

Transport for the North Board Agenda

Date of Meeting	Monday 17 March 2025
Time of Meeting	1.00 pm
Venue	Discovery Museum, Blandford Square, Newcastle Upon Tyne, NE1 4JA

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 mins) To approve the minutes of the meeting held on Monday 9 December 2024 (including updates on agreed matters as appropriate by the Chief Executive). Lead: Chair	5 - 28
4.0	Presentation from North East Combined Authority (15 mins) Mayor McGuinness and Rachelle Forsyth-Ward to provide a briefing on the progress being made in delivering on the North East's transport requirements. Lead: Mayor McGuinness/Rachelle Forsyth-Ward	29 - 42
5.0	Budget and Business Planning 2025 - 2026 (15 mins) To consider and approve the Business Plan and Budget.	43 - 70

	Lead: Paul Kelly	
6.0	Constitutional Amendments: Attendance Requirements (10 mins) To consider and approve recommendations from General Purpose Committee. Lead: Joanne Barclay	71 - 76
7.0	Communications and Engagement Strategy (15 mins) To receive and note the update on communications and engagement. Lead: Katie Day	77 - 82
8.0	Northern Appraisal Playbook Briefing (20 mins) To receive a briefing on work to develop the Northern Appraisal Playbook, and to agree the next steps. Lead: Rachel Ford	83 - 104
9.0	Spending Review Submission (20 mins) To consider and endorse the submission to the Spending Review. Lead: Martin Tugwell	
10.0	TfN Offer (10 mins) To receive an update on the use of the TfN Offer. Lead: Rachel Ford	105 - 128
11.0	Corporate Risk Register and Risk Management Strategy Report (10 mins) To note TfN's corporate risks and risk management activity. Lead: Paul Kelly	129 - 140
12.0	Date and Time of Next Meeting The next meeting will be held on Monday 23 June 2025, 1.00pm – 3.00pm, in Liverpool.	

Transport for the North Board Minutes

9 December 2024
Friends Meeting House Manchester

Present:

Lord McLoughlin (Chair)

Attendee

Cllr Phil Riley
Cllr Louise Gittins
Cllr Denise Rollo
Cllr Eammon O'Brien

Cllr Mike Ross
Cllr Rupert Swarbrick
Mayor Steve Rotheram

Cllr Martin Gannon
Cllr Stewart Swinburn
Cllr Tim Mitchell
Cllr Tom Hunt

Cllr Stephen Harker
Cllr John Murray
Mayor Tracy Brabin

Local Authority

Blackburn with Darwen;
Cheshire West & Chester;
Cumberland;
Greater Manchester Combined
Authority;
Hull;
Lancashire;
Liverpool City Region Combined
Authority;
North East Combined Authority;
North East Lincolnshire;
North Lincolnshire;
South Yorkshire Mayoral Combined
Authority;
Tees Valley;
Westmorland and Furness;
West Yorkshire Combined Authority;

Business Representative Attendees

Clare Hayward
Mark Rawstron
Ken Perritt

Business Representative
Lancashire Business Representative
South Yorkshire Mayoral Combined
Authority Business Representative

Partners in Attendance:

Andy Rhind
Richard Leonard
Rob McIntosh

DfT
National Highways
Network Rail

Officers in Attendance:

Name

Martin Tugwell
Gary Rich
Katie Day
Paul Kelly
Julie Openshaw
David Hoggarth
Peter Cole

Joanne Barclay

Job Title

Chief Executive
Democratic Services Officer
Deputy Chief Executive
Finance Director
Head of Legal
Head of Strategic Rail
Principal Environmental and
Sustainability Officer
Senior Solicitor

Also in Attendance

Simon Elliott
Stephen Rhodes

Transport for Greater Manchester
Transport for Greater Manchester

Item No:

1. Welcome & Apologies

- 1.1 The Chair welcomed Board Members and apologies were noted from Mayor Skaith, Cllrs Gorman, Mannion, West, Kilbane, Lynn Williams, Renwick, Wharmby, Khan and Robinson as well as Nick Harris, Tim Smart, Mandy Ridyard and Stephen Parnaby.
- 1.2 The Chair opened the meeting by wishing the Monitoring Officer Ms Julie Openshaw all the best on her retirement and thanked her for all of her work during her time at TFN.

2. Declarations of Interest

- 2.1 There were no Declarations of Interest.

3. Minutes of the Previous Meeting

- 3.1 The minutes of the meeting of the Transport for the North Board held on 16 September 2024 were considered.
- 3.2 Members received an update from the Chief Executive following the last meeting as well as the Quarterly Operating Report.
- 3.3 The Chief Executive provided an update on role changes within the executive team. He informed Board that Ms Katie Day (Deputy Chief Executive) will be taking directorial responsibility for the Strategic Rail Team from January 2025 (in addition to her responsibilities for TAME, Comms and Engagement and Legal), while Ms Rachel Ford will become the Interim Strategy Director with responsibility for the Strategy and Research functions along with the Major Roads team and Connected Mobility. These arrangements, which flow from the work on Business Planning, will be in place for 15 months from the start of January.
- 3.4 Mayor Rotheram highlighted that his name had been misspelt in the minutes of the previous meeting at para 4.7.
- 3.5 Cllr Hunt requested an update on exploring the potential for regional fleet bus procurement and reiterated the offer to host TfN in South Yorkshire for a future Board meeting.
- 3.6 The Chief Executive explained that the procurement issue is currently being discussed with partners through the Bus Forum. On the question of Sheffield hosting the Board he stated that he hoped that a Board meeting will take place in in South Yorkshire soon.

Resolved:

- 1) That the minutes of the Transport for the North Board held on 16 September 2024 be approved as a correct record (with Mayor Rotheram correctly spelt).

- 2) That the Chief Executive's update and the Quarterly Operating report be noted.

4. Presentation: Transport for Greater Manchester

- 4.1 Note: this item was discussed prior to the approval of the minutes of the previous meeting.
- 4.2 The Chair welcomed Mr Stephen Rhodes and Mr Simon Elliott from Transport for Greater Manchester to address Board on the Bee Network. Members received their presentation, which highlighted a number of aspects that may be applicable more widely across the North.
- 4.3 The Chair asked about the 'adult Bee anytime' bus ticket and what kind of savings passengers should expect to make.
- 4.4 Mr Rhodes explained that they are seeking to make fares lower and simpler for people to understand and have achieved a modest reduction.
- 4.5 Cllr Swinburn highlighted a number of barriers faced in North East Lincolnshire in trying to implement similar but smaller projects. He explained that the DfT would not support electrification of existing buses, and the authority could not use their BSiP funding to implement contactless payments on buses. He also highlighted issues in seeking to franchise services where there may be only potential operator in the area.
- 4.6 Mayor Brabin thanked TfGM for its support as WYCA commences its bus franchise journey. She enquired about what had been done to achieve an 11% increase in punctuality and asked about how the public received information on service performance. Finally, she asked about how fast delivery of EV buses had been achieved.
- 4.7 Mr Rhodes answered that they are happy to help other authorities by sharing experience and information: they had also been sharing TfGM's experience with DfT as it prepares the forthcoming Buses Bill. Addressing the issue of punctuality, he commented that they have had to 'live it' to understand the factors that impact on punctuality, noting the need to focus on issues such as roadworks, temporary lights and gritting routes. Additionally, there had been a series of sessions with operators focused on performance and punctuality: experience showed that use of data and analysis enabled judgements to be made as to how to improve performance.
- 4.8 On the dashboard question (performance information), he explained that Mayor Burnham publishes information on social media on a weekly basis as well as having a weekly slot on local radio allowing for performance to be scrutinised. This maintains public interest in performance and encourages officers to deal with issues immediately.
- 4.9 He stated that TfGM pursues manufacturers on a regular basis to get new vehicles delivered on time. Additionally, he highlighted the limited capacity that exists within the manufacturing sector and is open to working collaboratively with other authorities on procuring buses.
- 4.10 Cllr Swarbrick sought reassurance about cross border issues and how the relationship works with neighbouring authorities and their operators. This

issue was also raised by Ms Hayward and Cllr Gittins who suggested that TfN can play a role in facilitating cross boundary solutions.

- 4.11 Cllr Gannon raised the importance of ensuring integration of the rail system and bus systems, suggesting that the greater flexibility of the bus system needs to be taken into account in this regard.
- 4.12 Ms Hayward asked whether there is a relationship with Trainline that enables public bodies to access its customer information to allow for a more effective integration between bus and train.
- 4.13 In addressing the cross-border issue Mr Rhodes stated that this remains of paramount importance.
- 4.14 Mr Elliott spoke about service integration and the network reviews that are being undertaken as a means of improving this; additionally, he echoed the point made by Cllr Gannon regarding the importance of timing and aligning bus services with the trains.
- 4.15 With regard to ticketing, he informed the Board that the use of Pay Go is being pursued not simply because it offers a better product for the user, but also provides great insight around the journeys passengers are making, including whether the journey is multi-modal. This insight will help in designing what services are needed and where capacity is best served. On the question of Trainline he presumed that the rail industry will have the data; however, with advance purchases the data is harder to obtain.
- 4.16 Cllr O'Brien provided an elected Member's perspective of how things have improved since the introduction of the Bee Network. Under the new system there is now a sense of empowerment and self-belief that services can improve, and that users can approach TfGM directly to discuss issues and examine solutions rather than speaking to what might be considered 'faceless' organisation. Now it is possible to draw everything together and integrate, both from a transport perspective and a public services perspective.
- 4.17 The Chair thanked Mr Rhodes and Mr Elliott for their presentation. He explained that as Board meetings are held in different venues around the North the host partner will be invited to showcase a project or proposal for their location.

Resolved:

That the presentation be noted.

5. Business Planning for 2025/26

- 5.1 Members received the report from the Deputy Chief Executive who highlighted the key points within her report.
- 5.2 Mr Mark Rawstron reinforced the importance of improving east-west connectivity, the challenges of rural connectivity and the importance of giving greater consideration of freight and logistics given the key role they play in supporting the economy. He explained that all of these things are interlinked and welcomed the focus being given to these in Business Planning.

- 5.3 Cllr Swinburn spoke of past commitments to provide a direct rail service between Cleethorpes and London and requested TfN's support in getting this resolved.
- 5.4 The Deputy Chief Executive agreed to contact him to discuss this matter further.
- 5.5 Mayor Brabin thanked the previous Secretary of State for her work in setting out a vision for integrated transport and the importance of having a clear trajectory with milestones and deliverables against which progress is measured. Mayor Brabin hoped that the previous Secretary of State's focus on moving quickly and fix issues continued. She expressed the hope that that the new Secretary of State will soon attend a TfN Board meeting.
- 5.6 Mayor Brabin sought assurance that the outcomes of TfN are aligned with the Mayoral Growth Plans. She also welcomed the work being done by the TfN executive in developing the Northern Appraisal Playbook and requested a further update on this at the next available opportunity. Mayor Brabin was particularly interested to understand how the Playbook may better reflect the urban disadvantage; she asked for this to be factored into TfN's thinking.
- 5.7 The Deputy Chief Executive confirmed that TfN will continue to ensure its work aligns with that of the Mayoral Combined Authorities and Local Transport Authorities: stating that TfN exists to support the work of its constituent authorities.
- 5.8 With regard to the Northern Appraisal Playbook she explained that the TfN executive is currently working through the feedback from the recent Partnership Board discussion and hopes to bring a report to Board in the New Year.
- 5.9 Mayor Rotherham highlighted the expertise available amongst the constituent authorities and more widely across the North. He encouraged the TfN executive (in business planning) to make best use of this expertise.
- 5.10 The Chair agreed with Mayor Rotheram and highlighted the good work at Huddersfield University on transport. He suggested that an audit of transport related research at Universities across the North should be done.
- 5.11 He then also expressed his thanks to the previous Secretary of State who had put the Department for Transport on to a more outreaching footing and expressed his hope that this will continue under the new Secretary of State.
- 5.12 On the Northern Appraisal Playbook Ms Hayward informed the Board that North West Business Leaders have undertaken some work on the Green Book and suggested that they are contacted for information. She highlighted that the Business Planning did not explicitly reference the need to work on improving North-South connectivity (Birmingham to Manchester) and asked if TfN is no longer supporting the alternative approach to HS2.

- 5.13 The Deputy Chief Executive explained that TfN continues to support HS2 and whilst not specifically referenced within the report on Business Planning, the commitment set out in the Strategic Transport Plan remains. She noted that the Government is undertaking an infrastructure review as part of the next phase of the Spending Review and reassured the Board that the TfN executive continued to work on the need to improve connectivity to/from the North, including with Scotland, Wales and the rest of England. The Board was informed that TfN officials had been in Crewe the previous week working with partners in seeking to address some of the issues in and around the Crewe area.
- 5.14 Cllr Hunt welcomed the approach set out in the report and commented that this illustrates that transport is an enabler for growth. He also welcomed the commitment to place-based rail task forces, as well as the important advocacy role that TfN plays and stated that it is incumbent on constituent authorities to inform TfN of schemes they wish to progress on to ensure a consistent approach.

Resolved:

That the report and the Board's comments were noted and will inform the preparation of the draft Business Plan for consideration at the March Board meeting.

6. Annual Governance Statement, Statement of Accounts and Audit Opinion 2023/24

- 6.1 Members received the report from the Finance Director who outlined the key aspects of his report.
- 6.2 Mr Graham Bell Chair of the Audit and Governance Committee presented his annual report. He informed Board of the high quality of presentations received during the year and complemented the TfN executive team for the high professional standard of those officers who present these reports.
- 6.3 The Chair thanked Mr Bell and his colleagues for all their hard work on the Committee.

Resolved:

- 1) That the Corporate Governance Review and the Annual Governance Statement be approved;
- 2) That Board noted that Transport for the North's draft statement of accounts was laid open to public inspection for the statutory period without objection being raised;
- 3) That the Statement of Accounts for financial year 2023/24 subject to their being no material adjustments, as agreed with the external auditors be approved.

7. Decarbonisation Strategy Stocktake and Action Plan Update

- 7.1 Members received the report from the Head of Decarbonisation who highlighted the key points within his report.

- 7.2 Mayor Brabin commented that the change in travel patterns because of the Covid pandemic appeared to have helped targets be met during the period under review and enquired as to whether targets will be met during the next period.
- 7.3 The Head of Decarbonisation stated that the early output from the re-basing work suggests that the pandemic did indeed enable the carbon reduction targets to be met between 2018 and 2023. However, going into 2023 things are not as positive due to the lower than assumed sale of zero emission vehicles and the faster than expected rebound in car use more generally. He stated that the challenge remains difficult. He continued by explaining that the Decarbonisation Pathway will provide an illustration as to the level of regional commitment that needs to be undertaken if targets are to be met. The Pathway work will be reported back to the Board in 2025.
- 7.4 Mr Rawstron expressed concern about the adoption of the “no net increase” in car and HGV Mileage metric. He noted that this does not exclude mileage undertaken by electric vehicles and is not linked to the improvement of public transport infrastructure which he believes should be a pre-condition. He set out his concern that being clear on such interdependencies is important if the North’s ambitions for economic growth are to be realised. He also emphasised the importance of recognising that the solutions in metropolitan and non-metropolitan areas will be different.
- 7.5 The Head of Decarbonisation clarified that the “no net increase” metric only relates to cars and taxis and not HGVs. He then outlined why the metric does not exclude electric vehicle mileage, explaining that this is linked to TfN’s social inclusion ambition. He agreed that sustainable public transport needs to be a pre-condition if the North is to realise economic growth that is sustainable for the longer term. He also explained that the no net increase is a regional target and acknowledged that some areas including rural areas may have an “uptick” compared to others.
- 7.6 The Deputy Chief Executive reiterated that the metric is predicated on having sustainable public transport choices as set out in STP.
- 7.7 Cllr Hunt highlighted the challenge of improving air quality across the north and suggested the importance of investment that addresses this issue as well as supporting economic growth should be supported.
- 7.8 Cllr Gannon questioned whether the set targets are correct and whether the correct strategic direction is being taken. He highlighted the importance of having consistent messaging when it comes to the outcomes being sought. He expressed his concern that the price of private transport does not reflect the true costs and questioned whether taxation on this should be higher in order to factor in the costs of maintaining roads, costs of pollution and the costs on the health service.
- 7.9 Cllr Rollo highlighted the increasing number of storms that Cumbria has had to deal with in recent years and the impact that has on local communities and businesses. She noted that the evidence is clear that

these will continue to increase over the coming years. She welcomed the work to map out the vulnerability of climate change in the area. In doing so she added that tourism is huge in the area and highlighted the importance of any work on carbon reduction targets to take this into account.

- 7.10 Ms Hayward stated that decarbonization of the transport system can only be achieved with improved grid capacity and that there needs to be greater emphasis on supporting investment in improved energy systems.
- 7.11 Mayor Rotherham stated his interest in the Carbon Assessment Playbook and believes this could be important tool upon which constituent authorities can draw in the future. He also emphasised the importance of having a high-quality public transport system across the north, one that offers an alternative to using the car as this will help to reduce pollution levels.

Resolved:

- 1) That the report, including the timescales for delivery be noted;
- 2) That the feedback from Board on the early findings of the stocktake are noted and taken into account in moving forward.

8. Spending Review: Priorities

- 8.1 Members received the report from the Chief Executive who outlined the key points within the report.
- 8.2 Mayor Brabin stated that there are assumptions attached to HS2 which are going to fall away and that these need to be factored into looking at the future of NPR. She also emphasised the importance of drawing on work within the MCAs in relation to energy and digital infrastructure in order to avoid duplication. She also asked about the timeframe to which TfN is working for submission of the spending review.
- 8.3 Cllr Ross raised the importance of making the case for rail electrification in the Hull and East Yorkshire area. He noted that this was a topic of discussion as part of the devolution deal and wanted reassurance that the case would be supported by TfN.
- 8.4 Cllr Swinburn asked that the importance of investing to maintain connectivity along the A180 between Grimsby and Immingham be recognised.
- 8.5 Mayor Rotherham spoke about the Port Access Scheme and the importance of the Port of Liverpool as a strategic asset to UK PLC. He reminded Board of the failed road scheme which was opposed locally, but the need to improve connectivity to/from the port still exists. He believes that this could be solved by getting more freight on to rail and suggested that Lord Hendy be invited to address Board on this matter.
- 8.6 Ms Hayward asked that the key role of regional airports be taken into consideration in any submission to the Spending Review. She also encouraged any submission to draw out linkages with the priorities of the Manifesto of the North prepared through the Convention of the North.

- 8.7 Referring back to the issue of improving connectivity to/from Port of Liverpool, Mr Leonard stated that National Highways is looking to work with TfN and the MCA with a view to undertaking a study to identify the opportunities available for improving port access. Mr Leonard confirmed that whilst National Highways would provide some funding the scope of the study would consider rail as well as road access.
- 8.8 The Chief Executive stated that the way of working proposed by Mr Leonard reflects how TfN has worked with National Highways and constituent authorities in looking at connectivity issues between Sheffield and Manchester. He explained that this experience can be used to inform the study associated with access to the Port in Liverpool.
- 8.9 Addressing some of the other issues raised the Chief Executive stated that the TfN executive is already working with Officers in West Yorkshire to ensure that work in relation to digital and energy systems was complementary. He anticipated that something will be required for the spending review by February/March 2025. Additionally, he observed the importance of aligning submissions to the spending review to the Government's Missions: in this he suggested that transport's role as an enabler of economic, social and environmental outcomes is important.
- 8.10 The Chief Executive informed the Board that he will work with the Executive Board, senior officers and the business community to ensure that comments are reflected into the proposal.

Resolved:

That Members comments on priorities were noted and will be used to inform the development of a submission.

9. Governance Update

- 9.1 Members received the report from the Head of Legal.
- 9.2 Cllr Mitchell requested clarity on the voting rights of the new Lincolnshire Combined Authority on the TfN Board: he was concerned that it would no longer have a vote at Board level other than on any matters relating to rail.
- 9.3 The Chair and the Deputy Chief Executive confirmed that this would be the case however, as a co-opted member of the Board the new Combined Authority would still have a voice around the table. Both the Deputy Chief Executive and Mr Rhind explained that this is because an authority can only be full member of one Sub National Transport Board and the new Greater Lincolnshire Combined Authority have opted to be a member of Midlands Connect. The Chief Executive reassured the meeting that the new Lincolnshire Combined Authority, as a Rail North Authority, would have full voting rights at meetings of the Rail North Committee.

