

Transport for the North Board Agenda

Date of Meeting	Monday 09 December 2024
Time of Meeting	1.00 pm
Venue	Friends Meeting House - 6 Mount Street, Manchester, M2 5NS

Filming and broadcast of the meeting

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Item No.	Agenda Item	Page
1.0	Welcome & Apologies The Chair to welcome Members and the public to the meeting. Lead: Chair	
2.0	Declarations of Interest Members are required to declare any personal, prejudicial or disclosable pecuniary interest they may have relating to items on the agenda and state the nature of such interest. Lead: Chair	
3.0	Minutes of the Previous Meeting (5 minutes) To approve the minutes of the meeting held on Monday 16 September 2024 (including updates on agreed matters as appropriate). Lead: Chair	5 - 32
4.0	Presentation: Transport for Greater Manchester (15 minutes) An update on delivery of the Bee Network, including progress with bus franchising and integration of local rail services. Lead: Stephen Rhodes/Simon Elliott	33 - 40
5.0	Business Planning for 2025/26 (20 minutes) To consider and provide a steer on TfN's emerging business	41 - 50

	plan for 2025/26. Lead: Katie Day	
6.0	Annual Governance Statement, Statement of Accounts and Audit Opinion 2023/24 (10 minutes) To consider and agree the Accounts for 2023/24. Lead: Paul Kelly	
7.0	Decarbonisation Strategy Stocktake and Action Plan Update (15 minutes) To consider the update on Transport for the North's Decarbonisation Strategy stocktake and agree next steps. Lead: Peter Cole	51 - 54
8.0	Spending Review: Priorities (20 minutes) To consider and agree pan-regional priorities for input into the multi-year spending review. Lead: Martin Tugwell	To Follow
9.0	Governance Update (5 minutes) To consider and agree recommendations from General Purposes Committee. Lead: Julie Openshaw	55 - 62
10.0	Rail North Committee (10 minutes) To receive an update on the work of the Committee. Lead: David Hoggarth	63 - 66
11.0	Communications and Engagement Strategy (5 minutes) To receive and note the update on communications and engagement. Lead: Katie Day	67 - 72
12.0	Corporate Risk Register (5 minutes) To receive and note the updated corporate risk register. Lead: Paul Kelly	73 - 86
13.0	Appointment of Monitoring Officer (10 minutes) To approve the appointment of the new Monitoring Officer. Lead: Katie Day	To Follow
14.0	Date and Time of Next Meeting The next meeting will be held on 17 March 2025 1.00-3.00pm.	

Transport for the North Board Minutes

**16 September 2024
Hilton Leeds City**

Present:

Lord McLoughlin (Chair)

Attendee

Cllr Nick Mannion
Cllr Louise Gittins
Cllr Denise Rollo
Cllr Rupert Swarbrick
Mayor Steve Rotheram

Cllr Martin Gannon
Cllr Stewart Swinburn
Cllr Tim Mitchell
Mayor Oliver Coppard

Cllr Stephen Harker
Cllr Hans Mundry
Cllr Neil Hughes
Mayor Tracy Brabin
Mayir David Skaith

Local Authority

Cheshire East;
Cheshire West & Chester;
Cumberland;
Lancashire;
Liverpool City Region Combined
Authority;
North East Combined Authority;
North East Lincolnshire;
North Lincolnshire;
South Yorkshire Mayoral Combined
Authority;
Tees Valley;
Warrington;
Westmorland and Furness;
West Yorkshire Combined Authority;
York and North Yorkshire Combined
Authority;

Business Attendees

Mark Rawstron
Ken Perritt

Mandy Ridyard

Lancashire
South Yorkshire Mayoral Combined
Authority
West Yorkshire Business Board

Partners in Attendance:

Andy Rhind

DfT

Officers in Attendance:

Name

Martin Tugwell
Paul Kelly
Katie Day
Julie Openshaw
David Hoggarth
Andrew Hough
David Worsley
Simon McGlone

Job Title

Chief Executive
Finance Director
Deputy Chief Executive
Head of Legal
Head of Strategic Rail
Planning and Strategy Officer
Rail Strategy Manager
Senior Planning and Strategy Officer

Item No: Item**1. Appointment of Chair and Vice-Chairs**

- 1.1 The Chief Executive opened the meeting, noting that this is the first Board meeting since the May local/Mayoral elections, and that as the June meeting had been cancelled due to the General Election this meeting was the first opportunity for the Board to elect their Chair and Vice-Chairs for the year ahead.
- 1.2 He invited nominations for the position of Chair. Cllr Swarbrick nominated Lord McLoughlin, seconded by Cllr Gittins. It was resolved unanimously that Lord McLoughlin be elected.
- 1.3 Lord McLoughlin resumed the Chair, thanked the meeting and commented that since the last meeting much has changed, including the election of new Mayors and a new Government.
- 1.4 He invited nominations for the Majority Vice Chair. Cllr Swarbrick nominated Cllr Gittins, and this was seconded by Mayor Brabin. It was resolved unanimously that Cllr Gittins be elected. The Chair invited nominations for the Minority Vice Chair. Cllr Gittins nominated Cllr Swarbrick and this was seconded by Cllr Gannon. It was resolved unanimously that Cllr Swarbrick be elected.

Resolved:

- 1) That Lord McLoughlin be elected as Chair of the Transport for the North Board and Partnership Board for the 2024/25 Municipal.
- 2) That Cllr Gittins be elected as the Majority Group Vice Chair for the 2024/25 Municipal Year
- 3) That Cllr Swarbrick be elected as the Minority Group Vice Chair for the 2024/25 Municipal Year.

2. Welcome & Apologies

- 2.1 The Chair offered his congratulations and thanks to those who had been successful in the May elections.
- 2.2 He observed that although the political landscape has changed since June, the challenges remain the same. He reported that he had had a one-to-one meeting with the Secretary of State (SoS) for Transport in the preceding week in which they had discussed a range of issues. The SoS had indicated that she would like to attend a future TfN meeting, and the TfN executive is working with private office to arrange this.
- 2.3 The Chair welcomed Conrad Bailey, Director General Public Transport and Local Group, at the Department for Transport who has responsibility for liaison between DfT and the Mayors, as well as being responsible for the sponsorship arrangements with TfN.
- 2.4 Mr Bailey thanked the Board for inviting him and explained that he took up post shortly before the General Election. He explained that DfT officials are working with the new Ministerial team to take forward their

agenda. The SoS has set out a clear set of directions for the Department: to “move fast and fix things”, including five main themes. The first involves improving railway performance and delivering rail reform; the second the improvement of bus services (including the Bus Bill); the third is integration of the transport system; the fourth is the pursuit of greener transport options, and the fifth is equality.

- 2.5 He reflected that the Government’s priorities are in many ways mirrored by the Board’s agenda today. His team is making good progress on rail matters, the Public Ownership Bill, and the shadow arrangements for Great British Railways. As to industrial action, he reported that Alex Hynes has been supporting Ministers as they seek to improve industrial relations. On this he reflected that good progress has been made with discussions with ASLEF, and matters are also progressing well with the RMT.
- 2.6 Regarding bus reforms he reported that preparation of the Bus Reform Bill is underway. He commented that there is less emphasis on compliance, and more emphasis on supporting authorities to realise the potential of buses in support of their place-based agendas.
- 2.7 Mr Bailey noted that a Budget was scheduled for 30th October and that a multi-year spending review was expected thereafter next spring. He recognised that these will take place within a tight fiscal context for public sector finances, and looked forward to working with TfN and meeting key colleagues during the processes to understand the North’s priorities.
- 2.8 The Chair thanked Mr Bailey for his comments and observed that the King’s Speech had included a significant amount of transport legislation.
- 2.9 Cllr Swinburn asked for an update on the position in relation to Bus Service Improvement Plan funding (BSIPs).
- 2.10 Mr Bailey answered that more would be known once the Chancellor presents their Budget at the end of October.
- 2.11 Cllr Gannon took the opportunity to emphasise the importance of this issue, as he perceives that two financial “cliff edges” are approaching.
- 2.12 He continued by explaining that the funding provided by the previous Government to incentivise bus use had been very welcome, but there remains uncertainty over the future of the £2 national fares scheme and the continuation of BSIP funding. He appreciated that whilst there are no answers ahead of the Budget, he stressed the importance of continuing financial support to all the constituent authorities of TfN.
- 2.13 Mayor Coppard echoed those points and pointed out that SYMCA is one of the largest areas not to have received any BSIP funding yet. He welcomed how the Government has now engaged with him and put on record how much he appreciated it and his hope that that engagement will continue.
- 2.14 Cllr Mitchell supported the points made regarding the importance of maintaining the £2 fare cap.

2.15 Cllr Hughes thanked Mr Bailey for an interesting introduction. He asked whether there has been any further progress with the 'Restoring your Railway' projects following recent announcements.

2.16 Mr Bailey acknowledged the points made about having certainty and clarity on funding for buses. He reiterated his earlier comment that conversations are continuing and that authorities would need to wait until after the Budget for confirmation.

3. Declarations of Interest

3.1 There were no additional Declarations of Interest to make.

4. Minutes of the Previous Meeting

4.1 The minutes of the meeting of the Transport for the North Board held on 20 March 2024 were considered.

4.2 The Chief Executive commented that a long time had passed since the last meeting and drew attention to his summary report and the latest Quarterly Operating Report which had been included with the agenda. He reflected on the need to keep the previously agreed milestones under review following the General Election to reflect the Government's priorities. Looking forward he flagged the multi-year spending review, National Highways upcoming Road Investment Strategy (RIS) and investment in the North's rail system as areas that the Board may want to consider putting forward priorities for consideration. He noted how delivering the A66 scheme remained a key priority for the North. He advised the meeting that TfN would seek to ensure future Board meetings are held around the TfN region, with opportunities in the North East/Darlington, and potentially South Yorkshire/Sheffield already being explored.

4.3 Cllr Mundry drew attention to the Government's agenda and in particular the importance of enabling economic growth. He emphasised the importance of investing in improved connectivity of rail and the key role which TfN plays in making the case for the North.

4.4 Cllr Hughes drew attention to paragraph 3.3 of the minutes and reminded the meeting of the pledge which the previous government had given to the electrification of Midland Main Line. He commented that it would also make sense for this to be done between the North-West and Sheffield, and he hoped that TfN would support this.

4.5 The Chief Executive responded that the Chair and Mayor Coppard had written to the SoS in support of electrification of the Midland Main Line. He went on to note that the recent Rail North Committee had welcomed the State of Play overview that had been prepared by the TfN executive. This pulled together – for the first time – what is known in terms of infrastructure investment, rolling stock investment and timetable changes thereby affording the RNC with an understanding of where the tensions and opportunities for the North's rail system lie. He continued noting that the NPR co-sponsorship role was due for review, and confirmed that a report will be brought to Board in due course.

- 4.6 Mayor Rotherham commented that the June Board meeting which was cancelled would have been held in Liverpool and would have been the first in that city since the inaugural meeting of TfN. With that in mind, he re-extended the invitation, highlighting that the area has a vision for public transport, its own publicly operated trains, an accessible use of battery technology integrated with buses, the best concessionary fares in country, and a new ferry planned. He added that with determination it is possible to build a London-style transport system.
- 4.7 The Chair welcomed the invitation from Mayor Rotherham adding that he holding Board meetings across the North would present the opportunity for Members to see transport projects in parts of the north.
- 4.8 The Deputy Chief Executive confirmed that it was planned for a Board meeting to be held in Liverpool in June 2025.

Resolved:

- 1) That the minutes of the Transport for the North Board held on 20 March 2024 be approved as a correct record.
- 2) That the Matters Arising update and the Quarterly Operating Report be noted.

5. Accessibility Task Force

- 5.1 The Rail Strategy Manager presented the report. He stated that the previous reports to the Rail North Committee had supported the Members' view as to the importance of this issue. The focus now was on to use the levers available to TfN to make progress with delivery. He highlighted how the TfN executive was working with the Rail North Partnership to emphasise the importance of investing to improve accessibility as part of the operators' 2026-7 annual business plans, as well as the opportunity for the Rail North Committee to shape the next 10-year outline service specification. These actions, together with other work has been ongoing as outlined in the report. In so doing he noted that the focus on improving accessibility aligns with the five missions of the new Government.
- 5.2 Cllr Swarbrick commented that as a member of the Task and Finish Group he is very pleased with the current position and believes that a lot of good work has been done. He emphasised the importance of all Members being strong advocates of the need to improve accessibility. He continued by noting that improvements such as CCTV and signage do not require large budgets, and it is therefore important not to lose sight of "quick wins". Measures which are overly strategic and grandiose may not be necessary, and many "low level" measures can make a real difference very quickly.
- 5.3 Mayor Brabin commented that a lot of excellent work had been done, but the scale of what is needed is galling because provision is not being made for those who really need to get around. In West Yorkshire no stations have compliant level boarding. Mayor Brabin welcomed the work so far, and stressed the need to be ambitious as to what is needed to deliver for West Yorkshire and the whole country, to become like

- European networks. Work is needed with the DfT and other partners to provide a revolution for West Yorkshire and the country as a whole.
- 5.4 Mr Rawstron reinforced the same message, and in particular the importance of recognizing that small scale interventions can have a disproportionately large impact, so we must make sure that they are picked up.
- 5.5 Mayor Rotherham brought to the meeting's attention that Liverpool City Region's new acquired trains are accessible. He argued that Liverpool's experience showed that it is possible to achieve this with new stock, but that this is not always the case. Having had the Merseyrail concession under the LCR's management for some time, he is hopeful that 80% of the network will be fully accessible. He reflected on how improving accessibility transformed lives. The issue needs to be presented to the Government as a political priority, one which can (and should) be delivered quickly so as to achieve a step change to lead the whole country.
- 5.6 Cllr Gittins said that pressure should be placed on providers, and referred to a recent high profile news report which highlighted that there was some way to go in terms of ensuring dignity in the way people are treated.
- 5.7 Mayor Skaith commented on the critical role that accessibility has to play for his authority, noting that otherwise people may be isolated or have limited options; for some, the train is often the only option for longer journeys.
- 5.8 Cllr Swinburn drew attention to the frustration experienced in the delay to improvements between Cleethorpes and London – which have not yet happened despite the passage of five years.
- 5.9 Mr Mackintosh of Network Rail commented on the long-term nature of planning and the need to align with rolling stock and timescales. As part of the Trans Pennine upgrade, investment in stations will ensure that they are accessible and in particular he highlighted how investment underway at Huddersfield will be transformational.
- 5.10 The Chair observed that rolling stock is not replaced often, so when it is, there is a big opportunity, including to provide double doors not simply single doors.
- 5.11 The Rail Strategy Manager made some closing comments and acknowledged the help being provided from Mr McIntosh and his team.
- 5.12 Cllr Hughes highlighted the critical role that Barrow plays both in terms of the local economy and national defence, noting that none of the local stations are fully accessible.

Resolved:

That the Board note the report and endorsed the work of the Rail North Committee in making the rail network more accessible for all.

6. Priorities to Inform Business Planning

- 6.1 The Chief Executive introduced the item by explaining that he is seeking a steer from Board which can then be used to shape the initial stages for business planning. He highlighted the extent to which TfN's work supported its constituent authorities, noting the demand from partners to access the 'TfN Offer' and the value that can be attributed to this which represented cash savings for the public sector.
- 6.2 He requested a specific steer from Board in relation to annex 5, asking if there were specific areas that Members believe TfN needed to focus on more. His assumption for business planning is that at best this will be a standstill budget, and that therefore TfN needs to carry on driving out efficiencies internally as well as slimming down processes and procedures to free up resources. He highlighted that the TfN executive continued to keep a close eye on consultancy spend. He explained that Annex 5 outlines where the TfN executive thinks the priorities lie for next year and outlined a number of key areas that are being considered for inclusion in the plan.
- 6.3 Mayor Coppard welcomed the focus on Northern Appraisal Playbook work. He then suggested that Sheffield area taskforce (identified as part of the rail 'State of Play') needs to be included in the business plan. He also flagged the need for more support for constituent authorities on transport matters, noting that not all Mayoral Combined authorities and local authorities have the same amount of resourcing. There was a need for a strong focus on buses although this would need to be in the mindful that the focus for delivery will be the MCAs.
- 6.4 The Chair agreed with Mayor Coppard and highlighted the information in appendix three of the report which shows what the demand from authorities to access support via the TfN offer. He stated that more information is required on this so that everyone is aware about what is available.
- 6.5 Mayor Brabin asked for an update on where TfN fits into the framework of Great British Rail (GBR)
- 6.6 In response the Chair informed the Committee that he has spoken to Lord Hendy on this matter. He reflected on how the Bill on GBR is likely to go through Parliament later on next year, with drafting work underway within the DfT.
- 6.7 Mr Bailey added that Department officials are working with the Government on taking rail reform forward. He anticipated that there may be a consultation in due course which would look at the relationship between GBR and the MCAs.
- 6.8 The Chair stated that TfN will watch developments on this closely and respond as appropriate to any future consultation.
- 6.9 Cllr Swarbrick suggested that in terms of business planning there should be a Taskforce for the rural areas. He also raised the issue that highways aren't the enemy and are good for rural users. Cllr Mannion supported Cllr Swarbrick's comments.

