
Meeting: Transport for the North Board
Subject: TfN Business Plan 2022/23
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Sponsor: Martin Tugwell, Chief Executive
Meeting Date: Thursday 30 June 2022

1. Purpose of the Report:

1.1 The appended report presents TfN's Business Plan for 2022/23.

2. Recommendations:

2.1 It is recommended that the TfN Board approves the 2022/23 Business Plan, subject to delegating to the Chief Executive responsibility for the finalisation of the document as required.

3. Background

3.1 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 consists of a total budget for 2022/23 of £16.52m.

3.2 Given the late notice of funding and the need to reduce our cost base, an interim budget for Q1 was agreed to allow time to implement a robust business planning process. Funding and Business Planning Reports were presented to the TfN Board, Executive Board, and the Scrutiny Committee throughout the period from February to June.

3.3 The level of core funding for 2022/23 has required TfN to reshape itself to ensure that it is fit to meet the tasks ahead of us. Like any organisation, we must live within our means. And that means TfN needs to prioritise its activities to reflect the funding available. Our Business Plan must also consider the change from co-client to co-sponsor of Northern Powerhouse Rail, as well as ensuring that our activities continue to complement the work of our partners and Government.

3.4 TfN has established itself as a regional centre of excellence for strategic transport planning. The award-winning Strategic Transport Plan and Future Travel Scenarios work are testament to the quality of our work and the leadership we provide. The capability and capacity provided by TfN is greatly valued by its members and is seen as something that needs to be retained and nurtured.

3.5 This Business Plan builds on those foundations and ensures that the new operating model is focused on being:

- A centre of technical excellence for the North – holding and collating information and analytical tools that are available to all partners
- A sourced of trusted information – one that is available to all our partners locally, regionally, and nationally as a foundation on which to develop solutions
- A strategic thought leader and champion of strategic transport planning – one that ensures the linkages between transport, digital and energy systems are reflected in decision making
- An enabler of accelerated delivery – applying our capability and capacity in support of our partners as they bring forward solutions for implementation

- A trusted collaborator – working with partners (nationally and across the North) in order to maximise the leverage of its own activity to the benefit of our communities and businesses

A plain version of the current Draft Business Plan for 2022/23 can be found at Appendix 1.

4. Communications and Engagement

- 4.1 Communications and Engagement activity remains an integral part of TfN's role moving forward, providing as it does the means of enabling TfN to speak with 'one voice' on behalf of the North and its members.
- 4.2 The focus of activity will continue to be in support of TfN's core functions, with the key priorities:
- To support TfN fulfil its statutory responsibilities – namely the preparation of a statutory Strategic Transport Plan, and the provision of advice to the Government
 - To ensure that TfN members and partners are involved in and abreast of the work off TfN
 - To help disseminate the key message arising from the work of TfN amongst its members, partners, and wider community
 - To support TfN in using its capability and capacity to act as a strategic thought leader
- 4.3 Specific key deliverables for the year ahead:
- Supporting the development of the Strategic Transport Plan that can be published for consultation in the first quarter of 2023
 - Delivering a programme of APPG meetings that maintains contact with the region's MPs
 - Planning and delivering the TfN Annual Conference
 - Planning and delivering a TfN presence at the autumn Party Conferences
 - Supporting the preparation of propositions for additional activity that builds on TfN's core capacity and capability
 - Supporting the preparation of a submission ahead of the autumn Budget that identifies specific short term investment opportunities that are consistent with the implementation of the Strategic Transport Plan
 - Supporting the organisational development of TeamTfN following the reshaping of the organisation

5. Organisational Development

- 5.1 The need to reshape TfN comes at the end of an extended period of uncertainty for the organisation. Moving forward the CEO will work with the senior leadership team to ensure that the need to invest in organisational development is integral to the delivery of the Business Plan.
- 5.2 In addition, the fact that TfN will be a smaller, less complex organisation moving forward creates the opportunity to review, and where appropriate, simplify the processes and procedures used by TfN.

6. Corporate Considerations

6.1 Financial Implications

The financial implications have been considered and are included in the budget for 2022/23.

6.2 **Resource Implications**

The human resource implications and resources required to deliver this activity are included in the budget for 2022/23.

6.3 **Legal Implications**

Legal implications are covered within the report.

6.4 **Risk Management and Key Issues**

A risk assessment has been carried out and the key risks are included in the report and risk register.

6.5 **Environmental Implications**

A full impact assessment has not been carried out because it is not considered necessary for this report.

6.6 **Equality and Diversity**

A full impact assessment has not been carried out because it is not considered necessary for this report.

6.7 **Consultations**

A consultation has not been carried out because it is not considered necessary for this report.

7. **Background Papers**

7.1 Budget & Reserve Strategy Paper

8. **Appendices**

8.1 Business Plan