Resolved:

- 1) 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;

- 2) 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;
- 3) 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;
- 4) 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.
- 5) That substitute members for the Audit and Governance Committee be permitted;
- 6) That the Members in Appendix 1 be appointed as AGC Substitute members for the remainder of the municipal year;
- 7) That the Constitution be amended accordingly;
- 8) 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.

10. Rail North Committee

- 10.1 Members received the report from the Head of Strategic Rail who highlighted the key points of his report.
- 10.2 Cllr Riley highlighted the problems with Northern services in East Lancashire and expressed his deep concern that this is undermining everything else discussed at the meeting. He also expressed concern about reputational risk associated with Northern failing to deliver the service it is required to do.
- 10.3 The Chief Executive noted that an additional meeting of the Rail North Committee will be held with Northern on 13 January. This meeting had been called by Committee Members as they were as concerned about the basics as Cllr Riley.

Resolved:

That the report be noted.

11. Communications and Engagement Strategy

- 11.1 Members received the report of the Deputy Chief Executive.
- 11.2 Mayor Rotherham requested that this report be deferred to the March Board due to its importance and to allow for discussion with greater Member participation. He added that communication is the key way for people to understand TfN's work.

- 11.3 Members were supportive of the proposal to defer the paper until March 2025.
- 11.4 Mr Rawstron requested for engagement with the business community to be included in the preparatory work.
- 11.5 The Chair suggested that this item be discussed earlier in the agenda in order to allow for a longer discussion.

Resolved:

That the item be deferred until next meeting.

12. Corporate Risk Register

- 12.1 Members received the report of the Risk Manager and the report was taken as read.

Resolved:

That the Board note TfN's corporate risks and risk management activity over the last 9 months.

13. Appointment of Monitoring Officer

- 13.1 Note: this item was taken after the presentation from Transport for Greater Manchester.
- 13.2 Members received the report from the Head of HR. The Chief Executive introduced the item and thanked Cllrs Swarbrick, Kilbane and Gorman for their work on the appointment panel.

Resolved:

That Board approves the appointment of Ms Joanne Barclay as Transport for the North Monitoring Officer/Head of Legal from 1 January 2025.

14. Date and Time of Next Meeting

17 March 2025 – 1-3pm

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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 (QoR) 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. The QoR includes information on the uptake of the 'TfN Offer': the means by which TfN provides access to its tools, frameworks and analytical capability. The Secretary of State's funding letter for 2025/26 explicitly references the importance of supporting the development of capacity and capability through the TfN Offer. Take-up of the 'TfN Offer' continues to grow as individual authorities move forward with their work, with authorities right across the North (and beyond) drawing on the 'Offer': a more detailed update on the Offer is provided later on the agenda.

3. Convention of the North

- 3.1. Having worked as part of the Steering Group that oversee preparations for the 2025 Convention of the North in Preston, TfN hosted a Transport Workshop on 27th February. Chaired by Lord McLoughlin, the panel comprised Mayor Burnham, Mayor McGuinness, Cllr Phil Riley and Rose McArthur.
- 3.2. The following day the output from the session was fed back to the rest of the Convention by Mayor Burnham, alongside feedback from the other policy workshops. Later that day the TfN Chief Executive presented the Northern Powerhouse Rail programme to the Convention as one of five 'gamechangers'.

4. Other Updates

- 4.1. TfN assisted the Department for Transport in setting up two workshops as part of its programme of workshops linked to the development of the Government's Integrated National Transport Strategy – these were held in Newcastle (11th February) and Manchester (12th February).
- 4.2. The Chairman and Chief Executive had the opportunity to see first-hand progress with the delivery of Transpennine Route Upgrade on 17th February courtesy of TPT.

March 2025

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Quarterly Operating Report

October – December 2024



1 Chief Executive's Introduction

- 1.1 A key focus for this quarter has been to build on the engagement with constituent authorities over the summer that helped to identify the key areas of focus for Transport for the North moving forward. Working with the Executive Board (comprising senior officers from the authorities), the TfN executive developed a focused set of headline objectives that were considered and endorsed by the TfN Board at its December meeting.
- 1.2 The output from the Board discussion will be used to write the detailed Business Plan for 2025/26 for consideration at the TfN Board meeting on 17 March 2025. In parallel, discussions continue with the Department for Transport (DfT) following the October Budget regarding TfN's funding settlement for 25/26.
- 1.3 The second stage of the Government's Spending Review began immediately after the October Budget. The TfN Board in December provided an initial steer to the TfN executive as to the focus for a submission into the Spending Review. Work will continue on this over the course of the next quarter, allowing for a substantive debate at the March Board meeting in Newcastle.
- 1.4 A key area of activity for 2025/26 and beyond is the continued development and evolution of the 'TfN Offer'. Launched initially in September 2023, use of the Offer by constituent authorities continues to grow as they develop their own plans and proposals. All of TfN's constituent authorities – from the larger and more well-established Mayoral Combines Authorities (MCAs) to the smaller unitary authorities – are drawing on the Offer. Analysis undertaken by TfN shows that to date the Offer has realised savings in excess of £350k.
- 1.5 Publication of the TfN Electric Vehicle Charging Infrastructure (EVCI) State of Play report this quarter provided the opportunity to take stock of the progress made to date. Working with our constituent authorities, TfN has collated a list of tailored actions that will support an acceleration of investment in this electrification of the road fleet, and we continue to work closely with the DfT and its associated bodies (such as the Office for Zero Emission Vehicles (OZEV)) to get the actions implemented.
- 1.6 Reducing the environmental impact of our transport choices is a key outcome for the Strategic Transport Plan (STP) adopted by the TfN Board in March. During the course of this quarter work has continued on getting the Carbon Appraisal Playbook ready for its launch in January 2025. Specifically designed to support the work of our constituent authorities as they prepare their updated Local Transport Plans (LTPs), the Playbook will be added to the TfN Offer.
- 1.7 The evidence base underpinning the STP shows unequivocally the importance of improving capacity and connectivity between the North's great cities and towns if we are to realise the full value of the North's

economy: it's why the Northern Powerhouse Rail (NPR) programme is fundamental to the future success of the North. Whilst we continue to work with the DfT, through our role as co-sponsor, to develop the business case for NPR, a key focus for us in this quarter has been the need to get the current railway offer fit for purpose.

- 1.8 Concern about the performance of Northern grew significantly over the course of the autumn, with a particular problem in respect of services in the Northwest on Sundays, although the impact of those problems inevitably spilled eastwards. Members have worked closely with Northern throughout the autumn to help the company address the challenges it faces. It is clear that some of the challenges have deep roots and that agreeing a way forward will not be easy. However, through the Rail North Committee (RNC), we are committed to working with the DfT and with Northern to make progress in this regard.

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 We 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 transport plans and business cases. We have funded free trial access for our local partners to a bus planning tool for up to three months and are exploring options for ongoing access to bus data and analytics via a similar tool.
- 2.2 We have developed an online interactive 'beginner's guide to buses' course as part of the Bus Centre of Excellence suite of guidance. 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.
- 2.3 The *Better Buses for the North* forum met in Warrington on 6 November 2024. This gave partners an opportunity to share lessons learnt from their ongoing BSIP work, engage with the DfT, including an update on the Better Buses Bill, and hear from industry experts on existing tools and evidence to support workstreams, such as the new social value toolkit for buses. Officers at Warrington Borough Council kindly shared information on their procurement of zero emission buses and arranged a tour of their municipal bus company depot.

BP 2 With partners, identify the North's requirements of national rail reform, building upon existing

A

levels of rail devolution (such as the Rail North Agreement) – June 2024

- 2.4 We have developed a set of core requirements for rail reform, which were agreed to be developed further at November's RNC. These requirements will form the basis of our engagement with the DfT and further industry consultation as rail reform develops. We are commissioning specialist support externally to work with us, and partners to define outcomes sought by the North from rail reform that in turn will inform discussions on the future arrangements/ partnership that the North wishes to have with Great British Railways (GBR).
- 2.5 In parallel, the RNC continues to champion work to have a single overview of how investment in infrastructure and rolling stock aligns with future timetable changes. Drawing on the North's experience of rail devolution to date, this work is being taken forward with partners from the rail sector, both Network Rail as infrastructure owner and the operators.
- 2.6 In addition, and linked to the work on a single overview, work is underway to establish place-based Task Forces in collaboration with the relevant constituent authorities.

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

- 2.7 Our analytical work, built on criteria set by our members, to enable prioritisation of accessibility improvements across the North's stations is almost complete. We are now working with Northern and TransPennine Trains (TPT) via Rail North Partnership (RNP) to secure the inclusion of some "quick win" accessibility works in operator business plans for 2025/26, whilst setting up a working group with our MCAs and Local Transport Authorities (LTA) partners to explore other funding and delivery options. We will report progress to RNC on 25 February 2025.

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 The Northern Appraisal Playbook has been shared in draft form with officers from partner authorities for comment and has also been subject to an external review by an academic expert. A briefing for Members took place at the November Partnership Board: the meeting welcomed the initiative and supported its continued development given the potential for it to contribute to the review of the approach to scheme appraisal announced by the Secretary of State for Transport when launching their vision for the Integrated National Transport Strategy.
- 2.9 The final playbook will be made available early in Q4 and will set out how to make the most of the flexibilities contained within the Green Book, including a focus on ensuring that social and environmental factors are given consideration. 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 has identified several additional areas that could be taken forward in 2025/26, such as reviewing travel time metrics, and these have been considered as part of the business planning process. 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 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 Further work on an MRN scheme pipeline has paused until DfT provide further information and guidance on any future funding to support delivery of large (e.g. £10M - £100M) investments on locally managed roads. Confirmation on any future funding is not expected before the announcement of the 2025 Comprehensive Spending Review.
- 2.13 In the meantime, TfN continues to work with the promoters of schemes included in the initial MRN programme as they progress with the development of their schemes through to final approval.

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

- 2.14 Initial work that we undertook on a pan-regional investment pipeline will inform the TfN Spending Review submission, which we expect to provide in Q4. The focus is on influencing decisions about national funding programmes. An initial paper was considered by the TfN Board in December to shape collective priorities: this was grounded in the framework set out in the STP, and we will be working with partners to refine the ask in early 2025.

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

G

- 2.15 TAME continue to update key components of the Analytical Framework to a 2022/23 base year. This includes road and rail elements of the Northern Transport Modelling System, and development of a new Land Use and Transport Interaction model. The programme is due to complete in Spring 2025.
- 2.16 An intensive programme to provide analytical evidence in support of the Bradford station Strategic Outline Business Case has been completed. Four station options have been appraised with a suite of evidence for the Economic and Strategic Dimensions provided to the DfT, who were client for this piece of work.

- 2.17 The second phase of the Northern Behavioural Survey is underway, which includes a pilot and then a full data collection exercise 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 Our work continues to provide a stocktake to update our baseline data and an alignment of our decarbonisation workstreams to support the STP ambitions for a fair and prosperous transition. The stocktake will also include an action plan for the TfN Executive to support our partners deliver their priorities. The Board endorsed the direction of travel for this work at its meeting in December.
- 2.19 Drafting of the stocktake continues and has been informed by partner engagement designed to optimise the value of the action plan. The stocktake and action plan will be subject to expert review by leading academics in Q4, prior to being presented to the TfN Board in June 2025. The work to update the carbon baseline data, led by our TAME team, is expected to be concluded in January.
- 2.20 Additionally, the TfN Carbon Assessment Playbook will be launched in January 2025 with two online training sessions scheduled for partner organisations. The tool will be of significant practical value to partners as they look to develop their LTPs and understand the carbon reduction potential of transport measures, more widely.

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

- 2.21 The EV State of Play report has now been published, and 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.
- 2.22 The EV State of Play recommendations 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.
- 2.23 We have launched upgrades to the Electric Vehicle Charging Infrastructure (EVCI) Framework providing a range of new evidence capabilities which are available via the TfN Offer. The EVCI Framework is being actively used by MCAs and LTAs 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.

- 2.24 We have also completed the roll out of the EVCI Framework across England, working with the other six sub-national transport bodies (STBs). Supported by the DfT, this Framework is now freely available to all local authority partners across England, providing a consistent and publicly operated source of intelligence.

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

- 2.25 Demand for the TfN Offer continues to grow, and its scope is constantly evolving as additional tools and capabilities are becoming available. Within the last 12 months (January 2024 – December 2024) we received over 80 requests, with 69 completed and 6 further still in progress.
- 2.26 In November 2024, we held a briefing session with Warrington Borough Council officers, providing an overview of the TfN Offer, a live demonstration of models and tools, and exploring opportunities for targeted provision of products to support LTPs and business case development. Similar briefing sessions are available for all constituent authorities on request.
- 2.27 In Q4, we will relaunch the TfN Offer brochure. The brochure was initially published in September 2023 and the refresh will include updates to reflect the new tools and databases available to partners. Alongside this, we have also developed a Monitoring and Evaluation survey that will be issued to partners upon completion of requests. The short survey will help us to understand how the TfN Offer is being used by partners and to identify areas for further improvements in the service.

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

- 2.28 We continue to make good progress against our 2024/25 research priorities. We have undertaken a major review into our evidence base for Transport Related Social Exclusion (TRSE), which will be published in Q4, following an expert review. This will include an update to the existing online tool to provide data at a more granular level for partners to use in their planning and decision making, where appropriate.
- 2.29 In Q4, we will also publish a series of research reports into rural mobility insights, as well as our research on rail station accessibility. This research has been supported by our citizens' panel – Northern Transport Voices. Our panel will also be used in Q4 for research and insight into road safety and public transport safety. This research will conclude in Q4 and be published early in 2025/26.

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

- 2.30 Following the Budget Statement at the end of October, work has begun to develop a proposition for input into the second part of the Spending Review, the outcome of which is expected in spring 2025.

Rail North Partnership (RNP)

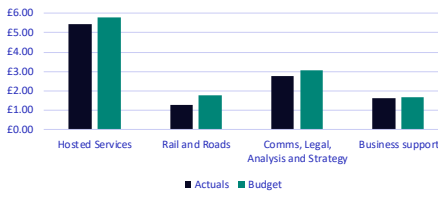
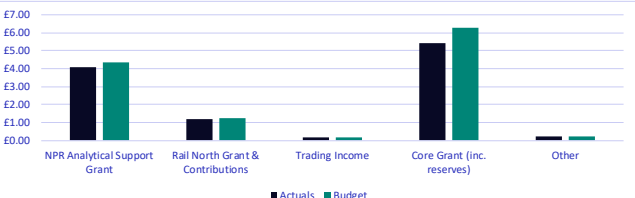
Progress in this Quarter

- 2.31 RNP has continued the 2025/26 annual business planning round, engaging stakeholders across the North to ensure LTPs are considered in the development of Northern and TransPennine Trains (TPT) plans.
- 2.32 A particular focus has been Northern's performance improvement plan (following RNP issuing it with a breach of contract notice in July 2024) and Northern's passenger assistance improvement plan (required by the Office of Rail and Road).
- 2.33 RNP continued work on its 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.
- 2.34 TPT continues to make good progress in its driver training to deliver 3 trains per hour across the TransPennine Route upgrade (TRU) diversionary routes from May 2025 and the procurement of new trains to realise the benefits of the TRU programme.
- 2.35 Services on the Northumberland line between Ashington and Newcastle began in December, with two trains per hour Monday to Saturday. Initially services are stopping at Ashington, Seaton Delaval and Manors stations, with more stations opening in 2025.
- 2.36 **Priorities for next Quarter**
- RNP will 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.
 - RNP will continue its outline passenger service specification project with a series of ongoing stakeholder conversations.
 - TPT will continue to undertake focus on procuring new trains and driver training for TRU.
 - RNP will support Northern's procurement of replacement rolling stock for the oldest diesel trains in its fleet with a combination of new electric, battery-electric and multi-mode trains. This represents one of the biggest replacement programmes in the UK, with the first phase of 127 units due to enter into service from 2029, and a second phase of 126 units following in the mid-2030s (meeting the 2040 decarbonisation target). These trains will deliver key aims of growing and seeking economic opportunities, improving transport for the user and reducing environmental impacts.
 - RNP and its partners will continue to develop the Yorkshire Dales Explorer offer, 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. The Yorkshire Dales Explorer has been nominated in the tourism and leisure category of the 2025 Community Rail Awards. Winners will be announced at the Community Rail Awards ceremony at Newcastle in March.

3 People and Finance

3.1

TRANSPORT FOR THE NORTH				PERIOD	Q3	2024/25		
FINANCE DASHBOARD				BUDGET CYCLE		BASE BUDGET		
YTD ACTUALS VERSUS BUDGET - BY ACTIVITY								
	Actuals £m	Budget £m	Var. £m	Var. %				
Hosted services								
DfT Analytical Support	£4.06	£4.35	£0.29	7%				
Rail North Partnership	£1.38	£1.41	£0.03	2%				
	£5.44	£5.76	£0.32	6%				
Operational areas								
Rail and Roads	£1.30	£1.79	£0.49	27%				
Comms, Legal, Analysis and Strategy	£2.74	£3.08	£0.33	11%				
	£4.05	£4.87	£0.82	17%				
Business support								
	£1.60	£1.66	£0.06	4%				
	£11.09	£12.29	£1.21	10%				
								
YTD OPERATIONAL & BUSINESS SUPPORT EXPENDITURE - BY COST TYPE								
Actuals				Actuals £m	Budget £m	Var. £m	Var. %	
								
				Staff	£4.13	£4.49	£0.36	8%
				Staff support	£0.17	£0.20	£0.03	16%
				Business infrastructure	£0.51	£0.51	£0.00	1%
				Professional services	£0.57	£1.00	£0.43	43%
				VAT	£0.27	£0.33	£0.05	16%
					£5.65	£6.53	£0.88	14%
YTD ACTUALS VERSUS BUDGET - BY FUND								
				Actuals £m	Budget £m	Var. £m	Var. %	
Hosted Services								
NPR Analytical Support Grant	£4.06	£4.35	£0.29	7%				
Rail North Grant & Contributions	£1.20	£1.24	£0.04	3%				
Trading Income	£0.18	£0.17	-£0.01	-5%				
	£5.44	£5.76	£0.32	6%				
Operational Areas & Backof								
Core Grant (inc. reserves)	£5.43	£6.31	£0.87	14%				
Other	£0.22	£0.23	£0.01	5%				
	£5.65	£6.53	£0.88	14%				
	####	####	£1.21	10%				
HR DASHBOARD								
Establishment								
Permanent/Fixed Term Posts	Permanent (< 2 Years)	Fixed-Term (< 2 Years)	Total Posts	HR KPI's - Year to Date				
Hosted services								
DfT Analytical Support	26 (25.90 FTE)	-	26 (25.90 FTE)	Corporate Sickness Level:	4.1%			
Rail North Partnership	18 (18.00 FTE)	3 (3.00 FTE)	21 (21.00 FTE)	Employee Turnover:	7.9%			
	44 (43.90 FTE)	3 (3.00 FTE)	47 (46.90 FTE)	% of Employees from an Ethnic Minority Background:	17.0%			
Operational areas								
Rail and Roads	18 (17.86 FTE)	-	18 (17.86 FTE)	% Employees declaring a Disability:	18.0%			
Comms, Legal, Analysis and Strategy	35 (34.92 FTE)	2 (2.00 FTE)	37 (36.92 FTE)	Gender Mix - % of Female Employees:	39.0%			
	53 (52.78 FTE)	2 (2.00 FTE)	55 (54.87 FTE)	Gender Mix - % of Male Employees:	61.0%			
Business support								
	16 (16.00 FTE)	-	16 (16.00 FTE)					
Total Establishment	113 (112.48 FTE)	5 (5.00 FTE)	118 (117.48 FTE)					
Strength (In Post)								
Appointed (Start Date Pending)	2 (2.00 FTE)	-	2 (2.00 FTE)					
Pending/Active Recruitment	-	-	-					
Vacant - On-hold	9 (9.00 FTE)	-	9 (9.00 FTE)					

3.2 Year to date expenditure is £11.09m, £1.21m (10%) below base budget.

3.3 Staff costs are £0.4m lower than budgeted, £0.2m related to the cost-of-living salary rise. The remainder is due to deferred recruitment, most notably the Rail and Roads Director role, which represents half of this.