- 6.10 Cllr Mannion highlighted the current state of disrepair at Crewe station. He highlighted that the Strategic Transport Plan has recognised Crewe as being pan-regionally significant and requested TfNs help in supporting Cheshire East in getting the investment that is required.
- 6.11 Mr Rawstron welcomed the section in the appendix on freight and logistics agreeing that it hasn't been given the attention required. He suggested that something needs including on freight and on improving east-west connectivity.
- 6.12 Cllr Gannon raised the importance of maintaining support for NPR as originally promoted by TfN given its importance to unlocking the North's economic potential. He expressed his support for TfN continuing to pursue this. He suggested that a political discussion is needed on what Board is seeking to achieve in terms of NPR. Cllr Gittins was supportive of these comments.
- 6.13 The Deputy Chief Executive reflected on the comments from Board. She agreed with Mayor Coppard's comments on prioritisation and stated that TfN needed to focus on a few things that make a significant difference. She informed the Board that TfN is taking a proactive approach on Crewe station and conversations have been taking place with local partners as to how this might be taken forward. She then addressed the issue of resourcing and highlighted that choices would need to be made as to which activities are worked upon.
- 6.14 She updated the Board on the outcome of conversations of the Scrutiny Committee on business planning, including a comment as to the importance they placed on rural connectivity.
- 6.15 On Freight and Logistics, the Deputy Chief Executive agreed with Mr Rawstron's comments on the need to improve east-west connectivity, stating it's not just about port to port but the journeys in between and the connections into the consolidation/regional distribution centres as well.
- 6.16 Addressing the issue of NPR she explained that the driver for this ambition remains grounded in the STP which is itself founded on a comprehensive assessment of the North's economic potential. She suggested taking a political conversation on NPR offline as she expected the Department is also giving this issue some consideration.

Resolved:

That the comments of Board on the priorities for Business Planning be noted and used to shape initial work on business planning.

7. Options Paper on Regional Fleet Procurement Support

- 7.1 In introducing the report, the Chief Executive explained that the report has been developed in response to Members expressing interest exploring as to whether there is a role for TfN in supporting delivery by MCA/LTAs. He explained that the TfN executive has worked with their officers to scope out what options might be available. He went on to note that in parallel the DfT (following the General Election) was

- prioritising work to support bus services: this may influence what, if anything, is needed at the pan-regional level.
- 7.2 Mayor Brabin believes that TfNs role in this area should be focused on supporting the non-Mayoral Combined Authorities.
- 7.3 Mayor Coppard suggested that the TfN executive should co-ordinate any thinking with the Office for Investment which is also keen to work with authorities. He suggested that there should be a regular update paper to Board on this topic and suggested that Members could provide updates on their progress particularly in relation to purchasing buses thereby providing forward sight on a pipeline of investment and avoid overwhelming available capacity in the industry.
- 7.4 Cllr Gannon supported the idea of developing a joint framework believing that it will help when competing for limited supply as well as creating economies of scale.
- 7.5 Cllr Mannion noted there are only two volume bus builders left in the UK. Additionally, he noted the existence of issues in relation to supply chain and sustainability of design and technology. He emphasised the importance of supporting and growing UK and regional manufacturing capacity, the supply chain and Research and Development capability whilst at the same time recognising the challenges of state aid.
- 7.6 Mr Bailey stated that bus manufacturing capacity has been a major priority for the Ministerial team and a number of avenues are being explored, including the economic opportunities that investment in new buses means for the UK economy, the skills and apprenticeship opportunities as well as the supply chain benefits, including maintenance that can be gained. He informed the Board that he would welcome the opportunity to work with them on procurement pipelines, as well as having a wider conversation on bus manufacturing capacity in the UK. He noted that this would be difficult until the spending review had concluded.
- 7.7 He explained that the Department has been giving advice to the Ministerial team as to how they can work with the TfN Board and operators. He was unable to give timelines on the Bus Reform Bill but stated that good progress was being made.
- 7.8 In reflecting on the opportunities for the Board to work with the Department the Chair highlighted the potential role of TfN to be a conduit to feed into the Department the things that are issues of common concern amongst its constituent authorities.

Resolved:

That the comments of Board be noted.

8. Freight and Logistics: Roundtable with Major Ports

- 8.1 Members received the report from the Deputy Chief Executive who outlined the key themes from the Roundtable that the Chair had convened.

- 8.2 Mayor Rotheram stressed the importance of moving freight from the road to rail and highlighted the lack of joined up thinking previously that had constrained this being realised to the extent it is needed. He highlighted the opportunities that the Port of Liverpool has as a key gateway for the UK economy and as a Freeport. Improving access to the port was essential and required key parties/agencies to work collaboratively to identify an appropriate solution.
- 8.3 The Chair stated that he is keen that TfN engages with other key gateways, centres of economic activity within the private sector as part of the need to make substantive progress in improving freight and logistics connectivity.
- 8.4 Mayor Rotheram requested that short sea shipping operators also be included as part of that discussion.
- 8.5 Mayor Skaith supported the need to engage with the owners and operators of gateways/sites to better understand where the freight is going to and from.
- 8.6 The Chair raised the need to consider the demand for freight and the impact this has on capacity (particularly the rail network). He suggested that an issue requiring consideration is how finite capacity is allocated and the weight given to freight flows.
- 8.7 Cllr Swinburn highlighted the issues at the Port of Immingham particularly the problems with infrastructure access to/from the port, specifically the A180 and the M180 which are in need of updating.
- 8.8 In response Mr Leonard (National Highways) said he would take Cllr Swinburn's comments back to his colleague Simon Boyle to get an update.
- 8.9 Ms Ridyard highlighted the important role airports play in moving freight. She stated that pre pandemic 50% of non-UK exports went by air (quite often as belly-hold freight on passenger services). Additionally, she asked that transport to and from airports and what we do with them and how they are connected needs to be covered.
- 8.10 The Deputy Chief Executive stated that engagement is already taking place with a number of airports as part of a key commitment on international connectivity within the STP. She further stated that the next step in engagement is to speak with the airports.

Resolved:

- 1) That Board notes the key themes from the roundtable with the North's major ports.
- 2) That the comments of Board on priorities to inform future work be noted.

9. Electric Vehicle: State of Play

- 9.1 Members received the report from the Principal Planning and Strategy Officer who outlined the key aspects of the report. He provided the Board with feedback from the Scrutiny Committee. He also provided an update on engagement had with Transport North East since the publication of

the papers which had focused on the articulation of recommendation one in the State of Play, which specifically refers to one of the metrics set out in the STP.

- 9.2 Cllr Mundry highlighted the need for more work needs to be done on power (generation and distribution) in support of EV infrastructure. He suggested that there may benefit in linking this with the government's house building programme.
- 9.3 Cllr Hughes asked whether TfN can provide local authorities with advice on parking provision for autonomous vehicles. Additionally, he raised the issue of road pricing and asked whether TfN are lobbying for this to be sped up as a result of the increase in the number of electric vehicles.
- 9.4 Mr Rawstron stated that there are challenges in the growth of the EV market and questioned if the report had been honest in addressing these challenges.
- 9.5 Ms Ridyard asked that TfN look at the capacity on the grid for renewable energy. She also asked about plans for recycling electric vehicles in the region going forward as well as the safety of electric vehicles in relation to their weight and the consequences that this may have on the Highway Code.
- 9.6 The Principal Planning and Strategy Officer addressed the points raised. He stated that power distribution has been a focus for TfN from the start. He advised that information to be published later this year will compare the forecasted EV demand with electricity capacity across the region allowing TfN to see the bigger picture across the region and be able to forecast the situation enabling for pinch points to be recognised as early as possible and addressed.
- 9.7 On the link with house building, he indicated that something could be added on land use but any work needs to be set in the context of the wider transport network and the need for new houses to have access to public transport networks, active travel and electric charging. On the parking provision for autonomous vehicles he stated that this could be considered as part of the business planning process.

Resolved:

That the Board:

- 1) Notes analysis of EV uptake and supporting charging infrastructure deployment progress against evidenced future need
- 2) Notes TfN's actions to support partners across the region, including new evidence capabilities available alongside ongoing partner support
- 3) Notes the comments of Members on the State of Play policy recommendations and next steps to work with our partners (nationally and across the North) on operationalising these actions
- 4) Endorses TfN's Electric Vehicle State of Play report.

10. Rail North Committee

- 10.1 Members received the Rail North Committee update following the meeting on 3 September. The Head of Strategic Rail highlighted the key discussions that the Committee had.
- 10.2 Mayor Coppard expressed his frustrations at the short notice received from Cross Country for the cancellation of services for 13 weeks. He requested that going forward more notice is given when significant service changes are planned. He informed the Board that he has received a letter confirming that the timetable changes made by Cross Country are a temporary measure and the lost services will be restored on Saturday 9 November. On the issue of the East Coast Mainline he would like to see EMR invited to address a meeting.
- 10.3 Mayor Brabin emphasised the importance of involving local authorities and Mayoral Combined Authorities in the Taskforces that are being established off the back of the rail State of Play overview. She also stressed the urgency of the capacity issues in Leeds and that the taskforces need to move quickly.
- 10.4 Cllr Gannon addressed the issues on the East Coast Mainline and expressed concern about proposed timetable changes for 2025. He stated that he has no confidence that they will be able to implement it and the necessary interventions to increasing capacity need to happen before the timetable changes could be made.
- 10.5 In response to Cllr Gannon the Chief Executive stated that he keeps reinforcing this Board's and the Rail North Committee's position to the Task Force about the issues that need to be addressed to secure TfN's support. He hopes to brief the Rail North Committee in mid to late October following the outcome of the work being done and allow Members to give a view on behalf of TfN.

Resolved:

That Board notes the feedback on the Rail North Committee including:

- Work to bring together infrastructure programmes into a single 'State of Play' document and that the Committee has agreed a series of initial actions to address gaps identified by the work.
- Parallel work on a new 10-year service specification for Northern and TPE through the Rail North Partnership, allowing TfN to join up services with infrastructure.
- Continued risks around the implementation of a new timetable for the East Coast Main line, including the likely impact on performance; and
- A continued focus on holding industry to account for performance and service changes, including Northern's recovery plan

11. Governance Report

- 11.1 Members received the report from the Head of Legal who outlined the key aspects of the report.

Resolved:

- 1) That the Board notes and approves the membership of the Board and of Committees for the remainder of the forthcoming municipal year
- 2) That the Calendar of Meetings be approved (noting that these may be subject to change where necessary after consultation with the relevant Committee Chairs);
- 3) That the General Purposes Committee be asked to consider and make recommendations in respect of how the role of substitute members for the Audit and Governance Committee might operate, and to consider and make recommendations as to the appointment of such members for the remainder of the municipal year.

12. Date and Time of Next Meeting

Monday 9 December 2024

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1. Chief Executives Update

- 1.1. To provide the opportunity for the Chief Executive to update the Board on matters arising from the previous meeting, as well as any other significant issues not covered elsewhere on the agenda.

2. Quarterly Operating Report

- 2.1. Board members will recall that the purpose of the Quarterly Operating Report is to report progress against the milestones set out in the Business Plan. It is presented to and discussed at the Audit and Governance Committee as part of their regular cycle of meetings. It is also provided to this meeting for information.
- 2.2. As reported to the previous meeting of this Board, the activities associated with each of the milestones have been reviewed, and where appropriate, updated to reflect the priorities of the new Government, and particularly its 5 Missions.
- 2.3. The Government has emphasised the importance of investing in the capacity and capability available to support MCAs/LTAs. Take-up of the 'TfN Offer' continues to grow as individual authorities move forward with their work, with authorities right across the North drawing on the 'offer'.

3. Convention of the North

- 3.1. The TfN executive continue to work closely in support of the work of the Convention of the North, including through the work we undertook on the Northern Powerhouse Independent Review (NPIER) and in support of the Convention's transport theme. There will be a specific transport-focused event as part of the 2025 Convention hosted by Lancashire in Preston.

4. Business Planning

- 4.1. Over the course of the summer and into early autumn, the TfN executive has been in 'listening mode'. The clarity and focus that the Government's Missions bring has been used to assess how our work adds value to their delivery. This has shown that the outcome focused, placed-based, user-centred approach that underpins the revised Strategic Transport Plan is consistent with the Government's Missions.
- 4.2. Engagement with TfN's constituent authorities – at both Member and officer level – has provided the TfN executive with an initial steer on where they see TfN adding greatest value. With the King's Speech committing the Government to bringing forward legislative change in several key areas of transport policy, the steer provided by TfN's constituent authorities has been that TfN should continue to focus on those activities that are of pan-regional significance, are related to its analytical capability in support of partner authorities, and which supports partners with the acceleration of scheme delivery.
- 4.3. The paper on Business Planning elsewhere on this agenda presents the latest position in terms of that process, with the Board invited to provide a

further steer ahead of preparing the final draft of the Business Plan to the Board at its March meeting for consideration and approval.

- 4.4. The TfN executive continues to work closely with the DfT regional sponsorship team following the October Budget on funding for the 2025/26 financial year. In the meantime, business planning work is guided by a set of reasonable planning assumptions on the likely level of funding. A decision on funding is expected early in the new year, enabling the TfN Budget to be presented for consideration and approval in March.

5. Spending Review

- 5.1. The October Budget reaffirmed support for some key transport investments for the North, including the Trans-Pennine Route Upgrade (TRU) and continuing momentum on Northern Powerhouse Rail (NPR), as well as strategic road infrastructure like the A57 corridor. More recently the legal challenge to the A66 scheme has been addressed, delivery of which is a priority for the North as a collective.
- 5.2. We know that the Department's capital programme is under review as part of the input into the Spending Review. And given the pressures on public finances in the short term, this review will be challenging. The evidence base underpinning the Strategic Transport Plan shows the critical role that investment in the North's transport system plays in unlocking economic opportunity, improving social inclusion and reducing the environmental impact of our transport system.
- 5.3. Later on this agenda, the Board is invited to consider what input it might wish to make in respect of the Spending Review.

6. Other Related Updates

- 6.1. The Chief Executive was in Leeds to attend the Secretary of State's vision for the Integrated National Transport Strategy. The focus on placing the user at the heart of our approach to investing in the transport offer is one supported by the Strategic Transport Plan and its associated evidence base. The TfN executive is working to support the DfT team as they make arrangements for the regional roadshows that form part of the engagement process associated with the development of the INTS.
- 6.2. The Chief Executive, along with the Chief Executives of the non-statutory Sub-national Transport Bodies, took part in a briefing session for the Transport Select Committee prior to it beginning its work.
- 6.3. The TfN executive has responded to a request from the London Assembly Transport Committee for information on TfN's work on accessibility. The request is related to the Committee's current work on accessibility and inclusion in transport planning.

