarterly board that is attended by senior representatives from co-sponsors (DfT and Transport for the North) and the two NPR delivery bodies (HS2 Ltd and NR)
- The central function of the NPR Sponsor Board will be to review and provide challenge on issues that have been escalated to the NPR Sponsor Board by the NPR Programme Board or to provide strategic direction on issues that have been jointly agreed for discussion by co-sponsors
- The broad objectives of the NPR Sponsor Board are to:

  o Monitor whether the strategic objectives for the NPR programme are being met and advise where there is a need for change
  o Provide advice to DfT in respect of progress in delivering overall programme
  o Provide comment on the NPR Strategic Outline Business Case (SOBC) and advise whether the strategic objectives are being met
  o Engage with, and provide, advice to other major project sponsor boards (or equivalent) in order to support delivery of a whole-network approach.

- The Terms of Reference (ToR) for the Sponsor Board, agreed by SoS for Transport and the Transport for the North Board, can be found in Appendix A.

NPR Programme Board

- The NPR Programme Board meets on a monthly basis and is attended by Senior leaders from DfT and delivery bodies HS2 Ltd and Network Rail
- The NPR Programme Board is the principal governing arm of the NPR programme and is responsible for project governance of the NPR 'New Lines' and NPR 'Upgrades' projects
- Another core function of the NPR Programme Board is to oversee and manage integration of the wider NPR dependent network. As mentioned in

Part D, Transport for the North will have visibility of integration of wider issues through issues that have been escalated for consideration by the NPR programme board

- Transport for the North's primary interface with the NPR programme will be through the NPR SRO or SoS. Transport for the North will not attend the NPR programme board or receive papers. Note that the NPR Sponsor Board dashboard has been designed to mirror the Programme Board dashboard with the notable omission of sensitive commercial, financial and risk information.

Part G – Joint Working

- Both parties commit to a frequent dialogue in the intervening period between the quarterly NPR Sponsor Board. This will be essential for ensuring Transport for the North has regular information as to the status of the programme to fulfil its role as co-sponsor. It will also mean that Transport for the North can maintain a regular feedback loop with its partner organisations
- To effectively manage this process, the Department will designate an official in the NPR team to fulfil the role of Sponsorship Liaison Officer. This officer will be the primary contact for Transport for the North to contact and will essentially manage the relationship between co-sponsors in the intervening period between sponsor boards. Similarly, Transport for the North will designate a dedicated officer who will manage the relationship between NPR, Transport for the North partners, the Transport for the North Board and other Transport for the North governance structures
- With respect to wider partner involvement, Transport for the North represents the interests of twenty local transport authorities and eleven local enterprise partnerships in the North of England. Although, it will not possible to guarantee partner organisations similar oversight over the programme as under the co-client model, it will be important to keep them closely engaged in activity and to ensuring they are sighted on and offered chance to challenge key decision making
- In the first instance, this will be managed through materials that are presented to the NPR Sponsor Board
- As the programme transitions into the next stage of delivery, certain project activities will naturally require stakeholder input so the Department will commit to working closely with Transport for the North on its future stakeholder strategy to ensure that the relevant authorities are involved in this process
- Transport for the North partner organisations reserve the right to request meetings with the DfT on certain issues through escalation provisions outlined in **Section 1** of the NPR Sponsor Board ToR. Any request for meetings will be communicated by Transport for the North either through the NPR Sponsor Board or in the intervening period between boards.

Part H – Funding and Financial Matters

- Under current arrangements, the NPR programme is wholly funded by the Department for Transport. This means that all programme costs including resource and capital expenditure will flow directly from the Department.

Transport for the North co-sponsorship

- Transport for the North will receive its annual funding settlement from the Department to conduct its statutory duties which includes its role NPR programme co-sponsor. As outlined in the Memorandum of Understanding between DfT and Transport for the North (see Part C 'Pre-existing arrangements'), the Department will outline its expectations respect to the NPR programme on an annual basis in its Annual Funding letter to Transport for the North
- In accordance with Sub-National Transport Regulations 2018 (Transport for the North), future funding decisions may be taken by the constituent Transport for the North partner authorities if all authorities agree on the need for a financial contribution and the amount required
- Should a meaningful financial contribution be presented to Transport for the North which fundamentally alters the funding arrangement of the NPR programme, this would trigger a review of this Sponsorship Agreement and the role and function of the NPR Sponsor Board.

Grant Funding Agreement

- A Grant Funding Agreement (GFA) (1 April 2022) for work to be undertaken by the Technical Assurance, Modelling and Economics (TAME) analytical team has been agreed between DfT and Transport for the North to support development of the NPR Strategic Outline Business Case (SOBC) and to provide modelling support on the IRP
- As outlined in the GFA, a quarterly meeting of the Analytical Steering Group (ASG) will be held to review and manage the forward work programme on behalf of the Sponsor Board. The ASG will be responsible for agreeing the scope, prioritisation and delivery arrangements of the IRP analytical programme
- If disagreements on scope, prioritisation or delivery timescales were to arise, these will first be escalated for discussion at the NPR Sponsor Board.

Part I – Information Sharing

- Transport for the North will require access to information and data across the NPR programme to effectively fulfil its role as co-sponsor. Regular access to programme information will be essential for Transport for the North to help provide robust challenge
- Transport for the North will have access to relevant programme board materials as determined by the SRO. This will be provided under the confidentiality provisions of the Transport for the North/DfT partnership agreement and Transport for the North acknowledges that it will be treated as confidential unless the DfT agrees on a case-by-case basis that information need not be treated as confidential
- With respect to sharing internal documentation, the Department will share materials with Transport for the North to optimise its role as co-sponsor. The Department reserves the right to redact information if it is deemed sensitive
- It will be equally important for Transport for the North to ensure that information is shared with the Department. Such information may cover a wide range of areas including (but not limited to) communication of regional and local views from Transport for the North's varied stakeholder

engagement, ensuring that key internal board decisions are communicated to the Department and forwarding internal publications where there are potential implications for the NPR programme

- Transport for the North may, where required, share information and data received via the NPR Sponsor Board with its partner member authorities provided that it is treated as confidential by the receiving authority and an appropriate protocol is in place with partner authorities to manage that confidential information.

Part J - Confidentiality provisions

- The Confidentiality Agreement covers information relating to the Northern Powerhouse Rail (NPR) programme which is marked as "*confidential*", "*official-sensitive*" or expressed to be confidential in any way. It is a requirement of DfT that only those Transport for the North partner organisations which have signed the Confidentiality Agreement or who have signed in a personal capacity will be entitled to receive confidential information covered by the Confidentiality Agreement. The purpose of the Confidentiality Agreement is to protect information in relation to the formulation and development of Government policy
- Written information which is subject to the Confidentiality Agreement will be clearly marked as such and where information is provided orally a clear statement will be made that the information is subject to the Confidentiality Agreement
- Information received by Transport for the North partner organisations may be used by officers of their Authority to enable preparation of appropriate advice. Officers may brief Members of their Authority on a need to know basis provided that suitable confidential classifications are clearly identified on the face of written information and/or signposted in any oral briefing
- For the avoidance of doubt, confidential information may not be shared with any person who is not covered by a Confidentiality Agreement
- The Transport for the North partner receiving the confidential information is responsible for protecting all information it holds and must be able to justify any decision to share information within the Authority
- The Transport for the North partner receiving the confidential information will be required to ensure that their Members and Officers follow the guidelines set out below when handling confidential information received from Transport for the North or DfT.

    a. Confidential information must be protected from improper disclosure when it is received, stored, transmitted or disposed of
    b. Access to confidential information must be on a need to know basis
    c. Disclosure of confidential information must be limited to the purpose for which it is required
    d. Recipients of confidential information must understand and respect that it is given to them in confidence
    e. Any decision to disclose confidential information to another Member or Officer must be justified and documented
    f. Access to rooms and offices where confidential information is stored must be controlled. Doors must be locked with keys, keypads or accessed by swipe cards. In mixed office environments measures

should be in place to prevent oversight of confidential information by unauthorised parties

    g. Confidential information should be kept in locked storage or filing places

    h. Unwanted printouts of confidential information should be placed in confidential waste disposal bins. Discs, tapes, and printouts must be filed and locked away when not in use

    i. Appropriate precautions should be taken when removing confidential information from the office environment and travelling with it. In particular the information should be sealed in a non-transparent container or bag and kept out of sight while travelling.

- Any request for disclosure of the information made under FOI must be referred to Transport for the North and treated in accordance with the terms of the Confidentiality Agreement.

Part K – Communications, Freedom of Information Requests and Environmental Impact Regulations

- Pursuant to the terms of the Communications Memorandum of Understanding between DfT and Transport for the North, both parties commit to taking a collaborative approach to managing external communications where there is mutual interest
- As public authorities, DfT and Transport for the North are subject to the law relating to Freedom of Information Act 2000 (FOIA) and Environmental Impact Regulations 2004 (EIR) requests for information under which members of the public are entitled to request and be given information from public authorities (unless they are subject to relevant exemptions/exceptions)
- Both parties are likely to receive requests for information and in cases where forming a decision requires it, and where lawfully possible, will consult with the other party, and take into account any responses and views in determining how to respond to requests received. Each party will however be subject to the relevant law, and as legally required will be entitled to exercise its own unfettered discretion in determining responses to requests.

Part L – Conflict Resolution

- Both parties commit to working collaboratively and constructively to develop the NPR 'core' network, as defined by the IRP
- Both parties agree that any divergence in opinion on the policy framework of the IRP must be handled at a political level so as not to hinder progress on NPR programme development or to obfuscate the aims of the NPR Sponsor Board
- Should a dispute arise between co-sponsors, both parties agree to working sensitively and discretely to resolve issues at a co-sponsor level, in a manner that does not bring reputational damage to the NPR programme or to the integrity of respective co-sponsoring organisations
- Where disputes cannot be resolved at co-sponsor level:

    o For *Minor* Disputes: Where co-sponsors cannot compromise on an agreed resolution to a specific issue, the Department will commit to

submitting advice to Ministers outlining the reason for the dispute and seeking an agreed way forward

- o For *Major* Disputes: Should a Ministerial steer or decision be unsatisfactory to Transport for the North, Transport for the North reserves the right to submit statutory advice (in line with its statutory status) from the Transport for the North chair to the SoS for Transport.

Part M – Review points

- The terms of this MoU will be kept under constant review with formal review points administered every 12-months (from the date of signature)
- Should an event unalterably change the nature of this arrangement, a review of this agreement may be triggered in advance of a formal review point
- Note that there will be a separate timetable for administering review points of the NPR Sponsor Board

This page is intentionally left blank

TRANSPORT FOR THE
NORTH

Meeting:	Transport for the North Board
Subject:	Road Investment Strategy
Author:	Owen Wilson, Head of Major Roads
Sponsor:	Darren Oldham, Rail and Road Director
Meeting Date:	Thursday 22 June 2023

1. Purpose of the report:

1.1 To discuss and agree on Transport for the North's plans for responding to the Department for Transport (DfT) consultation on the:

- The Strategic Road Network Initial Report (SRN IR), the key statutory consultation in the RIS planning process.

And National Highways' consultation on:

- Connecting the Country – a long-term strategic plan to 2050
- Route Strategy Overview Reports (6 reports covering areas of the North)
- Environmental Sustainability Strategy (ESS).

Consultation deadlines are 13 July 2023 for the SRN IR and 11 August 2023 for Connecting the Country, Route Strategy Overview Reports and ESS.

2. Recommendations:

2.1 The Board is asked to:

- Provide comments on proposed key messages in Transport for the North's response
- Agree the proposed timetable and governance for finalising Transport for the North's response.

3. Main issues:

3.1 Transport for the North has worked collaboratively with National Highways (NH) to provide evidence on the North's requirements for investment in our strategic roads. Transport for the North provided input into the early drafts of the Route Strategy reports and provided feedback to DfT on the Strategic Objectives for the next road investment period.

3.2 The SRN IR provides advice to Government on the needs of the Strategic Road Network, it does not set out confirmed policy decisions or commitments for delivery. Government will use the report to inform decisions on the outcomes, priorities, and funding available for the road period, which will be in the Road Investment Strategy, scheduled for publication in 2024.

3.3 Consultation on the SRN IR includes consideration of the RIS3 Strategic Objectives:

- Improving safety for all
- Improved environmental outcomes
- Network performance
- Growing the economy
- Managing and planning the SNR for the future
- A technology enabled network.

And five core themes:

- Improving safety for all

- Making the most of our network
- Evolving our customer and community services
- Driving decarbonisation and environmental sustainability
- Taking a targeted approach to enhancing our network.

3.4 The Connecting the Country plan sets the long-term vision up to 2050 for the Strategic Road Network (SRN) and is described as bringing together existing strategies, including National Highway's Route Strategies, Net Zero Highways, Digital Roads and Customer Service Strategy.

3.5 National Highways has published 20 Route Strategy Reports, six covering routes within the North. Each report sets out route objectives developed following input from stakeholder workshops. The Route Strategy Reports provide context on the route, detail constraints on the route and opportunities for improved connections with local roads and rail links. The Route Strategy Reports directly relevant to the North cover a similar geography to the Strategic Development Corridors Study areas developed by Transport for the North for the first Strategic Transport Plan, and to the UKNET Strategic Transport Network identified in the Union Connectivity Report. The Route Strategies most relevant to the North are:

- North Pennines
- South Pennines (West)
- South Pennines (East)
- London to Scotland (East)
- London to Scotland (West)
- London to Leeds (East).

3.6 DfT has set up an online portal for consultation responses, asking for feedback and ranking of the level of importance on specific topics, this includes feedback on:

- The six strategic objectives
- Routes that should be considered for trunking (adding to the SRN) or de-trunking (removing from the SRN)
- The nine focus areas split across three groups identified in the report
- The approach to the core themes identified – safety, making the most of the existing network, evolving National Highways customer and community services, decarbonisation and environmental sustainability and taking a targeted approach to enhancing the network
- The core performance measures
- The approach to digital technology
- Evidence available to support the RIS3 equality impact assessment
- The analytical approach.

3.7 DfT have asked for feedback on roads for potential 'trunking / de-trunking', a decision that has a direct impact on Local Highway Authority's operation of their networks. Other than those routes already identified, Transport for the North is not in a position to make a recommendation on where roads should be added or removed from the designated strategic road network, though remain open to discussion with partners on potential candidates.

3.8 The RIS3 publications are lengthy documents that require substantial time for review and comment. A draft response to the SRN Initial Report is attached as appendix 1.

Proposed Governance Timetable

3.9 DfT and National Highways will give a presentation to this meeting on the SRN IR and associated strategies and reports.

2

3.10 The proposed timetable for completion of Transport for the North response to the SRN IR:

a) Transport for the North share draft response to SRN IR with Officers 14 June 2023 for feedback by 26 June 2023
b) Transport for the North to share final draft of SRN IR response with Officers 30 June 2023
c) Executive Board to review and provide final comments by 6 July 2023
d) Submit SRN IR to response DfT 13 July 2023.

3.11 The proposed timetable for completion of Transport for the North response to Connecting the Country, Route Strategy Reports and Environmental Sustainability Strategy:

a) Transport for the North to share draft response with Officers 6 July 2023 with 2-week deadline for feedback by 20 July 2023
b) Transport for the North to share final draft with Officers 27 July 2023 for final comments by 7 August 2023
c) Submit response to National Highways 11 August 2023.

4. Corporate considerations

Financial implications

4.1 There are no financial implications from this report.

Resource implications

4.2 The Major Roads and Strategy Team will continue to engage with DfT and National Highways on the RIS Programme and undertake work to further develop Transport for the North's evidence base underpinning recommendations for the RIS.

Legal implications

4.3 There are no apparent significant legal implications resulting from this report.

Risk management and key issues

4.4 There are no risk implications as a result of this report.

Environmental implications

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

4.6 Transport for the North's response seeks alignment of the strategies and plans subject to the consultation with Transport for the North's Decarbonisation Strategy and wider approach to sustainable highways.

Equality and diversity

4.7 There are no specific implications.

Consultations

4.8 Executive Board is being consulted on proposed recommendations for preparing Transport for the North's response to the SRN Initial Report.

3

5.   Background papers

5.1   SRN Initial Report (SRN IR).

5.2   Connecting the Country – a long-term strategic plan to 2050.

5.3   Route Strategy Overview Reports (6 reports covering areas of the North).

5.4   Environmental Sustainability Strategy.

Glossary of terms, abbreviations and acronyms used
a) SRN – Strategic Road Network
b) RIS – Road Investment Strategy
c) SRN IR - Strategic Road Network Initial Report
d) NRTP – National Road Traffic Projections
e) DfT – Department for Transport
f) CCC - Committee for Climate Change
g) EIA - Environmental Impact Assessment
h) SEA - Strategic Environmental Assessment

4

Appendix 1

SRN Initial Report Draft Response

Strategic Road Network Initial Report

We welcome publication of the SRN Initial Report, Connecting the Country, Route Strategy Reports and the Environmental Sustainability Strategy.

There is much to commend in National Highways work on developing plans for the next Road Investment Strategy, and as the statutory sub-national transport body representing the North we will continue to work with DfT and National Highways on ensuring the North's provides clear recommendations on the future RIS programme.

1. We strongly support a commitment to collaborate more closely with STBs, local authorities and metropolitan mayors. "To work proactively with mayors, local authorities, STBs and other transport network providers, in particular engaging earlier in the local and regional planning development process. And to integrate the SRN network, working more proactively and closely to shape the solutions to known issues, enable sustainable development and provide greater travel choice for our customers." (Pages 82, 111, 114).

2. We strongly support the proposed focus on meeting a long-term vision and to taking a strategic 'decide and provide' approach to future planning, and to be "increasingly proactive in shaping the future for our customers and network." (Page 71).

   This is a very welcome recognition of the need for a vision led approach and it is vital that National Highways work with Transport for the North and our partners in ensuring that the RIS and the operation of the SRN contributes to achieving our vision and ambitions for the North as described in the statutory transport plan (STP2).

   Utilising our Future Scenarios and Place based analysis, Transport for the North is well placed to work with National Highways on an outcome focused approach to appraising scheme options, supporting the shared vision set out in the STP.
   Stronger recognition of the importance of the strategic case and DfT support for a more holistic place-based approach will be critical to achieving 'decide and provide' vision led delivery, avoiding a narrow focus on an economic business cases generated through use of National Road Traffic Projections (NRTP).

   Given that Transport for the North was established as a statutory body by Government to advise it on investment priorities for the North it is essential that NH's work reflects the priorities set out in the updated Strategic Transport Plan (STP2).

3. We have fundamental concerns with the mismatch between the National Road Traffic Projections (2022) referenced on page 72 of the report, which are substantially higher under most scenarios than that assumed within the CCC's Balanced Pathway. A programme based upon the NRTP would be inconsistent with the requirements of the CCC's Sixth Carbon Budget. This is also important because the NRTP Core scenario, is a prediction of what will occur, meaning the RIS programme will embed a 'predict and provide' method as opposed to the 'decide and provide' that the report infers is the adopted approach to strategic planning.

4. Although the report acknowledges the need to offer increased choices to enable customers to travel differently, it should go further in stating that alternative options to new road capacity should be thoroughly considered as part of early options appraisal work. This should include appraisal of policies and investment which would reduce the need for travel by car, LGV or HGV, and go beyond a basic assessment of a 'do minimum or business as usual' appraisal of the potential for planned investment in public transport and/or active travel to reduce vehicle trips on the SRN.

5

Alternative modes assessments should be produced in the context of the advice in relation to local and regional outcome priorities (including social and environmental), as prepared by statutory Sub-national Transport Bodies and Local Transport Authorities (LTAs).

This is a fundamental issue, as the SRN will only perform effectively if other parts of the network also perform well. Rail, local public transport and active travel need to offer better travel choices to truly deliver a whole network solution.

5. We support the six key objectives, though would like to see greater recognition of the urgent need to decarbonise road transport as a headline objective for the RIS programme. The DfT consultation response form asks for feedback on the level of importance of each objective. We believe that to achieve Transport for the North's Vision and ambitions the SRN needs to perform well in meeting all six objectives, however our Strategic Transport Plan sets out our strategic ambitions for are:

   • Transforming economic performance
   • Rapid decarbonisation of our transport network
   • Enhancing social inclusion and health.

   Therefore, we view Growing the Economy (if done in a sustainable way), Improved Environmental Outcomes (most importantly focusing on decarbonisation), and Safety (for all road users and should include measures to reduce severance, particularly in areas impacted by Transport Related Social Exclusion) as critically important to meeting our Strategic Ambitions. The remaining SRN IR objectives, Network performance, Technology enabled network and Managing and planning the SRN are important enablers.

6. We strongly support the reference to the Committee for Climate Change's (CCC's) Sixth Carbon Budget and the application of PAS 2080[1] in this respect and the acknowledgement that investments should first and foremost make the most of the network by:

   • Keeping it in good order
   • Offering increased choices to enable customers to travel differently
   • And then acknowledging that it is only after this that you would consider providing more capacity through technology or physical space.

   This approach goes further than that suggested in the draft National Network National Policy Statement (Page 11). However as highlighted in point 3 we have significant concerns with the reliance on NRTP to inform scheme appraisal.

7. We support the proposal to "drive decarbonisation and environment sustainability." With a commitment to a 40-50% reduction in carbon from construction and maintenance over RIS3 and to enabling the increasing use of low emission and electric vehicles.