3.4 Discretionary costs are £0.8m underspent. TAME analytical support to DfT accounts for £0.3m with the remaining £0.5m in the operational areas. £0.3m of the latter is due to activities no longer proceeding or activity being delayed within year compared to original forecasts.

3.5 Emerging priority activities which materialise 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 £0.6 million have been approved 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.

North East Combined Authority update

TfN Board Meeting

17/03/2025



Context

North East Combined Authority's five missions:



Home of real opportunity

We'll focus on reducing child poverty, achieving higher levels of education and higher-level skills, alongside breaking the class barrier, health / wellbeing, and value in the foundational economy.

Home to a growing and vibrant economy for all

We'll have secure, well-paid jobs across region, greater business births and inward investment, and productivity growth driven by innovation and advanced manufacturing.

A North East we are proud to call home

We'll focus on improving our housing offer, and supporting quality high streets and neighbourhoods, supported by our culture and natural assets, and transport and digital infrastructure.

Home of the green energy revolution

We'll accelerate decarbonisation for the North East and beyond, with clean energy production, sustainable industry, and a growing proportion of green jobs with skills at every level.

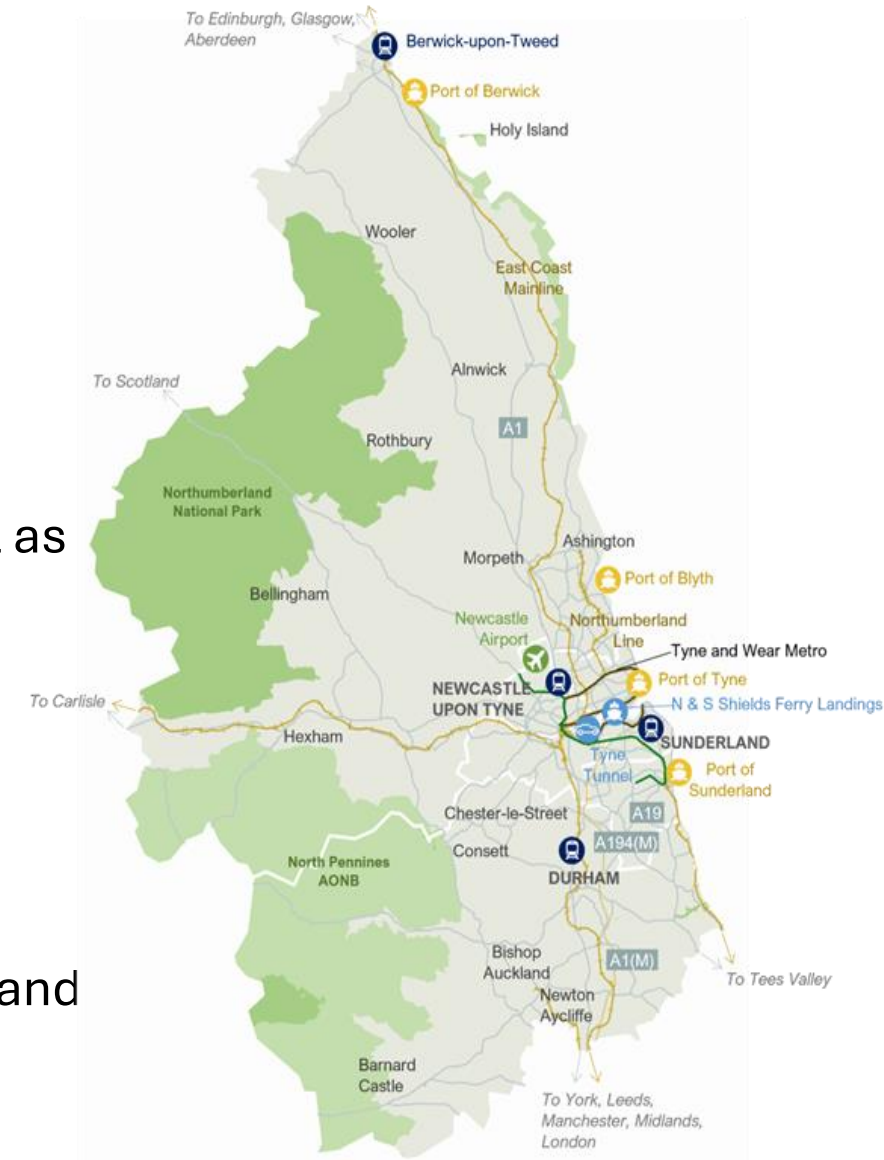
A welcome home to global trade

We'll drive international trade and FDI, attracting businesses and investors, leveraging our thriving visitor and sport economy to deliver growth for Britain.



Transport in the North East

- One of the highest bus use areas in the UK with over 100 million bus journeys made in 2022.
- Tyne and Wear Metro – 60 stations and over 30.5 million journeys in 2022.
- Estimated 600 million walking and cycling trips in 2022
- East Coast Main Line – connects us to London and Edinburgh, as well as the other main cities in the North and Midlands.
- Northumberland Line - connecting South East Northumberland to Newcastle.
- Strategic road links – A1, A19, A66 and A69
- Over 8000 registered EVs (2022).
- Newcastle International Airport – over 700,000 domestic passengers and 2449 tonnes of freight (2022)
- Five Seaports which handled 1200 vessels in 2022 and just under 6 million tonnes of cargo per year.





What we've achieved since May 2024

- Started bus reform on day one – first announcement by the Mayor.
- Rollout of new Metro fleet has begun, and Metro Flow project to boost capacity by 24,000 additional passenger journeys every day.
- Reopened Northumberland Line (50k tickets sold in 3 months) and approval of Leamside Investment Corridor strategy development.
- Local Transport Plan consultation – huge response of over 16,000.
- BSIP funding used to cap bus fares at £2.50 and £1 for 21 and under for a year, and to prop up the failing bus network.
- Funding secured to convert 10% of the bus fleet to EVs.
- Secured LEVI funding to install >1500 charge-points.



04/11/2024

Mayor launches consultation on plans for North East transport



15/07/2024

Mayor announces Kids Go Free on public transport



12/02/2025

Mayor welcomes active travel funding



11/12/2024

Mayor announces new price cap for North East bus fares



11/02/2025

Thousands of responses received for Mayor's Transport Plan



24/01/2025

Leamside Investment Corridor to examine opportunities for housing and access to jobs



17/02/2025

£15.8m boost to North East electric charging network



Our transport challenges

- Car journeys made up 58% of all journeys in 2022.
- ZEV use is growing but formed just 1% of registered vehicles in the NE in 2022.
- 1 in 4 adults are physically inactive.
- Public transport use is falling over the long term.
- 31% of residents at risk of transport related social exclusion.
- Highly congested East Coast Main Line
- Congestion at some key junctions, especially on the A19 where development is hindered
- Contrasting transport challenges between our rural and urban areas.
- Financially challenging bus network giving major connectivity challenges.
- An increasing need for maintenance and resilience of our existing transport infrastructure assets.
- Failing infrastructure in need of urgent resolution: Gateshead Flyover, Tyne Bridge, Metro signalling.





North East Local Transport Plan and Delivery Plan

The North East Local Transport Plan (LTP)

- Aim to create a **green, integrated transport network that works for all.**
- Sets region's transport priorities up to 2040, covers movement of both people and freight.
- Extensive 12-week public consultation generating over 16k responses.
- Also a strong level of public support with 81% of people supporting the Mayor's ambition with 54% strongly supporting.
- 64% of people said the proposed improvements would increase their use of sustainable travel.
- Accompanied by a Delivery Plan - the list of what we will build, introduce or change up to 2040 and what mechanisms we will use to deliver.
- Message is that making journeys is good as they benefit our economy. Greener journeys are even better as they also benefit our environment and health.





Delivery

- In addition to the measures we've already undertaken, further capital funding is now available to support the delivery of the LTP schemes outlined in the Delivery Plan for 2026/27.

Page 35

- Newly available funding is made up of:

- £563m of City Region Sustainable Transport Settlement (CRSTS) funding inclusive of £21.7m of additional Highways Maintenance funding.
- £23m in capital funding bringing Durham into the CRSTS programme in 2025/26 and 2026/27.
- £21.21m CRSTS revenue grant to support capital delivery.
- £15.8m of Local Electric Vehicle Infrastructure (LEVI) funding.
- £23.6 million additional BSIP funding.





Delivery: What else is needed

Much more needs to be done to help us deliver the ambition of the LTP up to 2040 including:

- £1.85 billion CRSTS2 funding inclusive of capital and revenue.
- CRSTS2 baseline to comprise:
 - Metro and bus revenue
 - Starting point of 1.85m (i.e. Network North uplifted figure)
- Capacity funding to enable long-term local transport planning and delivery.
- Additional powers for CA in order to support delivery of schemes.
- New Metro signalling system.
- Reopening of the full Leamside Line.
- Upgrades to A19 junctions north of Newcastle and A1 dualling.
- ZEV funding.





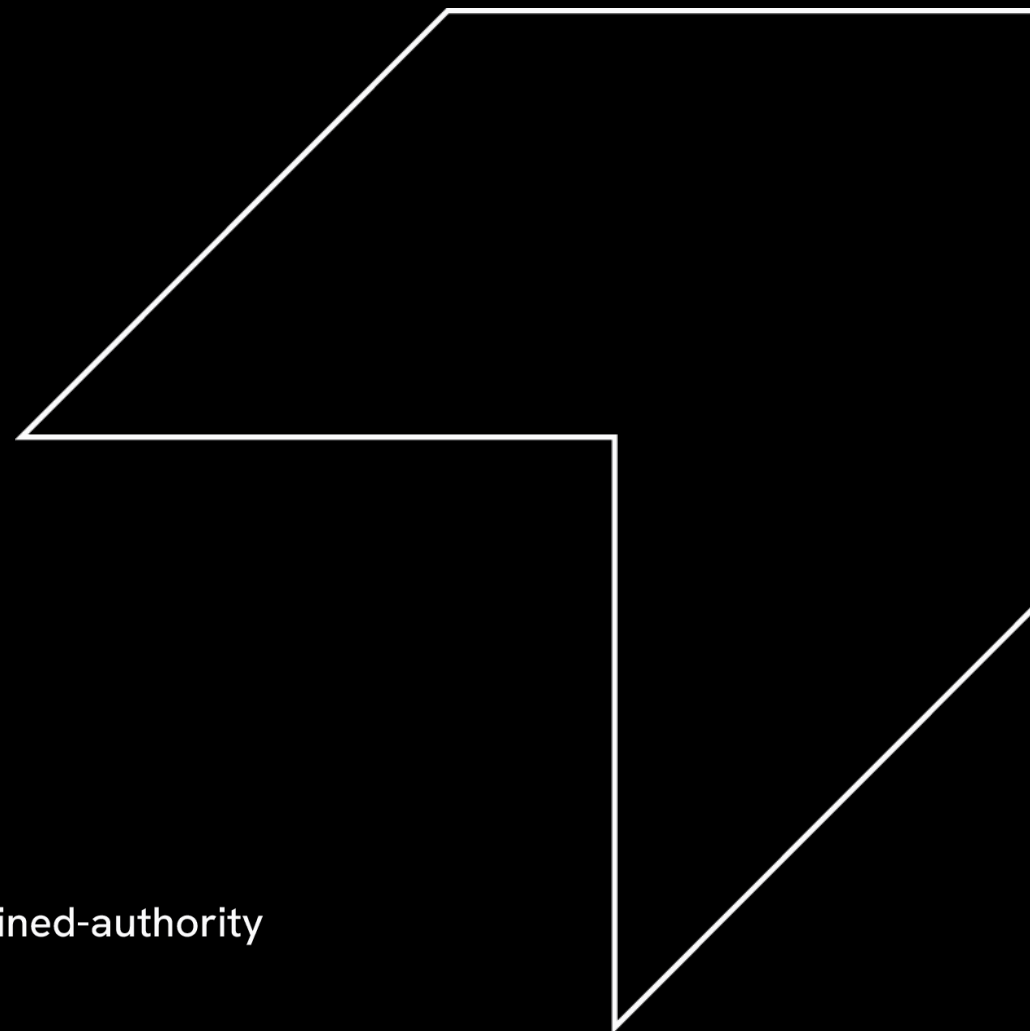
Working together

Continuing to work alongside TfN and other partners across the north can help us going forward in realising the ambition of our Local Transport Plan through:

- Developing important schemes which deliver benefits for the local, northern and national economy. TfN's support and assistance will be welcome in making the case to invest in:
 - Re-opening the Leamside Line to support economic growth and upgrade capacity on the East Coast Main Line
 - Improving the A19 junctions North of Newcastle to cut congestion and unlock key housing sites
 - Dualling the A1 in Northumberland to improve safety and help the economy
 - Getting the East Coast Main Line timetable right for the region to make the service more reliable
- Development of transformational pan northern schemes, such as Northern Powerhouse Rail
- Working with partners in the Tees Valley, North Yorkshire and Cumbria through the North East Rail Management Unit to improve local rail services
- Collaborating with other city-regions through our membership of the Urban Transport Group to influence government and national delivery bodies
- Challenging the Green Book appraisal process that can hold back schemes which deliver wider economic, social and environmental outcomes – eg improvements to A19 junctions



Any Questions?



Thank you for your time

✉ enquiries@northeast-ca.gov.uk

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Meeting	Transport for North Board
Subject:	Budget and Business Planning 2025/26
Author:	Paul Kelly, Finance Director
Sponsor:	Martin Tugwell, Chief Executive
Meeting Date:	Monday 17 March 2025

1. Purpose of the Report:

- 1.1 This report sets out Transport for the North's (TfN) 2025/26 Business Plan and Budget and its associated funding arrangements.

2. Recommendations:

- 2.1 The Board is recommended to:
- a) Note and endorse the draft Business Plan for 2025/26 (included at Appendix 1)
 - b) Delegate the steps required to finalise the Business Plan to the Chair and Chief Executive
 - c) Note the projected closing core reserves as of 31 March 2025 is £4.5m
 - d) Approve the proposed use of core reserves of £0.75m in 2025/26
 - e) Approve the proposed use of RNP reserves of £0.06m in 2025/26
 - f) Approve the budget for 2025/26 as detailed in section 5
 - g) Approve the proposed approach to the 2025/26 member contributions for the financial year 2025/2026 and delegate to the Rail North Committee (RNC), in conjunction with TfN officers, to undertake a review of financial contributions of the Rail North Authorities in future years
 - h) Note the medium-term financial sustainability assessment and reserve strategy as detailed in section 7.

3. Funding Settlement

- 3.1 TfN received a funding allocation ("The Funding Letter") from the Department on 24 February 2025 (Appendix 2). This included:
- £6.5m to deliver the core statutory duties, which is the same as 2024/25; and
 - £0.71m to enable TfN to support the development of capacity and capability to the wider Subnational Transport Body ("STB") and Local Transport Authority (LTA").

These figures were in-line with the underlying assumptions used throughout the business planning process within the TfN executive.

- 3.2 DfT has indicated the funding received for development of wider STB and LTA capacity and capability should be used to support:
- Delivering a pan-regional approach through developing regional transport strategies.
 - Focussing on pan-regional connectivity and integration.
 - Supporting LTA's capacity & capability through providing access to STB modelling and analysis tools and expertise.

- 3.3 TfN funding has been granted on a one-year basis. The Funding Letter states that "Future years funding, beyond the period covered by this letter, will take account of the Transport for the North's performance and is subject to the outcome of the Spending Review."
- 3.4 In addition to these allocations, and to maintain the entities current capacity and capability, Rail North Partnership Grant, Rail Administration Grant/Local Contributions will increase in line with formal agreements or as agreed to a level required to meet anticipated costs.
- 3.5 Each financial year, in line with the arrangements set out under the Rail North Agreement, TfN sets a contribution from each member authority to specifically support TfN's operating costs. In line with the Franchise Management Agreement (the Agreement) these contributions are subject to indexation each year.
- 3.6 Discussions with officers from constituent authorities have highlighted concerns that the indexation applied as per the Agreement has, over time, led to additional funding pressures for some partners. This situation has arisen because other funding sources (including the DfT's Rail Administration Grant paid to the former Passenger Transport Executives) have not increased commensurately.
- 3.7 As a result, and following consultation with the RNC, we are proposing to share the indexation increase for financial year 2025/26 equally between partner authorities and TfN (effectively reducing the impact on the indexation on partners by 50%).
- 3.8 In addition, we will initiate a review of local contributions from 2026/27 onwards to allow the implications of rail reform and wider devolution to be properly considered alongside the ongoing contractual arrangements in place for Rail North Partnership. As this relates to arrangements established under the Rail North Agreement it is recommended that the Board look to delegate oversight of this review to the RNC.
- 3.9 As in previous years, 'in kind' contributions (or 'Additional Contributions') – for example transport authorities staff time whilst working on specific projects or programmes on behalf of TfN – will continue to be an option for partners.
- 3.10 In addition to the above, DfT separately confirmed they would like TfN to continue the analytical support to the NPR programme.
- 3.11 In the Grant Funding Agreement ("GFA"), DfT has confirmed its willingness to underwrite TfN's costs.
- 3.12 The medium-term financial sustainability risk linked to inflationary increase in our cost base has been aired in all previous budget submissions and will need to be addressed through the spending review now underway. To maintain our current capability, output and continue to deliver our statutory duties, TfN requires a step change in core grant funding from £7.2m in 2025/26 (a level set in early 2023 for the two subsequent years 2023/4 and 2024/25) to £8.2m per year for each of the three subsequent years, i.e. 2026/27, 2027/28 and 2028/29. A funded budget can be achieved for 2025/26 with core funding of £7.2m and the use of £0.7m of reserves but this approach is not sustainable over the following three years.
- 3.13 As part of the Spending Review, the TfN executive is working with officers from constituent authorities and DfT officials to identify opportunities to build on TfN's existing capability to support partners in delivery. Those discussions will include consideration of resource requirements and whether additional funding would be required to enable them to be realised.

4. Business Planning

- 4.1 TfN's statutory function and responsibilities remain unchanged. A key focus for business planning is the need to maintain a sustainable financial position for the medium/long-term future of TfN. The added value of TfN in supporting national government priorities such as economic growth and housing is acknowledged by the Secretary of State in her funding letter, which also acknowledges the value of

TfN's work to support the development of capacity and capability to our constituent authorities through the TfN Offer. This is helpful context for the Business Plan.

- 4.2 The draft Business Plan (Appendix 1) builds on the steers provided by the TfN Board, as well as comments and advice from the Executive Board. It reflects the need for TfN to take account of changes to the political and policy context nationally, whilst continuing to be focused on how best to support our constituent authorities and enable delivery by them and other partners.
- 4.3 The focus for the Business Plan is on how TfN will:
- a) Provide strategic evidence and statutory advice to make the case for investment to deliver the agreed Strategic Transport Plan (STP)
 - b) Act as a broker/convenor of partners to accelerate delivery of pan-regionally significant and/or cross border schemes and policy priorities
 - c) Provide technical support, through our specialist capability, analytical framework and tools, to our partners for local/national planning and business cases
- 4.4 The draft Business Plan was considered by the Scrutiny Committee at its meeting on 27th February. In supporting the draft Business Plan the Committee highlighted the importance of TfN's work in helping the North consider cross-boundary matters, including consideration of the linkages with adjoining devolved administrations and other English regions. It was also considered, and supported, by the Executive Board (comprising Executive Directors from TfN's constituent authorities) at its meeting on 6th March.
- 4.5 Through the course of each financial year the TfN executive monitors progress with the delivery of the Business Plan. A virement process, managed by the Finance Director, is used to maximise delivery of activities in year. Prioritised activities can be introduced in year if capacity exists within the agreed budget envelope. In addition, budget revisions or changes to business activities can be periodically agreed by the Board if new incremental activity is identified.

5. The 2025/26 Budget

- 5.1 Based on TfN's operating and funding environment a number of budget and planning assumptions were made to allow the preparation of a sustainable cost profile/budget for 2025/26, one that would also form the basis of future years budgets. Funding and cost assumptions are required for future years to establish a sustainable cost base in our proposed budget year.
- 5.2 Budget assumptions for 2025/26 were:
- DfT core funding of £7.21m / continuing at same levels as previous two years (see following three-year assumptions below);
 - Costed establishment of 122 roles (core funded - 71, NPR Tame funded - 30 and RNP funded - 21);
 - Of the core funded roles, 4 are being filled with fixed term solutions, all of which are within the TAME team;
 - Employee costs to increase in line with existing terms and conditions;
 - Cost of living increase assumed at 5% per annum;
 - Maintaining the approach to prioritise investment in people and skills held within TfN, minimising the use of external consultants;
 - Rail North Grant/local contributions budgeted at levels agreed with the respective entities; and
 - Rail North Partnership funding assumed to increase by £0.19m due to employment contract increases.