December 2024

Quarterly Operating Report

July - September 2024



1 Chief Executive's Introduction

- 1.1 Following the General Election TfN has been in 'listening mode' over the period covered by this Report as the new Government set out its priorities. In particular, the Government's Missions bring a clarity and focus that we have used to assess how our work adds value to their delivery. This has shown that the outcome focused approach adopted in preparing the revised Strategic Transport Plan is consistent with the Government's Missions.
- 1.2 In parallel, engagement with TfN's constituent authorities has provided the opportunity for those authorities to give an initial steer on the way forward for TfN. With the Government committed to bring forward legislative change in several key areas of transport policy, the steer provided by the authorities has been that TfN should focus on those activities that are of pan-regional significance, are related to its analytical capability and support for partner authorities, and which supports partners with the acceleration of scheme delivery.
- 1.3 The insight gathered through both exercises is being used to shape TfN's Business Planning for 2025/26 following a discussion with the TfN Board at its September meeting. The TfN executive continues to work closely with the Department for Transport (DfT) regional sponsorship team throughout this period ahead of the October Budget Statement. The executive's work is guided by a set of reasonable planning assumptions on likely level of funding, assumptions which reflect the on-going pressure on public finances.
- 1.4 The period of reflection has identified the need to amend the Business Plan for 2024/25, and those changes are reflected in this Report. It has also identified activities that TfN has undertaken in the past which may not be appropriate moving forward. This too is being reflected in the business planning work for 2025/26.
- 1.5 The priority afforded by the TfN Board to making the rail network fully accessible continues to be a key focus for the Rail North Committee (RNC). Discussions at the Committee have focused on using the levers available to TfN (through the Rail North Agreement) to influence and shape both the train operators' annual business planning process, and the development of the next 10-year outline service specification for both Northern and TransPennine Trains (TPT).
- 1.6 The TfN executive has continued to be an active member of the East Coast Main Line Task Force, working closely with the constituent authorities most directly affected by the change to ensure that their concerns are taken fully into account. The added value that comes from having a mechanism that feeds the voice of the authorities directly into the work of the Task Force has been demonstrated on a consistent basis.
- 1.7 The work related to the East Coast Main Line has further emphasised the importance of a pan-regional overview given the multiple interdependencies across the North's rail system. In September the Rail North Committee welcomed the first overview – or 'state of play' – of all the rail investments (both infrastructure and rolling stock) and

associated timetable changes. Moving forward the overview will form the basis of further engagement with DfT and the wider rail sector.

- 1.8 Work has continued to roll out TfN's EV charging infrastructure (EVCI) framework more widely across the rest of England at the request of the DfT. Our work, alongside partners, was shortlisted at the Highways UK awards and we have used the working relationship established with the energy sector to feed into the development of proposals for Regional Energy Supply Planning.
- 1.9 Also nominated for an award was the Rail North Partnership (RNP) team – the team that works in support of both TfN and DfT to deliver Northern and TPT services. The nomination for an award as part of the Civil Service Awards comes in the wake of the RNP team continuing to deliver a high-level, quality technical and professional service on behalf of both partners.
- 1.10 This quarter's report also includes the mid-year update on our Treasury Management Strategy.

2 Progress against Business Plan Key Milestones

RAG Key:

R	Deferred progress
A	Delayed progress
G	On target

BP 1 Secure the agreement of the Board to submit statutory advice on the North's Bus Network – June 2024

A

- 2.1 With collaborative input from our partners, Department for Transport (DfT) and industry experts, we completed a draft set of bus policy recommendations in Spring 2024, ready to be presented at Board. Following the general election, the new government is proposing to deliver at pace legislative reform through the Better Buses Bill. As a result, our focus has shifted to informing this Bill rather than publishing a separate document.
- 2.2 We also continue to support our partners with the delivery of their Bus Service Improvement Plans (BSIPs) by developing and providing evidence and analysis to them (as part of the TfN offer) for their local plans and business cases. The Bus Analytics Tool will provide partners with reliability and accessibility metrics for the bus services in their area. While there have been some delays with the tool due to challenges around data assurance and resourcing, it should be available for partners to use by March 2025.
- 2.3 In addition, we have developed an online interactive 'beginner's guide to buses' course to be hosted by the Bus Centre of Excellence. This is aimed to support partner capacity and capabilities by providing a base

understanding of the industry across multiple topics such as operation models, stakeholders, accessibility, and the transition to net zero.

- 2.4 The next *Better Buses for the North* forum is scheduled for 6 November 2024. It will give partners an opportunity to feedback on business planning, share lessons learnt from their ongoing work, receive updates from DfT, including the Better Buses Bill, and hear from industry experts on existing tools and evidence to support Partner work, such as the new social value toolkit for buses.

BP 2 With partners, identify the North's requirements of national rail reform, building upon existing levels of rail devolution (such as the Rail North Agreement) – June 2024

A

- 2.5 Following the announcement of the general election, we revisited our previous assumptions around the timeline for Rail Reform and have worked with partners to identify some key requirements that will shape our Rail Reform proposition. These requirements are being drafted into a narrative, which we will test with partners prior to further engagement. This will then form the basis of our engagement with the industry and DfT as consultation on the upcoming Rail Reform Bill in 2025.

BP 3 Secure the agreement of the Board to a strategy for improving accessibility to and at rail stations, and to identify key actions for implementation – June 2024

A

- 2.6 A framework for delivering the accessibility programme was approved at RNC on 3 September 2024 and supported by the TfN Board on 16 September 2024. It was agreed that TfN would write to the Secretary of State for Transport to request that funding for the 2024-29 period for the DfT's "Access for All" programme should be devolved to the North using mechanisms contained in the Rail North Agreement. TfN is working with the operators via RNP to secure the inclusion of some "quick win" accessibility works in operator business plans.
- 2.7 The fourth meeting of the Rail North Partnership Accessibility Task and Finish Group was held on Wednesday 18 September 2024, where Members and Partners discussed methods for prioritising the location of investment in accessibility. A further update will be provided at November's RNC.

BP 4 Secure the agreement of the Board to submit statutory advice to government on implementation of the Strategic Transport Plan (STP) - September 2024

A

- 2.8 Working is on-going into improving how the existing transport appraisal systems can better reflect the conditions in the North, with a focus on ensuring that social and environmental factors are given consideration.
- 2.9 The Northern Appraisal Playbook is due to be available to partners from November/December 2024 and will set out how to make the most of the flexibilities contained within the Green Book. This will draw upon

findings from a series of case studies – looking at existing scheme appraisals and how the case for investment could be strengthened.

- 2.10 The research will identify several additional areas that could be taken forward in 2025/26, such as whether a Northern measure of time should be considered. This further work would identify areas where we and partners could work collaboratively to strengthen investment cases for the North.

BP 5 With partners, identify proposals for investment in the Major Road Network for consideration by government – September 2024

A

- 2.11 The preliminary work on identifying potential Major Road Network (MRN) schemes is now complete. Proposed schemes include major maintenance and renewals, road safety, supporting a shift to alternative modes and road schemes facilitating new development and targeting congestion hotspots.
- 2.12 Work using TfN's analytical framework to develop a 'level of service' analysis of the MRN has also been completed. This provides an evidence base to support consideration of investment priorities. All further work on an MRN scheme pipeline has now been paused until DfT provide further information and guidance on future funding for the MRN.

BP 6 Secure the agreement of the Board to publish an investment pipeline for the North that forms the basis of input into the next Government Spending Review – September 2024

A

- 2.13 Following the election of the new government and after taking soundings from partners, work on reviewing and assessing priorities for a long-term pipeline of pan-regional transport investment was paused whilst a steer is sought from the TfN Board.
- 2.14 TfN is in a strong position to develop a prioritised investment programme reflecting the STP and using our research base, evidence, and analytical capabilities. We will be guided by partners on when and how we make the case for strategic investment and influence national investment programmes and decisions.

BP 7 Deliver services commissioned by DfT in support of Northern Powerhouse Rail – Ongoing

G

- 2.15 TAME's work programme on the Bradford station Strategic Outline Business Case continues, with four station options being appraised. The Analytical Framework is being utilised to provide a broad breadth of evidence in the Economic and Strategic Dimensions.
- 2.16 A major programme of Analytical Framework development continues, with a new Land Use and Transport Interaction model for the North and updating the base year of the Northern Transport Modelling system well underway.
- 2.17 The first phase of the Northern Behavioural Survey is completed, which aims to derive behavioural parameters for use in the rail demand

forecasting models. The parameters are expected to provide a more northern focussed set of behavioural responses.

BP 8 Secure the agreement of the Board to publish, for consultation, the draft update of the regional transport decarbonisation strategy – March 2025

A

- 2.18 Given the new Government's focus on delivery and following feedback from partners, this workstream will now take the form of a stocktake to update our baseline data. This will help us, and partners, understand progress thus far, and update evidence, including our decarbonisation pathway and policy recommendations, to support the STP ambitions for a fair and prosperous transition. The stocktake will also include an action plan for TfN Executive to support our partners deliver their priorities. This revised approach means our focus is on updating data and evidence underpinning the 2021 strategy, rather than doing a full refresh with associated consultation requirements.
- 2.19 Drafting of the stocktake has commenced along with partner engagement designed to optimise the value of the action plan. Work has also begun on updating the carbon baseline data, led by our TAME team. Currently, TAME resources have been prioritised into the production of the TfN Carbon Assessment Playbook, with the tool being of significant practical value to partners as they look to develop their Local Transport Plans (LTP) and understand the carbon reduction potential of transport measures, more widely. This new tool, expected to be available during the next quarter, will form part of the TfN Offer.

BP 9 Secure the agreement of the Board to submit statutory advice to delivery partners and regulatory bodies that will support delivery of investment in Electric Vehicle (EV)/alternative fuels infrastructure – March 2025

G

- 2.20 The EV State of Play report was approved by TfN Board in September and is being finalised for publication before December 2024. The EV State of Play report aims to:
- Review and evaluate progress of EV charging infrastructure deployment across the region against our forecasted requirements.
 - Apply TfN's evidence, and consolidated views of regional partners, to highlight key policy recommendations which can further enhance the speed and effectiveness of the EV transition.
- 2.21 The EV State of Play recommendations will form a basis for continued work with our partners (nationally and across the North) to focus on what needs to happen to bring these actions into operation to address barriers for EV uptake and charging infrastructure deployment.
- 2.22 We have applied our EV Charging Infrastructure (EVCI) Framework evidence within the EV State of Play report and expect to launch new evidence capabilities before December 2024, again as part of the TfN Offer. The EVCI Framework is already being actively used by local authorities via TfN's regional EV forum, as well as by national agencies, energy partners and private sector investors alike to inform planning,

investment, and delivery actions. The EVCI Framework was shortlisted for the Collaborative Partnership Award at the 2024 Highways UK Excellence Awards.

BP 10 Continue to develop the 'TfN Offer' to partners across the North and nationally, including roll out of the Common Analytical Framework – Ongoing

G

- 2.23 Demand for the TfN Offer continues to grow, and its scope is constantly evolving as additional tools and capabilities are becoming available, as noted in this report. Within the first year of operation we supported over 70 requests, with a further 10 in progress and more than 100 requests have been received.
- 2.24 At the end of September 2024, we estimate that TfN has realised savings of at least c.£360k by undertaking technical/analytical work through the TfN Offer. Moreover, it is conservatively estimated that the tools and capabilities produced by TfN have an added value of c.£3m.
- 2.25 We will be implementing a monitoring and evaluation process to assess the effectiveness of the responses to the TfN Offer requests, as well as seeking ongoing feedback on how the Offer can evolve to support the needs of our partners.

BP 11 Continue the TfN research programme and thought leadership activity as part of maintaining the evidence base that underpins the work of TfN – Ongoing

G

- 2.26 Our research strategy set out our research priorities for the year, aligned to the STP objectives and helps us ensure the STP evidence base remains current and robust. We have undertaken a six-monthly review and can report good progress against planned activities for this year.
- 2.27 Specifically, we launched a new 'severance tool' in August 2024, which considers the impact on active travel due to major road and rail infrastructure. We are nearing completion of the review into our evidence base for Transport Related Social Exclusion, which will include an update to the existing tool to provide data at a more granular level for partners to use in their planning and decision making, where appropriate.
- 2.28 Our citizens' panel – Northern Transport Voices – took part in research on accessibility at rail stations. This survey received over 2,000 responses, and the findings, expected by the end of Q3, will be used to inform the work currently underway through the RNC. In addition to this, we have completed some research into perceptions of rail freight – to inform our evidence base on mode shift - and are considering how the panel could support work on road safety.

BP 12 Continue to make the case for investment by government in the North's priorities for the Strategic Road Network and Rail Network

G

- 2.29 We have developed initial priorities for a long-term pipeline of pan-regional transport investment, as noted above. We intend to consider the next steps for that work with partners over the coming weeks. In the meantime, we continue to assist, with evidence and advice, across a range of strategic road and rail matters to protect and enhance investment in the North's connectivity.

Rail North Partnership

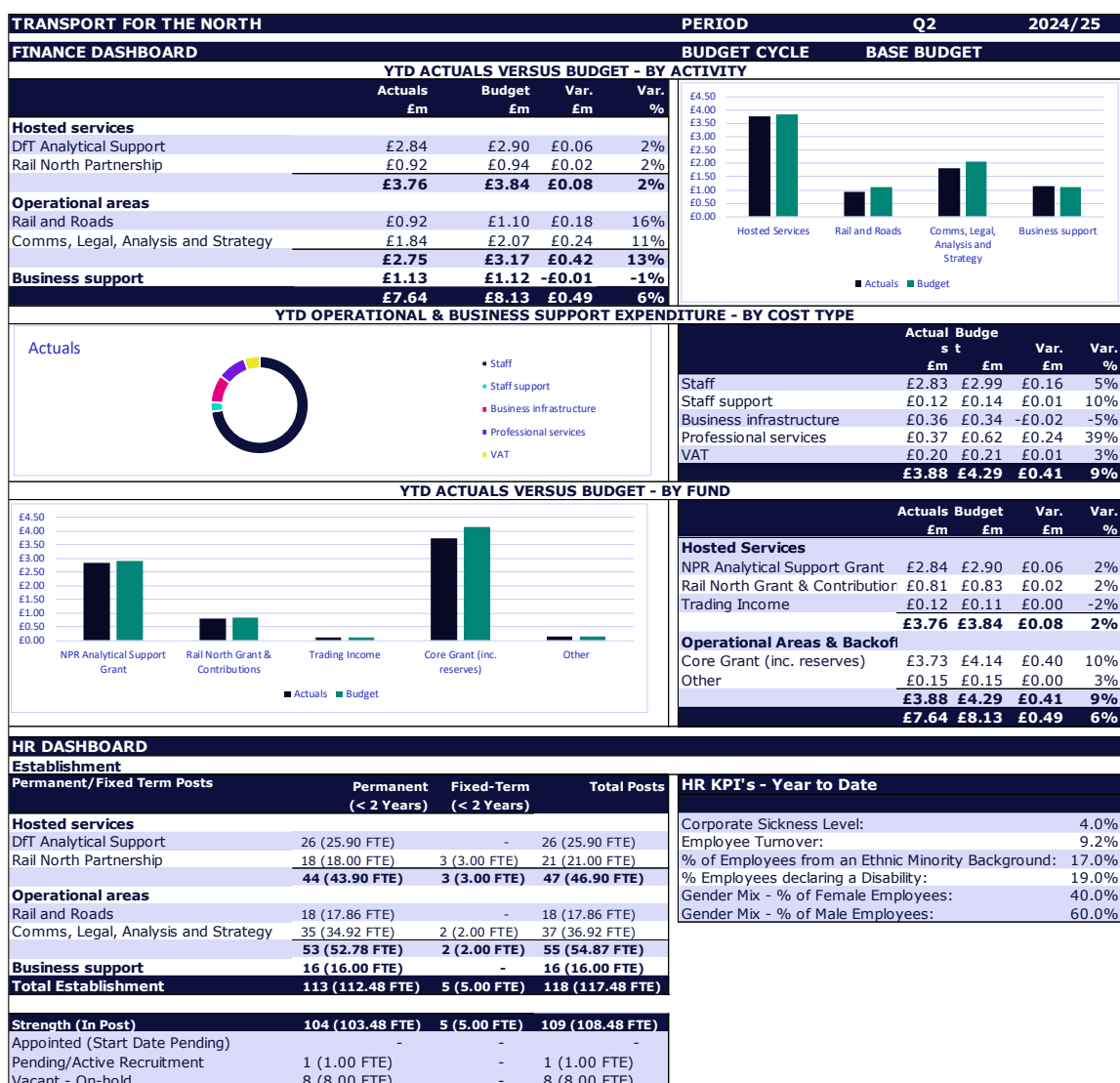
Progress in this Quarter

- 2.30 RNP continues to be focused on the 2025/26 annual business planning round for Northern and TPT. This includes conversations with stakeholders across the North to ensure local transport plans are considered in the development of those train operating company (TOC) business plans.
- 2.31 We were delighted that RNP's work on business planning and engagement with stakeholders has been recognised nationally and was nominated in the Civil Service Award's partnership category. The winners will be announced at a ceremony at Lancaster House in London on 10 December 2024.
- 2.32 RNP has also launched our outline passenger service specification project to develop a 10-year specification for Northern and TPT, built around stakeholder strategic transport plans overlaying passenger demand and budgets. The base specification document will be completed by April 2025, with the final specification due to be completed in April 2026.
- 2.33 Within the TOCs, TPT continues to make good progress in its driver training which will enable three trains per hour across the TransPennine Route Upgrade (TRU) diversionary routes from May 2025. The procurement of new trains will also help to realise the benefits of the TRU programme (more frequent, more reliable, faster, greener trains).
- 2.34 Following the successful introduction of its West Coast Kitchen trolley and dining service, TPT began work to develop similar offerings on its other long-distance services.
- 2.35 Northern's new Yorkshire Dales Explorer service between Manchester and Ribbleshead has carried more than 1300 passengers since its introduction in June. The service has been nominated in the national Community Rail Awards.
- 2.36 RNP has issued Northern with a breach of contract notice in July, requiring it to produce a performance improvement plan. This was because Northern failed to meet its TOC on self-cancellation targets for three consecutive periods.
- 2.37 **Priorities for next Quarter**
- Continue to work with operators and stakeholders on Northern and TPT's business plans, Northern's performance improvement plan and Northern's passenger assistance improvement plan (required by the Office of Rail and Road).

