
Transport for the North Board

Subject: 2021/22 Business Plan

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Sponsor: Barry White, Chief Executive

Meeting Date: Wednesday 24 March 2021

1. Executive Summary:

- 1.1 Transport for the North ("TfN") produces an annual Business Plan which sets out its objectives for the coming year and how they will be delivered. This plan then provides the basis for the TfN budget. The budget is covered in a separate report, but a high level the total committed net budget for 2021/22 is £60.18m, approximately 9% lower than the net budget for this year, but 2% higher than the forecast outturn.
- 1.2 Given the late notice of funding on the 4 January, the reductions in core funding and the absence of future IST funding to take the programme forward, a rapid business planning process had to be undertaken prioritising tasks for the year ahead. Funding and Business Planning Reports were presented to the TfN Board on 14 January and 18 February and to the Scrutiny Committee on 4 March. In addition, following the 14 January Board meeting, a Member Working Group was established, and two rounds of meetings were held. This allowed TfN officers to consult with members in greater detail regarding the development of the Draft Business Plan prior to reports being brought to the Board for consideration and approval.
- 1.3 The key elements of the Business Plan are:
 - Rebuilding passenger numbers on the railway as Covid restrictions are lifted;
 - Working with train operators, DfT and Network Rail to get clarity on future rail investment while improving reliability on the railway given the historic infrastructure constraints;
 - Completing and submitting the NPR SOC, following the publication of the Government's Integrated Rail Plan;
 - Agreeing with DfT the governance for NPR as it moves into the next phase of development;
 - Pursuing the Economic Recovery Plan with DfT's Acceleration Unit;
 - Carrying out the Investment Programme Benefits Analysis, assessing how investment affects inclusivity and sustainability as well as economic activity;

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- Progressing the advanced prioritisation mechanisms and independent assurance arrangements set out in the Northern Transport Charter; and
 - Consulting on and completing our Decarbonisation Strategy ready for publication before COP26.

A plain version of the current Draft Business Plan for 2021/22 can be found at Appendix 4.1.

2. Recommendation:

- 2.1 That the Board approve the 2021/22 Business Plan, subject to delegating to the Chief Executive responsibility for the finalisation of the document as required.

3. Discussion:

- 3.1 An exercise was undertaken as part of the 2021/22 business planning process which identified TfN's key strategic priorities and identified a common 'golden thread' from strategy to delivery that was maintained throughout the process. The 'Golden Thread' ensures that when detailed individual departmental plans are being designed and objectives set, there is a common and coordinated approach to delivery across the organisation. The high-level outcomes and objectives, and the key themes was approved by the Board on 14 January.
- 3.2 Subsequent to that meeting, officers developed further proposals that were discussed with the Member Working Group prior to being presented in the form of Key Priorities to the Board on 18 February, where these were approved. Further refinement of the plan was then undertaken, including an iterative process in conjunction with the development of the budget, supported by a further round of member Working Group meetings.
- 3.4 The activity that Transport for the North will undertake in 2020/21, and the associated KPIs for the coming year are set out in Appendices 4.1 and 4.2 respectively.
- 3.5 TfN has produced a Budget for 2021/22 to support the Business Plan, that allows it to deliver its activity within the constraints under which it operates. Funding sources available to TfN in 2021/22 are set out both in Appendix 4.1, and in the 2020/21 Budget Report at Item 5. TfN will seek to achieve a balance between efficiency, effectiveness and sustainability in the decisions that it makes in relation to delivering activity, with the overarching objective of delivering Value for Money. Any significant changes in the year, for example in relation to the

outcome of the IRP, will be reflected in the normal budget revision process.

4. Appendices:

- 4.1 Appendix 4.1 – Draft Business Plan 2021/22
- 4.2 Appendix 4.2 – KPIs for 2021/22

List of Background Documents

Required Considerations

Please confirm using the yes/no options whether or not the following considerations are of relevance to this report.

Equalities:

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

Consideration	Comment	Responsible Officer	Director
Equalities	A full Impact assessment has not been carried out because the subject matter of the report has no Equalities impact.		Iain Craven

Environment and Sustainability

Yes	No
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Consideration	Comment	Responsible Officer	Director
Sustainability / Environment	A full impact assessment has not been carried out because the report has no direct sustainability or environmental impacts.		Iain Craven

Legal

Yes	No
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Consideration	Comment	Responsible Officer	Director
Legal	Legal implications are covered within the report.	Julie Openshaw	Dawn Madin

Finance

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

Resource

Yes	No
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Consideration	Comment	Responsible Officer	Director
Resource	The resource implications have been considered and are included in the report.	Stephen Hipwell	Iain Craven

Risk

Yes	No
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Consideration	Comment	Responsible Officer	Director
Risk	There are no specific risk issues associated with this report.	Haddy Njie	Iain Craven

Consultation

Yes	No
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Consideration	Comment	Responsible Officer	Director
Consultation	A consultation process has not been carried out as it is not required for this report.		Iain Craven