5.3 For future years the budget assumptions for 2026/27, 2027/28 and 2028/29 were:

- Recognising the potential inflationary increases in our cost based which is heavily weighted to employment contracts, to maintain the current TfN capacity and capability at the level set within the 2025/26 budget and continue to deliver our statutory duties and the wider TfN Offer, a step change in core grant funding from £7.2m per year for 2025/26 to £8.2m per year for each of the following three years;
- Costed core funded roles of 71;
- Employee costs to increase in line with existing terms and conditions;
- Cost of living increase assumed at 5% per annum;
- By prioritising and maintaining the investment in people and capacity held within TfN, we are proposing to maintain the lower level of externally contracted professional services per the 2025/26 budget;
- Assumptions have been limited to business areas that directly affect core funded activities and the use of reserves. Any changes, either increase or curtailment, of NPR TAME services are assumed to be funded in full by DfT. This is consistent with the current Grant Funding Agreement; and
- For the purposes of the 4-year financial viability assessment, Rail North Partnership and local contributions are deemed to continue at levels consistent with the 2025/26 budget. However, it is acknowledged that these will need to be reviewed at some point in the context of rail reform.

Any modifications to longer term revenue assumptions will be considered in the relevant year's budget submission.

5.4 The Business Planning process has now completed, driven by the golden thread that links the Board priorities and Departmental objectives. The fully funded budget proposal for the year is £16.12m as follows:

	25/26 Budget £m
Operational:	
Rail, Modelling, Legal & Communications	4.03
Strategy & Roads	1.93
	5.97
Business Support:	2.39
Total	8.35
Hosted:	
Rail North Partnership	2.07
NPR Analytical Support	5.70
Total Hosted:	7.77
Total Costs	16.12

5.5 The 2025/26 budget includes £0.1m relating to activities not fully completed in 2024/25. These are funded by increased brought forward reserves.

Total headcount budgeted in 25/26 are shown in the table below:

11	24/25 Budget	25/26 Budget	variance
Total Headcount			

Core	71	71	-
Rail North Partnership	21	21	-
NPR Tame	26	30	4
Total	118	122	4

5.6 The established headcount is forecasted to increase by 4 within the NPR TAME team. This represents a decision to secure delivery of specific services through employed personnel as opposed to delivery through professional service contracts. Professional service contracts are subject to VAT which is not recoverable by TfN. This approach is intended to secure and retain knowledge within TfN for future use whilst delivering an enhanced value for money solution.

5.7 Four of the core funded established posts of 71 have been, or will be, filled with fixed term posts to June 2026. This will be reviewed when we have the outcome from the spending review submission. Five of the 30 heads in the NPR Analytical Support line are consultant posts and as such are not captured as staff costs.

Operational & Business Infrastructure budgets

5.8 The 2025/26 core funded budget and its comparison to 2024/25 budget is as follows:

	24/25 Budget £m	25/26 Budget £m	Variance £m
Comparison of Core expenditure			
Operational:			
Rail, Modelling, Legal & Communications	4.22	4.03	(0.19)
Strategy & Roads	2.23	1.93	(0.30)
	6.46	5.97	(0.49)
Business Support:	2.43	2.39	(0.04)
Total Operational & Business Support:	8.89	8.35	(0.53)

5.9 The core funded budgets by cost category are detailed below:

	24/25 Budget £m	25/26 Budget £m	Variance £m
Total Core by Cost Type			
Staff	6.01	6.06	0.05
Staff Support	0.29	0.34	0.06
Business Infrastructure	1.28	1.00	(0.28)
External costs	1.31	0.95	(0.36)
Total	8.89	8.35	(0.53)

5.10 The variance between the two years of £0.53m is mainly due to:

- Refocusing our stakeholder and communications to deliver more efficiently. For example, we are planning to utilise resource within the Tame team to enhance / update our external website (further detailed below); and
- A targeted approach to minimise our external costs and deliver through our inhouse capacity and capability.

5.11 The resources have been aligned to the activities detailed in the Business Plan. The salaries budget includes spinal point movements in line with employment contracts, the planned increase in employers' national insurance contributions (£0.1m) and a provision of 5% for a cost-of-living increase. These incremental costs have been offset by a lower cost interim staffing solution for 2025/26.

5.12 The core funded salaries budget consists of 71 roles, as detailed below.

Total Headcount	24/25	25/26	variance
	Budget	Budget	
Rail, Modelling, Legal & Communications	36	36	-
Strategy & Roads	19	19	-
Business Support	16	16	-
Total	71	71	-

- 5.13 Whilst there has been no overall increase in establishment from last year, the opportunity has been taken to source two fixed term roles to support the visualisation of the TfN Offer. This work was previously undertaken using consultants. Bringing this resource internally to TfN provides a better value for money solution. It brings added value by adding capability to improve our internal systems and external website without needing to use consultants. In combination, this will improve ease of access to the TfN Offer, whilst freeing up resource to further develop the products available to support our constituent authorities.
- 5.14 Business Infrastructure spend of £1m represents the costs of delivering TfN. This includes costs such as office accommodation, software licences, external and internal audit, insurance etc. The budget represents a 22% reduction in expenditure the majority of which relates the evolution of our approach to stakeholder engagement and communications.
- 5.15 External costs include £0.1m of anticipated slippage from 2024/25. These were paired back as part of the business planning process and projected to continue at these levels going forward to support medium-term sustainability.

Hosted Budgets

Rail North Partnership

- 5.16 The Rail North Partnership budget is:

Rail North Partnership by Cost Type	24/25	25/26	variance
	Budget £m	Budget £m	
Staff	1.78	1.99	0.21
Staff Support	0.05	0.03	(0.02)
Business Infrastructure	0.05	0.05	0.00
Total:	1.87	2.07	0.19

- 5.17 The increase mainly relates to increases in staff's contractual arrangements.
- 5.18 The staff budget reflects the following heads:

Total Headcount	24/25	25/26	variance
	Budget	Budget	
Rail North Partnership	18	18	-
TransPennine Route Upgrade	3	3	-
Total	21	21	-

NPR Tame

- 5.19 The total estimated budget of £5.7m represents the costs associated to delivering the TAME solution to the NPR programme. It includes:
- £2.2m for staff / resource / support-based costs; and
 - £3.5m to deliver the externally procured services required to meet DfT specified service. Commitments against the estimated costs will be specified and agreed in advance for each quarter.

6. Funding

6.1

Funding	24/25 Budget £m	25/26 Budget £m	variance £m
Core grant	6.50	6.50	-
TfN Offer	0.71	0.71	-
Use of Reserves	1.27	0.75	(0.52)
	8.48	7.96	(0.52)
Contract Income	0.04	-	(0.04)
Rail North Grant/Local Contributions	0.36	0.40	0.03
Core Duties	8.89	8.35	(0.53)
<i>Hosted Services:</i>			
TDF Rail Modelling	5.70	5.70	(0.00)
Rail North Partnership Grant	1.23	1.37	0.13
Rail North Grant/Local Contributions	0.42	0.43	0.01
Contract Income	0.23	0.27	0.04
Hosted Services	7.57	7.77	0.19
Total Resource	16.46	16.12	(0.34)

- 6.2 In addition to the core grant, use of reserves of £0.75m is required to provide a fully funded budget. As mentioned above, £0.1m of this relates to activity deferred from 2024/25 which is funded from reserves due to the deferral. This is broadly aligned to the position conveyed in last year's budget submission.
- 6.3 The NPR Tame grant of £5.7m is ring fenced and will be reimbursed to DfT if expenditure levels are lower than budgeted.
- 6.4 Rail North grants have been increased from the previous year in line inflation, with the increase shared by agreement between TfN and the MCA's and authorities.
- 6.5 The proposed RNP grant for 2025/26 is £1.3m, representing an 8% increase from 2024/25, plus a further £0.06m is to be utilised from reserves.

7 Medium-Term Financial Strategy and Reserve Strategy

- 7.1 Under statute, all local government bodies – including TfN – are required to operate to a locally defined reserves strategy that ensures that the organisation always holds a prudent level of reserves. Such reserves enable the organisation to operate with a degree of flexibility and guard against financial shock.
- 7.2 A prudent reserve strategy is particularly important for TfN as it has few other levers to mitigate financial risk. Unlike our partners, TfN cannot access credit for short-term cash flow management and long-term investment, nor can it levy or precept upon a local tax-base to underwrite its operations.
- 7.3 TfN's approach to managing financial risk therefore must rest on two pillars:
- a) A prudent risk culture that ensures TfN limits its exposure to financial risk arising from contracting and business operations; and
 - b) A prudent reserve strategy that ensures TfN always holds a level of cash at bank to guard against residual financial shock.

Practically, this means that TfN must work in collaboration with DfT and partners when entering into multi-year and higher-risk transactions to ensure that the right balance of risk share is achieved.

- 7.4 It also means that TfN's reserve strategy must be managed in conjunction with the use of the annual Core grant allocations. As Core grant is the only discretionary

resource TfN holds that can fund expenditure, it follows that financial risk must primarily be managed through this resource.

- 7.5 Following discussions with the DfT when TfN was established as a statutory body, it was agreed that TfN would target a core cash balance of *no less than* £2m to be held as a cash reserve in any given year.
- 7.6 The minimum of £2m remains appropriate and would be required to meet immediate term contractual and legal obligations.
- 7.7 The operating model remains unchanged from 2024/25, and it is not proposed to modify the minimum reserve.
- 7.8 From year to year, general reserves may be drawn upon in-year, or contributions made from surpluses.
- 7.9 In 2024/25, due to the roll out of year two of the two-year funding allocation, TfN budgeted to utilise £1.3m in reserves to maintain the TfN's capacity and capability.
- 7.10 The forecasted outturn for 2024/25 does not anticipate a reserve utilisation for 2024/25. The main reasons for the reduction in reserve utilisation was the realisation of investment income (this is specifically not budgeted as agreed within the Treasury Strategy), one off write offs of historical provisions, staff cost savings from vacant posts and either partially or fully deferring activity originally budgeted in 2024/25. This forecast is anticipated to leave TfN with total Core Grant Reserves of £4.5m by the end of 2024/25.
- 7.11 As detailed above, TfN is proposing a draw from reserves totalling £0.75m in 2025/26. This provides the necessary incremental funding to enable TfN to maintain its capacity and capability and deliver the Business Plan outcomes.
- 7.12 This approach to TfN's medium-term financial strategy is predicated on the following approach to non-core funded expenditure:
- such activity will be resourced from specific grants; and
 - activity levels will be tailored to the funding available and any grant restrictions thereon.
- 7.13 The principal variables to manage through the medium-term financial strategy are therefore around the Core grant activity and, in-particular, how to align the reserve strategy with business plans to allow key priorities to be resourced whilst managing inflationary pressures.
- 7.14 The following table highlights TfN's medium term forecasted core grant requirements, resource, and the associated requirements for reserve support

	25/26	26/27	27/28	28/29
	Budget	Forecast	Forecast	Forecast
Reserves	£m	£m	£m	£m
Total Core Grant Reserve:				
Balance b/f	4.5	3.7	3.7	3.1
Inflows:				
Core grant	7.2	7.2	7.2	7.2
Additional Core grant		1.0	1.0	1.0
Other grants/income	0.4	0.4	0.4	0.4
	7.6	8.6	8.6	8.6
Outflow	(8.4)	(8.7)	(9.1)	(9.6)
(Draw)/Contribution	(0.7)	(0.1)	(0.5)	(0.9)
Balance c/f	3.7	3.7	3.1	2.2

Future year draws on the reserve may be affected by differences from the assumptions made on pay and price inflation and also any future cost mitigation initiatives.

- 7.15 In order to maintain TfN's capacity and capability and continue to deliver our statutory duties, we have assumed a step change in core grant funding from £7.2m for 25/26 to £8.2m per year for each of the subsequent three years (this assumes a funding solution will be agreed for a three-year period). Any variances to the planning assumptions, in terms of magnitude and/or term, will be considered as part of the budget and business planning process for each year.
- 7.19 In addition to the proposed step change in core funding, TfN is anticipated to utilise its available core reserves (down to its minimum funding level) to demonstrate financial viability over the three-year period after 2025/26. It is acknowledged but not factored into financial forecasts (as per policy), that investment income is likely to arise each year and prudent cost provisions may not be fully utilised. Such changes, alongside other planning assumption variances, will be considered in each year's budget submission.

8. Corporate Considerations

Financial Implications

- 8.1 The financial implications are included within the report.

Resource Implications

- 8.2 The resource implications are included within the report.

Legal Implications

- 8.3 The legal implications are contained within the report. Any change to the indexed financial contributions for 2025 /2026 of partners must be approved by the Rail North Authorities at the Board meeting on 17 March 2025 and thereafter by an authorised signatory on behalf of TfN.

Risk Management and Key Issues

- 8.4 The risk implications are included within the report. TfN executive will continue to review and update the corporate risk register in line with the funding allocation received and the 2025/26 business plan.

Environmental Implications

- 8.5 There are no environmental implications.

Equality and Diversity

- 8.6 There are no quality and diversity matters.

Consultations

- 8.7 No consultation is required.

9. Background Papers

- 9.1 Draft TfN Business Plan for March 23 Board
- 9.2 Budget and Business Planning 2024/25 March 2024 Board

10 Appendices

- 10.1 Appendix 1 – Draft 2025-26 Business Plan
- 10.2 Appendix 2 – Secretary of State Funding Letter

TRANSPORT FOR THE NORTH 2025-26 BUSINESS PLAN

1. Foreword

- 1.1. The Government has placed transport's role as an enabler of sustainable economic growth at the heart of its agenda. We know that an efficient, high quality, safe, integrated and decarbonised transport system that connects people and places is fundamental to everyday life.
- 1.2. The evidence base assembled by TfN in support of its Strategic Transport Plan (STP) sets out the scale of the opportunity that exists across the North but also the challenges our communities and businesses face.
- 1.3. Investing in infrastructure and services in the North to improve connectivity will enable our economy to grow by an additional £118bn per year. It will help improve social inclusion and it will reduce the environmental impact of our transport system. In this regard the North's ambition complements that of the Government as set out in its Missions.
- 1.4. The size of the prize is huge and one that the North's leaders are committed to realising. Devolution is empowering the North's Politicians to make a difference for their communities and businesses: coming together as TfN they make a difference for the North.
- 1.5. In adopting the STP in March 2024 the TfN Board set out the scale of its ambition for the North. Improving connectivity between the great cities and towns across the North, and beyond to the rest of the country, is critical to realising that ambition.
- 1.6. And it is with this in mind that our focus in the short-medium term is on how, working with our partners across the North and nationally, we enable delivery of the outcomes we seek for our communities and businesses.
- 1.7. With the fiscal environment continuing to be challenging in the short term our role in advising on the effectiveness and efficiency of infrastructure and service delivery is more necessary than ever.
- 1.8. TfN's work with our partners on delivery reinforces the need for system reform. It's why we are using our accumulated knowledge and expertise to develop practical advice on how to ensure the appraisal system better reflects circumstances and opportunities that exist across the North.
- 1.9. There is also a need to improve the alignment of investment across strategically important infrastructure networks.
- 1.10. Investment in energy generation and distribution is critical to enabling electrification of our transport system. Improving digital connectivity not only supports a better user experience of our transport system, it enables our businesses to operate in different ways, which in turn changes the nature of future travel demand. Our approach to investment must therefore be underpinned by a systems approach.
- 1.11. TfN welcomes the Government's commitment to set out its vision for the future of transport, through its Integrated National Transport Strategy. It is a unique opportunity to achieve the shift in mindset required if we are to embed the place-based, outcome focused, user-centred approach at

the heart of decision-making. Such thinking is already at the heart of our STP, and we will continue to work closely with the Government, sharing our evidence and expertise to support its work.

- 1.12. The strength of TfN remains the way it brings Political leaders and business representatives together in a shared endeavour to unleash the North's potential. The accumulated knowledge and expertise within the TfN executive, a publicly owned asset, is one that TfN's partners are drawing on through the 'TfN Offer' in ever increasing numbers.
- 1.13. The evidence is clear: the analytical, policy and research capability held within TfN is highly valued by our partners providing as it does access to capability that complements their own. And evidence shows that this approach saves the public sector money overall.
- 1.14. In 2024 TfN was included in the Sunday Times Top100 Best Places to Work: such an accolade is the result of our continuing commitment to invest in our single biggest asset – each and every member of TeamTfN.
- 1.15. The knowledge and accumulated experience within the TfN executive extend far wider than just the transport sector: it is an asset that continues to evolve and develop to complement the work of our constituent authorities and our partners in Government.
- 1.16. This Business Plan sets out how that capability will be used over the coming year to support our partners and in the process set out a direction of travel for TfN for the years to follow.
- 1.17. Together we can – and we will – transform the North.

2. About Transport for the North

- 2.1. In 2018, Parliament devolved powers and responsibilities from the Department for Transport (DfT) to the North's Political leaders, with TfN established as a statutory body.
- 2.2. TfN works on behalf of the North's 16 million citizens and 1.1 million businesses, complementing the work of our Mayoral Combined Authorities (MCAs) and Local Transport Authorities (LTAs), and supporting the work of the Government nationally.
- 2.3. The TfN Board comprises the elected Political leaders from those authorities, who work with representatives from our business community, as well as our national partners, to discharge the statutory duties and other responsibilities held by TfN.

Statutory Sub-national Transport Body

- 2.4. As a statutory partner to the DfT, TfN has the following general functions agreed by Parliament:
 - To prepare a transport strategy for its area
 - To provide advice to the Secretary of State about the exercise of transport functions in its area
 - To co-ordinate the carrying out of transport functions in relation to its area that are exercisable by different constituent authorities with a

view to improving the effectiveness and efficiency in the carrying out of those functions

- If TfN considers that a transport function in relation to its area would more effectively and efficiently be carried out by TfN to make proposals to the Secretary of State for the transfer of that function to TfN
- To make other proposals to the Secretary of State about the role and functions of TfN.

2.5. In addition, Parliament agreed to devolve additional powers to:

- Coordinate and deliver smart ticketing systems across the North
- Become a statutory partner in road and rail investment decisions
- Oversee franchised rail services covering Northern and TransPennine Express (TPE) contracts.

2.6. Several of the additional powers held by TfN are exercisable concurrently with our constituent authorities and were devolved specifically to make it easier for those authorities to deliver schemes.

2.7. The updated STP was adopted by the TfN Board in March 2024. As the North's regional transport strategy, TfN uses the vision-led, outcome focused framework therein to frame our statutory advice to government. It is also used by TfN to identify interdependencies with investment in other strategic infrastructure (such as energy systems and digital connectivity) where this is necessary to enable transport outcomes.

Rail North Agreement/Partnership

2.8. There is a well-established track record of rail devolution to the North's Political leaders.

2.9. Set out in the Rail North Agreement, the current level of devolution allows the North's Political leaders to have a direct say in the specification, procurement and management of the North's rail services. This covers matters such as timetabling, fares, train deployment, ticketing and passenger environment, and facilities at stations and on services in relation to the contracts operated by Northern and TPE.

2.10. The Rail North Partnership team, employed by TfN and with dual reporting lines to TfN and DfT, is the means by which the North's Political leaders exercise their devolved responsibilities.

Co-sponsorship – Northern Powerhouse Rail

2.11. Central to realising the economic potential of the North is improving the connectivity between the North's great cities and towns. Transformation of the North's rail system has been consistently identified as the central means of realising this outcome: it is why Northern Powerhouse Rail 'in full' remains at the heart of the updated STP.

2.12. TfN's role as co-client for the programme was amended by the previous Government's Integrated Rail Plan, since when TfN has been co-sponsor, with terms agreed by the TfN Board and the Rail Minister. Work on reviewing the co-sponsorship agreement has begun with DfT officials with a view to concluding this later in 2025.