- Continue to develop the outline passenger service specification project with a series of ongoing stakeholder conversations.
- TPT will continue to focus on procuring new trains and driver training for TRU.
- Services on the Northumberland line between Ashington and Newcastle will begin by December, with two trains per hour Monday to Saturday.
- RNP and our partners will develop the Yorkshire Dales Explorer offering, including working with bus operators to provide improved local bus connectivity to nearby attractions and with Yorkshire Dales National Park and local business groups on offers/discounts with local accommodation, food and drink and leisure providers.

3 People and Finance

3.1



3.2 Year to date expenditure is £7.64m, £0.49m (6%) below base budget.

3.3 Staff costs are £0.2m lower than budgeted due to deferred recruitment, most notably the Rail and Roads Director role, which represents half the underspend.

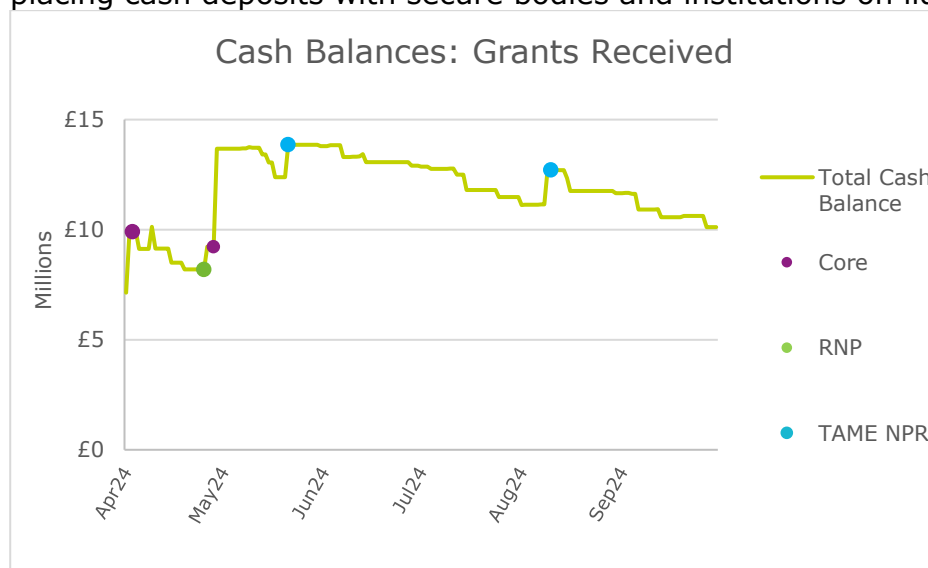
3.4 Discretionary costs are £0.4m underspent. NPR TAME accounts for £0.1m with the remaining £0.3m in the operational areas, the majority due to delayed activity compared to the original budget phasing.

3.5 High priority activities emerging during the year are captured within the virement process. To date these have been delivered within the budget envelope due to budgeted activities being either deprioritised, delayed or delivered at a lower cost. To date, virements totalling £0.4 million have been approved, as detailed below, with funds redirected to support new initiatives aligned with corporate priorities. Part of the savings relate to activities no longer proceeding with work currently underway planning suitable alternatives.

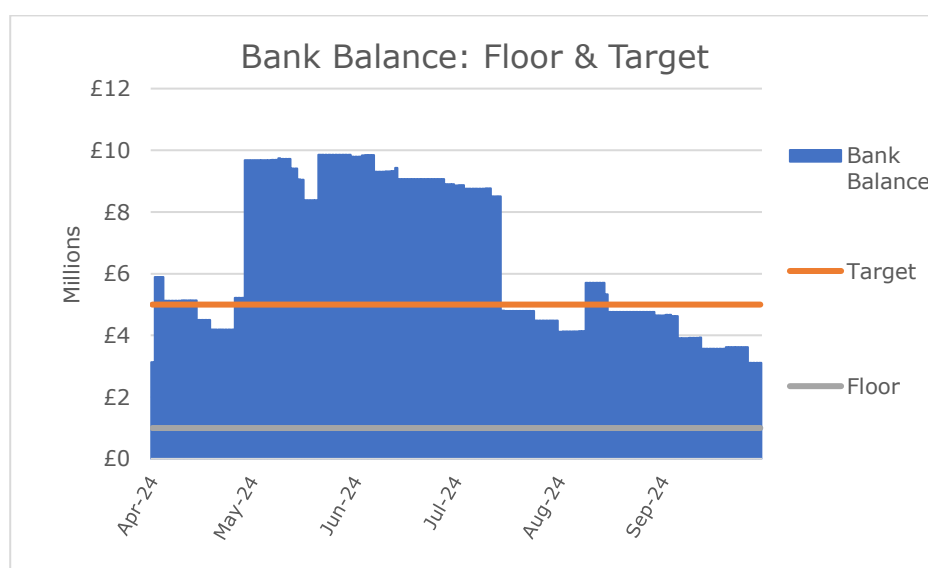
This includes the TfN 2025 Annual Conference, which will be replaced by more targeted engagement activities over 2025.

Mid-Year Treasury Management update

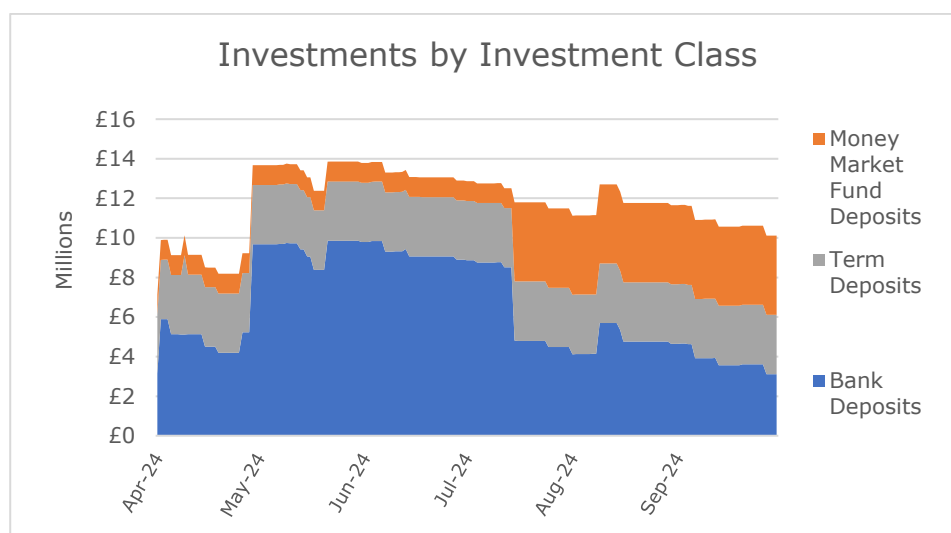
- 3.6 The TfN Constitution obliges officers to report to Board at the mid-year mark on performance against the Treasury Management Strategy. Unlike many partner bodies, we are prohibited from borrowing, therefore the strategy directs how we manage cash and investments. To date, we have operated within the parameters set out in our Treasury Management Strategy.
- 3.7 The following charts show performance against key parameters. It shows that TfN has managed cash and investments within its counterparty criteria, placing cash deposits with secure bodies and institutions on liquid terms.



- 3.8 The principal source of income is grant from DfT which is received periodically leading to the pattern of cash balances shown above i.e. a peak on receipt of grant followed by a gradual run down of balances until the next grant instalment is received.



- 3.9 We aim to ensure that an adequate but not excessive balance is maintained in the main business bank account. This gives us a target of holding between £1m and £5m. In full compliance with our Treasury Strategy, at times we have held a balance above £5m. Yields have further improved this year, with the interest return on our business account only slightly lower than the alternatives at a similar level of security.



- 3.10 During the year we have sustained a suitable balance in our main business bank account. In July 2024, to further divest our portfolio but remaining liquid, an additional £2m was invested in money market funds.
- 3.11 There is no intention to change the focus of our Treasury Management Strategy and its prioritisation on security and liquidity over yield.



The Bee Network

Delivering transformational change

Simon Elliott and Stephen Rhodes

TfN Board

9th December 2024



BEE NETWORK



Transport for
Greater Manchester

We're building the Bee Network

Driving economic and productivity growth; enabling housing and job creation.

Connecting people to new opportunities, essential services and each other.

We're integrating fares, ticketing and customer information under a single, trusted brand.

By 5 January 2025 - bus, tram and active travel integrated - programmes of activity are well underway in each.

By March 2025 - multi modal fares and ticketing for bus and tram.

By 2028 - local rail integrated.



Our buses

Half of our bus network is now franchised, with the process to be **completed on 5th January 2025.**

We're targeting a **30% increase in bus patronage by 2030.**

The needs of our customers and staff are central to our plans:

- **Safe**
- **Reliable**
- **Frequent**
- **Affordable**
- **Zero emission with electrified depots**
- **Delivering high employment standards through the Greater Manchester Good Employment Charter.**



One year on we've:

Increased patronage nearly seven million more journeys have been made on the city region's buses compared with the previous year - a 5% increase

Reduced average ticket costs by 15% with the £2 fare

Improved performance with services in the tranche one area now consistently above 80% punctuality (up from c.69% on the pre-franchised network)

Invested in growing the network with more frequent bus services, longer operating hours and launch of a 24hr bus pilot

Increased the number of zero emission buses with 10% of buses now electric, and approx. 25% by April 2025 – up from less than 1% before franchising

Unlocked housing and development e.g. Stockport Interchange complete and moving forward now with Bury Interchange

Reduced the per-km cost of operating Bee Network buses by ~ a third compared to having to intervene in the private deregulated market



Improvements planned for 2025:

- A range of **customer focused improvements** are planned for the new year, to coincide with the launch of Tranche 3 including:
 - The cost of a **7-day adult Bee Any Bus ticket to reduce to £20**, and the **28 day version to £80**
 - Launch of a new **hopper ticket**
 - Additional **TravelSafe Enforcement Officers**
- TfGM is working with local **Credit Unions** to allow customers to spread the payment of an annual bus ticket, at no extra cost, throughout the year with a Credit Union loan - saving up to £240 a year.
- Implementation of the first area based **Network Review** - an important way to help deliver longer-term changes to the franchised bus network.

Reflections:

- **Bus franchising currently takes a long time to deliver** –over seven years in GM. New legislation should improve this.
- **Electrification of depots and vehicles is challenging** – manufacturer capacity is limited, capital requirements are significant, and an ageing estate presents issues.
- **Mobilisation is challenging** – even with a nine-month period to mobilise, the need to hand over in a single night means outgoing and incoming operators need to transfer hundreds of employees and vehicles in a matter of hours.
- **New technology and systems** – TfGM commissioned some itself (e.g. on bus equipment). Delivery of these has varied, even where an early start was made with design and procurement activities.

Next phase of the Bee Network – Rail Integration

Eight priority lines by 2028; full GM Network by 2030

Benefits for passengers:



More frequent services



New rolling stock



More accessible stations,
working towards a fully
accessible estate



Full integration with the Bee
Network, including branding and
customer experience



Tap and go ticketing,
starting from 2025



Multi-modal fares
simplification



New stations at Golborne
and Cheadle



Housing and regeneration
opportunities at stations

By delivering increased patronage through these improvements, we could reduce the subsidy required to support local rail services.

GM's Bee Network approach: opening up opportunities

- GM's Bee Network demonstrates how a joined-up transport system can support local, regional and national objectives around growth, housing, energy, decarbonisation - helping to break down barriers to opportunities.
 - We are improving outcomes through significant programmes of activity across tram, bus and active travel - integrating commuter rail lines through an incremental approach and providing simplified 'tap and go' ticketing.
- This approach could be suitable for wider application across the North. Key considerations include the challenges of:
- Legislative changes - to significantly improve the practicality and timescale of delivery.
 - Funding certainty (revenue and capital) from Government, alongside money raised locally - pivotal to initial delivery and ongoing development.

Meeting:	Transport for the North Board
Subject:	Business Planning for 2025/26
Author:	Katie Day, Director of Strategy and Deputy Chief Executive
Sponsor:	Martin Tugwell, Chief Executive
Meeting Date:	Monday 9 December 2024

1. Purpose of the Report

- 1.1 Following the Mayoral/local elections in May, and the General Election, the Transport for the North (TfN) executive has engaged with partners over the summer and early autumn to understand their priorities for TfN into 2025/26. This culminated in initial advice to the Board in September, where Members provided an initial steer on work for 2025/26. Building on that steer and the subsequent autumn Budget on 30 October, this report sets out our emerging plan for 2025/26 which will be considered by the Board in December 2024.

2. Recommendations

- 2.1 It is recommended that the TfN Board considers the report and provides feedback on the emerging plan for 2025/26.

3. Context

- 3.1 The establishment of TfN as a statutory body in 2018 saw powers and responsibilities devolved by Westminster from Whitehall to the North's leadership. TfN is an entity through which the North's Political leaders can choose to come together to secure the delivery of pan-regionally significant investment in a way that complements and supports the leadership of the MCA/LTAs within their communities. It is a body with an established governance framework and has an executive team that holds specialist technical capability upon which its member authorities, and other partners including government, can draw to supplement/support their own.
- 3.2 With the North's Strategic Transport Plan (STP) now provided as statutory advice to the Secretary of State on how pan-regional transport investment can enable sustainable, inclusive growth, TfN's attentions are on delivery. The Board acknowledged that delivery needed to focus on:
- Issues and investment proposals that are cross boundary.
 - Issues that are common to several of the constituent authorities and where there are efficiencies to be realised by working collaboratively.
 - Issues where there is a consensus amongst the constituent authorities there is added value from having a collective voice from the North.
- 3.3 The October Budget re-affirmed support for some key transport investments for the North, including the Trans-Pennine Route Upgrade (TRU) and continuing momentum on Northern Powerhouse Rail (NPR), as well as strategic road infrastructure like the A57 corridor. While we need to see the outcomes of the Spending Review in spring 2025, we've taken account of these commitments in determining our 2025/26 business planning priorities.
- 3.4 Equally, we have ensured current challenges – such as train operating company performance and accelerating delivery of improved accessibility at the North's rail stations – remain firmly at the forefront of our work in response to our Political Leaders' priorities and the Rail North Partnership. And, with the Department for

Transport (DfT) leading work on rail devolution/reform and 'better buses', our work on business priorities has been cognisant of the changed policy environment in which we are operating and, as such, sought to clarify where TfN can add most value.

- 3.5 This paper was considered by the Scrutiny Committee at its meeting on 21st November, and by the Executive Board at its meeting on 28th November. The Committee was content with the focus of TfN activities as set out. The Executive Board (which comprises senior officers from all TfN constituent authorities and is chaired by a partner authority) identified a small number of points, which are incorporated into this paper.

4. Emerging 2025/26 plan

- 4.1 The Board's feedback and partners have been clear: our focus must be on the pan-regional journeys, and those connections to/from the North, so we *facilitate the development and implementation of transport strategies in the North in order that there is enhanced economic growth in the area*. TfN has evolved and, in response to the changing political and policy context, is here to support MCAs/LTAs and enable delivery through partners. We will do that through:

- I. Providing strategic evidence and statutory advice to make the case for investment to deliver the North's STP
- II. Acting as a broker/convenor of partners to accelerate delivery of pan-regional significant and/or cross border schemes and policy priorities
- III. Providing technical support, through our specialist capability, analytical framework and tools, to our partners for local/national planning and business cases.

Appendix one provides a summary shared with the Board in September.