   The adoption of PAS 2080 for managing infrastructure carbon using the hierarchy of: "building nothing; building less; building cleverly; and building efficiently" should be commended. It is also important that the report has recognised the reality that there may be net increase in costs to drive the deeper carbon reductions needed, but that National Highways can act as a test bed and driver of that change (Page 11). National Highways have a significant role in driving positive change in the design and construction sector and we welcome the recognition that they have an important role in working with the industry supply chain and in sharing good practice.

8. The report references that potential for National Highways to take a more proactive role in providing the infrastructure to support Electric Vehicle Charging (Page 122).

---

[1] PAS2080 is an international standard for managing carbon in building and infrastructure.

National Highways has a vital role in future-proof charging capacity at motorway and major A-road service areas. Transport for the North has given National Highways access to our Electric Vehicle Charging Infrastructure evidence base and is working to influence and support plans for rapid charging infrastructure on the SRN and wider network (Page 16).

9. We support a clear focus on improving safety for all SRN users, with an emphasis on "reducing the risk on 1-star and 2-star roads, rated by the International Road Assessment Programme (iRAP), lifting the rating to 3-star or better." And commitment to work on influencing driver behaviour, to improve facilities for disabled drivers and invest in infrastructure improving safety for walkers, cyclists and equestrians. (Page 12).

National Highways has an existing target of reducing the number of people killed or seriously injured on the SRN to 50% of the 2005-2009 baseline by the end of 2025. We will seek to influence consideration of a future target, taking account of the draft STP headline objective of reducing the number of people killed and seriously injured in traffic incidents to zero by 2050.

10. We support the proposal for a national programme for freight facilities (Page 118, 137) and for National Highways to do more to support the development and delivery of improved freight facilities.

The need for more secure high quality HGV parking is identified within Transport for the North's Freight Strategy and was a key issue emerging from the Route Strategy partner workshops.

11. We support the overall approach reflecting the need to give more consideration to the wider benefits of road investment (e.g., active travel infrastructure, opportunities to improve community impacts, integration with other travel modes). This aligns with the key messages in Transport for the North's second Strategic Transport Plan.

12. We support recognition of the need for greater investment in maintaining the existing network and adaptation to impacts of climate change. Increased resilience of the network is a key priority in mitigating the potential for community and economic impacts of severe weather, with significant investment required to maintain and upgrade existing assets. We support reference to use of natural flood management schemes (Pages 30, 44).

13. We support recognition that the SRN does not exist in isolation from other parts of the transport network and an ambition is to improve customers' end to end journeys, not just the part of their journey which takes place on the SRN. Similarly, we support proposals to take a broader approach to supporting end to end journeys, including improved facilities for freight and non-motorised users. Supporting growth and development alongside the SRN and addressing legacy impacts on the network, including air quality and noise (Page 15). And to do this by working collaboratively with Transport for the North, as the statutory Sub-national transport body representing the North, and with local authorities and other transport providers, aligning investment to local transport plans as far as possible (Page 14).

14. We support the five core themes: "Improving safety for all, Making the most of the network, Evolving customer and community services, Taking a targeted approach to enhancing the network, Driving decarbonisation and environmental sustainability." Though also propose the need for an emphasis on improving outcomes for community wellbeing, for example reducing severance impacts of the SRN, particularly where affected communities are most impacted by Transport Related Social Exclusion, poor air quality and traffic noise. We have shared Transport for the North's work on Transport Related Social Exclusion with National Highways and using that evidence will help highlight the potential for greater use of bus and active travel will seek to

7

influence planning for improvements for those modes, benefiting local communities.

15. The report recognises that improved digital connectivity will be central to customer experience in the future, with increasing functionality of digital servicers changing customer expectations around real-time data availability, informed decision-making and personalisation of information.

We support greater use of digital technologies and more sharing of data across public authorities and transport operators to better enable management of the SRN and local road networks, aid provision of integrated multi-modal travel information, and to support performance monitoring of customer journeys (Page 112).

16. We commend the report's stated aim that National Highways will work with partners to accelerate environmental delivery, for example utilising the extensive National Highways 'soft estate' to deliver 'nature – based' solutions (Page 84).

17. We support continued investment in new road capacity where congestion issues cannot be fixed by other approaches, with a commitment to investigating all non-physical methods of providing solutions to local problems before building, and to only progress those schemes that have wide and varied support from stakeholders and users.

18. The SRN IR includes a section on 'Taking a targeted approach to enhancing our network', (Page 131) which sets out plans to:

- Assess all enhancement options against PAS2080
- To continue to develop and deliver RIS1 and RIS2 committed schemes
- Take forward stock take actions relating to improving safety on Smart Motorways
- Place an increasing focus on smaller £2M-£25M schemes to support levelling up and spread opportunity, tackle current known issues, and enable growth and align with local travel plans
- Improve safety on single carriageways and other A roads, in particular through improvements along a whole route.

Transport for the North broadly supports this approach and has ongoing engagement with the National Highways on the development of a programme of smaller local schemes, including sharing of information developed through the Strategic Development Corridor Studies. However, in our consultation response we also propose that we state that as evidenced in our SDC studies and RIS recommendations discussed at the Board on 23 March 2023 there are sections of the SRN in the North where larger scale interventions maybe required to improve transport connectivity, reliability, and resilience of the journeys.

19. The report makes specific reference (Page 133) to progressing existing commitments including the A66 Northern Trans-Pennine and Lower Thames Crossing. We strongly support the full dualling of the A66 and will need to carefully consider our feedback on the implications of Government's decision to defer funding for delivery of other major enhancements until RIS4 at the earliest, for example options identified through the Strategic Studies (e.g., Manchester North West Quadrant) and the RIS3 pipeline schemes. The issues that led to identification of the pipeline schemes still exist, and it is important that further work progresses on considering a full range of multi-modal options for improving network performance.

20. We welcome plans to develop Development Control Order (DCO) action plans, improving pre-engagement prior to DCO submission, using lessons learnt from previous DCO processes and developing a risk matrix for DCO pipeline schemes (Page 143). And support the need for a greater emphasis needed on managing risk of delay and cost increases impacting on the delivery of future RIS programmes. DfT have recently closed the 'Acceleration Unit', it would be helpful to seek further clarity on how 'Project Speed' lessons learned will be applied to future RIS schemes.

As the statutory sub-national transport body Transport for the North we have provided

8

input to the Strategic Case for RIS schemes and are engaging with National Highways on development of business cases. Early engagement and throughout the development of schemes will help strengthen scheme business cases, prior to entering the DCO submission.

Transport for the North's substantial evidence base and robust analytical appraisal tools mean we are well placed to work collaboratively with delivery partners on inputting to options assessment and the strategic and economic appraisal of scheme options.

The SRN IR includes a short section on measuring performance and the need to review and update the RIS Performance Framework (Page 153). We propose that our response supports the proposal to update the Framework, in particularly including the need for a carbon metric, an updated biodiversity net gain metric and a performance indicator that supports Active Travel. And that our consultation response will set out the need for Transport for the North's statutory advice to be considered in agreeing the updated Performance Framework.

21. The DfT consultation response asks "What, if any, evidence and other insights can you supply towards the development of our RIS3 equality impact assessment?".

Transport for the North can supply evidence and data on Transport Related Social Exclusion and insights from our Citizens Panel surveys.

22. The DfT consultation response asks for comments on the strategic outline of the approach on analysis for RIS3. With a link to a separate document, available here.

In summary DfT's proposed approach is to build upon the analysis developed for RIS2, and to:

- Improve assessment of the benefits of operations, maintenance and looking at the impact of the interventions on DfT's RIS3 strategic objectives and whether they are cost effective in achieving these objectives through Objective Impact Analysis. In doing so, putting a greater focus on outcomes across strategic themes, for example economic, safety, carbon, and people-centred analysis

- Update traffic demand forecasts to ensure analysis is based on the latest assumptions

- Continue to update and improve assessment of the environmental impacts including air quality, greenhouse gas emissions, and biodiversity in our analysis

- Ensure we better understand the interactions between potential RIS3 schemes

- Improve the approach to understanding and communicating the uncertainty around analysis.

The proposed approach to analysis of value for money is that it 'will be carried out in line with HMT's Green Book and DfT's transport analysis guidance (TAG). This analysis looks at the impact on all individuals in the UK (positive and negative) and assess whether the benefits outweigh the costs. It is this analysis that will underpin the economic case in the business case.' Transport for the North is concerned that insufficient weight is given to the wider social and environmental needs that might give rise to the need for investment.

The online document gives very little detail on the further development of the analytical tools, or of how changes to travel due to the impact of the pandemic have been assessed. We would also particularly welcome sight of how the wider economy model is structured, and the opportunity to review the assumptions to ensure that it appropriately reflects ambition in the North.

9

In our response to DfT we propose to request further detail on the analytical approach, and will offer to work with DfT and National Highways on strengthening the approach to appraisal of proposed interventions in the RIS Programme.

This page is intentionally left blank

RIS3 Publications and Consultation

national highways

What is the Road Investment Strategy?

The Road Investment Strategy (RIS) is the government's long-term strategy for the management and improvement of the strategic road network (SRN)

- **Strategic Vision** – sets out long term vision for SRN and steps that will help achieve that

- **Performance Specification** – sets out the expectation of how National Highways and the SRN should perform in the period

- **Investment Plan** – sets out expenditure priorities and what the programme is expected to achieve in outputs

- **Statement of Funds Available** (SoFA) – resources available.

Simply provides: a funding commitment from government over a defined period of time (normally 5 years)

The Secretary of State may at any time set a Road Investment Strategy for a strategic highways company or vary a Road Investment Strategy that has already been set.

Department for Transport

Road Investment Strategy 2: 2020-2025
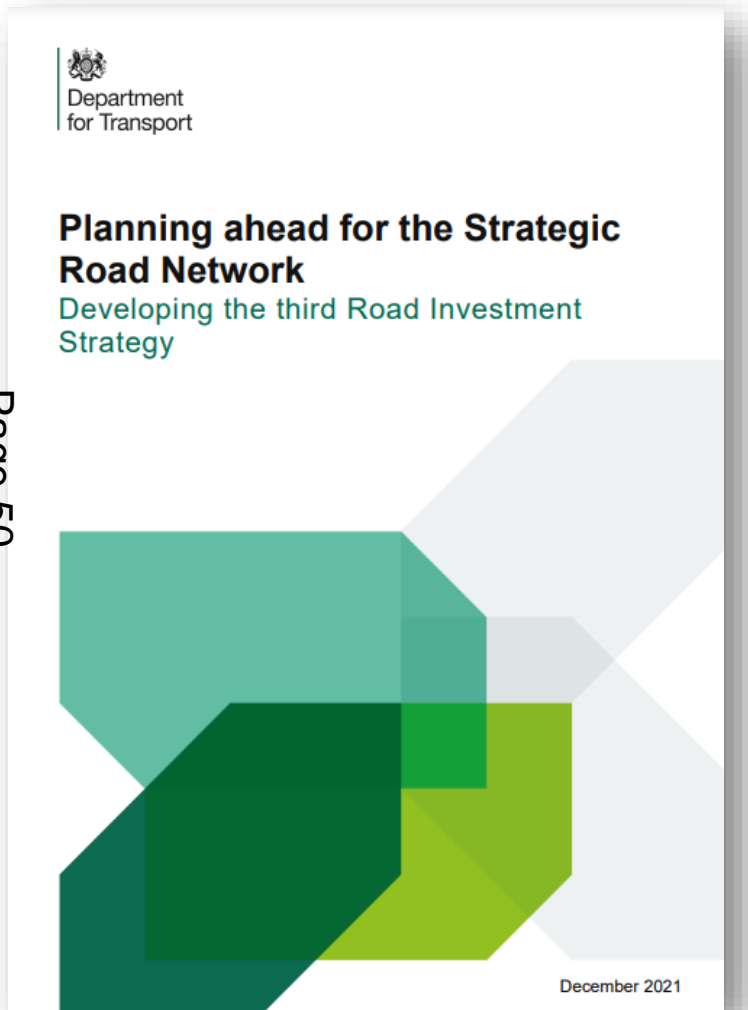
3

2025-2030

March 2020

national highways

Strategic Investment Planning Process for RIS3

The RIS process is the culmination of a four-year programme jointly delivered between NH, DfT, Office and Rail and Road and Transport Focus. This identifies, develops and agrees the priorities for investment in the next road period with Govt and involves engagement with stakeholders from numerous organisations.

Page 49

Research	Decision	Mobilise

Research stage:
- Strategic studies
- Connecting the Country – long term strategy
- Case for Roads
- Route Strategies Consultation & Development
- RIS / Outcome Setting Strategies
- Strategic Road Network Initial Report

Decision stage:
- Public Consultations
- SoFA & Draft RIS Development
- Develop dSBP
- Efficiency Reviews (dRIS and DSBP)
- Road Investment Strategy

Mobilise stage:
- Final Strategic Business Plan
- RP3 Delivery Plan

RIS3 Pipeline

Development of other Infrastructure projects

2021-2022	2022-2023	2023-2024	2024-2025

Current Position

NH led	NH publications	DfT led	ORR led

3

What is the ask of RIS3?

Dft have proposed strategic objectives:

- Improving safety for all

- Improved environmental outcomes

- Network performance

- Growing the economy

- Managing and planning the SNR for the future

- A technology enabled network

M62 by Scammonden Reservoir.

national highways

Strategic Road Network
Initial Report

2025 - 2030

SRN IR Overview

The SRN Initial Report includes:

- An assessment of the current state of the network and user needs from it;

- Potential maintenance and enhancement priorities; and

- Future developmental needs and prospects

It identifies priority areas for investment in the next road period (2025-2030) taking into account evidence from Route Strategies in understanding our current network

It also considers the long-term context informed by our Connecting the Country: Our long-term strategic plan which looks out to 2050.

The Initial Report does not include specific financial or scheme level priorities at this stage.

Purpose of this *Initial Report*

We are currently delivering the second *Road Investment Strategy* (RIS2) we agreed with government for the second road period (2020-2025). We are also planning for the third road period (2025-2030).

This *Initial Report* completes the first stage of the process, as set out in our Licence, summarising:

- our performance so far over the second road period
- extensive research into the priorities of customers, communities and stakeholders, as well as local, regional and national requirements
- the condition of our network
- proposals for investment, including how we would deliver these and possible outcomes

It has also crucially been guided by our 20 *Route Strategy Initial Overview Reports*, along with *Connecting the country: Our long-term strategic plan*. To access these documents online, including this *Initial Report*, please go to www.nationalhighways.co.uk and click on the publications tab.

Government will now consult on this report, to inform the its draft Road Investment Strategy (RIS) for the third road period.

► For more details on the strategic planning process and the next steps, please see page 160.

The proposals in this report are intended to advise Government on the needs of the Strategic Road Network, but are not decisions or committments for delivery. Government will use this report to inform decisions on the outcomes, priorities and funding available for the road period. It will set this out in its

Road Investment Strategy. We will then publish our Delivery plan setting out our final commitments, how we will deliver them, and provide confidence our plans are affordable and provide value for money for the taxpayer.

Footbridge over the M621

To produce this report extensive research and stakeholder engagement has been carried out into the priorities of customers, communities and stakeholders, as well as local, regional and national requirements, and the condition of our network. We have also engaged with the Office of Road and Rail, Transport Focus and the Sub-national Transport Bodies.

4 of the 5 busiest airports in England are directly served by the SRN.

By 2050, the industries reliant on our growth are expected to grow by **41%**, taking into consideration forecast growth in people, housing, e-commerce and expectations for the same-day or next-day delivery.

By the end of 2020-21, our **28** RIS1 growth and housing fund schemes facilitated the delivery of **45,000** homes, **44,000** jobs and **1.7 million m²** of commercial floor space.

For the second road period 2020-2025, we expect that for every **£1** invested in our major projects, we will generate **£2** of societal benefit.

From 2015 to 2021, we invested over **£85 million** towards the creation of 160 new and upgraded cycle ways and footpaths across England, providing safe, attractive and accessible facilities.

In 2021-22, we invested **£26.3m** in 76 cycling, walking and horse riding schemes.

In **2019** roads carried over **300 million tonnes** of goods to and from UK ports.[1]

Sectors that rely on our network generate over **£409.7 billion** of GVA.

Over two-thirds of lorry miles in England are driven on the SRN.

Our road workers spend over **39 million** hours every year maintaining, renewing and improving our network.

121 billion tonne miles of domestic freight was moved in 2019, 79% of which was moved by road.

Road freight contributed **£13.6** billion to the UK economy in 2019.

The SRN accounts for **2.4%** of the nation's roads by length, but almost one third of all vehicle miles were driven on the SRN in 2020.

Almost **nine out of ten passenger** miles are travelled on roads.

79% of households have access to a car or van.

Between 2022-2025, we will invest **£20m** in improving existing lorry parking facilities.

Cars are the usual method of travel to work for **68%** of commuters in England.

In rural areas **72%** of road vehicle miles are by cars and taxis.

In 2021-22, we improved resilience at **44** locations vulnerable to flooding and delivered **4** water quality initiatives, improving over **9.5** miles of waterbody.

We also started monitoring our own corporate carbon emissions. Data for 2021-22 shows that we reduced emissions by **68%** against the 2017-18 baseline, towards our target of a **75%** reduction by 2024-25.

☐ Connecting business   ☐ Connecting people   ☐ Connecting for a wider integrated transport network

SRN IR – Key Proposals

To support the SRN IR we have created a summary of those priorities that we propose should be the focus of RIS3. These are focused around 5 key areas:

	Theme	Summary
	Improving safety for all	By reducing the risk on our 1* and 2* rated roads, according to the international Road Assessment Programme (iRAP), lifting the rating to 3* or better where possible. Alongside playing a stronger role in influencing user behaviour and vehicle standards.
	Making the most of our network	By operating increasingly connected roads, we want to increase our proactive maintenance, making our technology more resilient and investing in vital renewals to deliver safer, more reliable journeys
	Evolving our customer and community services	By improving the data and information we provide to our customers. Taking a broader approach to supporting end to end journeys, including improved facilities for freight and non-motorised users. Supporting growth and development alongside the SRN and addressing legacy impacts on our network, including air quality and noise.
	Drive decarbonisation and environment sustainability	Achieve net zero corporate emissions, and reduce maintenance and construction emissions between 40 and 50%. Facilitate low-carbon travel and demonstrate wider environmental leadership, including around biodiversity and climate resilience. Invest in low carbon technology to drive a step change in manufacturing.
	Taking a targeted approach to enhancing our network	Continuing to invest in our network, following the fundamental principles of PAS 2080 and only building when the problem cannot be fixed by other approaches. Meeting network needs by completing schemes already committed while planning for more smaller schemes as part of a balanced future portfolio where funding allows.

Aspirations for the SRN
The future needs and prospects for the SRN need to balance:

- **Safety:** Continue work to zero harm. Upgrading the lowest iRAP rated roads. Improving road user safety and safety hotpots . Reducing the potential for harm for our people and the supply chain.

- **Operations and maintenance:** Keeping road users safe, clearing incidents, creating positive journeys

- **Renewals:** Focusing investment to keep our aging network open, safe and serviceable. Tackling the structures, road surfacing, and technology that require major work to remain in service

- **Freight and integration:** Improve freight facilities and support further integrating with alternative travel modes – improving the end-to-end experience for all users of our network

- **Enhancements:** Promote the delivery of smaller schemes as part of a balanced portfolio – solving existing local issues and regional barriers to growth, while improving the environment

- **Carbon & Environment:** Reducing the carbon intensity of our construction. Being a net zero company by 2030. Improving the natural environment by investing in and managing our soft estate as asset. Improving biodiversity.

- **Operational technology:** Improve our operational technology and systems to enhance the reliability of the services we provide to our customers. Improve cyber resilience. Replace aging roadside technology.

- **Future Ready:** Providing facilities for EV users. Supporting transition to zero carbon HGVs through trials. Preparing for CAVs through Digital Roads by improving data and cellular connectivity (5G etc).

- **Designated funds:** Re-focusing how we use Designated Funds to establish a robust and focused programme that adds value to communities where we are enhancing our network, deals with legacy issues on our network, and trials innovative solutions.

- **Performance & Efficiency:** Setting high expectations to continue to deliver the service that is expected of us by our users and doing that in the most effective and efficient way possible.

national highways

national highways

Connecting the country
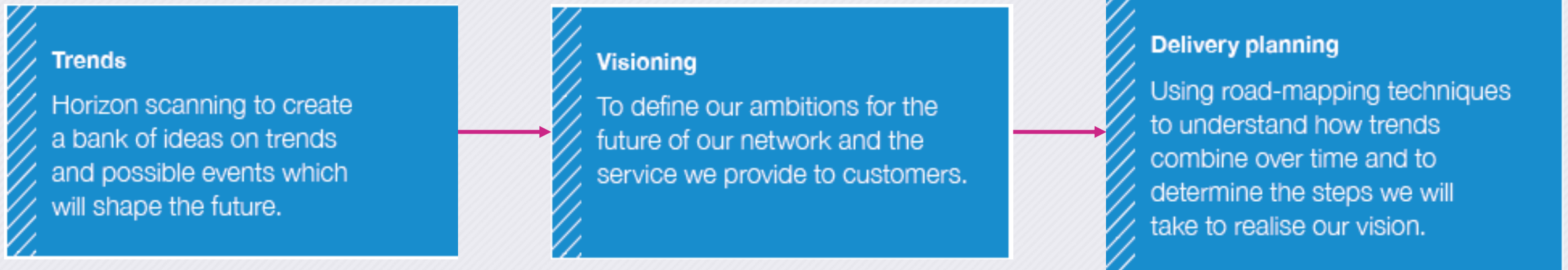
Our long-term strategic plan to 2050

May 2023

An overview of Connecting the country: our long-term strategic plan to 2050

Our long-term vision:

"The SRN is part of a seamlessly-integrated transport system that meets our customers' needs by connecting the country **safely** and **reliably**, delivering **economic prosperity**, **social value** and a **thriving environment"**

Our approach:

Trends

Horizon scanning to create a bank of ideas on trends and possible events which will shape the future.