- 2.13. In addition to our role as co-sponsor, TfN continues to provide advanced analytical services to DfT in support of the development of the NPR business case, as well specific schemes such as the new station for Bradford.

Highways North

- 2.14. With terms of reference agreed as part TfN's Constitution, Highways North provides a statutory role for TfN in the work of National Highways, including in the development of each 5-year Road Investment Strategy, and in the prioritisation of investment for delivery.

Wider Linkages

- 2.15. Our stakeholder engagement is extensive given our pan-Northern role. We use our convening power in support of our partners to enable implementation of the STP, including with the business community and through our guardianship of the Northern Powerhouse Independent Economic Review (NPIER).
- 2.16. The NPIER demonstrates the need to align relevant policies in places for people. It is why we continue to work closely with bodies such as the Northern Gas Network, other energy providers and with industry and academia through the Northern Evidence Network, and other government departments such as Ministry of Housing, Communities and Local Government (MHCLG), Department for Business and Trade (DBT) and Department for Science, Innovation and Technology. This helps ensure connectivity policy comes together with other relevant areas like economic growth, innovation and digital infrastructure.
- 2.17. Nationally, we work with Transport Scotland, Transport for Wales and the other STBs across England. We have close links with the National Infrastructure Commission (NIC), Rail Industry Association, Logistics UK, Rail Freight Group and other industry and business representative bodies. In addition, we continue to strengthen our engagement directly with transport providers – including nationally significant assets such as ports and airports. And we ensure that the voice of transport users is heard, and used to shape and inform our work.

3. Our Approach to Business Planning for 2025/26

- 3.1. TfN continues to evolve in response to the changing political and policy context. In 2024 following the Mayoral elections held on 2 May, and the General Election held on 4 July, we actively engaged with our constituent authorities as to their priorities for the year ahead.
- 3.2. Feedback from the TfN Board and our partners was clear: our focus must be on the pan-regional journeys, on connections to/from the North, and in providing support to our constituent authorities, so that together we deliver the economic, social and environmental outcomes set out in the STP. 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/city-region/national planning and business cases
- 3.3. This focus represents a further evolution of TfN and sets the foundations not just for 2025/26 but for the rest of the next Spending Review period.
- 3.4. In keeping with our commitment to embed delivery of outcomes at the heart of our work, activities are presented in terms of themes with resources allocated from across TeamTfN accordingly.
- 3.5. The focus provided by this approach means that, compared with previous years, there are some activities that we will no longer undertake.

4. Our Business Priorities for 2025/26

Making the Case for Investment

- 4.1. Improving the connectivity (including the capacity) between the North's great cities and towns is central to realising the economic, social and environmental outcomes set out in the STP.
- 4.2. We will continue to work with our partners to support the delivery of investment that forms part of nationally managed investment programmes, including:
- *Transpennine Route Upgrade (TRU)* – including working with the rail sector to manage the impact of blockades required to enable its construction
 - *A66 Route Upgrade* – continuing to work with in support of National Highways to secure the funding required to enable a start on site
 - *Major Road Network (MRN)* – continuing to support our partners with the delivery of schemes that have been previously prioritised as part of this programme
- 4.3. We will work with partners to use the evidence, knowledge and technical capability held by TfN to support the case for transformational investment in the North's transport system, including:
- *Northern Powerhouse Rail* – continuing to work with government to develop the strategic business case in support of NPR
 - *Bradford New Station* – continuing to work with our partners and government to reach agreement on the business case for this investment
 - *RIS3 (Road Investment Strategy 3)* – working with our partners to ensure that the North's investment priorities for the Strategic Road Network are included in the investment programme
- 4.4. We will also work with our partners to make the case for, and shape investment programmes that support the delivery of the STP strategic outcomes, including:

- *Placed Based Rail Task Forces* – working with our partners and the rail sector, to ensure that the future needs of key hubs and interchanges are identified in the industry delivery pipeline
- *Decarbonisation of Transport* – building on our work with the energy sector to ensure future requirements are identified in industry pipelines, as well as supporting related investment that enables advantage to be taken of infrastructure investment being made
- *Resilience and Reliability* – we will continue our work appraising the vulnerability of our transport system to the effect of different climate hazards, as well as extending our analysis to elements of local networks with the intention of supporting partners in making the case for additional investment in maintenance and renewals.

Northern Appraisal Playbook

- 4.5. We have published our Northern Appraisal Playbook to support our partners in maximising the flexibilities within the current Green Book to better reflect the circumstances and opportunities that exist in the North.
- 4.6. In 2025/26 we work with our constituent authorities to apply the Playbook to some live business cases, including the A19 north of Newcastle and Bradford Station.
- 4.7. We will use our work on the Playbook to inform and shape subsequent reform of the appraisal system to give greater emphasis to realisation of placed based outcomes in the development of business cases, such as more jobs, improved access to education and healthier communities, and other key community amenities. We will engage both HMT and DfT in discussions to that effect.
- 4.8. As part of this focus, we will work with the Independent Transport Commission to consider the need for a more fundamental review of key inputs into appraisals particularly the value of travel time, to better reflect the circumstances of the North.

Electric Vehicle (EV) Charging Infrastructure

- 4.9. Our EV State of Play report (December 2024) provided an update on progress with the transition to electric vehicles and set out actions required to meet our 2030 requirements. We will publish an annual update on progress as part of our reporting on the Strategic Transport Plan.
- 4.10. We will continue to share, and develop further, our evidence base on future EV requirements, including implications for the energy system. We will continue to enhance our easy-to-use online visualiser tool so that it remains a cost-effective means by which our partners can gain easy access to our work. And we will continue to work with the other Subnational Transport Bodies to support its wider use across England as a consistent and publicly operated source of intelligence for partners.
- 4.11. We will continue to use our EV Forum to work with our partners in support of the delivery of their EV Charging Infrastructure programmes. As part of this we will continue to strengthen links with the Office for Zero Emissions Vehicles (OZEV) and Electricity Distribution Network Operators

(DNOs), facilitating dialogue on ensuring that the OZEV and wider Government departments and agencies are made aware of and encouraged to respond to the key EVCI delivery challenges and issues faced by our partners.

Carbon Baseline Dashboard and Carbon Assessment Playbook

- 4.12. The development and subsequent launch of our Carbon Baseline Dashboard (CBD) and Carbon Assessment Playbook (CAP) is a significant step forward in supporting the work of our partners to decarbonise their local transport system.
- 4.13. All our carbon tools are designed in such a way as to be easily updated to accommodate new evidence and evaluation data as that becomes available. Planned enhancements in the next 12 months will upgrade our CBD, adding additional attributes, including:
 - A 'top down' policy testing function allowing partners to understand the level of commitment needed against key decarbonisation levers to achieve different levels of decarbonisation ambition for their area
 - Updating the data so it is presented by Combined Authority geography where appropriate
 - Increasing alignment between CBD and CAP outputs.
- 4.14. At the same time, we will work with other STBs to incorporate new evaluation evidence into our CAP, as well as adding new interventions where feasible. We will work with the other STBs and DfT to identify and implement the best option for hosting of the CAP in the longer term.

Freight and Logistics

- 4.15. If we are to realise the economic potential of the North, there is a need to give greater priority to meeting the needs of the freight and logistics sector.
- 4.16. Building on the significant amount of engagement undertaken in 2024 with our partners and industry, we will continue to work with them:
 - To develop a Northern Freight Network Investment Plan – including identification of infrastructure requirements to uplift capacity on the rail network, and improvements in east-west road connectivity
 - To continue to build the evidence base so as to better understand the actions required to meet our STP 'right share' metric to triple the share of freight (measured by tonne km) carried by rail to 25.5% by 2050
 - To assess what is required to facilitate greater use of the capacity of northern ports to handle containerised freight currently transiting through southern ports. Working with the major port operators we will understand their expectations, identify consequential implications for landward connections, and agree as to what actions are to be taken forward collaboratively
 - Continue our programme of stakeholder engagement with industry partners, including a series of roundtables which may include major

ports, freight operating companies, express logistics firms and major Northern airports.

- 4.17. We will work with our partners in Liverpool, and with other key partners to take forward the work required to identify alternative options for improved access to the port complex.
- 4.18. Our strategic modelling capability offers an opportunity for us to partner with DfT in the development of a new national freight model. Building on our established technical capability, TfN could undertake this work at a reduced cost to the public sector and provide on-going easy access for public bodies without them needing to seek access via a third party.

Joining up Rail Services and Infrastructure

- 4.19. The STP sets out how transformation of the rail system is central to realising the economic potential of the North and enabling sustainable growth. Central to this is ensuring that investment in infrastructure and new rolling stock is aligned with each other, and that both are aligned with planning for new timetables.
- 4.20. Our experience supporting the East Coast Main Line Task Force, together with work associated with the TRU, have reinforced the importance of a single overview of planned investment across the North.
- 4.21. Responding to requests from our partners, in 2024 we developed a 'State of Play': the first time such an overview had been prepared for the North – from the near term 'on the ground' schemes such as TRU through to NPR. As well as identifying where timetable changes are required to take advantage of infrastructure investment, it also identifies where there is a need for further investment to maximise the benefit of that investment.
- 4.22. We will continue to work with our partners and the rail sector to develop the State of Play overview. As part of this we will establish Task Forces for key hubs including Leeds, Sheffield and Liverpool City Region areas. These will be complemented by place-based interchange groups focussed on ensuring stations are fit for the future and properly integrate passenger facilities with local development opportunities. TfN will support local partners in the implementation of these groups with data and evidence to help support the case for change.
- 4.23. TfN will work with Network Rail and the operators in the development of the timetable changes required to realise the full benefit of the infrastructure investment in TRU and we support the operators in their procurement of new rolling stock that also forms part of that package.
- 4.24. Through the Rail North Partnership, TfN will work with partners to set out how Northern and TransPennine Trains should develop their services over the next decade in support of the investment programme and TfN's STP – for example reducing Transport Related Social Exclusion.

Northern Powerhouse Rail: TAME Commissioned Work

- 4.25. TfN will continue to provide specialist technical capability and capacity to DfT in support of the work to develop the strategic business case for the long-term programme of works required to deliver NPR.

- 4.26. We will continue to work with DfT on NPR through the co-sponsorship agreement and will use our NPR Stakeholder Forum to continue to work closely with our constituent authorities to ensure the programme is shaped and informed by their input.
- 4.27. And we will continue to ensure that the benefits of the investment in tools and analysis required in support of NPR are available more widely to our partners through the TfN Offer.

Rail North Partnership

- 4.28. Through the Rail North Agreement, we will continue to work with DfT on the specification, management and oversight of the Northern and TPT rail contracts. Working through the Rail North Committee, our constituent authorities will identify priorities for consideration as part of the Annual Business Plan process for each business, in addition providing input into the development of the next 10-year Outline Service Specification. The latter provides the Committee with the opportunity to ensure member priorities linked to supporting economic growth are reflected in the Specification.
- 4.29. A key focus for the Committee remains the need to improve accessibility of the rail system. We will use the Committee's role under the Rail North Agreement to work with the operators and Network Rail to accelerate progress on this critical issue.

Rail Reform: The North's Proposition

- 4.30. Under the terms of the Rail North Agreement the North has benefitted from a degree of rail devolution; work that is supported by the RNP executive team that is part of the wider TfN executive.
- 4.31. We will continue to support the role of the North's elected Mayors and Leaders to hold rail operators to account through the Rail North Committee. And we will continue to work with the rail industry to ensure that proposals brought forward – both for infrastructure and service changes – are subject to scrutiny by the Rail North Committee.
- 4.32. Building on work undertaken with our partners in 2024/25, we will work with them to develop a proposition that shows how it is possible to build on the existing level of rail devolution in a practical and cost-effective way. Central to this will be the importance of strengthening the role of MCAs when it comes to the North's rail system to enable better integration of rail services with their wider public transport offering.
- 4.33. In parallel we will continue to work with our operators to improve performance to the level expected by the user; this will include Northern's remediation plan and maintaining progress with TPTs on-going recovery. Through the Rail North Partnership we will ensure that the priorities identified by the Rail North Committee shape the work of our operators. TfN will also step-up its engagement with the North's other train operators including Avanti, East Midlands Railway and CrossCountry Trains.

Buses

- 4.34. TfN supports plans within the Better Buses Bill to empower MCAs/LTAs to choose the most appropriate delivery model for improving bus services in their area.

- 4.35. Through our Bus Forum we continue to work with our partners to facilitate sharing of knowledge, evidence of good practice and where appropriate support a coordinated approach to communication with government on common challenges for the bus sector. We will also provide access to bus network planning software and plan to publish data on bus network accessibility and reliability.

5. Ongoing Activities in 2025/26

Monitoring and Evaluation

- 5.1. We published a monitoring and evaluation strategy alongside our STP, accompanied by a monitoring and evaluation dashboard, covering the headline metrics from the STP. Regular monitoring of these helps to indicate whether we're heading in the right direction to achieve our ambitions and to ensure that our strategy is being implemented.
- 5.2. We continue to develop the dashboard, drawing on comments received from our partners, as well as the availability of more local data and additional metrics. We'll provide further information on our progress through our Annual Report.
- 5.3. We use the insight provided through the dashboard to identify blockages and then target the need for change, including where collective action might be needed across the north.
- 5.4. We are also embedding monitoring and evaluation across our wider activities in TfN, including on the TfN Offer and within our project management framework.

Maintaining/Expanding the Evidence Base

- 5.5. Our STP is built on evidence, so maintaining and enhancing that evidence base is central to our strategy, policy and research activities every year. We have recently completed further research into Transport Related Social Exclusion (TRSE), including a refreshed dashboard that provides more granular data, and will work with partners to embed this in their wider work on LTPs and business cases.
- 5.6. We have worked with the Convention of the North to take forward next steps on the Northern Powerhouse Independent Economic Review (NPIER). In the coming months, we will continue to engage with business and academic networks on how the economic potential of the NPIER can be delivered.

Diversity of Thinking

- 5.7. A key focus for our work is to consciously seek out views and perspectives from those parts of our communities whose voice in the past has not been as well represented.
- 5.8. We established our Northern Transport Voices panel as part of this commitment. To date the panel has supported critical research on rail station accessibility, rural mobility and safety on public transport. We have expanded the panel to 2,000 residents to strengthen our ability to gain the insight of our on key topics.

- 5.9. We are working towards establishing a 'Community Forum', or similar, to strengthen our engagement with underrepresented groups and broaden the diversity of thought and perspective in our work

6. Technical Assurance Modelling and Economics (TAME)

- 6.1. Our core technical capacity and capability, provided through our TAME function, continues to evolve to benefit TfN's own work, and that of our partners and government.
- 6.2. The function is central to our delivery of the 'TfN offer' (see below) to support local transport planning, and interest from our national partners and other government departments in how our capability and extensive Analytical Framework can inform their work continues to go.
- 6.3. As a publicly funded and owned resource, the 'TfN offer' provides all our partners with access to accumulated knowledge and expertise that can be shared easily to support efficient delivery.
- 6.4. We have undertaken essential re-baselining and updating of the Analytical Framework to ensure our transport modelling system fully reflects post COVID travel patterns. We will also continue to support DfT's work to develop the business case for NPR, including Bradford new station appraisal.
- 6.5. Our work on a Common Analytical Framework (CAF) has progressed at pace over the last year, bringing a set of modelling tools (such as the EVCI framework) and products together for other partners to use, including other STBs. The CAF development will continue through 2025, ensuring we have the systems, consistent platforms, legal processes and governance in place for effective use. Alongside this, we will use it to provide increasingly granular data and analysis outputs for the North's MCAs/LTAs under the 'TfN offer'.

7. Enabling Delivery: the 'TfN Offer'

- 7.1. An underlying principle of TfN is that as a publicly funded body our partners can draw on the knowledge and experience held within the TfN executive team: this includes providing access to the tools, models and frameworks that have been developed by TfN in preparing the STP to assist in its implementation.
- 7.2. The TfN Offer was launched in September 2023 with the primary aim of supporting Local Transport Plan development and delivery. This included technical and analytical support through the tools and databases developed by our TAME team, as well as policy and strategy support.
- 7.3. Since its launch the TfN Offer has responded to over 155 requests. And whilst it remains early days, it is estimated that the public sector has realised savings in excess of £500k by undertaking technical/analytical work through the Offer. Moreover, it is conservatively estimated that the tools and capabilities produced by TfN have an added value of c£3m.
- 7.4. Although the initial focus of the TfN Offer was in support of MCAs and LTAs, it is available to all our partners, including Government, its agencies and arm's length bodies: as a publicly owned and managed asset TfN is

committed to ensuring that the benefits of the investment made in the Offer are made widely available.

- 7.5. The scope of the TfN Offer is consistently evolving as additional tools and capabilities are becoming available. The TfN Offer brochure was updated at the start of 2025 and shared with our partners.
- 7.6. Demand for the TfN Offer from our partners continues to grow; in part a reflection of the wider financial pressures across the public sector but also a demonstration of the added value of having a publicly owned regional centre of excellence which holds specialist and highly valued technical knowledge upon which partners can draw.
- 7.7. Resource constraints within TfN mean that, at present we are not always able to respond to every request for support. Where possible we continue to develop means of enabling requests for support to be self-served, but if we are to realise the full potential of the TfN Offer there will be a need to secure additional resources for the medium term.
- 7.8. We continue to work closely with our partners to identify opportunities to develop the TfN Offer further in response to their needs and requirements. Doing so within the framework provided by the Offer ensures that enhancements developed to assist one partner can be made more widely available quickly and cost effectively.
- 7.9. Areas of opportunity already identified include:
 - Work with energy providers that continues to align our evidence on EVCI and alternative fuels, with their data and systems to map future demand and solutions.
 - Work to develop the rail aspect of the TfN Offer, building on our accumulated experience (and models) associated with work on NPR, as well as experience gained through the Rail North Partnership.

8. Our people, Resources and Risk Management

- 8.1. In 2024 TfN was included in the Sunday Times Top100 Best Places to Work: such an accolade is the result of our continuing commitment to invest in our single biggest asset – our people.
- 8.2. We are proud of the bright minds we have attracted, and continue to attract, to our workforce. It is our skills, knowledge and technical expertise that enable us to deliver the priorities set out in this plan.
- 8.3. We will only use externally procured services to support our work where appropriate, where it presents good value for money and the expertise and/or capacity is not available within our team.
- 8.4. We have a framework which requires that the procurement of goods or services includes a competitive process that is appropriate to the value and complexity of the services/products and minimises barriers for suppliers to participate in such exercises.

[DN – use a call out box for list our values: We make a difference; We do the right thing; We are driven to succeed; We collaborate]

[DN: use a call out box to list our core behaviours]

- Cultivate innovation - Creating new and better ways for the organisation to be successful.
 - Ensure accountability - Holding self and others accountable to achieve results, even under challenging circumstances.
 - Collaborate - Building partnerships and working collaboratively with others to meet shared objectives.
 - Instil trust - Gaining the confidence and trust of others through honesty, integrity and authenticity.
 - Financial acumen - Interpreting and applying understanding of key financial indicators to make better business decisions.]
- 8.5. Our values and behaviours underpin TfN's culture and ways of working, helping us create an agile and dynamic working environment where employees are trusted, valued, and invested in. We strive to be a best practice employer, ensuring we enable learning and development, empower, and support our managers, and have a strong employee voice. Our Employee Forum continues to meet regularly, and we work closely with UNISON, as our recognised Trade Union.
- 8.6. We are committed to providing equal opportunities and diversity in all our employment practices and through our work. We are signatories to the Chartered Institute of Highways and Transportation Diversity and Inclusion Charter Statement, the Mindful Employers Charter and have an active internal diversity action group. We remain an accredited Living Wage Employer, are recognised as a Disability Confident Employer (stage two), and invest in the health, safety and wellbeing of our employees through various support programmes and activities.
- 8.7. We were delighted to achieve positive staff engagement survey results in late 2024, with an overall engagement score of 75%. Our focus for the year ahead is maintaining the good practices identified in those results, such as job satisfaction, reward, recognition, and staff empowerment. We want to go further in some areas too, for example further expanding our health and well-being programme of support.