- 4.2 More specifically, the Board stated in September that the following is important:

- Place-based task forces to convene partners to address long-standing bottlenecks on the North's railway network, and/or unlock opportunities at pan-regionally significant hubs such as Crewe, Manchester, Liverpool, Leeds, Sheffield
- Enabling the North's freight and logistics ambitions, especially in relation to growing rail freight and unlocking opportunities at our international gateways and east/west connectivity across the region
- Keeping focused on the need for NPR as a "network in full", as developed by the TfN Board, to ensure we maintain a strategic view across the region.
- Continuing work on the Northern Appraisal Playbook, ensuring the North uses the flexibilities already available within the Green Book to take account of the wider social and environmental benefits in securing investment – and continue to make the case for wider reform in appraisal and business cases where needed.
- Taking a more proactive approach to enable MCAs/LTAs to access the tools, analysis and advice available via the TfN Offer
- Championing rural connectivity and considering where additional effort, perhaps via a task force, might help deliver change (schemes/policy)
- Regular reporting against the STP ambitions and strategic outcomes, and on how TfN is helping its members/partners to accelerate planning and delivery.

- Providing support to Northern partners, in the context of the emerging 'better buses' bill to enable knowledge/expertise sharing and, if needed, a strategic approach to facilitate cross-boundary collaboration.
- 4.3 In recognising the tight fiscal environment, we have assumed resources at a similar level for 2025/26 as we have this year and there will be a need for the TfN Board to make choices/trade-offs within that envelope. This will mean that some activities TfN have undertaken in the past may be deferred or discontinued.
- 4.4 In addition, we continue to challenge our internal processes and working arrangements to realise efficiencies. This will continue throughout the business planning process.
- 5. (i) Strategic evidence and statutory advice**
- 5.1 Given the context set out above, our emerging priorities under this theme are focused on supporting implementation of the STP, and specifically the commitments for advice to the Government on system reform and a pan-regional pipeline in support of our constituent authorities. The latter will form the basis of a TfN spending review submission in due course, and we expect to discuss further with the Board in December.
- 5.2 Our emerging plan for 2025/26 includes:
- Northern Appraisal Playbook – we'll undertake further work to help develop advice for our partners on how to improve business cases to unlock investment that can deliver sustainable, inclusive growth.
 - Evidence base, monitoring and implementation – we will maintain the STP evidence base through our ongoing research programme and monitor performance against our ambitions so the North can readily identify areas for action/investment.
 - Investment Pipeline – this will capture the pan-regionally significant corridors/schemes where Members may want to provide a collective voice, such as: NPR in full; an alternative to HS2 between Birmingham and Manchester; investment in major hubs such as Leeds, Manchester Piccadilly and Sheffield; additional improvements on ECML, including Newcastle, Northallerton and the Leamside line; better connections to Bradford, Scarborough, Hull and Manchester airport; as well as priorities for the Roads Investment Strategy such as the A66.
 - Decarbonisation/System Resilience – we will complete our stocktake of the Regional Transport Decarbonisation Strategy, giving our partners the evidence and tools to deliver their plans. Further, we will continue work on the climate resilience of our strategic road and rail networks to provide evidence for investment on critical pan-regional routes giving growing vulnerability for climate change.
 - Maintaining a strong focus on holding Northern and TPE to account for performance as part of the Rail North Partnership and through the Rail North Committee, as well as working with the DfT in shaping outline service specification for the next 10 years.
- 5.3 In supporting this focus, the Executive Board identified the role that TfN can, and should play, in 'joining up' thinking when it comes to investment that is delivered through nationally managed, mode-specific programmes. An example cited by the Board was the decision to drop an investment in improved road access to the Port of Liverpool which formed part of National Highways programme. In a world in which the focus is on delivery outcomes – in this instance improved access – the Executive Board suggested that there is a role for TfN in working with

partners to identify the best use of public funds available to nationally managed programmes.

- 5.4 The Executive Board also identified the importance of the investment pipeline to be cognisant of the importance of supporting nationally significant economic activities: the significance of economic activity in/around Barrow being cited as an example. Business voices on the TfN Board have previously highlighted the extent to which comparatively small-scale investment in some locations can have a disproportionately beneficial impact on the economy and surrounding communities.

6. (ii) Broker/convener to accelerate delivery

- 6.1 TfN's ability to work across boundary and modes means we can support Political Leaders to bring partners together to tackle cross-border issues, from current performance to securing long-term investment. Our emerging plan for 2025/26 includes:

- For pan-regionally significant corridors/schemes (as identified in the investment pipeline, referenced above) provide direct assistance to enable delivery, drawing on TfN's specialist and technical resources to work with MCAs/LTAs and other partners.
- Linked to the point above, where needed, establish and facilitate place-based taskforces to address long-standing bottlenecks and opportunities across the North's rail network. We cannot within 2025/26 resources accommodate all requested task forces (please see below), so will seek a steer from Board on priorities.
- Working with the North's freight and logistics sector to bring partners and business together to make the case for our international gateways, and investment needed to unlock a greater share of freight by rail.
- Continue our work to accelerate delivery of rail station accessibility improvements, using TfN's role through the Rail North Partnership to work with the operators.
- Working with Political Leaders to determine the role of the North, as a collective, wishes to have in rail reform to complement greater devolution to city regions.

7. (iii) Technical support for planning and business cases

- 7.1 The North's Political and Business leaders have invested in building significant technical and analytical capacity (including our TAME function) which is providing direct support, when requested, to our partners (both across the North and nationally).
- 7.2 The 'TfN offer' includes not only the functions we can provide as set out in (i) and (ii) above but also making available the TfN Analytical Framework and tools with our technical resource, where demand from our Northern partners and nationally continues to grow. Our focus is on making those publicly funded capabilities more widely available to deliver economies of scale and efficiencies across the North. This includes re-baselining the Analytical Framework to 2023 (from 2018), and, where we can, automating our tools so that partners can use them more readily for their work especially in a resource contained environment.
- 7.3 Over the next year, we will ensure we maximise the resources we have available to work with partners where they wish us to do. So, we intend to:
- Proactively reach out to partners to discuss their specific needs and how our resources can help – we expect to re-launch our 'TfN Offer' early in 2025 to

inform that engagement, which will capture the new and emerging capabilities that have developed in the last 12 months, and we can now make available to our partners

- Through TAME, provide the technical input to NPR – with the work commissioned from TfN by the DfT
- Evolve our decarbonisation and transport related social inclusion (TRSE)/severance tools to ensure they can deliver what MCAs/LTAs need for their local transport plans and business cases, without having to commission their own bespoke models.
- Upgrade our electric vehicle charging infrastructure tool to meet growing demands from partners, including implications for grid capacity – and alongside continue to convene Northern partners (public and private) to support implementation/delivery.

7.4 In developing this emerging plan, it is not possible to undertake all the work that partners may wish us to do with the resources we have. The plan is based on those areas where the Board has provided a clear steer, and where there is added value in the North working together (rather than being nationally led). With many MCAs/LTAs now refreshing their local transport plans, we have also acknowledged that TfN directing more of its technical resource to support that work will become increasingly important, as well supporting work to accelerate delivery of those schemes/corridors in the pan-regional investment pipeline (once agreed). With the STP adopted by the Board earlier this year our efforts have been on implementation, and less about policy development/strategies, which have characterised TfN work in the past.

7.5 The Executive Board had an extended discussion on the issue of rural connectivity. Whilst it was recognised that the needs of any rural community will be quite specific, there was a consensus amongst the officers on the Executive Board as to the added value of looking to TfN in its convening role to help make progress on this issue. In this, the Executive Board were mindful that TfN's work on Transport Related Social Exclusion, severance, and the Northern Appraisal Playbook may all be useful.

7.6 The priorities set out in the preceding paragraphs require TfN to defer/stop or de-scope the following aspects of our work over 2025/26, enabling resources to be re-directed to the priorities set out at 4.1 (i-iii.) Specifically:

- Fares and ticketing – city regions are already delivering integrated ticketing solutions, and while TfN can help broker between regions, ultimately (at least for rail), this work is being led nationally by shadow Great British Railways, although there may be scope to explore whether some early progress in this regard is possible in the North given the level of rail devolution that already exists and the role TfN has in relation to the Northern and TPE contracts.
- Developing new planning tools – we intend to focus on maintaining and evolving the tools we have, rather than developing new ones. Buses and fares are areas where we've been asked to develop new planning tools. We intend to make the 'minimum viable products' we are developing available but would not propose further work over the next 15 months.
- Connected Mobility – we intend to scale back activities in delivering the regional strategy, given this is predominately being led within city-regions or nationally (e.g. autonomous vehicles, digital roads)
- Active Travel – this is a local connectivity matter, and integration within city regions is already happening. Our TRSE/severance tools will continue to

provide evidence/analysis to inform local planning, but we do not intend to undertake further work in this area.

- 7.7 In addition, there are choices to be made about which pan-regionally significant schemes/corridors Members would like TfN resources allocated in support of over 2025/26.
- 7.8 We expect, through the technical work on NPR (for which we are commissioned and funded directly by the DfT), that any projects within that programme will benefit from the TAME resource available in line with national plans. This could include: Liverpool-Manchester, Leeds and Bradford, and integration with TRU.
- 7.9 Building on its discussion on the 'State of Play' overview of all rail investment proposed for the North, the Rail North Committee has asked the TfN executive to prioritise the work of a series of rail task forces. The order in which these task forces are established will in part need to reflect opportunities linked with other works. The RNC will consider this issue at its meeting on 20 November 2024.

8 Next Steps

- 8.1 The work of TfN needs to evolve to reflect the Missions of the Government and the leadership role of MCAs and their elected Mayors. There is also a need to reflect that the Government has committed to bringing forward new legislation for rail reform and 'better buses'.
- 8.2 So, our themes for the business plan are based on what we know will be important for the next 15 months. But also, they show how we can build on the foundations and investment already made in TfN to ensure Political leaders have a resource to support their ambitions for the North as a whole, that supports collaborative work on issues of common cause, at scale when needed, and which tackle opportunities and challenges that cut across areas.
- 8.3 We are refreshing our communications and engagement strategy for the year ahead, to ensure it focuses more on our enabling and supporting role to MCAs/LTAs through more bespoke engagement. But also, how we can grow our business engagement, especially those transport providers like freight operators, ports and airports, to ensure those pan-regional and union connectivity investment priorities are shaped by the North's requirements to unlock sustainable, economic growth.
- 8.4 In addition, we intend to step up our engagement with communities and public-facing bodies, to bring an even greater diversity of perspective to our work, the evidence base underpinning the STP, as well as the statutory advice we give. This will be reflected in the refreshed communications and engagement strategy.
- 8.5 Within TfN, we are re-shaping how we work where needed, to ensure we are working as efficiently as possible. This includes reviewing how we engage with our stakeholders, and specifically MCA/LTA officer groups, to help make better use of partners' time and inputs.
- 8.6 TfN's Scrutiny Committee considered this report at its meeting on 21 November 2024. They were supportive of the direction, but wanted to re-iterate that TfN must be about the entire North working together including MCAs and LTAs. Moreover, that building public trust and confidence to use our public transport systems is of critical importance; so, a continued focus on the performance of current services is essential. They also noted that integration of sustainable transport into new housing/commercial/industrial developments – including distribution centres – should be central to planning.
- 8.7 Subject to Executive Board feedback, the emerging plan and recommendations for the pan-regional investment pipeline will be presented to the Board in

December. With their direction, we will then finalise the TfN Business Plan for 2025/26, our budget and resources – pending a confirmed allocation by the Department for Transport – and expect to bring that to the Board for approval in March 2025.

9. Corporate Considerations

Financial Implications

- 9.1 This report does not include any financial implications. It is seeking a steer on TfN’s emerging plan for 2025/26. Following feedback, financial implications will be considered, and any choices put to the Board as necessary.

Resource Implications

- 9.2 As above.

Legal Implications

- 9.3 The emerging plan is deliverable in line with TfN’s Constitution.

Risk Management and Key Issues

- 9.4 We have identified a corporate risk regarding the future role of TfN should there be a change in government policy and/or partner commitment.

Environmental Implications

- 9.5 This report does not include any environmental implications. It is seeking a steer and feedback only at this stage. Following feedback, more detailed proposals and environmental implications will be considered.

Equality and Diversity

- 9.6 As above.

Consultations

- 9.7 Where needed, we will understand engagement and consultation via TfN governance structures.

10. Background Papers

- 10.1 n/a

11. Appendices

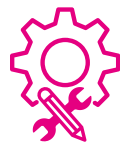
- 11.1 Appendix 1 – TfN on a Page: Summary of role/focus

Glossary of terms, abbreviations and acronyms used

a) STP	Strategic Transport Plan
b) MCA/LTA	Mayoral Combined Authority / Local Transport Authority

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What we do



We prepare the **North’s long-term transport strategy** to unlock sustainable and inclusive growth, and monitor and evaluate progress against its ambitions and metrics

We **advise government** to ensure decisions on pan-regional and national connectivity are informed by the North’s evidence and priorities

We provide capacity and capability to **support local transport and growth plans**

In partnership, we specify, procure and **monitor the North’s rail contracts**

We broker and **convene public and private partners together** to accelerate delivery of pan-regional infrastructure and services

In the next three years...



Enable regional leaders and business to **join up planning and delivery of strategic connectivity systems** to drive growth, including transport, energy and digital

Strengthen and accelerate business cases to unlock investment by **stepping up our data and technical offer** to partners

We will maximise efficiencies and value to the public purse by **enabling cross-boundary delivery through our delegated powers, and facilitate project taskforces and knowledge/expertise sharing**, to speed up implementation of solutions

Mission: To drive sustainable growth and reduce inequalities by enabling delivery of transformational connectivity across the North and to/from the North



Benefits to our partners



We deliver **trusted data, evidence and monitoring** for our MCA/LTA and national partners, to advocate for investment in growth

We **provide technical services and advice**, including analysis, modelling and planning tools to develop business cases more cost effectively

We **help political leaders work in partnership to deliver pan-Northern priorities**, where they choose to do so

We enable the North to **improve the effectiveness and efficiency of its rail services and shape pan-regional strategic infrastructure** outcomes needed for growth

To unlock inclusive and sustainable growth, we work on...



Delivering better pan-Northern connectivity on our **strategic road and strategic rail networks**

Securing improved connectivity to our **international gateways**

Identifying and enabling cross-boundary planning and collaboration to deliver infrastructure priorities, such as **electric vehicle charging infrastructure and alternative fuels**

Unblocking regulatory inefficiencies and infrastructure constraints to **promote rail freight growth and more efficient logistics movements**

Opportunities and challenges faced by the North, such as rural connectivity, transport-related social exclusion, new technology options and climate change resilience/adaptation

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Meeting:	Transport for the North Board
Subject:	Decarbonisation Strategy Stocktake and Action Plan Update
Author:	Peter Cole, Head of Decarbonisation
Sponsor:	Katie Day, Strategy Director and Deputy Chief Executive
Meeting Date:	Monday, 9 December 2024

1.0 Purpose of the Report:

- 1.1 To provide an update on Transport for the North's ("TfN's") Decarbonisation Strategy stocktake exercise, including early findings and next steps.

2.0 Recommendations:

- 2.1 TfN Board is asked to note the report, including the timescales for delivery, and provide any feedback on the early findings of the stocktake.

3.0 Context:

- 3.1 TfN's Regional Transport Decarbonisation Strategy, published in 2021, committed TfN to undertaking a stocktake exercise at each milestone along our Decarbonisation Trajectory, the first being in 2025.
- 3.2 The purpose of the stocktake is to monitor the North's progress in the decarbonisation of surface transport, allowing us to benchmark progress against the Decarbonisation Trajectory and adjust the focus or strengthen the recommended approach where needed.
- 3.3 The stocktake process is also driven by the need for TfN to revisit and align the pathway and policy recommendations with the strategic ambitions agreed in our Strategic Transport Plan ("STP"), published earlier this year.
- 3.4 Informed by the stocktake and ongoing engagement with MCA and LTA officers, we will also be seeking agreement to the actions TfN Board will take to support the STP decarbonisation ambitions. This will detail the activities that TfN is proposing to undertake, subject to funding, in the period from 2025 to 2030. The action plan will provide a focused list of activities that support our partners and enable delivery.
- 3.5 The stocktake and action plan do not constitute a new strategy, as TfN's 'near zero by 2045' decarbonisation ambition is already reflected in the STP. This work will update the evidence base (the Decarbonisation Pathway) and set out our intended actions for the next five years. As such no public consultation is now proposed.