Visioning

To define our ambitions for the future of our network and the service we provide to customers.

Delivery planning

Using road-mapping techniques to understand how trends combine over time and to determine the steps we will take to realise our vision.

national highways

Our 2050 ambitions

To guide us on our path to 2050 we have analysed available evidence to understand both historic and future trends, grouping our **9 focus areas** under **3 core themes**:

How much our customers will travel

The demand for travel is likely to increase over the long-term.
Our network will play a critical role in supporting growth as part of an integrated transport system.

Growth & levelling up
Car Travel
Freight & Logistics

How our customers will experience travel

Technology will transform how people experience travel
Travel on our network will be safe, sustainable and increasingly connected

Safety
Digital
Decarbonisation

How we will manage our network

The way we manage our network is evolving
We will deliver stress-free customer journeys whilst acting "beyond roads" to improve the quality of life in local communities.

Customer experience
Sustainable network dev.
Asset resilience

national highways

Proposed road categorisation

We know that our customers value reliable journeys on roads that provide a consistent level of service. We want them to experience exceptional service regardless of which part of the network they are on, and to help guide the long-term development of the network, we have established aspirational road categories that will enable customer service offerings across the SRN.

National corridors

National corridors will continue to be the vital spine of our network, supporting the highest levels of demand. These routes will be the key long-distance corridors, connecting major urban economies, acting as major freight routes and linking international gateways.

Inter-regional routes

Inter-regional routes will be high-demand, multiple-lane roads. These routes will connect regional economies and carry significant levels of freight and goods.
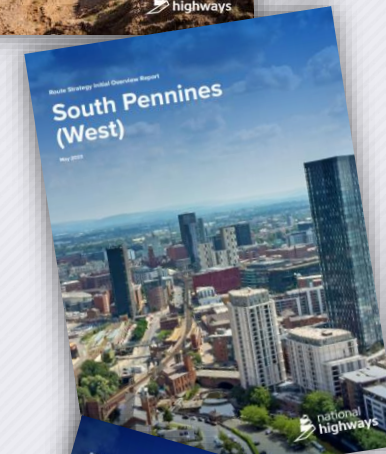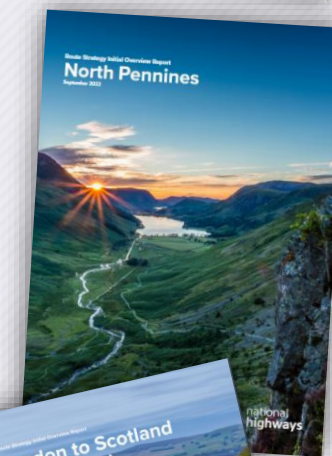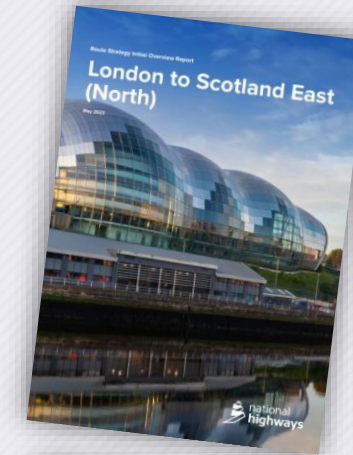
Regional connections

Regional connections will link local economic centres, both to each other and the national network.

The road categorisation concept will be developed following feedback from stakeholders, road users and communities on the published Connecting the country document.

National corridors

Inter-regional routes

Regional connections

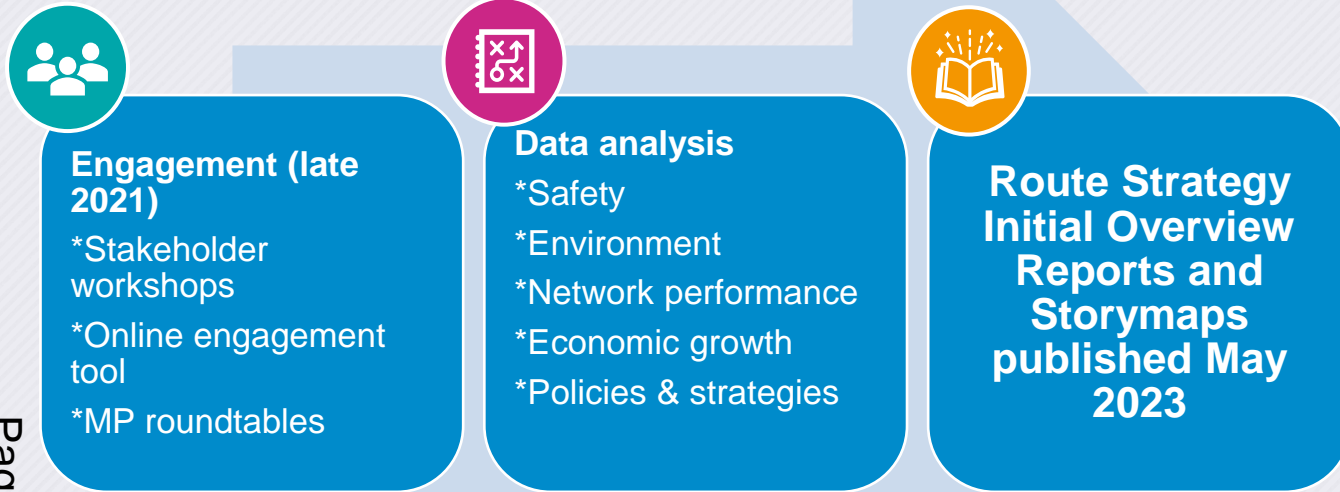Please note this map is conceptual only
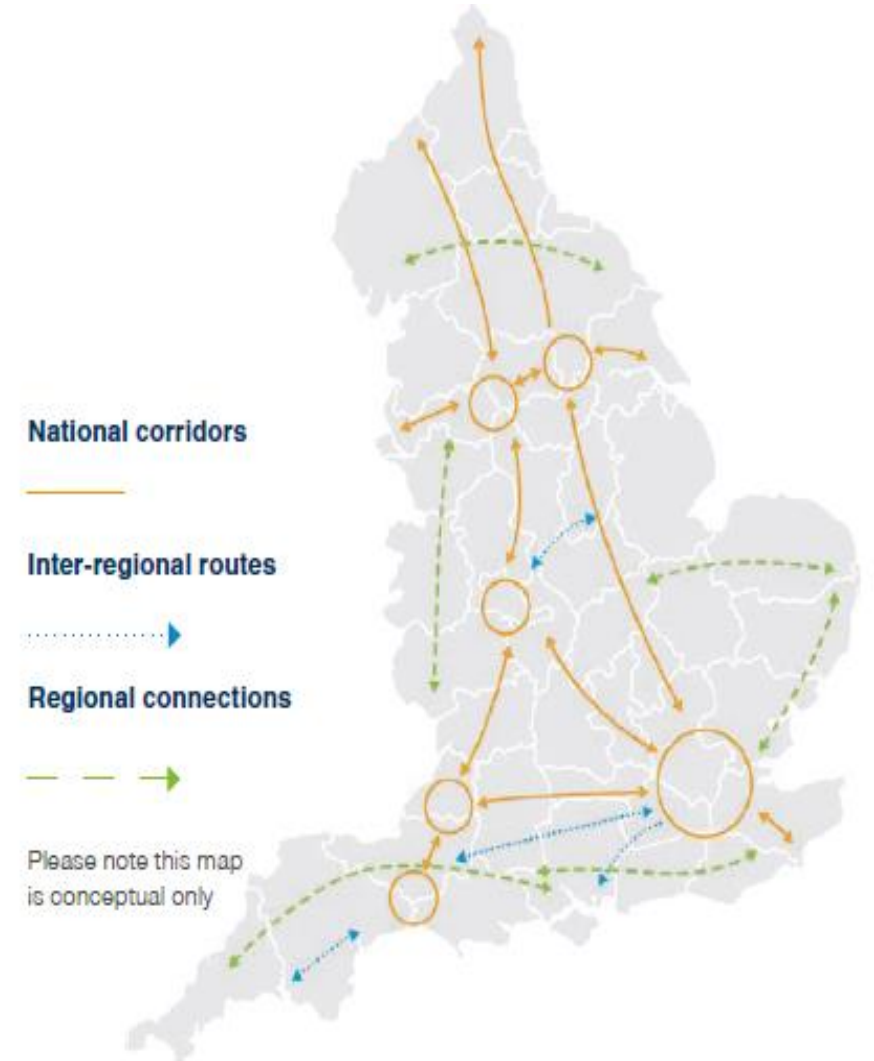
Route Strategy Reports

- Route strategies set out our route-level objectives for the strategic road network (SRN). They are built on a rolling programme of data refresh and analysis. A key requirement within the National Highways licence agreement

- These reports are one the key steps of initial research in the development of the Road Investment Strategy (RIS).

- They are a part of the evidence base that guides investment priorities for the network. This round of route strategies are intended to guide investment priorities for RIS3 (2025 to 2030) and beyond

- They are a comprehensive assessment of the current and future performance of the SRN using a broad range of metrics and stakeholder input. The entire SRN is covered but split into 20 routes

- They identify a series of objectives tailored to each route, and locations for potential further investigation

Progress so far

Engagement (late 2021)
*Stakeholder workshops
*Online engagement tool
*MP roundtables

Data analysis
*Safety
*Environment
*Network performance
*Economic growth
*Policies & strategies

Route Strategy Initial Overview Reports and Storymaps published May 2023

- **4** MP Roundtables
- **2** National Workshops
- **19** Regional Workshops including:
  - **7** STBs
  - Network Rail
  - **100+** Councils
  - **50+** Freight and Transport Partners
  - **12+** LEPs Emergency Services
  - **1700** Online tool responses

- These route strategies are an evolution of the previous two rounds. They are more location specific, dynamic, and take a longer term approach
- Work will continue. They won't be finalised until the end of RP2 (2020-2025)
- We are currently working towards making route strategies an online, more interactive platform for use by our partners

Key improvements

Greater **strategic** and long term focus in the setting of route objectives aligned with DfT strategic objectives and RIS3 themes

Greater focus on **environment (including carbon) and integration** with STBs, other external bodies and network operators

Alignment with the **Asset Management** programme outputs

Addition of **proposed locations for further investigation** to achieve the objectives for each route

national highways

PDF reports and storymaps

There are 3 significant outputs from the work to date:

1) Challenges and issues – section 5

| Safety	Network performance	Environment	Growing the economy	Managing & planning the SRN for the future	A technology enabled network

2) Route objectives – section 6

Analysis of metrics + **Stakeholder engagement** = **Route objectives**

The table at the end of section 6 presents an audit trail of the key factors that have influenced the development of an objective

national highways
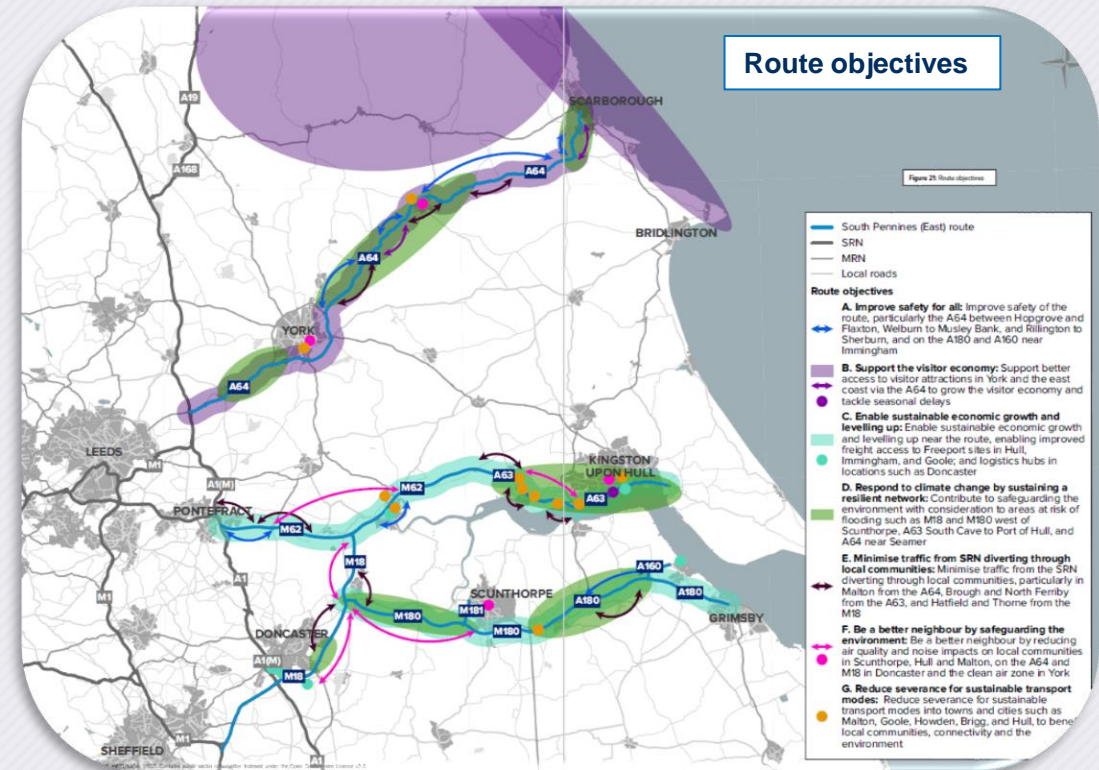
3) Initial locations for potential investigation – section 7

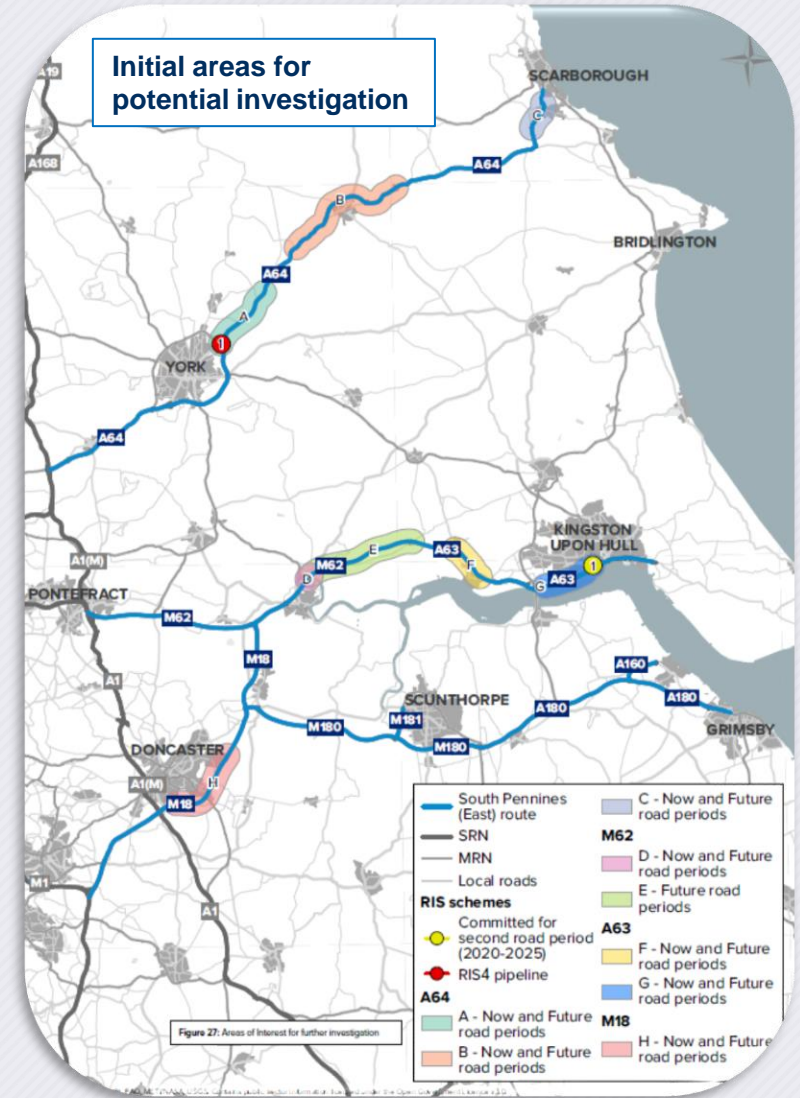| Cluster analysis of metrics | + | Spatial overlap with route objectives | = | Initial locations for potential investigation |

There are no commitments to funding or studies within route strategies

StoryMaps

StoryMaps are a web-based application that show a condensed version of route strategies with interactive maps. You can use them to explore the routes and learn more about the initial areas for potential investigation.

As part of the feedback process and final publication these will be enhanced to give the customer and interested parties a richer immersive route strategy experience.

The storymaps and PDFs can be access from the route strategies landing page

Initial areas for potential investigation

Figure 27: Areas of Interest for further investigation

South Pennines (East) route	C - Now and Future road periods
SRN	M62
MRN	D - Now and Future road periods
Local roads	E - Future road periods
RIS schemes	
Committed for second road period (2020-2025)	A63
RIS4 pipeline	F - Now and Future road periods
A64	G - Now and Future road periods
A - Now and Future road periods	M18
B - Now and Future road periods	H - Now and Future road periods

national highways

Consultation and Engagement Next Steps

Shaping the future of England's Strategic Roads

- Public consultation on National Highways' strategic road network Initial Report
- This will close on **July 13th**
- https://www.gov.uk/government/consultations/shaping-the-future-of-englands-strategic-roads

National Highways Future Roads Landing Page

- Find out more about our publications
- Provide feedback on the Connecting the Country and Route Strategy Reports (**until 11 August**)
- Explore the Route Strategy Story Maps
- https://nationalhighways.co.uk/our-roads/future-roads/

Engagement Next Steps

- DfT National Stakeholder Event (12 June)
- Signposting through STB, Traffex etc conferences
- STB Board Presentations and CtC workshops with STB officer

TRANSPORT FOR THE NORTH

Meeting:	Transport for the North Board
Subject:	Connected Mobility Strategy
Author:	Matt Smallwood, Connected Mobility Manager
Sponsor:	Darren Oldham, Rail and Road Director
Meeting Date:	Thursday 22 June 2023

1.   Purpose of the Report:

1.1   This report accompanies Transport for the North's draft Connected Mobility Strategy.

2.   Recommendation

2.1   That the Board approve, subject to any amendments agreed by the meeting, the publication of the Connected Mobility Strategy.

3.   Background

3.1   Transport for the North originally sought to deliver integrated ticketing for the North through the integrated and smart travel programme.

3.2   This programme ended in 2020 and we have since taken lessons learned from this into re-shaping the way Transport for the North supports more integrated travel.

3.3   This saw the development of a scope and objectives, agreed by Board in 2022, for a connected mobility strategy that would be a catalyst for the sharing of best practice and the development of common technical and strategic digital approaches, would reduce the duplication of effort, cost, and resource in delivering digital innovation across areas and would make the case for more joined-up investment in the collaborative delivery of connected mobility systems.

3.4   The draft strategy was presented to the scrutiny committee on 1 June 2023. The comments from this committee have been incorporated into the draft strategy. Namely:

- A revised, stronger, executive summary
- Clarity on rate of comparable rail recovery
- Addition of references to other modes (not just bus and train) when considering multi-modality.

4.   Draft Connected Mobility Strategy

4.1   The draft connected mobility strategy is at Appendix 1.

4.2   Connected Mobility covers the delivery of smarter and more integrated transport networks, and the systems that seamlessly connect passengers to the places that matter to them across regions, modes, and technologies.

4.3   This includes payment and journey planning, integration of modes and routes across geographical and technological boundaries, and the underlying processes, data systems and structures that will enable it.

4.4   The strategy has been drafted in line with the scope and objectives set by Transport for the North's Board in 2022:

Objectives:

1. Build on existing successes and identify the medium and long-term foundations to collaboratively expedite delivery of digital mobility for passengers

2. Develop an evidence base that supports and empowers local decision-making whilst also identifying where more joined-up investment in technological delivery would benefit areas

3. Develop a combination of policy position statements across thematic areas and common delivery and procurement frameworks/strategies to support greater efficiencies and economies.

4.5 The strategy details how Transport for the North will support the region with user-centric and placed-based interventions and support as authorities work together to improve the way people experience connected mobility.

4.6 The strategy is split into three core thematic areas:
1. The future of ticketing
2. Data and infrastructure
3. Future mobility.

4.7 Within the draft strategy there are four priorities identified for action during the current (2023/2024) budget year. These are:

1. Developing a Northern Ticketing Scheme to provide uniform governance, economies of scale and financial structures for multi-modal ticketing in areas seeking to deliver them.

2. Developing the business case to extend delivery of the Connected Mobility Hub and to assess viability for a devolved shared fund for interventions across the North.