2025/26 Funding and Budget

- 8.8. Through our annual budget and business planning processes we have reviewed our activities to ensure that they are focused on TfN's statutory role and responsibilities, align with member priorities and are affordable.
- 8.9. We have worked closely with our constituent authorities to ensure that our activities complement their work as MCAs and LTAs, and that they are consistent with the Government's Missions.
- 8.10. TfN is funded almost wholly by government. This plan is based on an establishment for 2025/26 of 122 roles; of which 51 are to provide hosted activities (comprising 21 posts in the Rail North Partnership team and 30 posts within NPR TAME).
- 8.11. This business plan sets out how we will deliver our statutory duties and TfN 'offer' to our partners. In addition, we have been provided with funding to support our 'hosted' activities described above, which are the rail operations delivered through the RNP, and the analytical support we provide to the NPR programme.

8.12. We have forecast a closing reserve balance on 31 March 2025 of £4.5m. We will draw from our reserves over the coming year (£0.7m) to maintain our current capacity and capability.

8.13. Our funding breakdown for 2025/26 is:

Activity	£'m
Core duties	
Core Grant	7.2
Rail North Grant/Local Contributions and other income	0.4
Use of reserves	0.7
	8.3
Hosted Services	
NPR Analytical Support	5.7
Rail North Partnership Grant	1.3
Rail North Grant/Local Contributions and other income	0.7
Use of RNP ringfenced reserves	0.1
	7.8
Total Resource	16.1

8.14. As part of the spending review, we will work with DfT to secure a future multi-year funding settlement. Any settlement will include the cost of maintaining TfN's capacity and capability in support of our partners.

8.15. We are subject to the same regulatory environment as combined/local authorities, we must discharge our responsibilities as an autonomous body and act in accordance with our Memorandum of Understanding with DfT.

8.16. Expenditure consists of those costs incurred in delivering upon its programmes of activity, its broader aspirations and the infrastructure required and supporting functions of a public body.

8.17. To deliver the priorities set out in this plan, we forecast expenditure for 2025/26 of £16.1m. This includes VAT, as we are unable to recover this on the purchase of goods and services, as a statutory sub-national.

8.18. Expenditure is anticipated to be incurred against the following activities:

Activity	£'m
Operational Costs	6.0
Business support costs	2.3
	8.3
Hosted Services	
Rail North Partnership	2.1
NPR Tame	5.7
	7.8
Total Expenditure	16.1

Risk management

- 8.19. Our Risk Management Strategy continues to provide an effective framework within which risks are identified, evaluated and mitigated. Project and corporate risks are monitored regularly with senior managers and reviewed quarterly by senior leaders. It remains a standing item for the Audit and Governance Committee, and the Corporate Risk Register is provided twice each year to the TfN Board.

9. Our Corporate Milestones

- 9.1. Our corporate milestones reflect the priorities set out in this business plan and allow us to track progress on a regular basis. We will report via the TfN Quarterly Operating Report (which is shared with our partners), and capture achievements and deliverables across the year through our Annual Report and Accounts.

	Key milestone/activity	Due date
1		
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12		

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Department for Transport

From the Secretary of State
Rt Hon Heidi Alexander MP

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London
SW1P 4DR

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Web site: www.gov.uk/dft

Lord Patrick McLoughlin
Chair, Transport for the North
Via email

cc: Martin Tugwell, CEO

24 February 2025

Dear Patrick,

Transport for the North Funding Allocation 2025/2026

I wanted to write to confirm the funding allocation for Transport for the North (TfN) for the next financial year 2025/26.

I recognise the support that TfN has provided to its constituent Local Transport Authorities (LTAs) across a number of thematic areas, including research around Transport-Related Social Exclusion and the development of an Electric Vehicle Charging Infrastructure tool which has now been shared with fellow STBs Midlands Connect and Transport for the South East.

I recognise the role that Sub-national Transport Bodies (STBs) can play in supporting both local and national government priorities such as economic growth and housing. Going forward I ask that you focus on:

- Delivering a pan-regional approach through developing regional transport strategies.
- Focussing on pan-regional connectivity and integration.
- Supporting local authorities' capacity & capability through providing access to STB modelling and analysis tools and expertise.

As I am sure you will appreciate, we are all operating in a demanding fiscal environment, where it is incumbent upon all public sector organisations to ensure activities are delivering value for money and maximising efficiency for taxpayers.

As such, the Department will maintain your **core funding at £6.5m** for the next financial year 2025/26 to ensure TfN has the necessary funding to fulfil its statutory functions.

Further to TfN's core funding, an **additional £710,000** has been allocated to enable TfN to support the development of capacity and capability to their member LTAs (notably through the **Pragmatic**) and the wider STB community.

The core funding will be delivered in two instalments as has occurred in previous years. The first in Spring, and the second soon after the beginning of the financial year.

Grant determination letters will be sent at the appropriate time, outlining governance arrangements and funding dates. Future funding, beyond the period covered by this letter, will take account of the TfN's performance and is subject to the outcome of the Spending Review.

I hope that this letter provides the clarity necessary for you to complete relevant business planning. I look forward to working with you during this period.

Yours sincerely,

A handwritten signature in dark ink, appearing to read 'Heidi Alexander', written in a cursive style.

Rt Hon Heidi Alexander MP

SECRETARY OF STATE FOR TRANSPORT

Meeting:	Transport for the North Board
Subject:	Constitutional Amendments: Attendance Requirements
Author:	Julie Openshaw, Solicitor
Sponsor:	Martin Tugwell, Chief Executive
Meeting Date:	Monday, 17 March 2025

1. Purpose of the Report:

- 1.1 For the Transport for the North (TfN) Board to consider the recommendations of the General Purposes Committee (GPC) on Constitutional Amendments relating to quorum requirements for TfN Board and Rail North Committee (RNC).

2. Recommendations:

- 2.1 It is recommended that the TfN Board approves the following:
- a) To amend the quorum for TfN Board (for all decisions other than rail contract related) to 7 members who together hold at least 50% of the weighted vote.
 - b) To amend the quorum for TfN Board (rail contract related) to 9 members who together hold at least 50% of the weighted vote.
 - c) To amend the quorum for RNC to 9 members who together hold at least 50% of the weighted vote.

3. Main Issues:

- 3.1 On 9 December 2024, TfN Board considered an update on governance issues relating to (1) the establishment of the Greater Lincolnshire Combined County Authority (GLCCA), the Lancashire County Combined Authority (LCCA), and the Hull and East Yorkshire Combined Authority (HEYCA) and their effect in reducing the number of TfN Constituent Authorities; and (2) the removal of the grouping system for RNC, and the allocation of an individual seat to all Constituent Authorities and Rail North Authorities.
- 3.2 On 29 January 2025, the General Purposes Committee agreed to recommend the TfN Board make changes to the Constitution in respect of quorum requirements arising from the reduction of Constituent Authority members and Rail North Authorities. Since that meeting, Statutory Instruments have come into force to establish the Greater Lincolnshire Combined County Authority (GLCCA), the Lancashire County Combined Authority (LCCA), and the Hull and East Yorkshire Combined Authority (HEYCA).
- 3.3 With the establishment of the new combined authorities, TfN now has 14 Constituent Authority members, and 4 'Rail North Authorities' that are co-opted members of the TfN Board. Given the change in the number of Constituent Authorities, GPC considered the issue of quorum for Board meetings to avoid a disproportionate number of members needing to be present for meetings to be quorate which will not be conducive to effective governance and decision making.
- 3.3 GPC noted TfN's constitutional power to determine the quorum for itself and its committees, subject to the legal minimum of at least 25% of voting members being present. It also noted that under the current quorum arrangements for TfN Board, there has been a need for attendance by a minimum of 10 out of the previous 19 Constituent Authorities who together hold more than 50% of the weighted voting. Given the reduction in Constituent Authorities, the GPC

recommend that in future there should be a minimum of 7 out of 14 Constituent Authorities who together hold more than 50% of the weighted voting. This maintains the ratio of constituent authorities required to be present moving forward.

- 3.4 When TfN Board is making decisions on rail contract matters, the Rail North Authorities are also entitled to vote. This means that the number of authorities entitled to vote is 18 (14 Constituent Authorities plus 4 Rail North Authorities). Mirroring the principle set out above, GPC recommend that the quorum for the TfN Board when voting on rail contract matters should be a minimum of 9 authorities who together hold more than 50% of the weighted voting.
- 3.5 Under the current quorum arrangements for RNC, there has been a need for attendance by a minimum of 6 members who together hold not less than 50% of the rail contract weighted votes. The removal of the grouping system for RNC means that moving forward each Constituent Authority and Rail North Authority has their own seat. As a result, RNC now comprises of 18 representatives (14 Constituent Authorities and 4 Rail North Authorities). Accordingly, GPC recommends that the quorum for RNC should become 9 out of 18 authorities who together hold more than 50% of the rail contract weighted votes. This would be consistent with the quorum required at the TfN Board when considering rail contract matters.
- 3.6 The weighted voting rights are set out in Appendix 2 of the Constitution (repeated as Appendix 1 of this report). In accordance with the Sub-national Transport Body (Transport for the North) Regulations 2018 the weightings for rail contract matters are calculated based on the percentage of passenger miles on the Northern and TransPennine Express franchises in each constituent authority. For all other matters, the weightings are calculated based on resident population.

4. Corporate Considerations

Financial Implications

- 4.1 There are no financial implications relating to this report.

Resource Implications

- 4.2 There are no resourcing implications relating to this report.

Legal Implications

- 4.3 The legal implications are included within the report.

Risk Management and Key Issues

- 4.4 Corporate risk 920, compliance with good practice, governance and corporate processes across the organisation, is relevant to the context of this report.

Environmental Implications

- 4.5 There are no environmental implications arising from this report.

Equality and Diversity

- 4.6 There are no equality and diversity implications.

Consultations

- 4.7 General Purposes Committee has considered this matter and made recommendations.

5. Background Papers

- 5.1 None.

6. Appendices

6.1 Appendix 1 – voting matrix.

Glossary of terms, abbreviations and acronyms used
GLCCA – Greater Lincolnshire County Combined Authority
GPC – General Purposes Committee
HEYCA – Hull and East Yorkshire Combined Authority
RNC – Rail North Committee
TfN Board– Transport for the North Board

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THE VOTING MATRIX

Constituent Authorities	Population 2017	Population 2019	200,000 Or part	RN Votes
Greater Manchester Combined Authority	2,798,799	2,865,686	15	223
West Yorkshire Combined Authority	2,307,035	2,332,469	12	209
North East Mayoral Combined Authority	N/A	N/A	11	65
Lancashire County Combined Authority	1,490,497	1,508,932	9	76
Liverpool City Region Combined Authority	1,544,420	1,559,320	8	59
South Yorkshire Mayoral Combined Authority	1,393,445	1,409,020	8	78
York and North Yorkshire Combined Authority	N/A	N/A	6	86
Hull and East Yorkshire Combined Authority	598,734	600,839	4	22
Tees Valley Combined Authority	672,497	672,497	4	33
Cheshire East Council	378,846	384,152	2	21
Cheshire West and Chester Council	337,986	343,071	2	11
Cumberland Council	N/A	274,622	2	13
Warrington Borough Council	209,704	210,014	2	12
Westmorland and Furness Council	N/A	225,390	2	27
Total Votes			87	935

Rail North Authorities				
East Midlands County Combined Authority	1,907,114			32
Greater Lincolnshire County Combined Authority	1,067,785			17
Stoke-on-Trent	251,648			8
Staffordshire	862,562			1
Total Votes			87	993

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Meeting:	Transport for the North Board
Subject:	Communications and Engagement Strategy 2024 - 2026
Author:	Katie Day, Deputy Chief Executive
Sponsor:	Martin Tugwell, Chief Executive
Meeting Date:	Monday 17 March 2025

1. Purpose of the Report:

- 1.1 To update Board on Transport for the North's approach to communications and engagement; and seek any views/feedback to shape our tactical planning for the year ahead. 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. The report reflects feedback from TfN's Executive Board and Scrutiny Committee, as well as advice from some constituent authorities (members and officers).

2. Recommendations:

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

3. Context:

- 3.1 In June 2023, the TfN 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/CCA/LTA partners to enable delivery of the Strategic Transport Plan (STP).
- 3.2 In December, the Board endorsed the business planning report which set 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.

These priorities – which represents a more sharply focused role for TfN given the changed political/policy landscape - need to be socialised 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 enabling partners' access to 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/analysis, 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 TfN 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 and Objectives

- 4.1 Based on the context above, we have begun developing a tactical plan to deliver our refreshed approach. We would like the Board's feedback on our revised communication and engagement aims (paragraph 4.2) and strategic objectives (paragraph 4.3).

- 4.2 We are proposing the following aims, which will underpin our communications and engagement activities:

- **Convene** 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 and services 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 and analysis/evidence to support local and national partners in their planning and delivery, including business cases.

- 4.3 We propose the following strategic communication objectives for the year ahead:

1. Build understanding and advocacy for TfN's role as a statutory pan-regional body (in a new political/policy context) and how it is supporting and enabling the North's Political leaders to work together to deliver transformational transport infrastructure and services
2. Advocate for the North's collective ambitions for pan-regional transport, building momentum and garnering support for change and investment priorities in line with the STP
3. Enhance visibility of the benefits/achievements of working pan-regionally (as TfN), and how the North's political leaders are, together, driving transformational economic, social and environmental change for our region
4. Build the reputation/brand of the TfN offer, which provides professional competency and technical capability at scale to support partners in a cost-effective way with their planning and delivery
5. Convene partners and stakeholders to make the case for: growing rail freight; transforming the North's public transport offer; and Green Book reform.

Communication and engagement activities

- 4.4 As well as refreshing our strategic aims and objectives, 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 12 months – 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/CCAs/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
- Bespoke events/roundtables on advocate on specific pan-regional issues, bringing relevant political leaders (regional and national), officials and stakeholders together
- 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, plus making greater use of the strategic leadership/expertise of TfN's Executive Board
- 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 political conferences. We have also taken the decision not to hold a stand-alone TfN conference in 2025 and instead played a greater role in the recently held 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 pan-regional convening role we have set out in the TfN 2025/26 Business Plan 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 specifically with MCAs/LTAs since January 2024 and proposals to March 2026.

5. Corporate Considerations:

5.1 Financial and resource implications

The TfN 2025/26 Business Plan reflects the revised budget/resourcing requirements to deliver this refreshed 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) MCA/CCA/LTA engagement 2024-26

Glossary of terms, abbreviations and acronyms used

APPG	<i>All-Party Parliament Group</i>
CCA	<i>Combined County Authority</i>
EVCi	<i>Electric Vehicle Charging Infrastructure</i>
LTA	<i>Local Transport Authority</i>
MCA	<i>Mayoral Combined Authority</i>
NPIER	<i>Northern Powerhouse Independent Economic Review</i>
TfN	<i>Transport for the North</i>
STP	<i>Strategic Transport Plan</i>

Appendix one – (Draft) MCA/CCA/LTA 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 May 2025 – Enterprising Cumbria at RiiEF
Westmorland & Furness	March 2025 – Chair visit May 2025 – Enterprising Cumbria at RiiEF
Lancashire Combined County	March 2024 – Chair visit March 2025 – Convention of the North TBC – Chair/CEO visit/workshop
Liverpool City Region	Feb 2024 – TfN Conference June 2025 – TfN Board Meeting (including visit)
Warrington	TfN Offer Workshop – winter 2024 TBC – Chair/CEO visit/workshop
Cheshire East	TBC – Crewe Roundtable follow up
Cheshire West and Chester	TBC – Chair/CEO visit/workshop
Greater Manchester	December 2024 – TfN Board Meeting December 2025 – TfN Board Meeting
West Yorkshire	June 2025 – Rail North Committee (including visit) in Bradford Summer 2025 - TfN staff meeting (Leeds) TBC – Business roundtable
Hull and East Yorkshire	February 2024 – Chair/CEO visit TfN Offer Workshop (planned) TBC – Chair/CEO visit/workshop
South Yorkshire	TfN Offer Workshop (planned) 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)
Greater Lincolnshire (<i>Co-opted member</i>)	TBC – Chair/CEO visit/workshop

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Meeting: Transport for the North Board
Subject: Northern Appraisal Playbook
Author: Callum Reddington, Senior Policy and Strategy Officer
 Rebecca Davies, Analysis Manager
Sponsor: Rachel Ford, Interim Strategy Director
Meeting Date: Monday 17 March 2025

1. Purpose of the Report:

- 1.1 To provide an update on Transport for the North's (TfN's) Northern Appraisal Playbook project, including findings from phase one of the research and next steps.

2. Recommendations:

- 2.1 The Board is asked to note the report, including the initial findings, and to provide feedback on the draft letter to HM Treasury (HMT) on how TfN can support their review of the Green Book.

3. Context:

- 3.1 TfN's Strategic Transport Plan (STP) (2024) highlights the need for an appraisal system that works for the North. This builds on feedback from our partners that too often investment in the North is constrained by an appraisal process that does not reflect wider economic, social and environmental benefits.
- 3.2 The Chancellor of the Exchequer recently announced a review of the Green Book and investment decision making, which will report alongside the Spending Review in summer. Although details on the review are limited, we believe that TfN – working with our Mayoral Combined Authorities (MCAs) and Local Transport Authorities (LTAs) – should offer to support to HMT, including sharing with them the work we have already completed. This includes work TfN has done to identify how the system could be strengthened to consider social and environmental benefits. Further details are provided below on our offer to Treasury.
- 3.3 Our Northern Appraisal Playbook considers evidence on how existing appraisal systems can be strengthened to better reflect the conditions and opportunities that exist in the North. Our aim was to create a practical document accessible to all TfN constituent authorities with tips and best practice on how to strengthen business cases, using flexibilities offered by the Green Book.
- 3.4 We wanted to identify existing tools and data that our MCAs and LTAs can use to demonstrate the wider benefits of a scheme within the economic or strategic case.
- 3.5 Through the project, we have also identified longer-term improvements to the appraisal system to be taken forward through further research and engagement with government.
- 3.6 We commissioned consultants to gather evidence from our partners and test several assumptions about what has not been working well in the appraisal system against two case studies (a rail station and a road scheme). The case studies were schemes that had already been completed, allowing us to understand actual outcomes post-delivery and not rely on predictions of the initial appraisal within the Full Business Case (FBC).

- 3.7 The Scrutiny Committee was supportive of our focus on better recognising the wider social, environmental and health benefits that schemes can accrue in a northern context and asked that a wide consideration of potential aspects of social return on investment be included in our work, including where those benefits accrue for rural areas. This has been reflected in the Playbook and is carried forward in our proposed future work programme.

4. Summary Findings:

- 4.1 Our findings show there are challenges within the appraisal system, which are split between those which can be resolved by better use of existing tools, and those which require a more fundamental shift in the approach to appraisal at national level. In our engagement with the TfN Executive Board, it was recognised that a shift in the approach to appraisal would be supportive of the devolution agenda.
- 4.2 Our Playbook has helped to identify several potential existing flexibilities within the Green Book appraisal process that could be better utilised to reflect conditions in the North. Our TAME team has already developed several tools and models, available to partners as part of the TfN Offer, which support the application of these flexibilities in business cases. A summary of these flexibilities is provided below with further detail available in Appendix 1:
1. Strengthening the strategic case with regional and national context
 2. Enriching the story with place-based and distributional analysis
 3. Capturing active travel benefits associated with new public transport (PT) use
 4. Capturing decongestion benefits on highways from public transport schemes using marginal external cost estimations
 5. Contextualising small journey time disbenefits
 6. Better reflecting the cost of impacts on human life.
- 4.3 We applied these flexibilities to our two case studies to explore what the implications might be for the business cases, with particular focus on looking at whether they strengthen the economic and strategic cases. These findings were then shared with officers from our constituent authorities, allowing the opportunity to review and comment on our approach and findings.
- 4.4 In addition, we commissioned an expert review to be undertaken by an academic from the University of Manchester, specialising in economic appraisal, regional economics and public policy. This ensured our approach was subject to independent challenge. It identified several actions for TfN to consider as part of more fundamental, longer-term changes for economic appraisal and business case development in the North.
- 4.5 We also applied the principles from the Playbook to support a Levelling Up Fund (LUF) bid by one of our LTAs. This entailed working alongside their consultants to provide feedback on the bid, including where the flexibilities identified above could be applied to enhance the strategic and economic case.
- 4.6 A summary of the Playbook's report is provided in Appendix 1. This focuses on existing flexibilities that local partners can apply now, supported by existing TfN tools and models, to boost their business cases. Several hints and tips to support business case development are included as well as further details on how TfN can support via the TfN Offer.