4.0 Early Findings:

- 4.1 TfN's 2018 carbon baseline, used within the 2021 Regional Transport Decarbonisation Strategy, is being updated to 2023. Whilst the update is still ongoing, early findings indicate that the North has achieved transport related carbon reductions largely in line with our Decarbonisation Trajectory between 2018 and 2023.
- 4.2 These reductions have for the most part been due to traffic reductions experienced as a result of the Covid pandemic. The update also shows that some key transport decarbonisation policy lever ambitions, included within TfN's Decarbonisation Pathway, have progressed slower than anticipated. Most notably, this is around Zero Emission Vehicle ("ZEV") sales.

- 4.3 As part of the stocktake, we will advise Members if any adjustments are required to the level of commitment required as a region, against key transport decarbonisation policy levers. This will then be reflected in an updated Decarbonisation Pathway, upon which Members will have the opportunity to review and provide feedback.
- 4.4 Whilst the transition to ZEVs will continue to do the 'heavy lifting' in terms of absolute emissions, the lack of progress in this area means that managing both car and HGV mileage will now be essential. Through incorporating the STP's headline 'right share' metrics of no-net increase in regional car mileage, and a tripling of the share of freight carried by rail, early modelling suggests that the North could stay within its surface transport carbon budget. Importantly, it also aligns to the STP ambitions to reduce social exclusion, boost local economic growth, and ensuring there are better sustainable transport choices to encourage mode shift.
- 5.0 Next steps:**
- 5.1 We will present the stocktake and action plan to TfN Board for approval in June 2025, having provided updates and opportunities for feedback as necessary in March 2025.
- 5.2 An elongated programme is required to be able to incorporate two important inputs:
- Firstly, TfN's 2023 carbon footprint modelling and analysis: this re-timing to June has allowed TfN's in-house carbon modelling specialist resource to focus on the delivery of TfN's **Carbon Assessment Playbook (CAP)**. This is a 'policy builder' tool which allows every MCA/LTA to test the carbon reduction impacts of different local transport policies and interventions, within their Local Transport Plans, against their bespoke transport carbon baselines. The CAP is expected to be launched by early 2025.
- Secondly, our work to map the vulnerability of the North's strategic transport networks to climate change effects, the evidence from which will be important in informing the stocktake document. Subject to TfN's business planning, we would also like to provide local road vulnerability data to partners, under a number of climate scenarios, to aid local and national planning too.
- 5.3 Both the development of the CAP and the climate vulnerability workstream are examples of where we are using TfN's analytical and research expertise to deliver practical tools to aid partners with the development and implementation of their transport plans.
- 5.4 TfN's Scrutiny Committee continued to be supportive of the stocktake focus on an inclusive and prosperous transition. They were keen that future actions in particular support: TfN's rail freight mode shift ambition; increasing local uptake of zero emission vehicles; the role of hydrogen for mobility; and opportunities for further rail electrification. The Committee was also very supportive of TfN's recent work on understanding the climate vulnerability of the North's strategic transport infrastructure and extending this where possible to local infrastructure over the coming years.
- 6.0 Corporate Considerations:**
- Financial and Resource Implications***
- 6.1 There are no direct finance and resource implications as a result of this report.

Legal Implications

- 6.2 Any legal implications are contained within the body of this report.

Risk Management and Key Issues

- 6.3 A risk assessment is not required for this stage, however, a risk relating to progress against TfN's decarbonisation delivery has been identified on the TfN Functional Risk Register.

Environmental Implications

- 6.4 The stocktake exercise aligns TfN's 2021 Regional Transport Decarbonisation Strategy with TfN's STP as adopted in 2024, which was subject to a full ISA.
- 6.5 The stocktake document does not constitute a new strategy, plan or programme requiring an SEA under the Environmental Assessment of Plans and Programmes Regulations 2004.

Equality and Diversity

- 6.6 Transport decarbonisation policy measures can potentially lead to uneven distributional impacts. As part of this stocktake, we intend to consider the potential distributional impacts of key transport decarbonisation policies through an Equality Impact Assessment.

Consultations

- 6.7 The requirement to produce a stocktake of the North's progress against the Decarbonisation Trajectory was laid out in the 2021 strategy and subject to a public consultation in Summer 2021. The North's decarbonisation ambition is reflected in the STP, which was also subject to a statutory consultation in 2023.
- 6.8 The stocktake and action plan do not constitute a new strategy. TfN's 'near zero by 2045' decarbonisation ambition, Decarbonisation Trajectory and cumulative carbon budget remain unchanged. As such, no further public consultation is required. Engagement with MCA/LTA partners has been undertaken throughout 2024.

7.0 Background Papers

- 7.1 No background papers.

8.0 Appendices

- 8.1 No appendices.

Glossary of terms, abbreviations and acronyms used:	
a) MCA	Mayoral Combined Authority
b) LTA	Local Transport Authority
c) ZEV	Zero Emission Vehicle (including Electric Vehicles)
d) HGV	Heavy Goods Vehicle
e) STP	Strategic Transport Plan
f) SEA	Strategic Environmental Assessment
g) ISA	Integrated Sustainability Appraisal
h) CAP	Carbon Assessment Playbook

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Meeting:	Transport for the North Board
Subject:	Governance Update
Author:	Julie Openshaw, Head of Legal
Sponsor:	Martin Tugwell, Chief Executive
Meeting Date:	Monday, 9 December 2024

1. Purpose of the Report:

- 1.1 To enable Board to consider and approve the recommendations of the General Purposes Committee:
- (i) Proposals to revise the membership of Rail North Committee (RNC) and General Purposes Committee (GPC);
 - (ii) Proposals to allow and appoint Substitute Members for Audit & Governance Committee (AGC);
 - (iii) Proposals to amend TfN's constitution in light of the Greater Lincolnshire devolution deal; and
 - (iv) The extension of the term of office of an Independent Member of Audit & Governance Committee.

2. Recommendations:

- 2.1 It is recommended:
- (i) That with effect from the date when the Greater Lincolnshire Combined County Authority (GLCCA), the Lancashire County Combined Authority (LCCA) and the Hull and East Yorkshire Combined Authority (HEYCA) are in place, the groupings for Rail North Committee (RNC) and General Purposes Committee (GPC) membership are abolished and each Constituent Authority and co-opted member of TfN be allocated a separate seat on RNC;
 - (ii) That from that time, each Constituent Authority of TfN be allocated a seat on GPC, and that there be one Business representative co-opted to the GPC from those co-opted on TfN Board on a non-voting basis;
 - (iii) That Board resolves that with effect from the date of the establishment of the GLCCA, North Lincolnshire Council and North East Lincolnshire Council are removed as Constituent Authorities of TfN and that the Secretary of State for Transport be advised of this resolution; and
 - (iv) That once the GLCCA is established:
 - it be co-opted as a Rail North Authority on to TfN Board; and
 - the voting shares at Rail North Committee formerly allocated to Lincolnshire County Council, North Lincolnshire Council and North East Lincolnshire Council are allocated to GLCCA.
- 2.2 It is recommended:
- (i) That substitute members for the Audit and Governance Committee be permitted;
 - (ii) That the Members in Appendix 1 be appointed as AGC Substitute members for the remainder of the municipal year; and

(iii) That the Constitution be amended accordingly.

2.3 It is recommended:

- (i) That Mr Graham Bell's term of office as an Independent Member of Audit & Governance Committee be extended from 30 April 2025 until 30 September 2027.

3. Rail North and General Purposes Committee Memberships

3.1 On 30 October 2024, GPC considered a report relating to the future proposed membership of RNC and GPC.

3.2 Before TfN's establishment as a statutory body in April 2018, Rail North Limited (a limited company), was set up by the local transport authorities in the North and parts of the Midlands. The functions undertaken by the company were subsumed into TfN on its establishment and are overseen by the RNC on behalf of the Board. RNC's membership composition was established according to Rail North Limited's regional grouping matrix. This was adopted to ensure that the number of RNC representatives was manageable whilst at the same time providing all constituent authorities with some form of representation. It was based on geography, each group containing one or more of TfN's Constituent Authorities (voting) and the (then) six former Rail North Authorities, who were co-opted (non-voting) onto the TfN Board.

3.3 The associated voting matrix allocates each authority a number of votes based on the passenger miles in their area: the vote held by each group is the sum of the votes held by the Authorities in that group. This ensures that each authority holds an appropriate voting power, if a vote was required. More recently, and on a temporary basis, the "Humber" grouping was divided into "North of Humber" and "South of Humber" (creating a total of 12 groups) until the groupings as a whole could be considered in more detail.

3.4 When the GPC was established, its membership template followed that used for RNC, including the use of the regional groups. Membership of the GPC does not include the 'Rail North Authorities' (which had no relevance for GPC matters) but it has included a LEP representative to reflect the role of the business community on the TfN Board.

3.5 Following changes to LEP arrangements in Spring 2024, the TfN Board has co-opted members from each of the former LEP areas to sit alongside the Political leaders. The Terms of Reference for the GPC state its membership will include "one Member and one Substitute Member to be appointed by the LEP Co-opted Members on the Board". Discussions at GPC have benefited from having a business representative in the past and it is therefore proposed that this arrangement be continued with the business representative coming from the co-opted business representatives on the TfN Board.

3.6 Since 2018, changes to TfN membership arising from the devolution deals at the local and city region level have led to a reduction in the number of Constituent Authorities. As a consequence of those changes there are currently only three RNC groups remaining which contain more than one member, those being:

"Lakeland"

- Blackburn with Darwen
- Blackpool Council
- Cumberland Council
- Westmorland and Furness Council

- Lancashire County Council

“Potteries”

- Cheshire East Council
- Cheshire West and Chester Council
- Staffordshire County Council
- Stoke on Trent City Council
- Warrington Borough Council

“East Midlands”

- Derbyshire County Council
- Lincolnshire County Council
- Nottinghamshire County Council
- Nottingham City Council

It should be noted that the “Potteries” and “East Midlands” groups contain a mix of TfN Constituent Authorities and (co-opted) Rail North Authorities.

3.7 A report presented to the TfN Board in March 2024 noted further changes to the list of authorities because of devolution deals, specifically:

- The East Midlands Combined Authority has taken on the role of local transport authority from Derbyshire County Council, Nottinghamshire County Council, and Nottingham City Council
- The Greater Lincolnshire County Combined Authority (GLCCA) is expected to take on the role of local transport authority from North East Lincolnshire Council, North Lincolnshire Council and Lincolnshire County Council
- The Lancashire Combined County Authority (LCCA) is expected to be formed from May 2025 and will become a TfN member in place of Blackburn with Darwen, Blackpool Council and Lancashire County Council
- The Hull and East Yorkshire Combined Authority (HEYCA) is expected to be formed from May 2025 and will become a TfN member in place of Hull City Council and East Riding of York Council.

3.8 The practical implications of the devolution deals either already in place or scheduled to be put in place is to reduce the number of Constituent Authorities from May 2025 to fourteen as follows:

- Cheshire East Council
- Cheshire West and Chester Council
- Cumberland Council
- Hull and East Yorkshire Combined Authority
- Greater Manchester Mayoral Combined Authority
- Lancashire Combined County Authority
- Liverpool City Region Combined Authority
- North East Mayoral Combined Authority
- South Yorkshire Mayoral Combined Authority
- Tees Valley Combined Authority
- Warrington Borough Council
- Westmorland and Furness Council
- West Yorkshire Combined Authority
- York and North Yorkshire Combined Authority

- 3.9 It is a requirement under the Rail North Agreement for authorities served by either Northern or TPE to be represented on TfN. This is realised through the TfN Board co-opting what are referred to as 'Rail North Authorities'. On this basis the emerging GLCCA needs to be considered as a Rail North Authority by TfN. In accordance with TfN's constitution the GLCCA would be co-opted on to the TfN Board when the new authority comes into being and that during any shadow period a representative be invited to TfN Board meetings as an observer.
- 3.10 The overall consequence of the devolution deals, and subject to the Board's confirmation, is that there will be four 'Rail North Authorities' on the TfN Board as follows:
- East Midlands Mayoral Combined Authority
 - Greater Lincolnshire Combined Authority
 - Staffordshire County Council
 - Stoke on Trent City Council
- 3.11 With the reduction in the number of TfN Constituent Authorities (due to devolution deals) the reason for adopting the regional grouping matrix (to manage numbers attending meetings of the RNC and GPC) disappears. Rather it is more appropriate moving forward that each Constituent Authority of TfN is entitled to nominate a representative for both RNC and GPC.
- 4. Audit & Governance Committee Membership**
- 4.1 On 30 October 2024, following a request from the TfN Board, GPC considered what recommendations to make in respect of how the role of substitute members for the AGC might operate, as well as any recommendations as to the appointment of such members for the remainder of the municipal year.
- 4.2 The Constitution provides for Constituent Authorities to nominate substitute elected members who may attend meetings in the absence of the nominated member; however, so far this does not apply to the AGC. Its Membership is comprised of 4 non-elected Independent Members (appointed by Board on the basis of relevant skills following an interview process) and 6 Elected Members appointed by Board from across TfN's Constituent Authorities, including those authorities which in turn form the Combined Authorities. The Constitution also stipulates that an Elected Member cannot be appointed to the AGC if they are a TfN Scrutiny Committee member.
- 4.3 In accordance with our established ways of working, following the May elections the TfN executive sought Elected Member nominations from Constituent Authorities for vacant elected member seats. Two nominees had been Members of the Committee in the preceding municipal year, and they were reappointed for the current year to provide continuity.
- 4.4 A further nine nominees were received for the remaining four vacant seats on the Committee. In making the appointment recommendations to TfN Board, the TfN executive considered the importance of seeking a geographically diverse representation on the Committee. The level of interest in the work of the AGC is particularly pleasing given the key role it plays as part of the TfN governance. Accordingly, GPC considered whether there are opportunities to enable those nominees not appointed to be involved in the work of the AGC in some form.
- 4.4 Appointment to the AGC is on the basis of skills and interest, rather than as a requirement on each Constituent Authority to nominate a representative.

- 4.5 After due consideration, the GPC agreed to recommend to the TfN Board that substitute members be permitted for AGC and the constitution amended accordingly.
- 4.6 It is further recommended that there be six Substitute Elected Member positions associated with AGC. These would be drawn from Members or Substitute Members of the TfN Board (not the Chair, or either Vice Chair) or Elected Members of authorities which comprise the Constituent Authorities (other than TfN Scrutiny Members). Officers will seek to encourage Substitute Members from different geographical locations within the TfN boundary. Based on the nominations received at the start of the current municipal year, the GPC recommends that the five members listed in Appendix 1 are appointed as substitutes for AGC.
- 4.7 If the Board is minded to accept these recommendations, it is necessary to consider how main Members would approach nominating a substitute if they were unavailable for a particular meeting. TfN is not subject to political balance rules, so there is no restriction for that reason, and given the nature of the work of AGC, political issues should not be relevant to Members' choices of a potential substitute. It is therefore proposed that main Members, having been provided with a list of Substitute Members, be invited to appoint their substitute adopting a rota system, based on alphabetical order of last names, moving to the next substitute on the list.

5. Independent Member of Audit & Governance Committee Term of Office

- 5.1 AGC forms a vital and integral part of TfN's governance structure and performs an important role, providing an independent, high-level focus on the audit, assurance and reporting framework underpinning financial management and governance arrangements. Its purpose is to provide independent review and assurance to Members on governance, risk management and control frameworks. It oversees financial reporting, the Annual Governance Statement process and internal and external audit, to ensure efficient and effective assurance arrangements are in place.
- 5.2 In addition to six elected members, the Committee membership includes 4 Independent Members appointed by the TfN Board following an open selection process. In December 2023, when Mr Stuart Green was appointed with effect from September 2024 and the terms of office of Mr Graham Bell and Mr Kevin Brady were extended, all four seats were filled. The term of office of Mr Graham Bell, who is also the independent Chair of the Committee, was extended until 30 April 2025. Since then, the term of Mr Kevin Brady, who served for six years until 31 March 2024, has come to an end, and Mrs Jo Reed has also tendered her resignation, and her term of office has ended. There is currently one vacancy, and arrangements to advertise for that role will be taken forward, and a recommendation made to Board in due course.
- 5.3 Meantime, Mr Bell has indicated that he would be willing and able fulfil his term of office until 30 September 2027 if required. If agreed, that would mean that he would have served two concurrent terms of three years, totalling 6 years, as was the case with Mr Brady. Given the current vacancy and the desirability of ensuring a balance between experience and the introduce new membership from time to time, and the need to allow time for a future transition of the Chair role, it is recommended that Mr Bell's term of office be extended to 30 September 2027.

6. Corporate Considerations

Financial Implications

- 6.1 Financial Implications are contained within the report

Resource Implications

- 6.2 There are no resourcing implications to TfN as result of the recommendations within this report.