3. Building and releasing a fare modelling tool to empower partners to make educated and robust decisions on fares reform – looking at risks on abstraction to revenue, elasticities and demand levels and provide 'what-if' functionality to explore zonal options.

4. Produce, directly and partnered across industry, updated research into travel behaviour post-pandemic across the diverse geographies and economic profiles of the North of England to support holistic network planning by partners.

4.8 Across these thematic areas the strategy sets out these measures of success/outcomes for the region:

4.9 **Future of ticketing - outcomes:**

Reference	Outcome	Target date
FT.1	Passengers in the North of England are travelling across bus, tram and train with payment made via Contactless Capping, or an equivalent account-based system.	2025/2026
FT.2	Multi-operator ticketing is available for passengers across the North and, if viable, for non-mayoral authorities this will be delivered through a collaborative region-wide scheme.	2024/2025
FT.3	The delivery of multi-modal ticketing, regardless of media, is being delivered with uniform governance, apportionment and technical standards achieving regional interoperability.	2024/2025

FT.4	Fares across the North of England will be easier to understand, commercially viable and authorities confident in their relevance to their markets - enabled by a Transport for the North fares modelling tool.	2023/2024
FT.5	The future media requirements for ENCTS concessionary products will be known and agreed and the region will have an agreed policy on the future relevance and viability of smartcards.	2025/2026
FT.6	Transport for the North's Connected Mobility Implementation group is the recognised vehicle for engagement between local authorities and national ticketing programmes.	Ongoing
FT.7	Transport for the North, with a lead authority partner, has delivered a user-centric white-label ticket retail solution that can be accessed, and branded, by transport authorities in the North.	2024/2025
FT.8	Passengers benefit from Rail fares in the North of England that have been reformed to promote, and build on, the leisure markets and existing post-pandemic recovery for the region.	2023/2024
FT.9	Passengers have greater certainty on discretionary discount products across the North that are more uniform, such as a clear definition of a young person, with fewer regional variations.	2023/2024
FT.10	Passenger expectations on when and how they want to travel, and how they want to pay, are known through a robust placed-based evidence base for the North.	Ongoing

4.10 **Data and infrastructure - outcomes:**

Reference	Outcome	Target date
DI.1	Transport authorities across the North are using common guidance on how to produce, use and deploy transport data in an open standard - aligned with the national strategy.	2023/2024
DI.2	Passengers in the North have access to more tailored journey planning that allows them to mix modes, avoid busy periods and be presented with next best option mitigations to disruptions.	2024/2025
DI.3	The North has an agreed roadmap of regional requirements, risks, and the business case, to progress from current journey planning tools to integrated planners/mobility as a service.	2024/2025
DI.4	Passengers are benefiting from the integration of open data across modes and regions to support modal shift, to better nudge decarbonisation behaviours and inform choice.	2023/2024

DI.5	Non-Mayoral authorities are working together, with a core fund of money secured through a Transport for the North business case, to develop and deliver white-labelled journey planners.	2024/2025
DI.6	Passengers are benefiting from public/private sector partnerships, rewarding, and supporting transport, enabled by Transport for the North through open data and private sector innovations.	2024/2025
DI.7	Authorities in the North are using common standards, vetted by a standards body, in the development of connected mobility specifications ensuring regional interoperability.	Ongoing
DI.8	The North of England has the connectivity infrastructure required to enable better connections in rural areas - including increased 4G and 5G coverage enabling live systems.	2025/2026
DI.9	Authorities across the North trust, and engage with, the connected mobility implementation group, to work through any data or infrastructure problem statements.	Ongoing
DI.10	Authorities across the North are coordinated in the procurement of technical systems to maximise the spread and scale of funds and reduce duplicated effort in shared delivery.	2023/2024

4.11 **Future mobility - outcomes:**

Reference	Outcome	Target date
FM.1	Passengers in rural and isolated communities have access to viable demand responsive service to keep them connected to services and opportunities.	2024/2025
FM.2	Passengers travelling into a region, where viable, can choose to travel and from a mobility hub via a demand responsive solution for the first/last mile element of their journey.	2025/2026
FM.3	Transport for the North's modelling and evidence has enabled local delivery of viable demand responsive transport as part of local transport plans where this was sought.	2023/2024
FM.4	Transport users travelling via micro-mobility, where this is available, use journey planners to integrate this with other modes and pay with an integrated fare.	2024/2025
FM.5	Transport users parking an electric vehicle at a charging point that is a transport hub or a park and ride site pay for their charging with their travel ticket.	2024/2025
FM.6	Transport users access cars via car clubs as an appropriate mode of transport, which can be	2025/2026

	selected and paid for alongside mass transit options and mobility hubs.	
FM.7	Passengers are incorporating active travel into journeys - to avoid high occupancy, out of choice for an element of journeys or to support local policies on walking between modes of travel.	2024/2025
FM.8	Inbound transport users pay for, and access, onward travel when planning their journey - be it by car, rail, plane, or sea, with ticketing integrated at regional mobility hubs.	2025/2026
FM.9	Transport for the North has commissioned user-research on new questions - such as pricing car as a mode of travel - from across the region as new emerging technologies are considered.	Ongoing
FM.10	Case-studies are produced using our policy and places framework to detail how emerging technologies apply in a placed-based analysis of requirements and impact.	Ongoing

5.   Corporate Considerations

Financial Implications

5.1   Other than the resource that delivers this strategy, which is core funded, there are no other budgeted activities.

Resource Implications

5.2   Delivery of the strategy will sit with the Connected Mobility team, and, in the current budget year, this is likely to consist of the existing 1x FTE with matrix support from other teams dependent on the work undertaken.

5.3   There may be a need, as work progresses to review the resource support available or, alternatively, add slack and flex to the target dates published within the strategy.

Legal Implications

5.4   Elements within the strategy suggest the production of future statutory advice, around ticketing matters and may see the use of Transport for the North's statutory powers around ticketing schemes.

5.5   Where these implications emerge then guidance will be sought to ensure compliance with Transport for the North's Constitution and statutory functions.

Risk Management and Key Issues

5.6   The risk implications are included as part of this report.

Environmental Implications

5.7   The connected mobility strategy will link through to decarbonisation objectives through helping encourage greater mass transit patronage in favour of personal polluting car use and reduced congestion.

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

Equality and Diversity

5.9   The strategy outputs and activities will need to have consideration for how passengers with protected characteristics continue to access ticketing systems and information provision – especially as these become more technical.

6.   Appendices

6.1   Draft Connected Mobility Strategy

Glossary of terms, abbreviations and acronyms used
a) ENCTS – English National Concessionary Travel Scheme. b) DRT – Demand Responsive Travel. c) White-label – A common technological solution that is branded with a local identity (e.g three areas using the same system but it has their local transport brand on the front). d) EIA – Environmental Impact Assessment. e) SEA - Strategic Environmental Assessment. f) FTE – Full Time Equivalent.

Connected
Mobility

Implementing a
connected mobility
strategy for the North

July 2023

**TRANSPORT FOR THE
NORTH**

Draft

Draft

Contents

1

Executive Summary

The North's vision is for a seamlessly interconnected mobility ecosystem, where all transport modes are effortlessly accessible to passengers in networks relevant to local markets.

This will be achieved by implementing dynamic Pay-As-You-Go ticketing systems, bringing flexibility to passengers, alongside helping the region understand and adapt to evolving travel behaviours as well as delivering interventions and integrations that make public transportation more appealing, and affordable.

Across the North there are extensive plans to revolutionise mobility, addressing the challenges of reduced patronage, changing travel habits, and cost of living pressures. We will support, add value to, and help facilitate these through delivering a holistic and collaborative approach for the region.

Ultimately delivering integrations across transport modes and locations will enable improved decision making, predictability, and personalised travel experiences across and help deliver a cost effective and joined up end-to-end journey experience for passengers.

Our role:

- Establishing and facilitating collective activity across the north to include the development of standardised documentation (incl. commercial, procurement, technical)

- Identifying areas of joint interest across the North, set out and deliver a plan for each area (e.g. preparedness for multi-operator Pay as you go both at a local level and in readiness for any national initiative)

- Identifying areas where there are economies of scale (e.g. joint procurements) that indicate the benefits of joint working

- Supporting development of funding bids and supporting business case development with partners to enable draw-down of central government and other sources of funding

TRANSPORT FOR THE NORTH

2

Our Connected Mobility Strategy sets out that we will:

- Build on existing successes and identify the medium and long-term foundations to collaboratively expedite delivery of connected mobility for passengers across the North and beyond.

- Develop a user-centric and placed-based evidence base that supports and empowers local decision-making whilst also identifying where more joined-up investment in technological delivery would benefit areas

- Develop a combination of policy position statements across thematic areas and common delivery and procurement frameworks / strategies to support greater efficiencies and economies

The Strategy is split into three thematic areas under which we should be providing support and enabling collaboration across Northern authorities.

Underlining each of these themes is our overarching aim to help expedite delivery for passengers, support the priorities of our strategic transport plan and to reduce the duplicated cost and effort required across partners in realising their connected mobility ambitions

There are also wide interfaces across other TfN workstreams (see appendix A)

We will introduce a Connected Mobility Implementation Group - designed to provide a singular point of engagement allowing the North to speak with one voice on connected Mobility - to determine the areas of focus and work programme for each financial year and ensure it provides real benefit and added value for authorities and passengers across the north

This will also see our Connected Mobility Hub concept built upon as a collaborative delivery vehicle for resources interfacing with TfN's regional centre of excellence ambitions but also national shared resources.

The three themes:

→ The Future of Ticketing

→ Data and Infrastructure

→ Future Mobility

3

Background

Transport for the North's original Strategic Transport Plan set out clear ambitions for smarter and more integrated travel across the North. This has progressed, with lessons learned from the Integrated and Smart Travel programme, to a new strategic priority in the refreshed Strategic Transport Plan highlighting...

"The importance of local connectivity and multimodal integration in providing door-to-door sustainable transport for people and goods. There is a need invest in improving local connectivity and how this helps address the extent to which our current transport system too often acts as a barrier and how this represents an opportunity to decarbonise transport."

Transport for the North is not a delivery body but has a key role in enabling and facilitating this strategic priority.

A report to our Board in September 2022, identified the following issues:

→ A lack of capacity and capability to take forward initiatives at the local level

→ A lack of experience developing specific proposals, including a lack of knowledge of legislative and regulatory frameworks

→ A lack of capacity and experience when it comes to procurement and delivery of technical proposals

What is 'Connected Mobility'

Connected Mobility covers the delivery of smarter and more integrated transport networks, and the systems that seamlessly connect passengers to the places that matter to them across regions, modes, and technologies.

This includes payment and journey planning, integration of modes and routes across geographical and technological boundaries, and the underlying processes, data systems and structures that will enable it.

It aims to deliver:

→ Seamless Payment and Retail

→ Integration Across Modes

→ Enhanced Journey Planning

→ Integration Across Regions

→ Better Journey Choices

→ Passenger Focused Innovation

4

Draft

These issues do not affect all Transport for the North partners equally, with the larger Mayoral Combined Authorities better placed to take forward work to deliver connected mobility than others.

From discussions across the North, there is clear support for Transport for the North to support the region by introducing a Connected Mobility Strategy with a view to:

- Providing technical support for those partners seeking to develop and implement user-centric proposals that deliver connected mobility.

- Sharing accumulated knowledge and experience from proposals introduced in the North to the benefit of subsequent proposals.

Unlike the central delivery focus of the Integrated and smart travel programme, the approach underpinning the connected mobility strategy is to add value, capacity and support to local delivery and decision-making around digital and ticketing interventions. This role is developed further below.

Similarly the multi-modal and place-based focus of Connected Mobility means it will engage and support across a multitude of our workstreams. Ranging from supporting the priorities of Strategic Transport Plan to more detailed interfaces with programmes across rail, roads, rural mobility, international connectivity and decarbonisation.

5
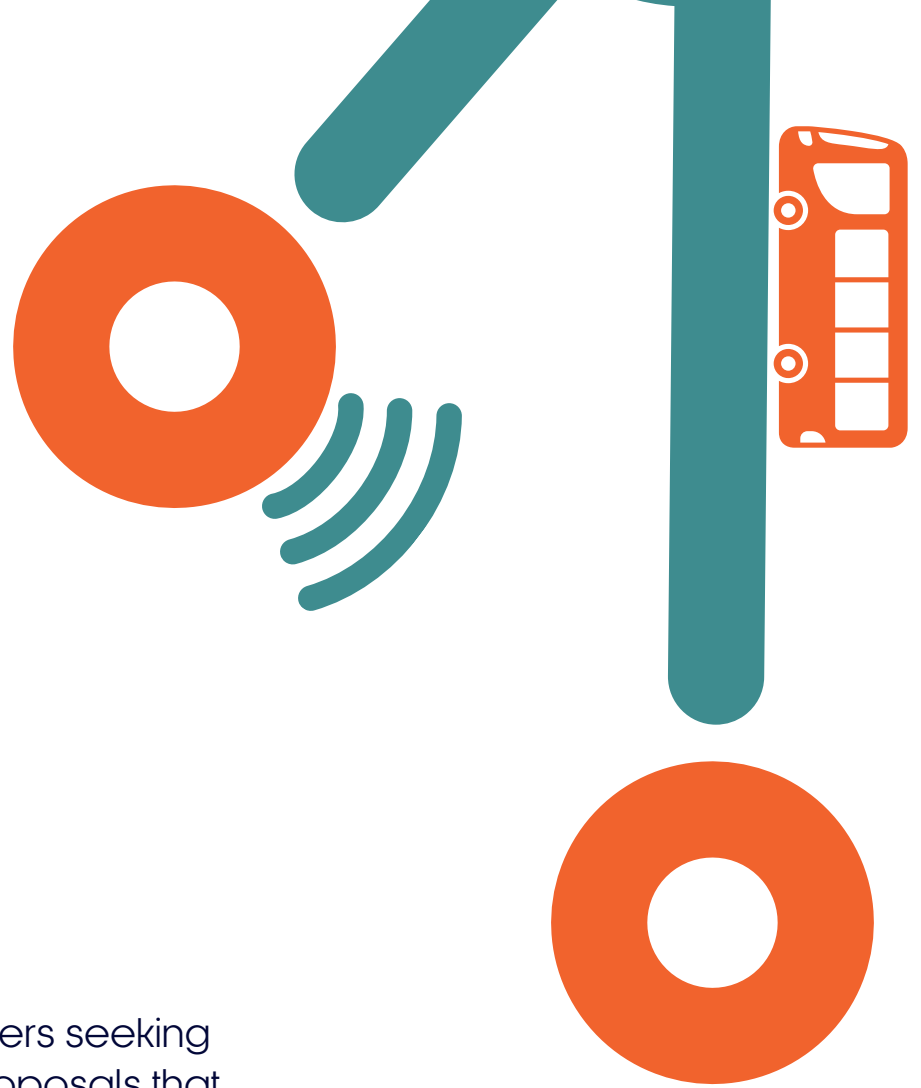
Industry context

In addition to the above, the situation locally and nationally has changed in the two years since the end of the Integrated and Smart Travel programme.

Patronage

Clearly the pandemic has put massive pressure on public transport and most operators are struggling to regain patronage to pre-pandemic levels. This, in turn, is putting pressure on Local Authority finances. Managing these commercial realities whilst capturing the benefits of digital interventions is even more important than was the case before the pandemic.

It is worth noting that patronage across areas of the North have recovered promising rate.

This leaves the North ideally placed to test and develop connected systems that can build on and support even further recovery and growth.

Rail / Great British Railways

The work in Rail on smart ticketing has been driven by the Plan for Rail, together with related government manifesto commitments. This work is largely being led by GBRTT (the transition team that has been formed in advance of the legal establishment of Great British Railways).

GBRTT's plans involve projects both for 'line of route' tap and cap for longer distance train operating companies and 'place-centric' projects where Authorities are well placed to deliver a multi-modal offer. These will be supported by a national account-based fares 'engine' with targets to deliver this within the spending review window to 2025.

Annual Rail Journeys

■ Midlands   ■ London   ■ North
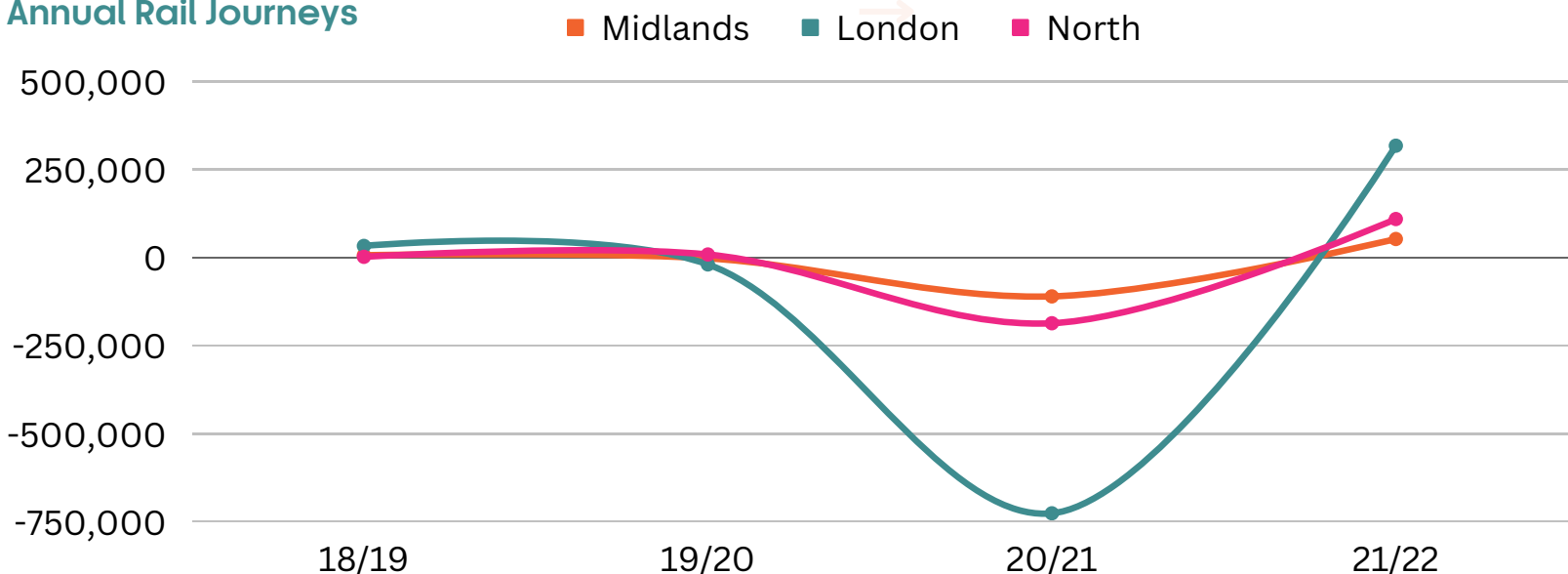
Source: Office for Road and Rail Regional Passenger Usage
NOTE: London figures inflated due to transfer of Underground patronage to NR via Elizabeth Line.

6

Draft

Bus and the broker solution

Over recent years, all larger bus operators have introduced payment by contactless bank card, with some introducing tap and cap for their own products. Many have invested significantly in electronic ticket machines and back-office functionality, so interventions need to recognise the evolution of operator infrastructure. Light rail systems across the UK, largely with Authority support, are also developing tap and cap offers.

In 2020, the larger bus operators formed Project Coral which aims to deliver a 'broker' system. The broker will process 'taps' to see if a customer should have been entitled to a capped product, e.g. when they reach a multi-operator cap. Any reimbursement / reconciliation needed between operators will then be resolved at an agreed point, e.g. at the end of each week. In parallel, Transport for the West Midlands has been developing a similar approach.

Department for Transport has recently agreed that a joint Project Coral / Transport for West Midlands project is the right way forward, with some initial funding support. Midlands Connect is developing a business case for the roll-out of the solution beyond the West Midlands, which could be of great benefit to all TfN's partner Authorities - preparedness for which we are currently modelling across authorities.

Local Authorities

Our members have also been making progress, but this has been variable depending on bus service improvement plan focus for activity, operator ambitions, success or otherwise in obtaining central government funding, and access to resource and / or expertise.

Whilst progress made is to be welcomed, Transport for the North has a role to play in ensuring that the learning from initiatives taken forward by individual partners is shared more widely.

Such a role is consistent with the desire from Department for Transport for Sub-National Transport bodies (STBs) to play an active role in reducing duplication of effort, thereby accelerating implementation of proposals and reducing the incidence of avoidable costs being incurred.