5. HM Treasury Review of the Green Book:

- 5.1 HMT's recent announcement for Green Book review offers an opportunity to ensure that the appraisal system helps to drive the type of outcomes we want to see, such as more jobs, improved access to education and healthier communities. It would also help to ensure that the appraisal system is better equipped to support growth in the North, reflecting our economic, social and environmental priorities.
- 5.2 Although little detail is publicly available on the Green Book review, we understand that it will conclude alongside the Spending Review in Summer 2025. We are therefore keen to share our work on the Appraisal Playbook with HMT. However, more importantly, we believe that we have the evidence to demonstrate some of the more fundamental changes that are needed to the Green Book and transport analysis guidance (TAG) to ensure that it works better for the North. This includes giving more weight to the strategic case, the value of travel time, values of accessibility to key amenities and how poorer baselines of connectivity in the North can be given greater consideration.
- 5.3 We are proposing to provide a submission to HMT (Appendix 2) to outline the evidence gathered by TfN to support the need for fundamental reform of some of the underlying assumptions and suggest a number of areas that the Review should consider. We would welcome the views of members on this approach and how TfN can support MCAs and LTAs to use this evidence to support their own case to HMT.

6. Further evidence and implementing the Playbook:

- 6.1 The Playbook's summary report (Appendix 1) covers the first phase of this work, and we are keen to hear from local partners how well these flexibilities are currently applied and encourage our partners to reach out for more detailed support via the TfN Offer.
- 6.2 Although we have tested the Playbook on a LUF bid, we are now keen to apply it to schemes that are currently in development. We are currently in discussion with partners to identify possible schemes. We would welcome further suggestions from partners for possible test cases for the Playbook, which we will consider subject to internal resource availability.
- 6.3 The Playbook identified several areas for further research which we will prioritise within our business planning process, based on the areas TfN can directly add value and deliver further improvements to the Playbook's initial findings.
- 6.4 We are already starting work with the Independent Transport Commission (ITC) on research to support a review of travel times. This will be jointly led by TfN and ITC and will bring together academic and industry experts to scope potential research into updates to the value of travel time. An initial scoping meeting will be held in March.
- 6.5 As mentioned above, there are also longer-term improvements to the appraisal system that we would like to see, which will require changes to national frameworks through engagement with DfT and HMT. We will continue to engage with HMT through the Green Book review to make the case for these changes and work with DfT to ensure relevant changes to TAG are considered.
- 6.6 A full list of areas prioritised for further research by TfN next business year and areas for later research and further engagement with government are available in Appendix 3.

7.0 Corporate Considerations:

Financial and Resource Implications

7.1 There are no direct finance and resource implications as a result of this report.

Legal Implications

7.2 Any legal implications are contained within this report.

Risk Management and Key Issues

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

Environmental Implications

7.4 This report is advisory in nature. The Playbook aims to support implementation of the new STP, which has been subject to a full Integrated Sustainability Appraisal and Habitat Regulations Assessment. The strategic ambitions and headline objectives in the STP include those around managing private car vehicle mileage, modal shift, air quality and biodiversity net gain. The work will consider whether appraisal practice needs to change to better account for environmental implications of transport schemes.

Equality and Diversity

7.5 This report is advisory in nature. As recommendations for improving appraisal practice are formed, they will be reviewed for equality and diversity impacts before they are finalised. An Equality Impact Assessment (EQIA) Screening was undertaken as part of project inception and concluded that no full EQIA required as the project won't directly impact people. We hope the Playbook will support analysis to strengthen businesses cases that seek to reduce inequality and Transport Related Social Exclusion (TRSE) We anticipate a positive impact as the Playbook seeks to address appraisal practices that may be masking the transport needs of underrepresented groups, e.g. those making trips for caring purposes, people at risk of TRSE etc.

Consultations

7.6 TfN executive will continue to engage with partners on this work through existing groups (Executive Board, Strategic Oversight Group and the Analytical Assurance Group), and one-to-ones where required.

8.0 Background Papers

8.1 No background paper.

9.0 Appendices

9.1 Appendix 1 – Playbook Phase One Summary Report

9.2 Appendix 2 – Letter to HM Treasury on proposed Green Book review

9.3 Appendix 3 – Areas for further work

Glossary of terms, abbreviations and acronyms used

- a) TfN – Transport for the North
- b) HMT – His Majesty's Treasury
- c) STP – Strategic Transport Plan
- d) MCA – Mayoral Combined Authority
- e) LTA – Local Transport Authority
- f) FBC – Full Business Case
- g) TAME – Transport Analysis, Modelling and Economics

Glossary of terms, abbreviations and acronyms used

- h) PT – Public Transport*
- i) LUF - Levelling Up Fund*
- j) TAG -Transport Analysis Guidance*
- k) ITC - Independent Transport Commission*
- l) DfT – Department for Transport*
- m) EQIA - Equality Impact Assessment*
- n) TRSE – Transport Related Social Exclusion*

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Northern Appraisal Playbook – Phase One

Overview

Our Strategic Transport Plan highlights the need for an appraisal system that better represents the contribution that schemes will make to the North's strategic needs and objectives. This builds on feedback from our local transport partners that too often investment in the North is constrained by an appraisal process that does not reflect wider economic, social and environmental benefits.

Our aspiration is to identify the tools and data that our partners can use to strength business cases using flexibilities offered by the Green Book. In this first phase we identify some areas where advice can be offered, alongside other areas for further research. This document sets out our advice on how to boost business cases including useful hints and tips and suggestions where existing TfN tools and models can be applied.

Future phases of this work will strengthen our Playbook through undertaking further research and engagement with Government, which can provide longer term improvements to the appraisal system, supporting business case development in the North. This will include supporting the recently announced Green Book Review, which will be led by HM Treasury and conclude in summer 2025.

Navigate the System

Capacity and capability to undertake development of business cases in house varies across Northern partners. Where possible, it is vital that organisations developing business cases build a strong and enduring relationship with the Department for Transport (DfT) and Ministry of Housing, Communities and Local Government (MHCLG) as appropriate.

Early conversations to outline plans, communicate the strategic need for a project and check expectations will set the project up for success. This can include how economic appraisal will be undertaken either on a project or programme level, ensuring an appropriate approach to monitoring and evaluation is built into the business case and the scope to utilise Green Book flexibilities identified in this document.

Strategic Case Focus

The 2020 Green Book review by HM Treasury emphasised that strong strategic cases are essential and that decisions around business cases are not made simply based on a Benefit Cost Ratio.

It is important that the business case focuses on outcomes and that a range of options have been considered. DfT guidance states '*Strategic priorities should be defined at the national, regional and local scale. This includes priorities of the national government, government departments (such as DfT), agencies and public bodies, sub-national transport bodies (such as Transport for the North) and local stakeholders.*' This presents the opportunity to weave a strong narrative or 'golden thread' to showcase where a scheme sits in relation to wider aims and the outcomes it will deliver.

We recommend highlighting how the scheme contributes to your authority's objectives, the North's strategic objectives outlined in the STP and the government's missions.

Transforming economic performance

The Northern Powerhouse Independent Economic Review (NPIER), which identifies the economic prize of closing the productivity gap between the North and the rest of England (less London), would mean a Northern economy that is £118bn larger by 2050.

Rapid decarbonisation of our transport system

TfN's Regional Decarbonisation Strategy which sets the need to achieve near zero carbon emissions of surface transport by 2045.

Enhancing social inclusion and health

Based on Connecting Communities, our socially inclusive transport strategy which builds on our ground-breaking work on transport-related social exclusion (TRSE), the STP sets the aim to remove the risk of TRSE for a million people across the North by 2050.

Government's 5 missions:	How the STP supports delivery of the Missions
Kickstart economic growth	Aim: Transforming economic performance-£118bn Gross Value Added (GVA) increase by 2050 Investment in the North's transport system must not only close the productivity gap between the North and the rest of England, but it must ensure that all parts of the North realise their potential. Transforming connectivity is critical in giving confidence to the business community, connecting them with markets and giving access to labour. Investment in improving infrastructure and services has always been seen by the North as an enabler of economic growth; an opportunity to improve access to markets domestically and internationally, and an opportunity to deliver growth that is sustainable and inclusive for the longer term.
Make Britain a clean energy superpower	Aim: Rapid Decarbonisation of our transport system-Near zero surface transport emissions by 2040 by: • Increasing rail freight share • 51% of journeys to be made using sustainable modes • Zero increase in private car and taxi mileage • Increasing public electric vehicle charging points to 141,000 by 2050
Take back our streets	Whilst the STP doesn't have specific crime targets, it does recognise that safety and accessibility are a fundamental requirement of a good transport system, determining how people use and perceive it. This is relevant to actual and perceived safety on local public transport and active travel trips.
Break down barriers to opportunity	Aim: Enhancing social inclusion and health • Reduce the number of people at 'high' and 'highest' risk of TRSE

	• Ensure all rail stations in the North to meet TfN's desired accessibility standards by 2050 Our vision for a near zero-emission, integrated, safe, affordable and sustainable transport system will enhance connectivity, support mode shift and resilience and improve journey times for all users. This would mean enhanced access and choice for those experiencing forced car ownership - where car use is a prerequisite for accessing the key destinations necessary for everyday life, but where the costs of car access cause significant financial hardship.
Build an NHS fit for the future	Aim: Enhancing social inclusion and health By making journeys safer and healthier, we'll reduce the strain on the NHS. The STP seeks to: • Reduce the number of people killed and seriously injured in traffic incidents to zero by 2040 • Increase active travel as part of aiming for 51% of journeys to be made using sustainable modes • Eliminate the need for Air Quality Management Areas in the North announced due to NO2 or PM10 to zero by 2045 by bringing air quality within legal limits • Reduce to zero the proportion of the North's Major Road Network by length that exceed WHO Nitrogen Dioxide exposure limits by 2045

Our Northern Appraisal Playbook identified several Green Book flexibilities that could be applied to business cases in the North and enhance the case for investment. Further details on how you can apply these flexibilities, and a summary of key recommendations are below:

Strengthening the Strategic Case

Does your business case consider the place-based impacts?

Transport business cases are inherently strongly place-based. Use of DfT guidance¹ allows an understanding of how changes to the transport network will influence local areas across a study area. It can be useful to apply TfN's tools providing place-based analysis, including the impact on Transport Related Social Inclusion (TRSE) as part of a scheme assessment.

In general, transport investments in areas of higher productivity are more likely to yield higher BCRs. This is due to the higher economic activity and larger pool of users which can lead to higher demand for transport and therefore potentially greater benefits from improved transport infrastructure. However, whilst it's essential to present a business case which has a good value for money, for investments in the North it is also important to adopt a balanced approach that considers metrics that align to a broader variety of Government objectives, such as equity, sustainability and prosperity, to ensure transport benefits all communities regardless of their level of productivity. There are simply different challenges and opportunities presented within each region.

¹ TAG unit A4.3 <https://www.gov.uk/government/publications/tag-unit-a4-3-place-based-analysis>

Those metrics also help build a narrative for transport business cases in the North and consider the context of specific places and people who would benefit from the enhanced connectivity opportunities presented by a new transport scheme.

Recommendations:

- To enhance the Strategic Case, latest Transport Analysis Guidance (TAG) allows for place-based assessment to be included. TfN has the analytical tools to appraise impact on TRSE which can support partners' Business Case by demonstrating impacts on disadvantaged communities and areas. This is relevant to all areas, but particularly to coastal communities, post-industrial towns, and rural-urban fringes.
- Local transport partners can access detail on the TRSE dashboard and data via the TfN Offer, allowing rigorous identification of areas and communities most at risk, and comparisons to all other areas of England.

Have you described the scheme impact for people?

In the Economic Case, many schemes' main impact is the travel time savings. When aligning to this in the strategic case it can be helpful to describe that time saving in the way it will be perceived locally to aid decision-maker understanding.

Recommendations:

- Use personas to describe how the scheme will benefit a journey. That is, how will it impact their journey in terms of quality and travel time saving.
- Provide maps showing how accessibility changes based on the scheme, this may include if more residents are within 30 minutes of a town centre, or more education or health services available within 30 minutes of home locations.

Example with travel time saving

Sarah takes the bus to work from her neighbourhood to the town centre. Her route is highly congested with other traffic, and takes between 45 and 60 minutes each way. Delivering a new bus priority corridor on her route means that the journey time will fall to between 30 and 35 minutes. This faster and more consistent journey time also encourages drivers on the route to switch to the bus service, meaning less congestion, air pollution, and noise for those living along the route.

Strengthening the Economic Case

The Economic Case should retain a golden thread from the Strategic Case, while showing the economic impacts of the scheme.

As well as looking at conventional direct user time savings, the flexibilities below highlight some areas where the economic case can be strengthened.

Have you captured the active travel benefits associated with new public transport users?

Active travel benefits associated with accessing public transport (PT) could be better captured, as new PT infrastructure will typically involve some form of walking or cycling. This small increase in active travel will have measurable health benefits which are not always captured by transport schemes, but can boost a scheme's Value for Money (VfM).

The Green Book and TAG (see Unit 5.1) allow for health impacts to be reflected in quantified value for money assessments. These active mode-linked benefits are not typically included

in PT schemes unless there is explicit walking or cycle infrastructure. The Active Mode Appraisal Toolkit (AMAT) would be a low cost and accessible way of incorporating the health benefits of small increases in walking and cycling to access PT.

To ensure double counting does not take place, the economic case must ensure other benefits are not captured if both public transport and highway benefits have been considered (i.e., congestion benefits, air quality, noise etc.), which are based on the marginal external costs (MECs) of reducing road travel through increasing active travel use.

Recommendations:

1. Where a PT scheme is on the borderline of a VfM category, this could help reach the threshold, however, it may be considered unnecessary for schemes that have high VfM based on PT impacts.
2. The approach is relatively low cost and uses established methodology created by DfT and approved by HMT.

The table below shows how you can apply AMAT to capture active travel benefits, in the form of new active travel trips which are associated with a new rail scheme.

Example: active travel benefits for a rail scheme	
Assumption	Value
Estimated Total Journeys from Station	600,000 per year
Number of New Rail Trips from Station	400,000 per year
Number of new passengers in Scope for Active Travel Benefits	800 per day
Proportion That Would Receive Active Travel Benefit	81%
Number of People Cycling to the Station	60 per day
Number of People Walking to the Station	600 per day
Average Cycle Trip Length	8.69km
Average Walking Trip Length	3.70km
Active Travel Benefits from AMAT	£13million

Have you captured the decongestion benefits from a shift to non-highway modes?

When there is investment in PT or active modes then some users of the new scheme will move away from travelling by car. As well as the benefit to those users, the remaining highway users benefit from less traffic leading to faster travel times

Recommendations:

If a variable demand model has not been used, then it is possible to estimate the benefits to highway users using the marginal external cost TAG unit A5-4². This method gives for

² <https://www.gov.uk/government/publications/tag-unit-a5-4-marginal-external-costs>

different modes the fraction of the direct user benefits that can be expected to be experienced by retained car drivers.

The table below shows how you can calculate the decongestion benefits for highway users based on a reduction in car trips from the network, associated with a new rail scheme.

Example: non-user benefits calculation for a new station	
Assumption	Value
Estimated Total Journeys from Station	600,000 per year
Number of New Rail Trips from Station	400,00 per year
Average Car Occupancy for Commuters in Region	1.1 persons
Car Trips Removed from the Network	90,000 per year
Average Car Commuting Distance in West Yorkshire	11.01 km
Average Distance P&R Users Travel	4 km
MEC Congestion Benefit	£19 million

Does your business case reflect the current value of human life?

The UK value of human life is set very low by international standards and there is a cross-government study currently looking into the UK Value of Life Year, to revise the current figure which used a small willingness to pay survey in 1999.

This would allow for better promotion of active travel schemes and elements, with better capture of potential health benefits. It would also benefit safety improvements and reductions in pollution has part of highway interventions.

Recommendations:

A sensitivity test using the EU Quality adjusted life year (QALY) would allow better informed decision making and articulation of health benefits for schemes. However, it should be noted that the EU value is not accepted elsewhere in UK appraisal and any implementation of a test may be better to wait for the results of the cross-government study into the UK Value of a Life Year.

Where COBALT has been used to value incident benefits for a highway scheme this can be achieved by changing input parameters.

Have you given the context of the length of travel time savings?

It is beneficial when a scheme provides a noticeable travel time saving to emphasise this to decision makers.

Recommendations:

Analysis should be undertaken showing how benefits are divided into different time bands. This will allow schemes to demonstrate where they create longer time savings which users

will perceive, informing decision makers of how perceptible the benefits will be. Explaining benefits across a programme may also provide further clarification.

Summary

The above recommendations are based on our Playbook's initial findings and demonstrate how local transport partners can utilise potential Green Book flexibilities to boost the case for investment within their business case. Our Playbook also identified several areas where the North would benefit from further research, and we will progress this in the next phases of our Playbook.

We'd also love your feedback. Please [contact us](#) to share your experience in applying these approaches or if you have areas of appraisal practice that you think the North would benefit from further guidance on. We are keen to gather examples to enhance our evidence and advise Government where common difficulties arise.

Support

One of the applications of the TfN Offer is to support partners with business cases. Through the bronze offer we can make a range of tools and data available to you, or through our silver offer we can review your business case and provide bespoke advice. Further support via the TfN Offer can be accessed [here](#).

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Date: Monday 17 March 2025

Rt. Hon Rachel Reeves MP

Chancellor of the Exchequer

Sent by email:

Action.Chancellors@hmtreasury.gov.uk

Transport for the North
Level 6, Town Hall Extension
Lloyd Street
Manchester
M2 5DB

cc.

Rt. Hon Heidi Alexander MP, Secretary of State
for Transport

Dear Chancellor,

Review of The Green Book

We share the Government's ambitions for sustainable economic growth, reducing inequalities and advancing infrastructure delivery, and we know that reform of the Green Book appraisal guidance is a critical enabler to deliver this.

In our Strategic Transport Plan (2024) we set out the need for an appraisal system that supports a different approach to investment decision making to deliver better outcomes. This builds on feedback from Mayoral Combined Authorities and Local Transport Authorities that too often investment in the North is constrained by an appraisal process that does not reflect wider economic, social and environmental outcomes.

The size of the prize is considerable. Our Northern Powerhouse Independent Economic Review shows that if the right investment and policies come together, the North can unlock £118 billion more GVA per annum by 2050. In addition, that investment will improve social inclusion, and help reduce the environmental impact of our transport system.

We have recently produced a Northern Appraisal Playbook which considers evidence on how existing appraisal systems, including the Green Book and Transport Analysis Guidance (TAG), can better reflect conditions and opportunities in the North. This has been informed by local government, industry and academia, testing underlying assumptions about what has not been working well in the appraisal system.

The outcome of this is a practical document with tips and best practice on how to strengthen business cases, using existing flexibilities offered by the Green Book and taking advantage of data insights and tools that TfN has developed. This can help our partners to demonstrate the wider benefits of a scheme within the economic or strategic case.

Whilst we have, and will, continue to use the existing flexibilities within the Green Book, support from Treasury is essential to ensure that the current system is reformed to meet the needs of the North.

As an initial starting point, there are three key areas for consideration as part of the Review:

1. **A fundamental shift in the appraisal system is needed to address the investment gap** – we have evidence to demonstrate that some of the underlying assumptions of the Green Book and TAG are outdated and require reform. Investment in the North is constrained by issues including the current methodology for values of travel time, access to key amenities and assumptions on new homes and jobs. We would welcome the opportunity to discuss these areas with HMT officials and have set out further detail in the accompanying appendix.
2. **Devolved funding should be accompanied by devolved appraisal mechanisms** – the integrated funding settlements proposed in the Devolution White Paper offer considerable opportunity for funding decisions to be taken by Mayors. As further funding is devolved to MCAs, there is a case to devolve the appraisal techniques. This would enable MCAs to develop frameworks to ensure projects are appraised based on local policy priorities.
3. **Local intelligence and insight to inform the review** – we can share evidence from TfN and local partners to ensure that the review reflects real examples of where the appraisal system has failed to support schemes that would have a considerable local benefit.

Additionally, through our devolved statutory role to convene the collective voice of the North, we will aim to bring together our mayors and political leaders for a discussion with you and Treasury officials on this significant issue.