Legal Implications

- 6.3 Legal implications are contained within the report.

Risk Management and Key Issues

- 6.4 TfN manages a corporate risk in relation to compliance with good practice, governance and corporate processes across the organisation.

Environmental Implications

- 6.5 There are no environmental implications from this report.

Equality and Diversity

- 6.6 Equality and Diversity implications are contained within the report.

Consultation

- 6.7 General Purposes Committee has considered these matters and made recommendations.

7. Background Papers

- 7.1 None.

8. Appendices

- 8.1 Appendix 1 – Members appointed as Substitute Members of A&G Committee.

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

AGC	Audit & Governance Committee
GLCCA	Greater Lincolnshire County Combined Authority
GPC	General Purposes Committee
HEYCA	Hull and East Yorkshire Combined Authority
LCCA	Lancashire County Combined Authority
LEP	Local Enterprise Partnership
RNC	Rail North Committee
TfN	Transport for the North

Appendix 1 – Members appointed as Substitute Members of A&G Committee

Cllr David Leech	South Yorkshire Mayoral Combined Authority
Cllr Phillip Lofts	South Yorkshire Mayoral Combined Authority
Cllr Ian Pearson	South Yorkshire Mayoral Combined Authority
Cllr Ken Richardson	South Yorkshire Mayoral Combined Authority
Cllr Jean Flaherty	Warrington

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Meeting:	Transport for the North Board
Subject:	Rail North Committee Update
Author:	David Hoggarth, Head of Strategic Rail
Sponsor:	Martin Tugwell, Chief Executive
Meeting Date:	Monday, 9 December 2024

1. Purpose of the Report:

- 1.1 To provide the Board with feedback on the matters discussed at the Rail North Committee Consultation Call on 20 November 2024.

2. Recommendations:

- 2.1 For the Board to note the feedback from Rail North Committee.

3. Accessibility Task and Finish Group

- 3.1 Members were updated on work undertaken by the Accessibility Task & Finish Group. The focus of work in recent months had been on how to prioritise investment in railway station accessibility, given the routes to delivery which are available. Members were clear that criteria other than standard cost-benefit analysis needs to be used.
- 3.2 A multicriteria framework has been developed incorporating information about disabilities and health in station catchment populations, and the standard of existing facilities, alongside passenger numbers and revenue impacts. The Committee approved continuing this approach, but with additional criteria (such as station crime statistics) added to the analysis to broaden the inclusivity focus. Members also requested to see the detailed work and offer local input.

4. Northern Trains Performance

- 4.1 Members received a briefing on Northern's updated recovery plans from Tricia Williams (Managing Director) and Matt Rice (Chief Operating Officer). Northern once again apologised for the unacceptable service and outlined the steps they are taking to address it. It was noted that agreement on a Rest Day Working agreement with drivers had helped improve performance during weekdays. An interim agreement with conductors for Sunday working was under consideration by the union. The Committee heard that in the absence of an agreement Northern would need to amend timetables over the Christmas period to provide passengers with clarity as to which services would and would not run.
- 4.2 Whilst appreciating the progress and openness from the Northern representatives, Committee Members were concerned about the seriousness of the decline in performance since 2015. They were also deeply concerned at the suggestion that it could take until 2027 before achieving a fully satisfactory service. Members were clear that the need for action was urgent and pressing, they emphasised the need for a clear set of milestones against which progress would be monitored on a regular basis.
- 4.3 Members were particularly concerned that Northern had not implemented full ticket acceptance at times of disruption: during such times it should be possible for a Northern passenger to use any other operators' service with the same ticket. In the meeting, the CrossCountry representative indicated that they were happy to support Northern and continue discussions on ticket acceptance. Members emphasised the importance Northern should give to being in a position

where there should be no further 'do not travel notices' issued by Northern because of arrangements put in place for alternatives and ticket acceptance.

- 4.4 The Committee agreed that, given their concerns, an additional meeting be arranged for the first half of January at which Northern would be expected to provide more detail and a clear set of milestones. They reiterated that they were prepared to back Northern on the actions they need to take on behalf of passengers but that there must be greater transparency.

5 East Coast Main Line Timetable

- 5.1 The Committee had met with the Chair of the East Coast Main Line Taskforce in mid-October. Following that session, the Committee wrote to the Rail Minister stating its conditional support for the introduction of the new timetable subject to several conditions being met. The Committee heard that the Minister was expected to respond to the Committee's letter shortly and was advised that at that point the proposed timetable was still the subject of discussion at Ministerial level. Officers advised that as soon as the response from the Minister was received this would be shared with RNC Members and their officers and if required a meeting arranged to discuss.

6. Rail Reform

- 6.1 Unlike elsewhere in England, Northern leaders already have the benefit of a degree of rail devolution, as set out between the Department for Transport (DfT) and TfN through the Rail North Agreement. This gives TfN a contractual role, alongside the DfT, in the specification, letting and management of contracts for Northern and TPE. Implementation of the Rail North Agreement is undertaken on behalf of TfN and DfT through the Rail North Partnership executive. This team consists of TfN employees and provides the North with the technical capacity and capability required.
- 6.2 The report before the Committee acknowledged that these working arrangements would need to evolve as part of the rail reform agenda. Drawing on TfN's experience of rail devolution to date, the report set out a series of initial requirements that would be used to shape the development of a proposal from TfN. The report recommended the establishment of a working group involving officers from constituent authorities to assist in this work. The Committee endorsed this as a way forward noting the need to both reflect the expected role of Mayoral Combined Authorities (MCA) and the importance of ensuring that the voice of all constituent authorities across the North was heard.

7. Infrastructure Update

- 7.1 Following the presentation in September of the State of Play, the first time that there has been a single overview of planned investments in infrastructure, rolling stock and associated timetable changes, the November infrastructure report provided an update on progress with the implementation of recommendations, including the establishment of Task Force Boards for Leeds, Sheffield and Liverpool, along with place-based groups in key towns and cities.
- 7.2 The report set out a sequenced implementation and the progress of discussions with partners, as well as a summary of the engagement and positive steps taken across the industry, particularly Network Rail. It also referenced several industry workstreams due to report early 2025 which will inform discussions and areas of focus. In continuing to welcome the State of Play, members expressed desire for the recommendations to be implemented faster in order to support submissions to the upcoming Spending Review. Members were reassured that the main TfN Board would be considering the Spending Review at its meeting and would draw on workstreams underway across TfN.

8. Rail North Partnership Operational Update

The committee received updates covering all train operators in the North of England. As part of this, CrossCountry Trains spoke to the Committee and confirmed that they had made good progress on their recovery plan and had restored services earlier in November as planned.

9. Corporate Considerations

Financial Implications

- 9.1 There are no financial implications for Transport for the North as a result of this report.

Resource Implications

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

Legal Implications

- 9.3 The Rail North Committee on behalf of Transport for the North, manages the agreements with the train operators (Northern and TransPennine Express) in accordance with the terms and conditions of the Partnership Agreement between Transport for the North and the Secretary of State.

Risk Management and Key Issues

- 9.4 Transport for the North is managing three risks at corporate level which relate to the content of this report:

Risk 647, with significant investment in the North's railway system underway/planned and given the interdependencies, there is a risk that individual programmes are not aligned and expected benefits not realised. This is being managed through the work associated with the State of Play.

Risk 310, there is a risk that TfN could have a reduced role in the rail industry following the implementation of rail reform including the role with Great British Railways. This is being managed through the work with partners to develop a TfN proposition.

Risk 311, future timetable changes (passengers and freight) in the North reduce rail connectivity. e.g. reduced frequency/direct services. This is being managed through TfN's role in the Rail North Partnership and through the work associated with the State of Play.

Environmental Implications

- 9.5 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 not 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.

- 9.6 Passenger rail has an essential part to play in achieving our decarbonisation objectives within Transport for the North's Decarbonisation Strategy, particularly around reducing private car vehicle mileage.

Equality and Diversity

- 9.7 There are no specific implications as a result of this report. Industry will undertake appropriate assessments on individual projects and proposals

Consultations

9.8 There are no specific consultations required as part of this report

10. Background Papers

10.1 None

11. Appendices

11.1 None

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

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

<i>EIA</i>	<i>Environmental Impact Assessment</i>
<i>SEA</i>	<i>Strategic Environmental Assessment</i>
<i>TfN</i>	<i>Transport for the North</i>
<i>DfT</i>	<i>Department for Transport</i>
<i>TPE</i>	<i>TransPennine Express</i>
<i>MCA</i>	<i>Mayoral Combined Authority</i>
<i>RNC</i>	<i>Rail North Committee</i>

Meeting: Transport for the North Board
Subject: Communications and Engagement Strategy 2024 - 2026
Author: Katie Day, Strategy Director and Deputy Chief Executive
Sponsor: Martin Tugwell, Chief Executive
Meeting Date: Monday 9 December 2024

1. Purpose of the Report:

- 1.1 To update the Board on Transport for the North (TfN)'s approach to communications and engagement; and seek any views/feedback. Our strategic approach and aims have been reviewed and updated to reflect the changing political and policy context, and the evolution of TfN's role given greater devolution.

2. Recommendations:

- 2.1 The Board is asked to note, and provide feedback, on the refreshed strategic approach to TfN communications and engagement.

3. Main issues:

Context

- 3.1 In June 2023, the Board considered our outline communications and engagement strategy for the following three years. We noted that we would keep that strategy under review and would refresh it in light of any fundamental change in our operating environment. As the political and policy context has changed following the General Election it is timely for such a review. Reflecting on the steer from constituent authorities over the summer, we are adjusting our approach so as to better reflect the role we now have in supporting MCA/LTA partners to enable delivery of the Strategic Transport Plan (STP).
- 3.2 The (separate) business planning report sets out the emerging priorities for the year ahead that have informed the communications and engagement refresh, specifically:

- Providing strategic evidence and advice
- Acting as a broker/convenor on cross-border and pan-regional matters; and
- Providing technical support through the TfN offer.

As such we need to socialise that intended focus with our stakeholders and interested parties to demonstrate how we can, and are, adding value as a statutory body led by its political members with business representation. We also want to be more proactive in working with partners to access the TfN offer to support their transport planning and business cases.

- 3.3 For TfN, our communications and engagement need to support our Political leaders by: enabling them to speak as a collective when they wish to, for example on pan-regional matters (as they have done recently on train operating company performance); and/or where our technical services, statutory advice and convening powers can amplify their cases for investment and accelerate delivery in line with the STP.

3.4 Our refreshed approach also reflects the Board's steer to ensure we bring a greater diversity of perspective to our work and meetings. We have already stepped up our engagement over the last 12 months with the business community, especially those in the transport "world" – like our ports, airports and freight companies – to inform TfN's evidence/advice to government on those pan-regional connections to unlock more sustainable growth. We will extend that engagement over the next 15 months through our roundtable programme, connecting public and private partners together on matters of pan-regional significance. But we also want to create more opportunities to engage with underrepresented groups in transport. Alongside our citizen's panel – Northern Transport Voices – we intend to establish a 'community forum' (or similar) to provide more diverse perspectives into our work.

4. Strategic aims

4.1 Based on the context above, we have begun developing a detailed plan to deliver our refreshed approach. Ahead of finalising our plans, we want to test with the Board our revised communication and engagement aims:

4.2 We are proposing the following:

- **Connect** public and private partners, stakeholders and interested parties together on cross-boundary matters to amplify collective priorities and accelerate delivery of pan-regional transport infrastructure for the North
- **Reach out** to bring a wider perspective to our work, engaging businesses, interested parties and underrepresented groups, so our evidence and statutory advice more readily reflect the North's 'lived experience'
- **Enable** greater access to our technical capability to support local and national partners in their planning and delivery, including business cases.

4.3 These aims will underpin our communication and engagement activities. In addition, as Political leaders require, we will advocate for, and amplify the need for, investment in the North's pan-regionally significant transport priorities required to deliver the STP. Under our refreshed approach, our role will be to support the TfN Board when it chooses to speak collectively as the North on those matters, using our communication and engagement activities to advocate their position, case for investment and/or strategic priorities.

Communication and engagement activities

4.4 As well as refreshing our strategic approach, we have carefully reviewed our routine communications and engagement activities. With the resources available to TfN we want to maximise opportunities to work with/support/complement others, so we can deliver more efficiently. Equally, working more closely with our partners enables us to better amplify their voices and align resources to deliver the collective ambitions and outcomes set out in the STP.

To that end, we intend – for the next 15 months at least – to focus our efforts on the following activities/tactics:

- Business roundtables, led by the TfN Chair and relevant elected members and business representatives, initially on improving access to our international gateways and enabling rail freight growth
- Establishing a 'Community Forum', or similar, to engage with underrepresented groups to enhance diversity of thought and perspective into our work and in advice to TfN Committees and Board

- Amplify our partners and the TfN Board’s collective voice by maximising engagement opportunities around our Board meetings; and more targeted involvement in national groups/conferences to promote investment and delivery in line with the STP
- More engagement by TfN Chair, Chief Executive and officers with MCAs/LTAs via visits/workshops to establish how we can help/support – via the TfN offer and the use of statutory powers already held by TfN – to accelerate delivery
- Work in support of TfN members to ensure that MPs have access to the evidence that supports the case for the North
- Facilitating cross border groups – including continuation of those groups most valued by our partners such as the North’s Bus Forum and EVCI group
- Support other groupings such as Growth Track 360 (connecting North Wales and Cheshire) and relevant All Party Parliamentary Groups (APPGs), such as the Leamside Line and Freight & Logistics
- Refreshing our website, so it is easy for partners to access our tools and evidence to support their work and complement this with a new external newsletter.

4.5 In practice, this will mean less singular, TfN-led events and more collaboration, partnering and selective conferences. We therefore do not intend to continue the TfN APPG, nor host fringe events/stands at the 2025 party conferences. We have also taken the decision not to hold a stand-alone TfN conference in 2025 and instead play a greater role in the Convention of the North. This reflects the collaborative approach, led by TfN, that produced the updated Northern Powerhouse Independent Economic Review (NPIER), which in turn forms the basis of transport as a pillar in the Northern manifesto. So, the “joining up” we have set out in the STP will be mirrored in how we communicate and engage going forward.

4.6 We will continue to ensure our communication and engagement activities reach across the whole North, whilst at the same time strengthening our collaboration with partners. Appendix one captures engagement activities by MCA/LTA since January 2024 and proposals to March 2026.

5. Corporate Considerations

5.1 *Financial and resource implications*

The emerging TfN business plan for 2025/26 reflects the revised budget/resourcing requirements to deliver this refreshed strategic approach to communications and engagement. We are confident the refreshed approach will enable us to deliver more efficiently and reduce professional costs.

5.2 *Legal Implications*

Any legal implications are included within the report.

5.3 *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 we deliver this refreshed approach, they will be captured accordingly.

5.4 *Environmental Implications*

There are no environmental implications arising from the report.

5.5 ***Equality and diversity***

We will ensure our communication and engagement activities meet relevant standards, as necessary, for accessibility.

5.6 ***Consultations***

n/a.

6. Background Papers

6.1 n/a

7. Appendices

7.1 Appendix 1 - Draft Engagement Plan 2024-26

Glossary of terms, abbreviations and acronyms used

APPG – All-Party Parliament Group

EVCI – Electric Vehicle Charging Infrastructure

LTA – Local Transport Authority

MCA – Mayoral Combined Authority

NPIER - Northern Powerhouse Independent Economic Review

TfN – Transport for the North

STP – Strategic Transport Plan

Appendix one – Draft Engagement Plan 2024-26

North East	Jan 2024 – Chair/CEO visit March 2025 – TfN Board meeting
Tees Valley	June 2024 – Business roundtable September 2025 – TfN Board meeting
Cumberland	March 2025 – Chair visit
Westmorland & Furness	March 2025 – Chair visit
Lancashire	March 2024 – Chair visit March 2025 – Convention of the North
Blackpool	TBC - Chair/CEO visit/workshop
Blackburn with Darwen	TBC - Chair/CEO visit/workshop
Liverpool City Region	Feb 2024 – TfN Conference June 2025 – TfN Board Meeting
Warrington	TBC – Chair/CEO visit/workshop
Cheshire East	Spring 2025 – Crewe summit
Cheshire West and Chester	TBC – Chair/CEO visit/workshop
Greater Manchester	December 2024 – TfN Board Meeting December 2025 – TfN Board Meeting
West Yorkshire	Summer 2025 - TfN staff meeting (Leeds) TBC – Business roundtable
Hull	TBC – Chair/CEO visit/workshop
East Yorkshire	February 2024 – Chair/CEO visit
South Yorkshire	TBC – Chair/CEO visit/workshop March 2026 – TfN Board Meeting
York and North Yorkshire	October 2024 - CEO visit/roundtable TBC – First Community Forum meeting (York)
North and North East Lincolnshire	TBC – Chair/CEO visit/workshop

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Meeting: Transport for the North Board
Subject: Corporate Risk Register
Author: Daniella Della-Cerra-Smith, Risk Manager
Sponsor: Paul Kelly, Finance Director
Meeting Date: Monday 9 December 2024

1. Purpose

- 1.1 The purpose of this report is for TfN Board to gain awareness of TfN's corporate risks and risk-based activity over the last 9 months.