7

Passenger context

Technical Literacy / Digital Access

No Internet access - 6%

No smartphone - 16%

Have internet access - 94%

Have a smartphone (84%)

Internet access   **Smartphones**

Source: https://www.finder.com/uk/mobile-internet-statistics
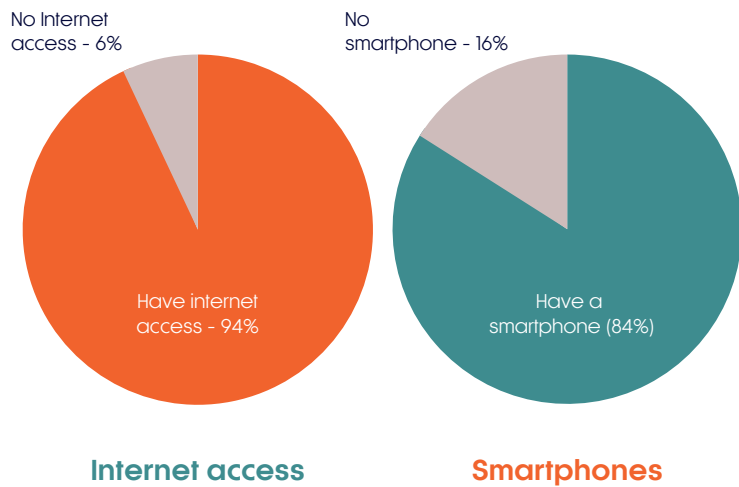
Over the past decade digital literacy and access to the internet has improved significantly, with 94% of adults being internet users in 2023, an increase form 80% in 2010. Digital systems are increasingly integrated into day to day life and educational curricula.

However there remains a "digital divide", affecting disadvantaged socio-economic groups, older adults and rural areas. These groups are oftentimes those most reliant on public transport to access key services and systems.

So either alternates must be provided or infrastructure and accessibility to digital systems improved.

Attitudes to Cash

In the past decade, the UK has seen a significant move from cash to digital and contactless payments, driven by convenience, speed, and the COVID-19 pandemic. By 2019, card payments even surpassed cash as the most common payment method.

However, this shift has not been uniform, with older and rural populations often still relying on cash due to habit, limited digital literacy, or lack of access to digital options. This has raised concerns about potential exclusion of these groups, and the unbanked, and prompted discussions about maintaining cash accessibility.

■ Cash   ■ Card

25 Billion

20

15

10

5

0

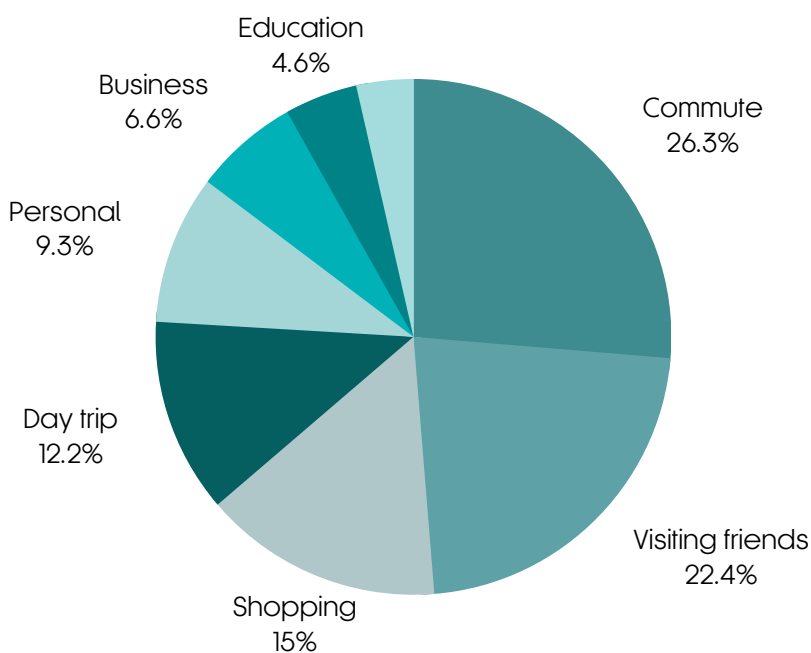2011   2016   2021

Source: UKFinance

Draft
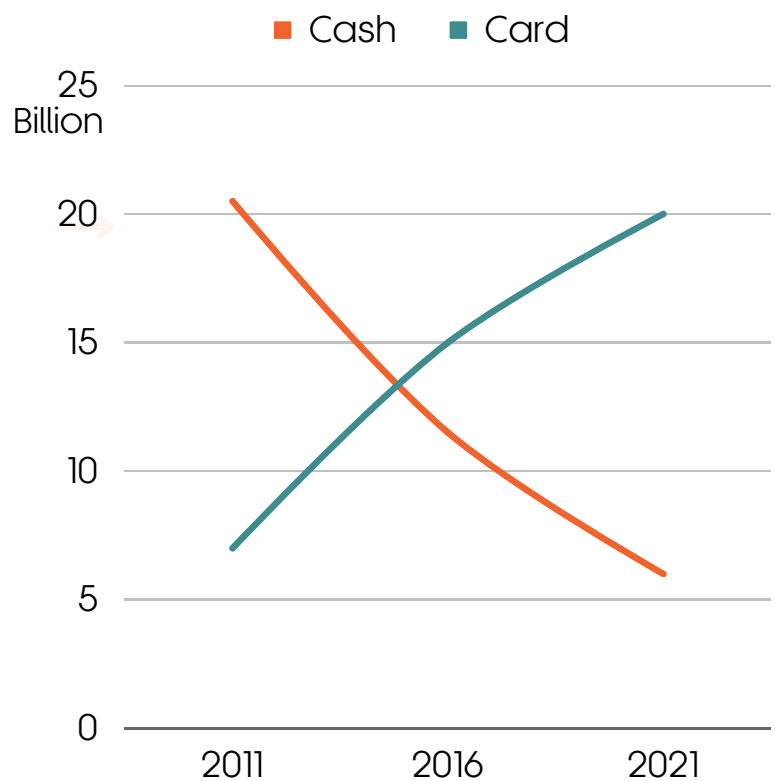
Travel Patterns

The COVID-19 Pandemic led to a sharp drop in public transport use - due to social distancing, lockdowns and increased remote working. This has resulted in challenging financial environments, and necessitated government funding, as people moved back to private car use or made more local journeys via active travel.

Likewise the rise of flexible and hybrid working has reshaped the traditional understanding of a commuter market. Demand has changed as mon-fri commutes have become less regular and instead new peaks have emerged mid-week.

These changing levels of demand have reduced peak-time congestion but have made it harder to plan networks, or for traditional ticketing products to remain relevant; with passengers preferring more flexible options.

Links to Social Exclusion

Our research shows that 3.3 million people in the North live in areas where there is a high risk of social exclusion because of transport issues. This risk is higher in the North than the rest of Transport and the social inclusion challenge in the North with 21% of the population of the North living in areas with a high risk, compared with 16% of those in the rest of England

Factors around rural isolation, cost or network provision can factor into this; similarly the aforementioned digital divide can exacerbate it too.

Ticketing, journey planning and data infrastructure should be prioritised around reducing this risk of exclusion and increasing accessibility to services and opportunities by public transport. Integrating products and tools across regional barriers would support this.

Split of journey by purpose (all modes)

Education 4.6%
Business 6.6%
Personal 9.3%
Day trip 12.2%
Shopping 15%
Visiting friends 22.4%
Commute 26.3%

Source: National Travel Survey

9

Places context

Commuter Towns

Commuter Towns are typically smaller towns and suburbs which neighbour Large Conurbations, with strong economic and commuting linkages to these large cities.

Requirements

Main focus is on delivering reliable multi-modal hub and spoke transport options.

This requires reliable journey planning tools, linked to viable and integrated ticketing products, that work across boundaries to support the hub and spoke model.

Timetables and ticketing should align with local services provided, including supporting the leisure and night-time economies.

Many commuter towns may be in areas which struggle to finance bus services and would benefit from funding of their Bus Service Improvement Plans and other external funding

Example: Warrington

Warrington Borough Council's Enhanced Partnership has a focus on frequency and reliability including investment in bus priority along key corridors, along with new and higher specification / zero emission buses.

Connected Mobility Plans include:

- Lower fares / simplified fare structure

- Multi-operator ticketing offer

- Enhanced options for payment (e.g. Touch-on, touch off reader equipment allowing fare capping

- Updated multi-modal network maps

- A Warrington-based tap and cap offer initially with an aspiration to address cross-boundary services in due course.

10

Large conurbations

Large conurbations contain 51% of the North's population. They benefit significantly from economic agglomeration and generate greater productivity than the Northern average.

Requirements

Public transport must be integrated (ticketing, operations, infrastructure, and information) reliable, accessible, and inclusive for all users.

Bus services are the backbone of public transport networks in Large Conurbations, and franchising or Enhanced Partnerships offer the opportunity to provide affordable city-wide services and connectivity to other transport provision. Capped fares will help achieve affordability and reduce the risk of transport related social exclusion.

Large Conurbations are perfectly located to maximise the benefits of multi-modal enhanced journey planning, to enable the services to function as a single, cohesive network. Integrated digital management systems can feed into journey planning tools should be implemented for providing a more reliable information base for users to make their travel choices.

Example: Liverpool

Liverpool City Region's bus service improvement plan has five objectives:

Quick and reliable bus journeys; A comprehensive and integrated bus network; Straight forward ticketing and great value fares; An excellent passenger experience; An emission-free bus system.

Ticketing reforms include:

- To adopt a city region-wide fare zone for bus tickets

- To introduce a framework for ticketing, to support simplification

- To introduce new ticket types to suit passenger needs, such as short hop, hoppa and bundles

- To introduce account-based contactless, mobile and smart ticketing and reduce cash transactions as much as possible in order to speed up boarding times

- To improve the availability of good value multi-operator and multi-modal tickets

- To introduce fare capping, enabled by tap-and-go technology

11

Draft

Rural villages and dispersed

Rural Villages and Dispersed areas are rural districts geographically isolated from cities and towns. These locations are generally characterised by long distances, poor accessibility, and high levels of car dependence.

Requirements

Community based transport will play a key role for access to wider services and amenities. Policy aims should look to make private vehicle travel more sustainable, for example by switching to electric vehicles and community-led car clubs.

Digital connectivity is a foundation of delivering sustainable economic growth, reducing demand for journeys through greater opportunity for remote working and unlocking digitally connected demand responsive bus and logistics trips.

Active awareness campaigns, training, and fare incentives should be considered for car clubs, demand responsive transport, and scheduled bus services.

Example: Rural Lancashire (e.g. areas of Ribble Valley)

The enhanced partnership covers the whole of Lancashire. Specific to rural areas are:

- Work to provide affordable public transport to disadvantaged and isolated communities

- Work with the health sector to make sure that people can connect with the health provision they need

- Work with operators to introduce a new Smartcard technology covering multiple forms of transport

- Improving the range of sustainable transport options available

Lancashire County Council has an interest in demand Responsive Transport which could potentially address all the above.

Transformational

They can be characterised as particularly dynamic and successful local economies, with productivity and employment growth above the national average.

Requirements

Due to high levels of car ownership associated with workers in knowledge intensive jobs, there is a need to prioritise modal shift from private car to public transport.

Public transport must be integrated, reliable, accessible, and inclusive. Integrated ticketing with larger conurbation mass transit networks is required. For large centres of employment, such as Sellafield, timetables should be aligned with working patterns.

Ticketing must be smart and flexible, ensuring value for money for non-5-day commuters, as well as those working outside of conventional working times. Furthermore, due to high levels of flexi commuting, existing bus and rail stations should be adapted to act as integrated multi-modal hubs with inclusive design. Information and journey planning tools should complement the integrated transport system for users to make their travel choices.

Example: York

City of York Council has a comprehensive set of initiatives regarding fares and ticketing including:

- Fare reductions for young persons (a low, flat fare for young persons aged under 19; free bus travel for up to three children when accompanied by an adult; targeted fare reductions for the 19-25 age group)

- An app-based All York Ticket

- All York tickets for off-bus purchase which can be marketed through employers and to residents of new property developments

- Review the range and pricing of All York tickets, ensuring they carry no price premium over single-operator tickets

- Develop a smart All York carnet of journeys ticket, which can be used alongside fares capping

- Support and promote PlusBus and work with train operating companies to develop local rail/bus products

- Work with colleagues in adjoining areas to develop a range of add-on tickets valid for both an interurban journey and local travel in York

- Investigate opportunities for sales of bus tickets as a means to access festivals and Major Events

13

Draft

Visitor

The definition of Visitor Destinations is focused on rural destinations and towns that attract large numbers of seasonal tourists each year. Visitor destinations tend to experience seasonal demand which requires a careful consideration for the transport infrastructure and modal splits in these areas.

Requirements

Local authorities can work with train and bus operators to deliver a tourist-industry friendly offer and timetable, complemented with reliable information systems. Leisure cross-modal ticketing could increase public transport provision uptake.

Example: Blackpool

Blackpool Borough Council's Enhanced Bus Partnership incudes:

- Lower fares: Co-ordinating young person fares, making group and corporate travel attractive. Focus on locking people in with easy to purchase and renew season products. Also do more in terms of advertising the good value bulk ticketing

- Simplify fares: Multi-operator tickets, including co-ordinating fares for all, particularly young people

- Integrate ticketing between operators and transport: Develop multi-operator ticketing offer for the Fylde coast in association with LCC

Multi-operator ticketing will enable integration with the tram and good connections to rail services bringing visitors to the town. Fares policy does, however, have a focus on jobs and regeneration.

14

Towns within Metropolitan Counties

They are prominent around Leeds, Manchester, and Sheffield, where they can be found intermingled with Industrial Places and adjacent to large Conurbations.

Requirements

Due to their proximity to Large Conurbations and high percentage of people commuting, there is an opportunity for connectivity to large urban centres to support labour supply effects.

This needs to be balanced with local regeneration and improvement of town centres to avoid excessive amounts of commuting in peak hours and encourage more local trips.

15/20-minute neighbourhoods should be complemented with multimodal hubs where feeder bus services that link with rail stations are provided and/or for hub and spoke services

Example: Keighley

Keighley is a key town within the West Yorkshire Combined Authority area. The West Yorkshire BSIP has objectives around connected communities and integrated travel.

One interesting initiative is around 'more 'FlexiBus' Demand Responsive Transport schemes and Mobility Hubs to give people access to integrated, sustainable travel options built round their individual needs.

Around ticketing, the combined authority aims for:

- clear and simple fares

- a common framework for bus fares

- use and develop the MCard branded multi operator tickets

- reduce the maximum price for a day's bus travel to a more affordable level.

- introduce a multi operator "tap and go" capping system

- buy travel in advance at discounted rates using mobile phone apps.

- trial a new form of mobile phone ticket which provides for travel over the next 90 minutes which will help people making two leg journeys using different company's buses.

15

Draft

Industrial Places

They are areas where employment is focused around 'traditional' industries, with typically lower levels of productivity and higher levels of economic inactivity and unemployment. They are typically located surrounding Large Conurbations.

Requirements

Focus should be on creating 15/20-minute neighbourhoods by improving sustainable transport connectivity increasing spatial proximity and enhancing digital connectivity.

15/20-minute neighbourhoods should be complemented with multimodal hubs where feeder bus services that connect them to rail stations and/or hub and spoke services.

Example: Gateshead

The North East Combined Authority bus service imprvoment plan includes:

- Region-wide affordable fares for multi-modal travel on all bus, Metro and Ferry services across the North East, as well as on selected rail services.

- Multi-modal fares available both as a ticket purchased before travel begins (from a bus driver, at a Metro ticket machine, online, or through a new app); and as a price "cap" that is automatically calculated and applied when a customer uses a contactless bank card, mobile phone payment app, or Pay As You Go smartcard to pay for travel.

- Value for money region-wide affordable fares for under 19s.

- A trial of "kids go free" for under 12s on bus services matching the offer already in place on Metro.

Strategic Purpose

The rationale of the Strategy is based on the following premise.

Every partner has their own priorities, depending on several factors including the operators in their area, ticketing products available, levels of technological maturity and infrastructure, current travel patterns and approaches being adopted to deliver more sustainable future travel. Regardless of priorities, however, there are many commonalities of experience.

There are a small number of suppliers in many areas of digital delivery, with many transport authirities working both with the same operators and same suppliers.

Working together would support better outcomes for all.

There is also a common set of technical requirements and challenges, depending on whether, for instance, ITSO smart cards, barcode technology or contactless bank cards are chosen. It can be both resource-intensive and confusing if every local transport authority must explore these themselves alongside creating risks making it harder to integrate across modes and regions later.

Transport for the North could facilitate access to resources and expertise; artefacts (e.g. specifications, templates); shared procurements and / or shared learning (e.g. Mobility as a service, pay as you go, multi-modal ticketing, demand responsive travel, future mobility).

This collaborative, cross-border, emphasis will also support government and HM Treasury. Working together across technological delivery and development will reduce duplicated funding asks and help spread and scale public funds in delivering passenger benefits quickly; rather than funding more pilots or consultative work.

17

Why?

- To be a catalyst for the sharing of best practice and the development of common technical and strategic digital approaches

- To reduce the duplication of effort, cost, and resource in delivering digital innovation across areas

- To make the case for more joined-up investment in the collaborative delivery of connected mobility systems

Outcomes for People and Place

The strategy will support delivery of:

→ Seamless Ticketing and Retail

→ Integration Across Regions

→ Integration Across All Modes

→ Better Journey Choices

→ Enhanced Journey Planning

→ Passenger Focused Innovation

18

Alongside this, the commercial viability of many interventions is limited without the benefit of economies of scale. For example, the number of transactions that pass through a particular system might make it viable for a larger geography in a way that would not be true for a single Authority.

Several national initiatives currently in development will also work most effectively with larger geographies and / or well-resourced Authorities.

Both Project Coral / broker for bus and light rail and the future ticketing and retail programme of Great British Railways have a common business model. This model requires that partners to onboard and access centrally offered services once they have acquired the necessary capabilities e.g. infrastructure (hardware and software) in place; established commercial agreements and management of revenue and risk; product range agreed.

Objectives

Defined by the Transport for the North Board in 2022

1 Build on existing successes and identify the medium and long-term foundations to collaboratively expedite delivery of digital mobility for passengers

2 Develop an evidence base that supports and empowers local decision-making whilst also identifying where more joined-up investment in technological delivery would benefit areas

3 Develop a combination of policy position statements across thematic areas and common delivery and procurement frameworks / strategies to support greater efficiencies and economies

19

Strategic Focus and Governance

The strategic focus of the Connected Mobility Strategy is to identify implementations that add value to local offers and projects. It builds on, adds value to and facilitates local ambition, decision-making and planning.

Role of Transport for the North

→ Establishing of value adding activity to include the development of standardised documentation (incl. commercial, procurement, technical)

→ Identifying areas of joint interest for across the North, set out and deliver a plan for each area (e.g. preparedness for multi-operator pay as you go both at a local level and in readiness for any national initiative)

→ Identifying areas where there are economies of scale (e.g. joint procurements) that indicate the benefits of joint working

→ Supporting development of funding bids and supporting business case development with partners to enable draw-down of central government and other sources of funding

Supporting TfN's Regional Offer

Transport for the North has an objective to be proactive in supporting authorities across the North and as such the activity and outputs delivered under the connected mobility strategy will be targeted towards and success measured against, supporting that golden thread.

This collaborative, cross-border, emphasis will also support government and HM Treasury. Working together across technological delivery and development will reduce duplicated funding asks and help spread and scale public funds in delivering passenger benefits quickly; rather than funding more pilots or consultative work.

Specific areas of focus will be determined by our membership and shaped around those which add the most value to them and the whole region.

This will require clear governance and steer from members as to what activities in this space should be, what the required outputs are and what the defined measures of success will be for each financial year.

20

Draft

Governance

The above needs governance and mechanisms for effective oversight and engagement. It is also recognised that there is time overhead for partners, so the work needs to be focussed on active interventions.

It is proposed that this work will be undertaken under the banner of a Connected Mobility Workstream. In practice this will be delivered by our connected mobility team, some project management resource and external advice as required), together with resource from partners as appropriate to each defined project.

Governance will be in the form of a connected mobility implementation group. Each TfN member would be entitled to sit on the implementation group with each meeting focussed on identified project areas. Members would identify or elect a Chair and Deputy Chair to work with the connected mobility team to set out a programme of work for the year and oversee meeting management.

It is important that the group is pragmatic, with success measured in outputs and resources that add value to partners and are actively used to support local delivery.

The initial meeting of the Implementation group, and at a meeting once annually thereafter, should identify key indicators of success for each financial year.

This should be supported by qualitative feedback from members and be linked to a setting of the priorities that group have set for TfN's focus in the area of connected mobility.

Governance RACI

	Strategic Development and Review	Document Development (Templates, standards and research)	Joint Activity (Procurement, business case development, Programme Delivery)
TfN Executive Board	A	C	C
Connected Mobility Implementation Group	R	A	A
Connected Mobility Team	R	A	R
Member Transport Authorities	C	R/C	R/C
External Partners (e.g DfT, STBs and GBR)	C	C	C
Transport Operators	I	C	C
Supplier Marketplace	I	C	C

R = Responsible A = Accountable
C = Consulted I = Informed

Draft

The Future of Ticketing

(media, retail, payment and fares reform)

Pay as You Go and Account Based Travel

Passengers and authorities in the North of England seek a simple and seamless payment experience for public transport. With most buses accepting contactless payments and rail infrastructure funding available under Great British Railways future ticketing programme, this should be achievable. Transport for the North aims to assist the region in achieving this goal sustainably and relevantly to their existing plans.

We recognise that planned aggregator approaches may not always be relevant or necessary in all areas, such as those moving to a franchised network, and waiting for it could create unnecessary delay in implementing pay as you go capping; those areas should be free to introduce a capping ecosystem on their franchised network, in the same vein as single operator capping currently, with later integration with a regional/national aggregator for cross border travel and multi-modal travel.