2. Recommendations

- 2.1 It is recommended that the Board note TfN's corporate risks and risk management activity over the last 9 months.

3. Context

- 3.1 As stated in the risk management strategy, the Board will receive a high-level summary of TfN's risk environment, (section 1 Corporate Risk Register Appendix 1). This register provides the Board with an update on the key organisational risks.
- 3.2 Following the General Election TfN has been in 'listening mode' as the new Government set out its priorities. In particular, the Government's Missions bring a clarity and focus that has enabled TfN to assess how its work adds value to the delivery of those Missions. Whilst this has shown that the outcome focused approach adopted in preparing the revised Strategic Transport Plan is consistent with the Government's Missions it has been appropriate to review the milestones and business objectives set out the Business Plan for 2024/25. Where there has been a need to amend the milestones and business objectives this is reported in the Quarterly Operating Report which is shared with this Board.

4. Audit and Governance Committee

- 4.1 The Audit and Governance Committee's role in relation to risk is included in the broader detail of the Constitution, which is defined below:
- "Audit and Governance Committee is a key component of corporate governance providing an independent, high-level focus on the audit, assurance and reporting framework underpinning financial management and governance arrangements. Its purpose is to provide independent review and assurance to Members on governance, risk management and control frameworks."*
- 4.2 The terms of reference for the Audit and Governance Committee includes the requirement for the committee to:
- "monitor Transport for the North's risk and performance management arrangements including review of the risk register, and progress with mitigating action".*
- 4.3 The Corporate Risk Register was presented to the Audit and Governance Committee on 6 December. The Audit and Governance Committee have delivered against the Terms of Reference which included discussions in relation to TfN's risk management practices.
- 4.4 Functional risk continues to be managed by the TfN executive at functional (team) levels and is considered quarterly by the Operations Board.

-
- 4.5 A risk deep dive took place at Audit and Governance Committee in July in relation to the TfN Offer. There were detailed discussions with Committee Members. TfN's Head of Strategy, Policy and Research and Head of Data Analysis and Appraisal attended to discuss the risks in more detail. The background, development and risks associated with the TfN offer was conveyed and the committee concluded they were comfortable with how the risks were being managed.
- 4.6 Risk is a standing item at Audit and Governance Committee meetings and the Corporate Risk Register has been updated systematically during the year. The Risk Management Strategy was reviewed by the TfN executive's Operations Board and Senior Management Team in September 2024, and no changes were made to the strategy. This is highlighted in the Chair of Audit and Governance Committee report to the Board, which provides assurance for TfN that efficient and effective risk management practice and processes are in place.

5. Summary

- 5.1 Risk workshops have taken place across the TfN executive with the CEO, Directors and members of the Senior Management Team, and all existing risks and mitigation actions have been reviewed and updated.

- 5.2 The three corporate risks that are showing as 'very high' are:

- Risk 647 - with significant investment in the North's railway system underway/planned and given the interdependencies, there is a risk that individual programmes are not aligned and expected benefits not realised.

TfN's work to develop the 'state of play' overview is in response to this risk. First presented to the Rail North Committee at its September meeting, reaction from the Committee members has been positive and the TfN executive is working with partners across the industry to build on the initial overview to guide and inform decision making.

- Risk 916 - material variations from the funding/cost planning assumptions that underpin medium term funding levels.

Recognising the current fiscal environment the TfN executive is closely monitoring in-year expenditure against the agreed 2024/25 Business Plan. The TfN executive is continuing to work closely with the sponsorship team in DfT as part of the process for determining TfN's funding allocation for 2025/26.

- Risk 310 - the North's role in the rail industry - provided via the Rail North Partnership and through the Rail North Committee - could be diminished following the implementation of rail reform, including the role of Great British Railways.

The TfN Board has consistently supported the need for rail reform. The TfN executive is working with constituent authorities, through the Rail North Committee, to use the experience of rail devolution in the North to inform thinking on how best to ensure that the North retains a strong voice in the specification and management of future rail contracts. The Rail North Committee at its meeting on 20th November instructed the TfN executive to establish a working group with officers from constituent authorities to assist in this work.

6. Corporate Considerations

6.1 Financial Implications

The financial implications are detailed within individual risks where applicable.

6.2 Resource Implications

The resource implications are detailed within individual risks where applicable.

6.3 Legal Implications

The legal implications are detailed within individual risks and in the body of this report where applicable. Governance processes adopted are explained within the report.

6.4 Risk Management and Key Issues

Section 1 of the Corporate Risk Register is part of this report.

6.5 Environmental Implications

There are no environmental implications associated with this report. The TfN executives' ability to undertake the decarbonisation activities proposed within its Decarbonisation Strategy is covered by a functional risk entry. A full impact assessment is not required for this report.

6.6 Equality and Diversity

A full impact assessment is not required for this report.

6.7 Consultations

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

7. Background Papers

- 7.1 The Corporate Risk Register presented as a standing item at each Audit & Governance Committee provide the background papers and context for this report.

8. Appendices

- 8.1 Appendix 1 – Section 1 Corporate Risk Register Nov 2024

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Transport for the North

Corporate Risk Register

November 2024

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Section 1 - TfN Corporate Risk Management overview

Executive Summary

1.1 Context

- 1.1.1 TfN was established by the Government of the day with powers and responsibilities devolved to it from Central Government. As a statutory Sub-national Transport Body, TfN is the Secretary of State's statutory partner responsible for preparing the Strategic Transport Plan, and for using that to guide the North's advice on strategic investment partners. In addition, through the Rail North Agreement, TfN is jointly responsible (with the Department for Transport (DfT)) to oversee the specification and delivery of the Northern and TPE rail contracts. TfN is also co-sponsor, with the DfT, for the Northern Powerhouse Rail programme.
- 1.1.2 TfN's Board comprises the elected Political leaders of its constituent authorities and representative business leaders from across the North.
- 1.1.3 Complementing the work of the Mayoral Combined Authorities (MCAs) and Local Transport Authorities (LTAs), TfN provides a 'collective voice' to government on strategic transport investment priorities for the North. Its work is informed by a comprehensive evidence base, local knowledge and expertise.
- 1.1.4 The TfN executive has reviewed the milestones in the current business plan and have provided updates accordingly as part of the Quarterly Operating Report reflecting the change in Government where necessary.

1.2 TfN Risk Environment and Emerging Risks

- 1.2.1 To understand how TfN corporate risks are impacted by the mitigation activities, TfN has assessed the level of control on the risk actions and the extent to which TfN is able to influence or control those risk outcomes. TfN does not have full control over all mitigation actions. The avoidance and reduction of the assessed impacts may be contingent on partners and members taking complementary action.
- 1.2.2 Following the General Election TfN has been in 'listening mode' as the new Government set out its priorities. In particular, the Government's Missions bring a clarity and focus that has enabled TfN to assess how its work adds value to the delivery of the Missions. This has shown that the outcome focused approach adopted in preparing the revised Strategic Transport Plan is consistent with the Government's Missions.

- 1.2.3 A period of engagement with TfN's constituent authorities over the summer and early autumn provided the opportunity for those authorities to give an initial steer on the way forward for TfN. With the Government committed to bring forward legislative change in several key areas of transport policy, the steer provided by the authorities has been that TfN should focus on those activities that are of pan-regional significance, its analytical capability and support for partner authorities, and its work to support partners with the acceleration of scheme delivery.
- 1.2.4 Despite statutory status there is a risk that there could be a material change in government policy/commitment to TfN, including our remit, powers, and functions. The measures taken to date help mitigate this risk, with the TfN Board's work in agreeing the Business Plan for 2025/26 a further opportunity to ensure that TfN is focused on those matters that add greatest value. In this way the business planning process will prioritise those activities to be taken forward and those which will be deferred or stopped.
- 1.2.5 TfN has a confirmed funding allocation until March 2025. The TfN executive is working with the constituent authorities and the DfT to ensure that Business Planning for 2025/26 is taken forward within a reasonable set of working assumptions following the Budget Statement of 30 October. This will in turn allow TfN to make the case for a long-term funding settlement as part of the 2025 Spending Review.
- 1.2.6 Recognising the current fiscal environment, TfN is also closely monitoring in-year expenditure against the agreed 2024/25 Business Plan. This risk is being managed at functional level.

1.3 Key Changes to the Corporate Risk Register

- 1.2.7 Given the changing context as set out above, some minor (not-material) amends have been made to risk descriptions to ensure they more accurately reflect the current operating environment for TfN and partners. Also, all risks owned by the Rail and Roads Director are currently being managed by the CEO.
- 1.2.8 The scale of investment in the North's rail system is significant. This is the context for Risk 647 - Individual rail programmes are not aligned and expected benefits not realised. TfN's work to develop the 'state of play' overview is in response to this risk. Reaction from the Rail North Committee to the overview has been positive, and the TfN executive is working with partners across the industry to build on the initial overview to guide planning and inform decision making.
- 1.2.9 The TfN Board has consistently supported the need for rail reform. TfN is working with constituent authorities, through the Rail North Committee, to use the experience of rail devolution in the North to date to inform thinking on how best to

ensure that the North retains a strong voice in the specification and management of future rail contracts. The risk register, and in particular Risk 310 – The North’s role in the rail industry – risk description, cause, impacts and action 1638 have been updated to reflect changes in external environment. Action 983 has been closed.

- 1.2.10 The engagement with constituent authorities over the summer and early autumn has enabled the TfN executive to gain an initial steer on the role the authorities wish TfN to play moving forward. This engagement is informing the business planning process for 2025/26 and helps address Risk 880 – Effective partnership working for the North.
- 1.2.11 TfN’s role as a statutory public body means we have legal requirements upon us for information and data management. Risk 640 - Inappropriate disclosure of confidential information – has been updated to ensure it provides a comprehensive information risk, including GDPR and relevant mitigation actions.
- 1.2.12 As part of the regular review of the risk register Risk 299 - TfN contribution to achieving Decarbonisation – has been closed. This reflects the assessment that the TfN executive’s direct role in delivering decarbonisation is limited. However, a functional risk has been identified relating to the actions the Executive can take in the decarbonisation strategy and subsequent updates.
- 1.2.13 In reviewing the risk register it has been concluded that Risk 309 - Viability of train services and future investment decisions – is no longer relevant on the basis that its point of reference is pre-COVID. It is widely accepted that travel patterns have changed because of the pandemic. Moving forward the case for investment in new services and infrastructure needs to be on the basis of the post-COVID baseline.

Corporate Milestones

Our corporate milestones monitor and measure progress and performance and ensure that TfN provide value for money. The milestones for 2024/25 were adopted by the TfN Board in agreeing the Business Plan and are set out below:

Milestone	Detail	Delivery
1	Secure the agreement of the Board to submit statutory advice on the North's Bus Network	June 2024
2	With partners, identify the North's requirements of national rail reform, building upon existing levels of rail devolution (such as the Rail North Agreement)	June 2024
3	Secure the agreement of the Board to a strategy for improving accessibility to and at rail stations, and to identify key actions for implementation	June 2024
4	Secure the agreement of the Board to submit statutory advice to government on implementation of the Strategic Transport Plan	September 2024
5	With partners, identify proposals for investment in the Major Road Network for consideration by government	September 2024
6	Secure the agreement of the Board to publish an investment pipeline for the North that forms the basis of input into the next Government Spending Review	September 2024
7	Deliver services commissioned by DfT in support of Northern Powerhouse Rail	Ongoing
8	Secure the agreement of the Board to publish, for consultation, the draft update of the regional transport decarbonisation strategy	March 2025
9	Secure the agreement of the Board to submit statutory advice to delivery partners and regulatory bodies that will support delivery of investment in EV/alternative fuels infrastructure	March 2025
10	Continue to develop the 'TfN Offer' to partners across the North and nationally, including roll out of the Common Analytical Framework	Ongoing
11	Continue the TfN research programme and thought leadership activity as part of maintaining the evidence base that underpins the work of TfN	Ongoing
12	Continue to make the case for investment by government in the North's priorities for the Strategic Road Network and Rail Network	Ongoing

Corporate Risk Dashboard

14 Risk factors	0 New risk factors	68 Mitigation actions	50 Ongoing actions	18 Mitigation actions due by 31 Mar 25	10 Actions closed in the last quarter	6 New actions
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ID	Corporate risks, by highest current score	Current Score	Target Score	Risk Owners
647	With significant investment in the North's railway system underway/planned and given the interdependencies, there is a risk that individual programmes are not aligned and expected benefits not realised.	20	18	Rail/Roads Director
916	Material variations from the funding/cost planning assumptions that underpin medium term funding levels.	19	17	Finance Director
310	The North's role in the rail industry - provided via the Rail North Partnership and through the Rail North Committee could be diminished following the implementation of rail reform, including the role of Great British Railways.	19	17	Rail/Roads Director
880	TfN may not work effectively as a partnership, providing a collective voice where necessary for the North in relation to delivery of the STP vision ambitions and strategic transport investment priorities.	18	15	Chief Executive Officer/Strategy Director & Deputy CEO
879	Despite statutory status, there could be a material change in government policy/commitment to TfN, including our remit, powers, and functions.	17	17	Chief Executive Officer
643	TfN is unable to recruit and retain suitable staff to deliver the 2024/25 business plan and medium to long term TfN objectives.	17	17	Head of Human Resources
640	Inappropriate disclosure of confidential information and/or information captured by GDPR may create a legal/financial liability and compliance or reputational impact.	15	15	Strategy Director & Deputy CEO
311	Future timetable changes in the North reduce rail connectivity. e.g. reduced frequency/direct services.	15	15	Rail/Roads Director
877	TfN Board, TfN staff and partners do not have an appropriate level of involvement in the Northern Powerhouse Rail programme to ensure that agreed outputs are delivered in a way that works for the North and can be informed by the North's views and expertise.	14	10	Chief Executive Officer

ID	Corporate risks, by highest current score	Current Score	Target Score	Risk Owners
300	TfN activities do not deliver value for money.	11	11	Finance Director
303	TfN fails to comply with applicable law or exceeds its powers while carrying out its functions.	11	11	Strategy Director & Deputy CEO
920	Failure to comply with good practice, governance and corporate processes across the organisation.	11	11	Chief Executive Officer
876	Cyber disruption/attacks to the available information and technical infrastructure. Inappropriate user access to confidential information. Access maybe limited for an unknown period of time.	10	10	IT Manager
999	Mismatch between the TfN offer and what resources TfN currently have in place, with Partner and STB expectations exceeding capacity.	8	8	Strategy Director & Deputy CEO

Key impacts across risks:

Failure to make timely, evidence-based advice to Government.

Delaying or preventing the benefits of Strategic Transport Plan.

Recruitment and retention of staff/ Organisational culture could be impacted.

TfN fails to manage Partner expectations within the current statutory powers.

Potential legal costs or challenges and/or programme delays could result in extra costs and resources.

TfN could lack the powers or the influence to deliver economic, social and sustainability benefits to the North.

TfN reputational damage/ loss of credibility/ relationships with Partners & stakeholders could be adversely affected.

Less investment in services and infrastructure/ decline in rail services and local connectivity, thereby reducing choice for passengers and potential impact on freight growth.

TfN's ability to deliver statutory duties/ Failure to achieve Value for Money could impact on TfN's ability to access funding in the future.

A less effective sponsorship arrangement could result in missed opportunities to align investment with other delivery opportunities across the industry.

Key mitigation actions across risks:

Collaborate with DfT on NPR Sponsor Board

TfN to demonstrate value for money

Partner/stakeholder/DfT Engagement

Manage interdependencies

Structured engagement with government officials

Updated policies/procedures & training

Spending Review

Level of control – Risk Mitigation Actions

Low: TfN has very limited control over the mitigation actions.

Medium: TfN has some control over the mitigation actions.

High: TfN has direct control over most of the mitigation actions.

Threat Scoring	
Issue	
Very High	19 – 25
High	14 – 18
Medium	7 – 13
Low	1 – 6



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