We will strive to minimise duplicated efforts in applicable areas and ensure experiential and technological interoperability with neighbouring systems through any aggregator, starting from an early stage

Transport for the North will:

→ Collaborate with Transport for the West Midlands, Midlands Connect, Transport for Greater Manchester and Bus Operators to promote and facilitate a single point of engagement for introducing a 'Broker' aggregation model.

→ Work with Great British Railways to as a forum for defining and delivering regional Pay as You Go on rail and define how it integrates with other modes.

→ Develop and provide toolkits and models that support pay-as-you-go delivery based on the authority types in Policy and Places Framework.

→ Embed common technical specifications across regions and modes to ensure interoperability by design preventing silos and reduce future integration costs

22

Draft

Multi-Modal Ticketing

The National Bus Strategy and the Plan for Rail emphasize the importance of multi-modal ticketing.

The North already has established multi-modal ticketing in areas linked to former PTE areas (now MCAs) delivered through mature Ticketing Schemes.

We will promote and build upon these schemes, as well as any franchised replacements, as examples of best practice to be scaled.

We will encourage the sharing of best practices and economies of scale in administering ticketing schemes, and facilitate the introduction of new schemes in areas aspiring for multi-modal ticketing

Transport for the North will:

→ Create a comprehensive set of resources and toolkits for implementing multi-modal ticketing, including documentation on standardised governance, apportionment agreements, and operating models to minimise complexity for operators and local transport authorities.

→ Establish a "Ticketing Schemes" advisory group with members from existing Ticketing Schemes and Ticketing Companies, working together to share best practices and promote increased standardisation.

→ Investigate the possibility of partnering across multiple local transport authorities through TfN's statutory provisions to develop a "super" ticketing scheme that enhances efficiencies of scale and simplifies administration for new schemes.

We will look to scale, support and learn from our existing schemes:

23

Barcodes, QR and new Tokens

In recent years, there has been an exponential increase in the use of barcode/QR tickets for both bus and rail.

Approximately a third of rail tickets are now issued as barcodes, and other token agnostic solutions are emerging.

These tickets often support mTicket solutions, but unlike the ITSO standard for smartcards, there is limited standardisation on how they work, especially on buses where operators have implemented them in isolation with success.

Transport for the North will:

→ Enhance standardisation of barcode business rules across the North, especially in a multi-modal setting, by leveraging industry and supplier experience.

→ Build confidence among local authority partners and operators by serving as a single source of truth and promoting engagement as more barcode and token agnostic solutions are developed.

Smartcard (New and Legacy)

In the past, integrated ticketing achieved through ITSO smart cards, and the North has several mature smartcard schemes. The English National Concessionary Travel Scheme still requires ITSO smart cards as the primary format.

However, as new media is introduced, ITSO smart card systems may experience reduced transactions and potential cost increases for ITSO delivery or new schemes. Where smart cards are maintained or introduced for commercial or ENCTS purposes, economies of scale should be sought through more joined-up procurement and administration as alegacy solution.

Transport for the North will:

→ Collaborate with partners to support aligned tendering and procurement of ITSO systems, aiming to reduce transactional costs and drive economies of scale.

→ Deliver insight into migration risks as regions transition from smartcards to new ticket media and advocate with the government for future media delivery of ENCTS entitlement.

24

Draft

Fares and Retail Reform

The future of ticketing across the North and in a national context depends on fares and retail reform that reduces transactional costs while ensuring fares remain relevant and sustainable for passengers and operators. Simplification or reducing perceived complexity is key to fares reform, which can be achieved through technical innovations and greater local specification of fare structures. Regions across the North have plans to simplify their fare structures, and our priority is to build on that knowledge with added capacity and capability.

Retail reform is also a core focus for both rail and bus, and ticket office closures can be contentious. We recognise the strength of local transport brands, such as the bee network, Travel South Yorkshire, Nexus, MerseyTravel, or Metro, and aims to support and refine locally derived fare structures accessible to technical innovators. Ideally, local transport authorities can procure retail systems collectively to ensure uniformity in passenger experience and achieve economies of scale.

The North of England has experienced strong patronage growth and is recovering from the pandemic, but needs to respond to emerging trends to maintain and increase ridership.

Transport for the North will:

→ Build place-based fares analytical tools for local transport authorities to model and decide on appropriate fare structures and mitigate risks for their networks.

→ Advocate for local decision-making in fare structures for any nationally integrated solutions based on member authority areas' experience and conditions.

→ Develop a business case for collective procurement of white-labelled retail solutions to secure economies of scale and uniformity of passenger experience.

→ Research and model changes in travel habits post-COVID-19 and their impacts on travel products' retail and pricing across modes, days, and times.

→ Spearhead radical fare structure reform across modes and develop collaborative pilots to encourage flexibility and maximise patronage recovery in the North.

25

Draft

Data and Infrastructure

(Enabling connections and information confidence)

Open Data and Open Source

TfN's integrated and smart travel programme played a crucial role in the Bus Open Data Service's initial setup, emphasising the importance of open data in driving transport innovation.

Open data enables easy access to transport data for technological innovators, driving passenger-focused innovation.

Open bus fares data could support technological development similar to independent retail on rail. The government's Transport Data Strategy highlights the importance of data sharing, quality, skills, user needs, and governance.

We aim to support the north of England in realising the benefits of open data and building local capacity and capability to benefit transport users and network development.

Open data enables better passenger experience, network planning, and strategic decision-making, as already demonstrated in the strength of TfN modelling across other workstreams.

Transport for the North will:

→ Advocate for increased open data and standards in transport and communicate the benefits for passengers and authorities.

→ Provide practical support to local authority partners s in publishing, accessing, and utilising transport data transport data where applicable.

→ Work to embed Open API as technical requirements in the specification and procurement of new systems.

→ Produce guidance and clarity on local responsibility for quality assurance and publishing of Open Data and identify sustainable administrative models across partners.

26

Draft

Journey Planning and Disruptions

Passenger confidence in a network is reliant on the information available to them. In the North, various approaches to providing journey information exist, ranging from real-time information at stops/stations to online journey planning tools to printed timetables.

Third-party platforms like Google, Moovit, and Trainline are increasingly used to plan journeys over locally managed planners.

Decisions on the appropriate platforms should remain local, especially where strong local transport brands are in play.

However, standardisation, collective business rules, and white-label solutions may offer opportunities for economies of scale and more common user experiences.

Additionally, it is crucial to communicate effectively with passengers when something goes wrong, whether through at station systems or social media channels, and provide uniform next best action guidance across different channels to help passengers complete their journey.
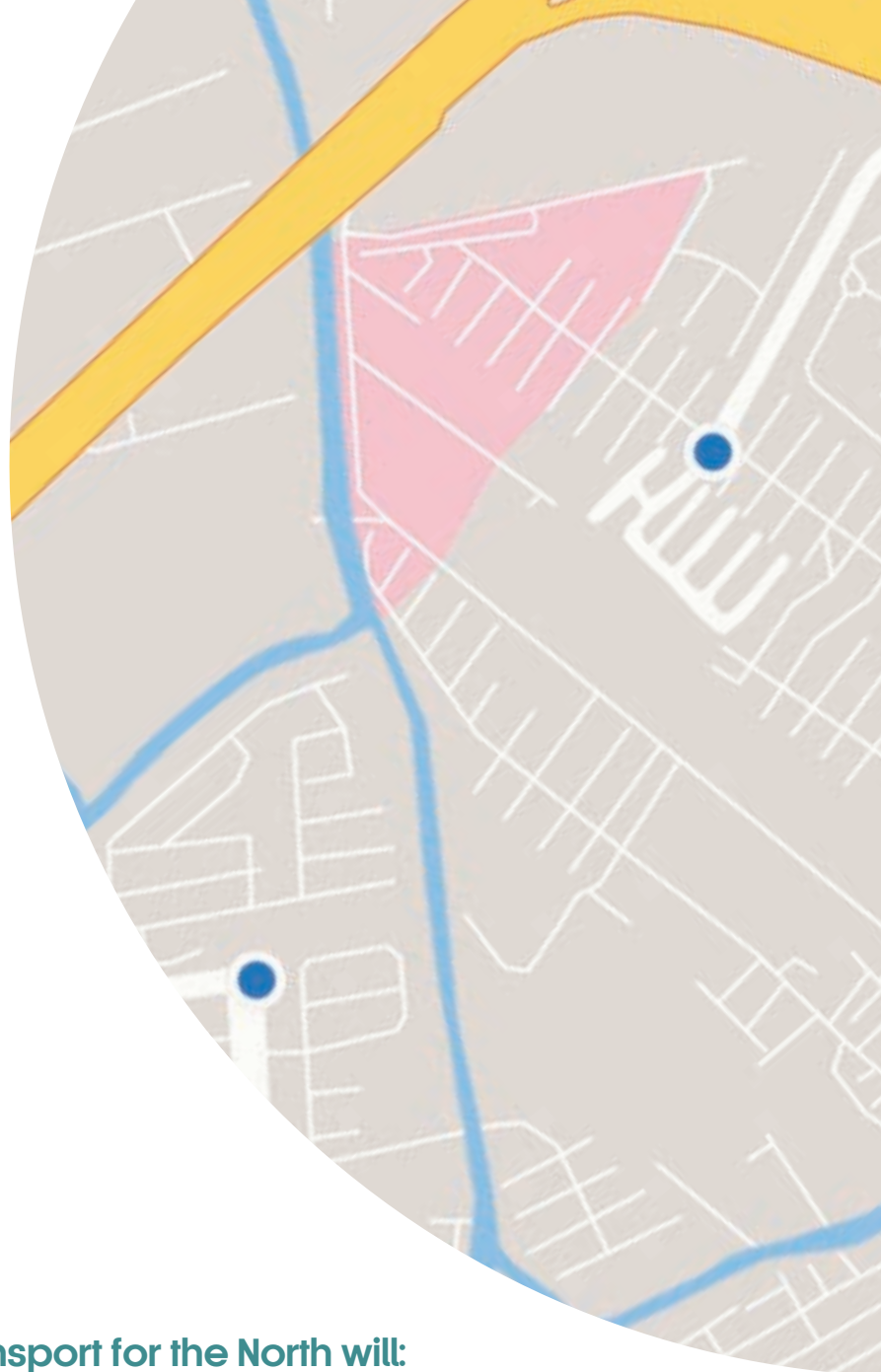
Transport for the North will:

→ Collaborate with authorities and industry to develop standardised approaches to journey planning and disruption messaging to promote passenger confidence.

→ Develop the business case for collective procurement of white-label journey planning solutions across authorities, promoting innovation in the tech sector and integrating with online retail options.

→ Define the regional journey from traditional journey planning tools to enhanced multi-modal journey planners or Mobility as a Service systems.

27

Draft

Data Integrations across Place and Mode
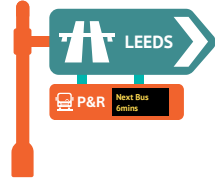
As open data becomes more prevalent across modes of travel, we are well-positioned to advocate and support its strategic integration between regions and modes.

For example, real-time information could be encouraged at stations for onward bus travel or capacity information for trains shown on journey planning apps. Alternatively, integration with the region's major road network could occur, with information provision systems providing live details of nearby station departures, parking availability, or onward bus arrival times.

Transport for the North will:

→ Work with partners across all modes (not just bus, tram and train) and regions to integrate travel data intermodally and across regional borders and at varying user touchpoints.

Data Standardisation and Interoperability

Transport technological systems have often emerged organically, resulting in silos of technical standards and business rules that were adapted to meet specific needs.

This has created challenges and risks, particularly when it comes to cross-border ITSO interoperability and uniformity or later integration between systems.

With new innovations this risk of silo working needs to be avoided from the offset.

Transport for the North will:

→ Engage with the government's Transport Data Strategy to promote its principles and provide guidance to our local transport authority membership.

→ Collaborate with standards organisations, such as the BSI, to support more uniform standards across guidance, models, and specifications that we and our partners develop for digital mobility.

Draft

Infrastructure and Procurement

Existing approaches to procuring technically innovative mobility solutions can be front-loaded or over-specified, and authorities may be procuring the same or similar solutions as other areas, duplicating cost and energy. To address this, there is an opportunity to explore and collate best practices for how authorities are procuring innovative mobility solutions.

Similarly innovation is only possible where there is suitable infrastructure in place - many mobility innovations rely on 4G and 5G connectivity which is less likely to be in place in rural areas where transport is a key link for residents.

Transport for the North will:

→ Deliver guidance, using existing experience across Authorities, of how innovative mobility systems are procured and emphasise for greater agility and collaborative tendering by default.

→ Model the availability of 4G and 5G connectivity, particularly in rural areas, and assess the impact on future and current mobility.

→ Work with partners to quantify the resources needed to close connectivity gaps and identify procurement routes available.

Enabling Supplier and Industry Innovation

Innovation in transport has historically taken time due to siloed development, complex regulatory environments, and bespoke procurements.

However, there is a risk that technology disruptors in the transport space will innovate in isolation. To avoid this, the industry should embrace private technological investment and create environments that allow regions and passengers to benefit from competition among innovative suppliers and disruptors.

Transport for the North will:

→ Encourage supplier and technology industry involvement in intervention developments and facilitate partnerships across the whole of the North.

→ Horizon scan technological developments and proactively identify areas across the North where lessons could be learned from deployment.

Draft

Future Mobility

(Integrating new modes, micro mobility and First/Last Mile)

Bus Open Data and Open Source

Demand Responsive Transport (DRT) could be an important aspect of the overall public transport network in the North of England. It is a flexible transportation system that responds to the demand of individual passengers, particularly in areas where ridership levels do not support the running of a full-time service.

Increases in flexible working and travelling patterns also mean that a demand responsive solution may have wider application as an important adjunct to the standard public transport offers as a solution is needed so that places do not become isolated for people who do not have access to private transport.

These services, typically made available through a mobile application, allow customers to book bus services, with the demand responsive solution matching available buses to waiting customers, dynamically creating best path routes between them.

Transport for the North will:

→ Produce evidence to support demand responsive solutions across the North, including partnering with private operators and our authority members.

→ Share lessons learned and best practices to support authorities, aligned with our rural mobility policy position, in using demand responsive transport to reduce transport related social exclusion.

→ Deliver commercial and network gap analysis exploring integration of demand responsive transport with existing transport networks and ticketing systems.

30

Draft

Micro-Mobility Integration

The last few years have seen an increase in micro-mobility provision. - such as eBikes and eScooters - being trialled in towns and cities.

In the North York currently has a trial underway and there is extensive learning from cities like London on their experience and wider integration of these modes with the transport network.

Nonetheless these modes are contentious and partners may be hesitant to implement and integrate whilst this remains the case and there remains ambiguity around their future.

Transport for the North will:

→ Maintain a watching brief on micro mobility pilots, creating an evidence base for their integration from existing pilots.

→ Provide research and support on commercial modelling for micro mobility integration in fare structures or MaaS systems.

EV Payment and Car Clubs

Transport for the North has provided trailblazer support in EV charging infrastructure modelling.

As this progresses to delivery there is a window to explore how payment for EV charging, or swapping to EV vehicles, can be linked with transport payments or transport credits.

This could see EV charging costs bundled with bus or train tickets for example.

Transport for the North will:

→ Research how paying for EV charging could be incorporated with transport ticketing - either in a mobility as a service setting or in a mobility credits context.

Draft

Integrating Active Travel

Active Travel, such as cycling and walking, is an important mode of transport and should be integrated into the wider transport network.

This could include options for walk breaks in journey planning or early alight, as well as converting steps/miles travelled into credit for public transit journeys.

Transport for the North will:

→ Collaborate with partners and government agencies to explore ways of integrating active travel modes with transport networks through technology, such as journey planners that offer walk breaks and early alight options.

→ Develop potential partnerships with fitness apps and operators to converting steps/miles travelled via active travel into credit for mass transit journeys.

Connecting to Mobility Hubs

Connecting people with places works at a local level but also between regions. This is an area where we are ideally placed to support 'islands and nations' approaches.

This would see exploration of integrating ticketing and journey planning provision with 'ports' linked with our International connectivity policy or for traditional transport hubs like rail and coach stations.

Transport for the North will:

→ Engage and understand the international entry ports for the North and identify with partners ways to integrate transport payments with inbound travel.

→ Progress intercity payments and ticketing integrations across rail (expanding on PlusBus as a concept) alongside intercity coach services.

Draft

Future Facing and Innovation

To foster innovation and reduce risk aversion in the transport industry, Transport for the North has a pivotal role in simplifying and expediting the delivery of innovation across the north of England.

This can be achieved by promoting collaborative development and shared standards embedded in specifications to build confidence in emerging mobility trends.

By reducing the duplication of effort, ambiguity across the sector can be reduced, and duplicate costs can be avoided, allowing more efficient investment in the systems and networks used by passengers.

Furthermore, common structures around multi-modal agreements, revenue allocation, and governance can help to support commercial operator and supplier buy-in.

These structures can help to streamline the development of new technologies, reduce costs, and provide a more integrated passenger experience. Transport for the North can also facilitate the sharing of best practices and lessons learned among its delivery partners, enabling them to benefit from one another's experiences and expertise in the field of transport innovation.

Transport for the North will:

→ Identify research and future facing analysis to support partners that is used in longer-term strategic planning for connected mobility developments.

→ Embrace standardisations across governance for schemes, procurements and collaboration to reduce complexity and mitigate partner fatigue in engagement.

→ Act as a single source of the truth for our region on emerging trends and thought leadership. Developing evidence aligned with out Policy and Places Narratives to build local understanding and applicability.

33

Measures of Success

Future of Ticketing - Outcomes

Ref	Outcome	Target Date
FT.1	Passengers in the North of England are travelling across bus, tram and train with payment made via Model 2 Contactless Capping, or an equivalent account-based system.	2025/2026
FT.2	Multi-operator ticketing is available for passengers across the North and, if viable, for non-mayoral authorities this will be delivered through a collaborative region-wide scheme.	2024/2025
FT.3	The delivery of multi-modal ticketing, regardless of media, is being delivered with uniform governance, apportionment and technical standards achieving regional interoperability.	2024/2025
FT.4	Fares across the North of England will be easier to understand, commercially viable and authorities confident in their relevance to their markets - enabled by a TfN fares modelling tool.	2023/2024
FT.5	The future media requirements for ENCTS concessionary products will be known and agreed and the region will have an agreed policy on the future relevance and viability of smartcards.	2025/2026
FT.6	Transport for the North's Connected Mobility Implementation group is the recognised vehicle for engagement between local authorities and national ticketing programmes.	Ongoing
FT.7	Transport for the North, with a lead authority partner, has delivered a user-centric white-label ticket retail solution that can be accessed, and branded, by transport authorities in the North.	2024/2025
FT.8	Passengers benefit from Rail fares in the North of England that have been reformed to promote, and build on, the leisure markets and existing post-pandemic recovery for the region.	2023/2024
FT.9	Passengers have greater certainty on discretionary discount products across the North that are more uniform, such as a clear definition of a young person, with fewer regional variations.	2023/2024
FT.10	Passenger expectations on when and how they want to travel, and how they want to pay, are known through a robust placed-based evidence base for the North.	Ongoing

Data & Infrastructure - Outcomes

Ref	Outcome	Target Date
DI.1	Transport authorities across the North are using common guidance on how to produce, use and deploy transport data in an open standard - aligned with the national strategy.	2023/2024
DI.2	Passengers in the North have access to more tailored journey planning that allows them to mix modes, avoid busy periods and be presented with next best option mitigations to disruptions.	2024/2025
DI.3	The North has an agreed roadmap of regional requirements, risks and the business case, to progress from current journey planning tools to integrated planners / mobility as a service.	2024/2025

34

DI.4	Passengers are benefiting from the integration of open across modes and regions to support modal shift, to better nudge decarbonisation behaviours and inform choice.	**2023/2024**
DI.5	Non-Mayoral authorities are working together, with a core fund of money secured through a Transport for the North business case, to develop and deliver white-labelled journey planners.	**2024/2025**
DI.6	Passengers are benefiting from public / private sector partnerships, rewarding, and supporting transport, enabled by TfN through open data and private sector innovations.	**2024/2025**
DI.7	Authorities in the North are using common standards, vetted by a standards body, in the development of connected mobility specifications ensuring regional interoperability.	**Ongoing**
DI.8	The North of England has the connectivity infrastructure required to enable better connections in rural areas - including increased 4G & 5G coverage enabling live systems.	**2025/2026**
DI.9	Authorities across the North trust, and engage with, the connected mobility implementation group, to work through any data or infrastructure problem statements	**Ongoing**
DI.10	Authorities across the North are coordinated in the procurement of technical systems to maximise the spread and scale of funds and reduce duplicated effort in shared delivery.	**2023/2024**

Future Mobility - Outcomes

Ref	Outcome	Target Date
FM.1	Passengers in rural and isolated communities have access to viable demand responsive service to keep them connected to services and opportunities.	**2024/2025**
FM.2	Passengers traveling into a region, where viable, can choose to travel and from a mobility hub via a demand responsive solution for the first/last mile element of their journey.	**2025/2026**
FM.3	Transport for the North's modelling and evidence has enabled local delivery of viable demand responsive transport as part of local transport plans where this was sought.	**2023/2024**
FM.4	Transport users travelling via micro-mobility, where this available, use journey planners to integrate this with other modes and pay with an integrated fare.	**2024/2025**
FM.5	Transport users parking an electric vehicle at a charging point that is a transport hub or a park and ride site pay for their charging in with their travel ticket.	**2024/2025**
FM.6	Transport users access cars via car clubs as an appropriate mode of transport, that can be selected and paid for, alongside mass transit options and mobility hubs.	**2025/2026**
FM.7	Passengers are incorporating active travel into journeys - to avoid high occupancy, out of choice for an element of journeys or to support local policies on walking between modes of travel.	**2024/2025**
FM.8	Inbound transport users pay for, and access, onward travel when planning their journey - be it by car, rail, plane or sea. with ticketing integrated at regional mobility hubs	**2025/2026**
FM.9	Transport for the North has commissioned user-research on new questions - such as pricing car as a mode of travel - from across the region as new emerging technologies are considered.	**Ongoing**
FM.10	Case-studies are produced using our policy & places framework to detail how emerging technologies apply in a placed-based analysis of requirements and impact.	**Ongoing**

35

Stakeholder Engagement

Transport for the North must own the engagement lessons learned from the former IST Programme and ensure all activities undertaken under the Connected Mobility Strategy are communicated locally, regionally and nationally concisely and clearly.

It is key that any developed business cases or delivery programmes have robustly evidenced buy-in across the full stakeholder mix prior to outline business case stage. Likewise we are clear with partners where we intend to act as a conduit for other partner engagement or as a singular source of the truth.

Central Government

We will align with national strategies and programmes from the Department for Transport and Great British Railways, and work in partnership with central government to explore the local impact of national initiatives and approach with members.

Passengers and End Users

We will Undertake passenger research and seek end user feedback to ensure that interventions developed and delivered across the North are informed by the needs of users and their changing behaviours.

36

TfN Member Authorities

We will engage with its members through the CM Implementation Group, made of representatives from all TfN members, will providing a forum for collaboration, feedback and decision making.

Delivery Vehicles And Local interest

We will integrate existing local structures in engagement, such as Ticketing Companies, alongside Business Improvement Districts on connected mobility.

Industry and Operators

We recognise the importance of early buy-in from operators .This engagement will occur at the local, regional, and national and include the Confederation of Passenger Transport and the Association of Local Bus Managers

Arms-Length and Statutory Bodies

We will partner with other sub-national transport bodies and organisations where there is overlap in workstreams, e.g Active Travel England, and act as a communications and engagement conduit for their work with our members.

37

2023/2024 Programme

Connected Mobility Hub

During 22/23 TfN secured funding from the Department for Transport to pilot a connected mobility hub to support partners in realising their connected mobility ambitions.

This has been undertaken and during 2023 initial outputs form the hub will be published in support of TfN's regional offer but also national centre of excellence activities.

Work undertaken so far includes:

- Assisting York, Tees Valley and Lancashire to set the foundations for the rollout of contactless capping via a system compatible with operator-derived systems that will also allow for later integration with the national broker solutions. This involves working with the LTA to understand the current state of ticketing systems and identifying the changes needed to implement single operator PAYG capping schemes for those operators that do not have any contactless EMV capping schemes in place already.

- Supporting Cheshire West and Chester, Warrington and Cheshire East in navigating how to position themselves in relation to conflicting contactless capping mechanisms utilised by interconnected regions of TfW, Greater Manchester and LCR.

A guide has been developed to cover the activities needed to offer PAYG capping, this provides information and guidance for other LTAs looking to offer PAYG capping schemes

Support has been given to City of York Council in the development of an operating model (including apportionment) to support the local ticketing scheme which could be deployed elsewhere in the future. In particular, measures have been proposed to support products for young people and offers for customers coming into York City from the wider Yorkshire area.

Options are being developed around how these products could be implemented.

As part of this work a checklist for implementing multi-operator ticketing has been created, including guidance on how to undertake each of the steps, which will enable any LTA to identify potential gaps in their own provision and how to address these.

Work has been undertaken to assist Lancashire County Council with learning the lessons from live DRT projects elsewhere and assessing its suitability, with outputs suitable for use by other authorities.

This involves researching DRT implementations by other TfN LTAs as well as implementations in other parts of the UK.

Work has been undertaken to audit and support journey planning, and use of Data, in the Tees Valley to help shape how authorities provide timetable information, interchange information and disruption messaging to passengers.

This will again produce shared learning, examples of best practice and help frame ongoing development of innovative journey planning tools.

38

Draft

Developing a 'Super' Ticketing Scheme

During 2023/2024 Transport for the North will explore a 'super' ticketing scheme to cover the North of England in areas aiming to implement multi-modal ticketing; this will complement and be shaped by existing ticketing schemes with a focus on non-combined authority areas.

This will consider using TfN's statutory powers to create ticketing schemes in partnership with non-combined authority member authorities to help drive uniformity in governance, administration and apportionment of multi-operator ticketing revenue in areas that may not have the capacity to deliver those elements.

This will explore:

- Developing a joint venture across authorities and operators to deliver multi-operator ticketing in non-CA areas.

- Identifying a vehicle for collective procurement of systems, marketing, administration and financial processes to minimise local administrative burden and generate economies of scale.

- A governance model delivering local ticketing boards to develop, embed and promote local fare structures and own their later interaction with national schemes.

Developing an OBC for a Connected Mobility Joint Fund

During 2023/2024 Transport for the North will work to develop an outline business case, supported by statutory advice to the Secretary of State, for a devolved connected mobility funding pot designed to promote collaborative procurement of collective mobility systems.

This case will argue for a reduction in duplicated bids, a reduction on consultancy commissions and a movement towards collective procurement of white-labelled technical solutions through a singular funding mechanism across Northern authorities.

This business case will define a technological investment roadmap across authorities with common ambitions and would strive to secure reduced administrative costs, reduced duplication of systems impacting in higher cost of sale for products and greater use of open data in alignment with national data strategies.

A robust case would be made, shaped by the region's needs, to ensure all authorities across the North can progress their collective connected mobility ambitions in a way that encourages seamless passenger experiences across mode and geographical boundaries.

Draft

Building a Fares Modelling Tool

During 2023/2024 Transport for the North will build a fares modelling tool, using experiences derived from areas with mature multi-operator products to simplify the creation of new products, or the creation of viable pay as you go caps.

This will explore:

- A fares tool that assess the level of abstraction risk created through moving from single/return product types to weekly caps and flexible products.

- The relative modal premia applicable to different modes of travel - ranging from traditional modes through to new and emerging modes

- Identifying a newer understanding of pricing elasticities at play when considering the cost of travel in a multi-modal and more flexible travelling environment.

- The tool should be created to allow for geographical variations to help maintain locally relevant structures or assess these in comparison with new proposed structures.

Delivering Passenger Behaviour Research

During 2023/2024 Transport for the North will work across our partners to identify or commission research to set out a stabilised post pandemic analysis of travel patterns and changes to travel behaviours.

This will explore:

- The changing role of cash payments in transport post-pandemic

- The preferred way of paying for and proving and authority to travel (mobile vs contactless)

- Changing definitions of peak vs off-peak within a day and for days of the week.

Draft

Definitions

BSI	British Standards Institution
cEMV	Contactless Payment Card
DFT	Department for Transport
DRT	Demand Responsive Transport
EV	Electric Vehicle
FTR	Fares, Ticketing & Retail Programme
GBR(TT)	Great British Railways (Transition Team)
ITSO	Smart Card System
LTA	Local Transport Authority
LTP	Local Transport Plan
MCA	Mayoral Combined Authority
OBC	Outline Business Case
STB	Sub-National Transport Body
STP	Strategic Transport Plan
TOC	Train Operating Company
TRSE	Transport Related Social Exclusion

41

Draft

Appendix A - Interfaces across other TfN Workstreams/Programmes

DECARBONISATION	TRANSPORT RELATED SOCIAL EXCLUSION

Transport for the North's Decarbonisation Strategy sets out ambitious targets and areas of focus around how the organisation and region can work towards decarbonisation.

The Connected Mobility Strategy has clear interfaces with this as, through encouraging people to make smarter journeys, it will maximise capacity of vehicles and reduce single-occupancy diesel and petrol car use.

There are also opportunities for specific project interactions where the development of technical solutions, or the deployment and delivery of better data, can explicitly or passively support efforts for decarbonisation.

These could include:

- The integration of mobility credits linked to net-zero car scrappage schemes.
- Digital DRT integrated with spatial planning reform for new developments to reduce built infrastructure encouraging single occupancy vehicle use.
- Incorporation of CO_2 emissions data and comparisons by mode in journey planning by default.

Transport for the North's work on transport related social exclusion has been welcomed by our partners and winder industry and helps to highlight the varying factors that contribute to TRSE.

With the focus of the Connected Mobility Strategy being to make it easier for passengers and authorities alike to connect journeys between places and purpose this area of work needs to be embedded from as earlier stage as possible.

This interface could include:

- Incorporating new metrics like modal split vs cost into future iterations of the tool.
- Incorporating factors like connectivity (e.g 4G) in impacting on TRSE.
- Using data on TRSE to build and target interventions developed under the strategy (e.g where to focus DDRT effort for maximum benefit in reducing TRSE)

42

STRATEGIC RAIL / RAIL REFORM

A key element of of the Connected Mobility Strategy overlaps with ongoing reform to the railway and work underway within TfN on areas like stations and rail fares reform.

The core area of interface will be with how a station is connected for onward journeys, or journeys to them. This is alongside exploring how innovations in retail across all modes can help reframe the role and purpose of a station as retail moves increasingly off-site organically.

This interface could include:

- Integrations providing next bus real time information on board trains onboard or on rail journey planners.

- Ensuring early integration between bus and rail Pay as You Go deployments.

- Trailing new ticketing products to promote leisure travel or to integrate with through-tickets (e.g building on plusBus)

- Integrating DRT systems with rail stations as a fixed boarding or alighting point at one end.

RURAL MOBILITY AND LOCAL CONNECTIVITY

Transport for the North has published policy positions on rural mobility and local connectivity. These policy positions interface with this strategy as it intends to develop the systems and innovations needed to better connect those communities.

Work is underway in modelling network gaps where a Digital Demand Responsive travel offer could best complement rural transport networks and this strategy would see this built upon. Likewise these policy's explore how networks can be integrated with 'ports' be they air, water or rail.

This interface could include:

- The integration of onward travel via through ticketing on airline tickets or on inbound travel products.

- The deployment of jointly procured DDRT white-labelled systems across multiple rurally orientated authorities based on TfN modelling.

- Broader integration of transport data and technological innovation in spatial planning to better connect developments.

43

Draft

MAJOR ROADS AND BUS POLICY

The roads network across the North is the primary way that people travel and stay connected to the things that are important to them. As investment in this is explored, alongside work around supporting bus prioritisation, there is a clear interface with this strategy. This is both in terms of the modes being used on those roads, and the capacity of those roads to cater for differing vehicles - but also in smarter roads playing a role in encouraging modal shift or less urban driving.

This interface could include:

- Engaging with National Highways to link motorway signs to onward travel times for nearby park and rise systems.

- Levering shared data to support authorities in planning their transport networks to maximise the efficient use of finite road resources and better target investment in new roads construction /alterations.

ACTIVE TRAVEL

Transport for the North has published an Active Travel policy position. Active Travel remains one of the most popular way for people to get around and this has likely increased as people work more from home or engage more with their local communities.

This mode should be integrated with other network provisions so it appears in parity with the likes of bus, tram or car.

This interface could include:

- Integrating active travel in any procured white-label journey planning system.

- Exploring the ways technology can be levered to reward and encourage active travel alternatives for journeys in lieu of cars or where this high demand.

44

ELECTRIC VEHICLE CHARGING

Transport for the North has produced well received work on Electric Vehicle Charging Infrastructure. As this work progresses with partners to delivery there is a logical interface with connected mobility as we look at how cars can be integrated with transport networks - both in terms of mobility hubs but also in terms of payment to dissuade private ownership.

This interface could include:

- Using multi-modal hubs data to explore how EVCI deployments can link with broader transport networks like park and ride.

- Identifying how paying for EV charging at modal hubs can be seamlessly integrated with onward travel costs.

- Exploring how car clubs progression to EV fleets can be integrated to any future MaaS solutions within regions.

45

Transport for the North
2nd Floor
4 Piccadilly Place
Manchester
M1 3BN

Page 118

———————————————————————

0161 244 0888
info@transportforthenorth.com

———————————————————————

TRANSPORT FOR THE
NORTH

transportforthenorth.com

TRANSPORT FOR THE NORTH

Meeting:	Transport for the North Board
Subject:	Decarbonisation Strategy – update on actions
Author:	Peter Cole, Head of Decarbonisation
Sponsor:	Katie Day, Strategy, Analysis and Communications Director
Meeting Date:	Thursday, 22 June 2023

1.0 Purpose of the Report

1.1 Provide an update on progress made against the priority actions identified within TfN's Transport Decarbonisation Strategy, published in December 2021; and on proposed future decarbonisation related TfN activities 2023/24.

2.0 Recommendations

2.1 The Board is asked to note the report, and provide feedback on future proposed TfN decarbonisation activities and priorities for TfN's Decarbonisation Strategy update due for 2025.

3.0 Priority actions

3.1 TfN's Transport Decarbonisation Strategy contained over 30 potential activities that TfN could lead or support in the near term. Stakeholder engagement and the public consultation on the draft Strategy, helped us to identify which of those activities should be prioritised and led by TfN. This report provides an update on TfN's progress against these priority activities and the benefits we expect them to provide for partners.

4.0 TfN's Clean Mobility Visions and Regional Route Map for Decarbonisation

4.1 Modal shift and the reduction in private road vehicle mileage were a key overriding theme emerging from TfN's Transport Decarbonisation Strategy work, as well as the need for development of place specific transport decarbonisation guidance.

4.2 Recognising this, the refreshed Strategic Transport Plan (STP), which we are now consulting upon, includes a strategic ambition for achieving transport decarbonisation.

4.3 We have commenced work on Clean Mobility Visions (CMVs) in June 2022. The CMV workstream was developed to help evidence and visualise the carbon and also wider benefits that can be accrued through policies that reduce vehicle mileage, such as improvements to health and wellbeing, accessibility and local economies.

4.4 *Partner benefits*

- Intuitive online dashboard (CMV Visualiser Tool) allowing partners to access place-based policy package recommendations for reducing vehicle mileage.

- Helping partners to robustly evidence the benefits of reduced vehicle mileage and how best to achieve this.

- This work is being developed in liaison with the Department for Transport (DfT) and other Sub-national Transport Bodies (STBs), so that it can sit alongside and feed into DfT's emerging Quantified Carbon Reduction (QCR) guidance and be used by partners when preparing their Local Transport Plans (LTPs). The QCR guidance is expected to be published for consultation imminently.

5.0   Inputs into QCR guidance

5.1   DfT's QCR guidance is expected to require local transport authorities (LTAs) to establish an existing carbon baseline, along with future baseline projections for surface transport within their area, to inform their planning. Through TfN's Analytical Framework, we are able to provide partners with place-based baseline projections, which we expect will meet the requirements of the upcoming QCR guidance. We also intend to provide guidance alongside the data to ensure users understand how to get the most out of the tool, as well as any assumptions and limitations related to the data.

5.2   The TfN Executive Board (20 April) highlighted the need to assure the outputs from tools associated with the QCR process that local authorities may wish to use, to reduce any risk of associated challenge to local transport plans. The QCR baseline data to be provided to partners, utilises the existing models within TfN's Analytical Framework which have been subject to a high level of scrutiny and expert review for use in previous business case analysis. We are also utilising future projections in trips from NTEM (National Trip End Model), which are compliant with Transport Appraisal Guidance (TAG).

5.3   The TfN Scrutiny Committee on 1 June 2023 welcomed the new tools, and were keen to ensure as far as possible they were made available not just to LTAs, but the public more widely. We expect to make the appropriate tools available via the TfN website.

5.3   *Partner benefits*

-    Use of online QCR Dashboard baseline tool, providing local authority level 2018 surface transport carbon emissions as well as future annualised baseline projections.

-    The baseline tool can be utilised alongside other STB tools, currently in development, to calculate carbon reductions of LTP policy and intervention options.

-    TfN will provide ongoing support for partners to ensure the dashboard remains up to date, and to assist partners with user queries.

6.0   TfN's Electric Vehicle Charging Infrastructure (EVCI) Framework

6.1   We commenced the preparation of the EVCI Framework workstream in 2021, developing an analytical model to understand prime locations for en-route charging infrastructure and overall charging demand, by charging type, across the North, down to Middle Layer Super Output Areas (MSOAs), both at present and in future five-year increments to 2050.

6.2   The online visualiser tool went 'live' in June 2022, with technical details published alongside. The publicly accessible tool can be used by local authorities, charge point operators and other stakeholders to understand their ECVI requirements. The work received excellent feedback from OZEV and also through an independent peer review by Institute of Transport Studies in Leeds University. The methodology is now being adopted by some other STBs to provide similar tools in other regions.

6.3   *Partner benefits*

-    Use of online **EVCI Visualiser Tool,** which provides a temporal and spatial charging infrastructure route map to 2050 to aid planning.

-    Robust data which can be used to **inform funding bids.**

- Evidence of potential demand to **inform both public and private investment decisions.**
- Identification of suitable sites for 'en-route' charging on the Major Roads Network, using the **Rapid Charging Site Location Tool.**
- **Ongoing support** for LTAs to interpret and extract key data
- Continuous development of the tool, to ensure it remains relevant and a **source of objective information (non-Charge Point Operator supplied)** for partners.

Link to visualiser tool: https://evcivisualiser.z33.web.core.windows.net/

7.0 Hydrogen for heavy duty transport – refuelling station modelling

7.1 Development of an analytical model and accompanying visualisation tool for understanding optimised locations for hydrogen refuelling stations (HRS) for heavy duty transport alongside emerging hydrogen gas pipeline plans.

7.2 The initial stages of the project involved close liaison with a number of northern port authorities, as well as Humber Freeport. Importantly, the workstream is well aligned with ongoing prioritisation work being carried out by NP11 group as part of their Net Zero North agenda.

7.3 Potential users, including transport authorities, will be engaged through a workshop to understand the specific functionality that they would most value from the visualisation tool. This work has now commenced, and is expected to complete by October 2023.

7.4 We will ensure our study draws upon existing work being done by some Northern LTAs already, and we also noted the need – expressed by TfN's Scrutiny Committee – to consider hydrogen for private car use too.

7.5 *Partner benefits*

- Informs decarbonisation/refuelling strategies for council fleets (e.g. buses and RCVs).
- Reduces risk of refuelling infrastructure redundancy over time by testing and evidencing the viability of a piped hydrogen network for transport uses both in terms of the ability to service projected demand and in terms of fuel costs to users.
- Helps support and potentially shape national policy in the area by advancing our understanding of the potential for hydrogen mobility in the North, and the supply and demand interventions required to achieve it.

8.0 Other priority actions

8.1 **Improving regional public transport infrastructure -** TfN has continued its strong support of proposals to improve the regional public transport network, including NPR and HS2 in full. Through TfN's Strategic Rail and Rail North Partnership teams, TfN has also continued to play a role in efforts to improve rail services and increase patronage in the North alongside Network Rail and train operating companies.

8.2 **Digital solutions** – TfN's Connected Mobility Strategy and hub pilot are intended to add value for partners by supporting more efficient, economical and collaborative delivery of digital ticketing and information interventions. The aim is to increase accessibility of integrated public transport solutions and improving user experience.

8.3   **Low carbon urban freight** - As part of a DecarboN8 project team, TfN supported research seeking to further the understanding of urban freight operators and LTAs of the options for decarbonising urban freight. The report 'CoDe ZERO: Development of a Co-Designed ZERO-carbon urban freight system' was published earlier in 2022[1].

8.4   **Embodied infrastructure carbon** – Gaining a better understanding of the embodied carbon within TfN's Investment Programme was a proposed activity identified by stakeholders during the development of TfN's Decarbonisation Strategy. In response to this, TfN provided data to a DecarboN8 research project focussed on better understanding whole life carbon within both rail and road projects. The report: 'Everything Counts: Why transport infrastructure emissions matter for decision makers'[2], was published by DecarboN8 in early 2022. It has not yet been possible to carry out a strategic carbon footprint exercise associated with TfN's current Investment Programme, due to resourcing constraints and methodological challenges. But TfN will ensure whole life carbon is considered in a proportionate way in any future investment analysis and/or advice.

9.0   Next Steps

9.1   During 2023-2024, there will be three main areas of decarbonisation related activity for TfN:

1) Completion of the actions from previous financial year:

- Hydrogen refuelling location modelling and visualiser.
- Roll out of QCR tools including baseline dashboard, CMV visualiser and other STB/DfT tools.

2) Continued development of existing priority activities:

- Implementation of the Connected Mobility Strategy, subject to Board agreement, and the Connected Mobility Hub pilot.
- Further updates to EVCI model and visualiser to benefit Northern partners, along roll out of current model to some other STBs.
- Ongoing support for partners to utilise available tools for QCR in the preparation of LTPs.

3) Commencing the preparation of TfN's Decarbonisation Strategy 2025 update, with a focus on **inclusive decarbonisation,** including:

9.2   **(a) Update to regional carbon baseline from 2018 to 2023** - this work is essential to understand the regions progress against both TfN's decarbonisation trajectory, but also partners individual decarbonisation targets where these exist. By doing this, we can adjust and strengthen TfN's decarbonisation approach if required.

Partner benefits:

- Updated 'post-Covid restrictions' baseline data for use in future QCR/LTP updates and local decarbonisation planning.

9.3   **(b) Proportionate costs of different travel choices** – a programme of research to understand both the direct and indirect costs and benefits associated with travel by private car, train, bus, cycling and walking.

---

[1] https://decarbon8.org.uk/developing-a-co-designed-zero-carbon-urban-freight-system/

[2] https://decarbon8.org.uk/wp-content/uploads/sites/59/2022/02/Everything-Counts-Why-transport-infrastructure-emissions-matter-for-decision-makers.pdf

Partner benefits:

- Strategic evidence of economic impacts of high car dependency to help underpin the rationale for partners' visions for cleaner mobility systems, including vehicle mileage reduction interventions and policies.

- Objective evidence for pricing and ticketing interventions for different modes at a local level to inform planning.

9.4 **(C) Distributional impacts of decarbonisation policy** – Research and analysis to understand how different socio-economic groups, living in different place typologies may be affected by different key transport decarbonisation policy levers.

Partner benefits:

- Objective evidence for understanding wider benefits and unintended consequences of place-based decarbonisation policy to support preparation of LTPs.

9.5 TfN is also currently considering research collaborations for addressing **climate adaptation and resilience**, with a view to increasing understanding of local and strategic infrastructure vulnerability for LTAs, National Highways and potentially Network Rail.

9.6 TfN's Scrutiny Committee was supportive of proposals above, especially the focus on integration, modal shift (especially for freight) and wider benefits for inclusion and health (for example by tackling air quality). They were keen to ensure TfN, working with partners, through appropriate campaigns, communicate with the general public about why decarbonisation of transport matters and the actions we can take, as users and communities, to contribute to our targets for 'right share' across modes.

10.0   Corporate Considerations:

Financial and Resource Implications

10.1 There are no direct finance and resource implications as a result of this report.

Legal Implications

10.2 There are no apparent legal implications as a result of this report.

Risk Management and Key Issues

10.3 A risk assessment is not required for this stage, however, a risk relating to decarbonisation can be found in TfN's Corporate Risk Register.

Environmental Implications

10.4 The Decarbonisation Strategy was committed to within TfN's existing STP, which was subject to a full ISA.

10.5 Subsequently, the Strategy, the data that underpins it and certain activities that stem from it, forms an important part of the evidence base for the updated STP, which is also subject to full ISA.

Equality and Diversity

10.6 Transport decarbonisation policy measures can lead to uneven distributional impacts. As part of the proposed Decarbonisation Strategy update in 2025, TfN intends to consider the potential distributional impacts of key transport decarbonisation policies.

10.7 The ISA that has been prepared for the revised STP includes an Equality Impact Assessment too.

Consultations

10.8 The actions on which this paper reports were refined during a public consultation in summer 2021. A further consultation is not required at this time.

11.0 Background Papers

11.1 No background paper.

12.0 Appendices

12.1 No appendices.

Glossary of terms, abbreviations and acronyms used *(if applicable)*
a) OZEV   Office for Zero Emission Vehicles b) EV   Electric Vehicle c) EVCI   Electric Vehicle Charging Infrastructure d) HGV   Heavy Goods Vehicle e) QCR   Quantified Carbon Reduction f) SME   Small to Medium-sized Enterprise g) SEA   Strategic Environmental Assessment h) EIA   Environmental Impact Assessment i) TRSE   Transport Related Social Exclusion j) ISA   Integrated Sustainability Appraisal k) CMV   Clean Mobility Visions l) NP11   Northern Powerhouse 11 m) STP   Strategic Transport Plan

TRANSPORT FOR THE NORTH

Meeting:	Transport for the North Board
Subject:	Rail North Committee Update
Author:	David Hoggarth, Head of Strategic Rail
Sponsor:	Darren Oldham, Rail and Road Director
Meeting Date:	Thursday 22 June 2023

1.   Purpose of the Report:

1.1   To provide the Board with feedback on the matters discussed at the Rail North Committee on 7 June 2023.

2.   Recommendations:

2.1   That the Board:

1. Notes the feedback from the Rail North Committee including discussions with the Operator of Last Resort and Interim Managing Director of TransPennine Express (TPE) who will report back on their initial work in September

2. Endorses the further work on Statutory Advice (the Secretary of State) on Manchester to ensure that the industry moves at pace to clearly set out an infrastructure solution to facilitate growth and connectivity needed in the North.

3.   Main Issues

Chair and Vice Chairs

3.1   Mayor Burnham and Cllr Susan Hinchcliffe were appointed as Chair and majority (political group) Vice Chair respectively. There remains a vacancy for a minority Vice Chair.

Operator's Business Plans

3.2   The committee considered a set of priorities for the 2024/25 business plans of Northern and TPE. The covering report highlighted the opportunity to link business plans more closely to Transport for the North's Strategic Transport Plan, supporting social and economic priorities in the North. Members raised a number of areas where there are still gaps in service provision which they would like to see filled. It was suggested that in some areas the operators might be taking a cautious approach to restoring services and that there might be opportunities to grow revenue further with service increments.

3.3   It was recognised that funding would again be tight, but members were clear that the strong growth back of services in the North serves to emphasise the importance of considering potential revenues alongside costs. Priorities set out in the report included restoring performance, restoring the quantum of services pre-covid and supporting new and developing markets such as leisure and tourism. It was agreed that the social benefits of rail in the North needed to be expressed stronger in the way the priorities are identified and that the priorities should be developed further and re-presented. The committee agreed to re-establish a member working group to steer Transport for the North's input into the business planning work.

Infrastructure and Future Service Development

3.4   The report covered work to link future services more closely with infrastructure schemes to avoid the types of issues that occurred in May 2018. There was a brief update on the East Coast Main Line and members registered their continued frustration and concern that the terms of reference for the HS2 Leeds Area Study were still awaited.

3.5   The main consideration was around the Manchester area bottleneck. Members noted the successful implementation of the December 2022 timetable change which had generated a greater than expected improvement in performance. Whilst supporting the collaborative approach of the Manchester Task Force, Members highlighted their concern at the loss in connectivity for some areas (such as Sheffield to Manchester Airport and the Warrington area) that was a consequence. The committee was clear that resolving issues in Manchester remained a priority for the North as a whole and that Transport for the North needs to continue to push hard for the infrastructure needed which would allow additional services to operate.

3.6   In the context of the recently announced (and welcomed) funding for 'configuration state 2' and Network Rail's decision to remove the Transport and Works Act Order for the original 'Package C' scheme, the committee considered whether an update to Transport for the North's Statutory Advice was required. It was noted that the suggestion in the draft updated advice to move to a more outcome-based specification represented no dilution of Transport for the North's ambition. Members were, however, clear that Platforms 15/16 (at Piccadilly) should remain as a future option until such time as an alternative is presented. Officers confirmed that Platforms 15/16 remained under consideration for future phases. Committee was clear that there needed to be work 'at pace' to set out a comprehensive and clear plan. The importance of airport connectivity and Stockport area congestion being tackled were discussed.

3.7   It was agreed that further work should be undertaken in the draft Statutory Advice for presentation to the next meeting of the committee in September 2023 prior to being considered by this Board later in the year.

Rail North Partnership Operational Update

3.8   As part of the operational and performance update, the committee heard from the two main train operators.

3.9   Richard George, Chair of the Operator of Last Report (OLR) company outlined the successful transition of TPE from First Group at the end of May 2023. He emphasised that the transition was done in an incredibly short period of time (2 weeks) and paid tribute to the hard work of staff at all levels of the company. He highlighted that OLR needed time to stabilise and tack stock of the business but that it is absolutely committed to re-setting relationships quickly. Chris Jackson was introduced as the Interim Managing Director and Chris outlined his three priorities: improving performance, re-setting relationships and supporting the Transpennine Route Upgrade. Members gave the new team their support and acknowledged the very difficult task of turning the business around would require time. They emphasised the need to focus on staff and passengers where there could be some quick wins. It was noted that the new team would be engaging with key partners at the start of summer and return to the committee in September 2023 with their initial findings.

3.10   Nick Donovan, Managing Director of Northern Trains outlined the work they were doing to support and encourage growth. He highlighted the success of recent campaigns and the growth where new markets had been opened up. In the discussion, members supported the work on a training academy for the North,

but were keen to move it forward with greater urgency and to integrate TPE more now they are part of the same owning group.

4. Corporate Considerations

Financial Implications

4.1 There are no financial implications for Transport for the North as a result of this report.

Resource Implications

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

Legal Implications

4.3 There are no apparent legal implications for Transport for the North. Contract management of the train operators is undertaken by the Rail North Partnership in accordance with the DfT's contractual mechanisms.

Risk Management and Key Issues

4.4 This paper does not require a risk assessment, however, risks relating to the future of rail services were highlighted in the Committee meeting. A risk has been included on the Transport for the North Corporate Risk Register in relation to the future viability of rail services and Transport for the North's future role.

Environmental Implications

4.5 This report does not constitute or influence a plan or programme which sets the framework for future development consents of projects listed in the Environmental Impact Assessment (EIA) Directive and therefore does stimulate the need for Strategic Environmental Assessment (SEA) or EIA. Any infrastructure proposals to improve the capacity and reliability of the system will be subject (where appropriate) to EIA Screening, conducted by Network Rail as part of the consenting process for those projects.

Equality and Diversity

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

Consultations

4.7 A consultation is not required on the issues covered in this paper.

5. Background Papers

5.1 None.

6. Appendices

6.1 None.

Glossary of terms, abbreviations and acronyms used	
a) TPE	*TransPennine Express*
b) OLR	*Operator of Last Resort*
c) NPR	*Northern Powerhouse Rail*
d) EIA	*Environmental Impact Assessment*
e) SEA	*Strategic Environmental Assessment or EIA*

This page is intentionally left blank

TRANSPORT FOR THE NORTH

Meeting:	Transport for the North Board
Subject:	Outline communications and engagement strategy 2023-25
Author:	Katie Day, Director of Strategy, Analysis and Communications
	James Mills, Head of Stakeholder Engagement and Communications
Sponsor:	Martin Tugwell, Chief Executive
Meeting Date:	Thursday 22 June 2023

1. Purpose of the Report:

1.1 To share with the Board our initial thinking to inform a new TfN communications and engagement strategy to 2025; and seek any initial views/feedback. The full strategy document will then be developed over the summer and shared with the Board for agreement later this year.

2. Recommendations:

2.1 The Board is asked to note, and provide feedback, on the outline TfN communications and engagement strategy.

3. Main issues:

Context and background

3.1 Post re-shaping, TfN's role is more focused on using its statutory functions to: work with partners on pan-regional priorities; enable thought leadership on areas of common interest/issue; and provide 'one voice' for the North, underpinned by evidence, on the case for change/investment. With a sharper, more strategic focus, it is timely to prepare a new communications and engagement strategy to support these functions and ensure we maintain effective relationships with key stakeholders across the region and nationally.

3.2 Moreover, with our revised Strategic Transport Plan out for consultation and expected to be adopted in December 2023, our external communications and stakeholder engagement must be aligned to the STP. We want to maximise opportunities to make the strategic case for investment/change to achieve our vision to transform the North. By providing clarity on our communications and engagement priorities, we can better align with our partners to amplify the North's voice and influence policy and investment where necessary. The prospect of a General Election next year, in which political parties will be finalising policy ambitions for the next Parliament, only further increases the importance of this task.

3.3 We also want to continue to build and enhance our reputation as a sub-national transport body, demonstrating to multiple stakeholders how we can, and are, adding value. In our more focused role, we will be supporting local transport authorities with their planning, for example, by providing access to data sets and analytical tools (such as the Quantified Carbon Reduction dashboard) and facilitating 'thought leadership' on policies and issues that cut across boundaries, and/or where a pan-regional approach could be more efficient. Further details on how TfN can support partners are being discussed with the TfN Executive Board over the summer.

Communication and engagement objectives

3.4 The new communications and engagement strategy will explain the breadth and depth of our stakeholder relations, our priority campaigns, and how we intend to

measure our impact across our various corporate channels. At this stage, we want to test with the Board our (draft) three headline objectives for the strategy, and suggested priority campaigns for 2023/24 onwards.

3.5   The strategy would be for three years initially, with a review and refresh during 2025/26 to ensure it remains appropriate and relevant. If there is a fundamental change in our operating environment in the intervening period, we would re-assess accordingly to ensure we remain effective.

3.6   We propose the following (draft) objectives for TfN's external communications and stakeholder engagement from 2023 to 2025:

1. Effectively articulate TfN's 'one voice' remit for the North with relevant partners and stakeholders to enable momentum behind, and support for, our (revised) Strategic Transport Plan ambitions (economic growth, decarbonisation and reducing transport related social exclusion), the case for change and investment priorities.
2. Build and maintain stakeholder trust and confidence in TfN as a statutory sub-national transport body to provide strategic advice, underpinned by robust evidence, that informs and influences government policy, priorities and investment decisions on behalf of the North of England.
3. Build and maintain TfN's reputation/brand as an efficient pan-regional organisation with the professional competency and technically capability to effectively support local partners and delivery bodies in their planning.

3.7   We would welcome Board members' feedback on the (draft) objectives above.

2023/24 Priority campaigns

3.8   To March 2024, we intend to focus our communications and engagement activities across the following campaign areas, aligned to the (draft) objectives above:

i. **(Revised) Strategic Transport Plan – consultation and adoption**. We will create various opportunities to engage, virtually and in-person, to gather feedback on the STP, to help us shape it and consider what is needed to implement it. During the autumn, ahead of Board in December, we will engage with members and partners to refine the plan and seek support for its adoption, and the priorities for implementation (e.g. investment and devolution, and rail reform).

ii. **TfN's role (evidence and tools) to support local and national transport planning.** We will build the profile of how TfN can support partners' work and activities, including how our statutory advice benefits the North.

iii. **Place based, user centric and outcome focused to drive behaviour change**. We will undertake bespoke campaigns to create dialogue and engagement across key issues/topics where behaviour change is necessary pan-regionally, for example: Northern Public Transport week to highlight why modal shift matters and the benefits it can bring to the people, communities and business of the North; and rail reform, to highlight why we need better services now, and more capacity in the future.

3.9   We will use the TfN corporate communication channels and key engagement points, such as the annual conference, to deliver these campaigns with partners. We also want to bring greater consistency to our messaging, with a new TfN core narrative, aligned to STP, and supported by 'positions on' that reflect what we need to achieve, so can we talk better together as one voice to achieve the changes and investment needed in the North.

3.10   We would welcome Board member' feedback on the proposed priority campaigns, specifically if they envisage any strategic gaps.

4. Corporate Considerations

4.1 ***Financial and resource implications***

The 2023/24 budget provides the staffing resource and ancillary costs to deliver these activities.

4.2 ***Legal Implications***

Any legal implications will be taken into consideration in development of the strategy.

4.3 ***Risk management and key issues***

Any communication, stakeholder or reputational risks are reflected in TfN's corporate risk register. This is reviewed on a regular basis, and should new risks emerge as this strategy is developed, they will be captured accordingly.

4.4 ***Environmental Implications***

There are no environmental implications arising from the plans set out above.

4.5 ***Equality and diversity***

When published, we will ensure the strategy meets relevant standards, as necessary, for accessibility.

4.6 ***Consultations***

A formal consultation is not necessary. We will engage relevant partners, through our routine meetings/events, as appropriate. TfN Board will be asked to agree the final strategy in due course.

5. Background Papers

5.1 n/a

This page is intentionally left blank

Meeting:	Transport for the North Board
Subject:	Governance Report
Author:	Julie Openshaw, Head of Legal
Sponsor:	Martin Tugwell, Chief Executive
Meeting Date:	Thursday 22 June 2023

1. Purpose of the Report:

1.1 To enable Board to make the necessary appointments and approve its Calendar of Meetings at this its Annual Meeting.

1.2 To consider the allocation of weighted votes between the two new unitary authorities which have replaced Cumbria County Council.

1.3 To delegate authority to General Purposes Committee to appoint recommended candidates to the Independent Member vacancies on the Audit and Governance Committee.

2. Recommendations:

2.1   2.1.1. That having already elected its Chair and Vice Chairs, the Board notes and approves the membership of the Board and of Committees for the forthcoming year as set out in Appendix 1

2.1.2. That the Calendar of Meetings set out in Appendix 2 be approved (noting that these may be subject to change where necessary after consultation with the relevant Committee Chairs)

2.1.3. That the 3 weighted votes formerly allocated to Cumbria County Council on Transport for the North Board and General Purposes Committee be reallocated as 1 to Cumberland Council and 2 to Westmorland and Furness Council, and that the 40 weighted votes formerly allocated to Cumbria County Council on Rail North Committee be reallocated as 13 votes to Cumberland Council and 27 to Westmorland and Furness Council

2.1.4 That Board delegates authority to General Purposes Committee to make the required appointments to Independent Member vacancies on Audit and Governance Committee.

3. Main Issues:

Membership of Board and Committees and Calendar of Meetings

3.1 Board is invited to note and approve the nominations for membership to its Board and Committees as set out in Appendix 1, and the Calendar of Meetings set out at Appendix 2. Where nominations are still to be received, these will be added upon receipt.

Weighted voting for Cumberland Council and Westmorland and Furness Council

3.2 From 1 April 2023, Cumbria County Council and the District Councils in the county of Cumbria have been replaced by two new Unitary Authorities, Cumberland Council and Westmorland and Furness Council, who are each now constituent authorities of Transport for the North. The Constitution currently allocates, from a total of 88, 3 weighted votes to Cumbria on Transport for the North Board and General Purposes Committee, and from a total of 993, 40 weighted votes on Rail

North Committee. These votes therefore need to be allocated between the new authorities.

3.3 The Sub-national Transport Body (Transport for the North) Regulations 2018 which established Transport for the North make provisions in relation to a weighted voting system. The Constitution at paragraph 6.1 states that Transport for the North will endeavour to reach decisions by consensus but where a formal vote is required, "voting will be on the basis of a weighted vote in which the number of votes to be cast by a member appointed by a Constituent Authority is determined by dividing the total resident population of the area of that Constituent Authority at the relevant date by 200,000 and if the resulting number is not a whole number rounding it up to the nearest whole number. The relevant date is the 30 June in the Financial Year which began 2 years before the Financial Year in which the vote takes place (the current weighted votes are as set out in the Voting Matrix at Appendix 2)." This voting allocation was also applied to the General Purposes Committee when it was set up.

3.4 Paragraphs 6.4 and 23.71 provide that "in relation to Rail Franchise Matters decisions shall be taken on the basis of a weighted vote. The number of votes cast by a Member or Co-opted Member shall be determined by multiplying the percentage of passenger miles on the Northern and TransPennine Express franchises that are in the area of the Member's appointing Authority by ten, and if the result is not a whole number, rounding up to the next whole number."

3.5 Applying these principles, Cumbria's 3 votes on the Board and General Purposes Committee fall to be reallocated as 1 to Cumberland Council and 2 to Westmorland and Furness. On Rail Franchise Matters at Rail North Committee, out of a total of 993 votes available to all the Constituent Authorities at Rail North Committee, Cumbria County Council was allocated 40 votes. Applying the formula to the two new authorities, Cumberland Council is entitled to 13 of those votes, and Westmorland and Furness Council is entitled to 27.

3.6 From 1 April 2023, although North Yorkshire Council, a unitary authority, has replaced the former North Yorkshire County Council and the district councils within its area, this does not lead to any changes in membership or voting for Transport for the North.

Appointment of Independent Members to vacancies on Audit and Governance Committee

3.7 Of the four Independent Members seats on Audit and Governance Committee, two are currently vacant, and a recruitment process is in progress. As with previous recruitments, national advertisements have been placed to seek candidates on the basis of relevant skills, and a significant response has been generated. Officers led by the Finance Director and Head of Legal will undertake a sifting process, and, with the Independent Chair of Audit and Governance Committee as an observer, will undertake interviews to recommend candidates for appointment. Owing to the timing of the process and the significant response, it has not been possible to progress to bringing forward to this meeting recommended candidates for approval. As there are two scheduled meetings of Audit and Governance Committee before the next Board meeting on 27 September 2023 it is recommended that Board delegates authority to General Purposes Committee to make the required appointments.

4. Corporate Considerations

Financial Implications

4.1 There are no financial implications.

Resource Implications

4.2   The resource implications are as set out in the report above.

Legal Implications

4.3   Legal implications are included within the report. Scrutiny Committee has not been consulted on the content of this report as all decisions are for Board to make.

Risk Management and Key Issues

4.4   There are no specific risk implication arising from this report.

Environmental Implications

4.5   None.

Equality and Diversity

4.6   The recruitment process welcomes applications from all persons with the necessary skills and experience.

Consultations

4.7   None.

5.   Background Papers

5.1   None.

6.   Appendices

6.1   Appendix 1 – Membership of Boards and Committees.
         Appendix 2 – Calendar of Meetings.

This page is intentionally left blank

Appendix 2

Transport for the North Board
22 June 2023
27 September 2023
14 December 2023
20 March 2024

Partnership Board
4 September 2023

Scrutiny Committee
1 June 2023
5 September 2023
21 November 2023
27 February 2024

Audit and Governance
21 July 2023
15 September 2023
15 December 2023
8 March 2024

Rail North Committee
7 June 2023
13 September 2023
14 November 2023
21 February 2024

General Purposes Committee
19 July 2023
25 October 2023
8 February 2024

This page is intentionally left blank