The Green Book Review is an important step as we work together to unlock the economic potential of the North. So, if I, or Transport for the North, can provide further support, please do let me know.

Yours sincerely,

Appendix 1:

Through the development of the Northern Appraisal Playbook, we have identified areas in the appraisal system that we believe require more fundamental reform. TfN will be collating further evidence to support the need for reform, but we would welcome the opportunity to discuss the areas identified below with officials in HM Treasury to support the Green Book Review.

- **Updated methodology to assume new jobs and homes** - unpack the wider economic benefits assumption that most jobs and homes unlocked by a scheme are displaced, rather than additional *i.e.* '*closed job model*.' This leads to schemes which are intended to facilitate these benefits limited to a much smaller value than their impact on the economy.
- **Access to key amenities** - as well as enabling new developments, there is value in providing better connectivity to existing key amenities such as hospitals, schools/colleges, green space and workplaces to existing households.
- **Values of time within the North** – explore how values of time work to support schemes nationally. Focus should include how travel purposes vary, as well as the value of necessary non-work travel such as travel for caring purposes.
- **Value of enabling housing and wider development** – incorporate MHCLG appraisal guidance, including land value uplift methodology. This recognises how transport is valued as an enabler for development, providing the infrastructure necessary for housing. Work with our expert panel on how investment confidence could be built in the North.
- **Impact of reliability and resilience** – value changes to reliability and resilience. Many schemes at a strategic level are intended to improve journey reliability for travellers or improve the resilience of the transport network, however there is currently little understanding of how this is quantified.
- **Building from baseline with poor connectivity** - poorer connectivity in the North means that baseline travel levels are lower than in other areas of the country, providing a limit on opportunity for residents. Undertake research into ways to support developing from that baseline.
- **Carbon impact metric** – consider how a scheme impacts progress towards or away from net zero, and if this is fully represented by current carbon values.

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Areas for further work by TfN in 2025/26

Task	Description	Outcomes
Application of playbook phase 1 to further case studies	Apply Playbook flexibilities to schemes currently going through Business Case processes and request access to appraisal documents. We would welcome further suggestions from partners for possible test cases for the Playbook, which we will consider subject to internal resource availability.	Playbook findings applied to further business cases in the North. This would assess the effectiveness of the Playbook recommendations (i.e. the application of the existing Green Book flexibilities) and identify whether they do impact the strategic and economic case for schemes.
Impact of displacement on business cases	In considering wider economic benefits there is an assumption that most jobs and homes unlocked by a scheme are displaced, rather than additional <i>i.e.</i> ' <i>closed job model.</i> ' This leads to schemes which are intended to facilitate these benefits only being able to include a much smaller value than their impact on the economy.	Updated methodology with ability to assume new jobs and homes.
Understand how different Values of Time work nationally	Our understanding is that Transport for London use higher values of time for internal decision making on devolved funding settlements. It would be useful to understand how this impacts decision-making and for funding applications Link with Independent Transport Commission research proposal.	Greater understanding of how different values of time work nationally. Recommendation to explore values of time within the North.
Value of enabling housing (or other development)	Increasingly transport is valued as an enabler for development, providing the infrastructure necessary for housing particularly. Review of MHCLG appraisal guidance, notably the methodology for including land value uplift, capturing feedback from Playbook Expert Review.	Updated methodology for valuing enabling housing and capturing land value uplift.
Impact and reliability and resilience.	Many schemes are at a strategic level intended to improve journey reliability for travellers or improve the resilience of	Methodology for valuing changes to reliability and/or resilience.

	the transport network. Presently, there is little understanding of how schemes improve reliability and resilience for travellers. We propose to undertake a desktop literature review to develop methods that quantify resilience.	
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Areas for potential further research and engagement with Government

We will work with our LTA and MCA partners to advocate for future Green Book and Transport Assessment Guidance (TAG) reform and further research by Government and other stakeholders, including:

Task	Description
Develop a database of outturn impacts from schemes across the North	In our first phase of work we established that it is difficult to access previous business cases. We propose to develop a database of business cases and whether their strategic objectives are met. This work with Partners across the North will provide insight into how approved schemes impact our communities.
Examine schemes that were never delivered due to a poor or marginal Value for Money (VfM) case but with strong strategic case	Apply playbook findings to historic business cases in the North which were never delivered because they were rejected at the Outline Business Case (OBC) or Full Business Case (FBC) stage due to a poor or marginal VfM case but with strong strategic need or case for investment.
How the Strategic Case can be made more robust to make case for investments in the North (extending beyond Transport Analysis Guidance (TAG)) and support monitoring, evaluation and policy-learning	The Strategic Case can include evidence and arguments which may not be currently possible to monetise using DfT TAG but are important for making the case for transport investments in the North, which must be clearly articulated in the Strategic Case. Develop advice on how a business case can be designed as data-generating vehicle for ongoing monitoring, evaluation and policy-learning, to provide clear and measurable outputs and outcomes which support the Strategic Case's theory of change.
Building investment confidence and look at 'investing for success' vs 'investing for change'	Explain how each business case supports wider investment and agglomeration, job displacement vs creation and regeneration. Evolve language to look at how business case promotes long term structural and spatial change, rather than short term efficiency returns.

	This could include training or other support for local authority partners.
Access to key amenities	As well as enabling new developments, there is value in providing better connectivity to existing key amenities such as hospitals, schools/colleges and workplaces to existing households. At present this change in accessibility is not typically valued, this activity would be to understand the value of accessibility.
Building from a lower baseline due to poor existing connectivity	Poorer connectivity in the North means that baseline travel levels are lower than in other areas of the country, providing a limit on opportunity for residents. Undertake research into ways to support developing from that baseline.
Travel behaviour for accessing new Public Transport schemes	Review methodologies for understanding demand for new public transport schemes. Undertake a desktop study of monitoring and evaluation of recently opened schemes.
Segmentation of demand and valuation of trips by traveller purpose e.g. unpaid carers	Undertake a review of how values of time differ by traveller purpose. Although valid for conventional economic theory reasons, do they have the desired effect on decision-making?
Perceived value of time and life in the North	Support partners on applying value of time.
Viability and value of a carbon impact metric	At present schemes which reduce carbon emissions do not typically provide good VfM, despite the agreed value of carbon in the TAG databook. This workstream will look at ways to value progress towards the net zero target.
Light-touch demand response for highway improvements.	For small schemes the development of a variable demand model would be disproportionate. This means that at present there is no quantification of induced demand due to investment in small highway schemes. To provide a proportionate method, undertake investigation into recommending own-cost elasticities for car demand forecasting as a light-touch demand response.

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Meeting: Transport for the North Board
Subject: TfN Offer Update
Author: Donna Newsome, Principal Policy and Strategy Officer
 Chris Storey, Service Manager
Sponsor: Rachel Ford, Interim Strategy Director
Meeting Date: Monday 17 March 2025

1. Purpose of the Report:

- 1.1 To provide an update on the TfN Offer. The scope of the Offer available to all TfN constituent authorities, as well as all other TfN partners, is constantly evolving as additional tools and capabilities become available. It is timely to provide an update on the progress of the TfN Offer, as well as performance data and future development plans.

2. Recommendations:

- 2.1 That Board members note the key updates regarding the TfN Offer, its value to our Mayoral Combined Authorities and Local Transport Authorities and provide feedback on future development plans.

3. Context:

- 3.1 The TfN Offer (the Offer) was launched in September 2023 with the primary aim of supporting Local Transport Plan (LTP) development and delivery. This included technical and analytical support through the tools and databases developed by our technical assurance, modelling and economics (TAME) team, as well as policy and strategy support.
- 3.2 Over the last 18 months, the Offer has expanded to provide additional support, which has been informed through engagement with officers from Mayoral Combined Authority (MCA) and Local Transport Authority (LTA). This has included tools on Clean Mobility, further development of our Electric Vehicle Charging Infrastructure (EVCI) dashboard and the recently launched Carbon Assessment Playbook. We have delivered a series of webinars to support the roll out of new tools and to enable partners to access the tools via our website.
- 3.3 When the Offer was launched it quickly became apparent that it had wider benefits to our MCA and LTA partners, specifically in providing additional capacity and capability to support the development of business cases. This ranges from providing data and analytics, to acting as a 'critical friend' on draft business cases, supporting procurement processes for consultancy support, to bespoke modelling. Recent examples have included reviewing a Levelling Up Fund bid for an LTA and critically assessing a business case for a Large Local Major scheme.
- 3.4 Requests for support are categorised as 'bronze', 'silver' or 'gold' depending upon their level of complexity. As the Offer develops, we have focused attention on ensuring that a number of the tools and dashboards are available for 'self-service' as part of our 'bronze' offer. This means that they are available on our website and have been developed in a way that is easy to use and access for our partners.

- 3.5 By investing in enabling self-service tools and dashboards, it allows TfN officers to dedicate more time to undertaking more detailed and complex 'silver' and 'gold' requests, such as business case reviews.

4. TfN Offer Brochure Refresh:

- 4.1 The TfN Offer Brochure was initially published in September 2023 and set out our proposed approach to requests. It was subsequently refined and relaunched in January 2025.
- 4.2 The refreshed documentation reflects TfN's evolving pan-regional role and its commitment to supporting MCAs, LTAs and other partners with the ongoing development and delivery of LTPs and business cases.
- 4.3 The revised brochure sets out the purpose of the Offer, how to access it and describes the three support levels available (bronze, silver and gold). It also highlights our commitment to monitoring and evaluation (see below) and includes the new 'bronze menu' which details all the different dashboards, tools and data sets that are readily available for partners to support them with their LTPs and other transport priorities.
- 4.4 New interactive visualiser tools within the updated brochure include the Community Severance Across England, Great Britain Freight Model Mode Share Testing, Maritime Dashboard and the Development Log.
- 4.5 The updated brochure can be seen in **Appendix 1**.

5. Monitoring and Evaluation:

- 5.1 Since its launch in September 2023, to end of January 2025, the TfN Offer has fulfilled 120 requests in total.

Table 1: TfN Offer Requests Fulfilled Since Launch

Request Type	Requests Fulfilled
Bronze	89
Silver	30
Gold	1
Total	120

- 5.2 **Appendix 2** provides a breakdown of requests since September 2023 by requesting organisation, including MCA and LTAs. Those requests that we have been unable to fulfil are due to resource pressures or not having the available data.
- 5.3 Through our ongoing monitoring and evaluation processes, we are able to estimate that TfN has realised savings for partners of at least c£540k by undertaking technical/analytical work through the TfN Offer. This is based on a conservative estimate of the value of our services via the Offer on the open market from the requests we have completed since September 2023. Moreover, it is conservatively estimated that the tools and capabilities produced by TfN have an equivalent development cost of c£5m.
- 5.4 To continually improve the services we provide to partners we need to better understand how our responses to Offer requests are supporting partners and the impact that they are having. We have therefore developed a Monitoring and Evaluation survey that is issued to partners upon completion of requests. The short survey helps us to understand how the Offer is being used by partners and to identify areas for further improvements in the services which TfN is providing.

6. **Other developments of the TfN Offer:**

Alongside the brochure relaunch, we have implemented some further updates to the TfN Offer and its processes to ensure that the Offer continues to support partners' needs. These include:

- **'Shaping the TfN Offer' Engagement** - As part of our ongoing efforts to ensure that the TfN Offer best meets the needs of our partners, we will engage with all MCA and LTA partners (through one-to-one meetings) to identify potential future enhancements, i.e. any capacity or skill areas that are needed to support LTP production or business case development.
- **Supporting roll out of the TfN Offer for our partners** - In November 2024, we held a briefing session with Warrington Borough Council officers, providing an overview of the TfN Offer, a live demonstration of models and tools, and exploring opportunities for targeted provision of products to support LTPs and business case development. Similar briefing sessions are available for all MCAs, LTAs and other partners upon request and we are currently in discussion with Sheffield City Council and Hull City Council to arrange similar briefings.
- **Development of an online space** - We are currently scoping the potential for an online space for the TfN Offer. The intention is that this will act as a 'one stop shop' for partners to make requests and freely access some of our data, tools and publications.
- **Request Tracking System** - To support our internal tracking of the requests we receive from partners, we have recently implemented a new request tracking system. This will improve efficiency and provide accurate data for our regular reporting, as well as allowing colleagues throughout TfN to better report progress of requests to the relevant partners.
- **Development of case studies** - to demonstrate the range of support available and how it benefits our partners, we will develop a number of case studies. We will share these in due course with our members and subject to the approval of the LTA or MCA and other partnership organisations.

7. **Next Steps:**

- 7.1 The response from partners to the launch of the TfN Offer has highlighted the important and valuable role this has to play in supporting partners with implementation of their place-based strategies and plans. Work to maintain and update the tools and capabilities available through the TfN Offer will be prioritised, ensuring that officers can access the capacity and capability within TfN to help make the case for investment in the North.
- 7.2 As outlined, we will continue to engage with MCAs and LTAs to seek feedback on priority areas for future development, as well as supporting the roll out of existing and new tools.

8. **Corporate Considerations:**

Financial Implications

- 8.1 The financial implications have been captured within the 2025/26 Business Plan and budget.

Resource Implications

- 8.2 Resources to deliver TfN Offer work were considered as part of the business planning process for 2025/26 and reflected in the draft Business Plan.

Legal Implications

- 8.3 Any immediate legal implications arising from this paper and 2025/26 planned activities are contained within the body of this report.

Licencing terms will be agreed prior to sharing any new data. This will be reviewed as work progresses.

Risk Management and Key Issues

- 8.4 The following corporate risks are being managed which relate to this report. 920, Failure to comply with good practice, governance, and corporate processes and 999, mismatch between the TfN offer and what resources TfN currently have in place, with Partner and STB expectations exceeding capacity.

Environmental Implications

- 8.5 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 or EIA. Many of the tools and data made available through the TfN Offer are designed to facilitate partners in the development of transport carbon reduction measures within their plans and programmes.

Equality and Diversity

- 8.6 Equality and Diversity assessment will be carried out as and when appropriate for individual TfN Offer workstreams.

Consultations

- 8.7 No consultations are required.

9. Background Papers:

- 9.1 This report should be read in the context of TfN Offer's Brochure and the [Strategic Transport Plan](#)

10. Appendices:

- 10.1 Appendix 1 – Updated TfN Offer Brochure
10.2 Appendix 2 – TfN Offer statistics by requesting body

Glossary of terms, abbreviations and acronyms used

a) LTP	<i>Local Transport Plan</i>
b) TAME	<i>Transport Analysis, Modelling and Economics</i>
c) MCA	<i>Mayoral Combined Authority</i>
d) LTA	<i>Local Transport Authority</i>
e) EVCI	<i>Electric Vehicle Charging Infrastructure</i>

The TfN Offer Brochure

January 2025

Introduction

Transport for the North is a statutory Sub-national Transport Body, working with Mayoral Combined Authorities (MCAs), Local Transport Authorities (LTAs) and other stakeholders across the North of England. We advise central government on the strategic ambitions and priorities for the region's transport system, and work with our partners to enable delivery of investment.

Our vision is that by 2050 the North of England will have become a thriving, socially inclusive region. Our communities, businesses and places will have benefitted from sustainable economic growth, improved health and wellbeing, and access to opportunities for all. This is to be achieved through a transformed zero emission, integrated, safe and sustainable transport system, that will enhance connectivity, resilience, and journey times for all users.

Strategic Transport Plan (STP)

Our [STP](#) acts as statutory advice to the Secretary of State for Transport, clearly articulating strategic transport priorities for the region.

As outlined in our STP the successful delivery of our strategic ambitions and headline objectives can only be achieved through a collective effort nationally, regionally, and locally. That means effective transport planning and ensuring a strong golden thread regionally through our STP and locally through Local Transport Plans (LTPs).

We aim to offer support that assists our partners in developing and delivering their LTPs as we strive to meet the strategic ambitions set out in the STP, as shown below:

Three blue rounded rectangular boxes are arranged horizontally. Each box contains white text representing a strategic objective. The first box on the left contains the text 'Transforming economic performance'. The middle box contains 'Rapid decarbonisation of our transport systems'. The third box on the right contains 'Enhancing social inclusion and health'.

Transforming
economic
performance

Rapid
decarbonisation
of our transport
systems

Enhancing
social
inclusion and
health

The TfN Offer to MCAs and LTAs

TfN can offer partners support and evidence that could help with LTP development and delivery, including our existing evidence base and technical expertise.

The TfN Offer is intended to provide the following, subject to resources, to our partners:

- **A Trusted Hub for Data and Evidence:** Used to develop policy and implement solutions for the North
- **Technical Expertise and Analysis:** This could inform policy and priorities across economic, social, and environmental factors
- **Strategic Thought Leadership:** Addressing opportunities and challenges common across Northern partners and local boundaries
- **Systems Thinking:** Ensuring linkages between transport, digital, and energy systems are embedded in the “levelling up” agenda and achieving net zero by 2050
- **Expert Capability:** Supporting Northern partners to make the case for local investment through business cases and LTPs
- **An Open and Objective Broker:** Facilitating collaboration that accelerates delivery on pan-regional priorities

Support Levels Offered

	Bronze 🥉	Silver 🥈	Gold 🥇
Description	- Off-the-shelf data, tools and dashboards - Partners can be granted access with minimal delay	TfN officers will spend time delivering advice, guidance and training on requested subject areas.	Bespoke advice and support requiring extensive TfN resources. This may be chargeable depending upon needs.
Content	- Includes data, tools and dashboards available online or served directly by TfN officers - Requires minimal TfN officer input at the point of service - A mix of TfN's analytical products and relevant third-party data - These resources will become increasingly self-service, through user-friendly dashboards and tools	- Bespoke guidance in specific subject areas - Requests require specialist TfN resources - May also include recommendations to use Bronze-level data or to request a Gold-level bespoke service	- Resource intensive services - Due to resource constraints, TfN can currently accommodate only a very small number of Gold requests, which will be subject to prioritisation to ensure alignment with TfN objectives.
Examples	The 'Bronze Menu' includes data, tools and dashboards which are set out within this brochure	- Feedback on business cases - Guidance on policy issues - Advice on cloud computing applications - Alignment of LTP objectives with the Strategic Transport Plan (STP) objectives.	- Bespoke analytics or development of new tools for Partner business case - Application of existing tools to specific partner needs - Detailed audits of analytical work.
Service Time	- Some products available immediately online - Some products served by TfN officers within six weeks	Timescales for delivery are bespoke to individual requests	Timescales for delivery are bespoke to individual requests
How to Access	- Some dashboards are freely available online - Partners can request access to other Bronze Menu products by emailing tfnoffer@transportforthenorth.com - A scoping call with partners may be required to ascertain which Bronze Menu products are appropriate, and how best TfN can fulfil the request.	- Partners can request access to the silver offer by emailing tfnoffer@transportforthenorth.com - A scoping call with partners will be set up to assess the level of support required, and how best TfN can fulfil the request.	Partners can request access to the gold offer by emailing tfnoffer@transportforthenorth.com

How to access the TfN Offer:

Partners can access the TfN Offer by making a request by emailing the TfN Offer inbox at tfnoffer@transportfornorth.com. This will then direct you to complete our [TfN Offer Request Form](#). Alternatively, you can access the form directly through this [link](#).

TfN Offer Feedback

We are dedicated to continuously improving the TfN Offer to support our partners' needs. Partners are encouraged to complete a brief survey to provide feedback on the service after a request has been fulfilled, if a scoping call has taken place for Bronze requests, and for all Silver and Gold Requests. This feedback will help to shape the future offer to best meet our partners' needs.

In light of our continuous expansion and enhancements to the Bronze Offer, this brochure will be updated regularly to ensure the latest information and products are presented.

The Bronze Offer

The Bronze Offer comprises 3 categories:

1. **Data (*The Bronze Menu*)** – A menu of 'off the shelf' data has been curated by TfN to provide quick and customised insights into transport data for partners, helping evidence and support LTP development and delivery.
2. **Bronze Tools** – Several ready to use tools are available for use with partner data, lowering the barrier to entry for bespoke modelling.
3. **Bronze Dashboards** – The dashboards typically combine data and tools on offer into an online product that can be visualised and interacted with. The available dashboards will provide further insight into specific topics, supporting partners with decision making.

1) The Bronze Menu

The Bronze Menu has six distinct data categories.

Data Type	Description
Primary Evidence & Insight	Survey or other observed data, either from TfN or processed 3rd party data designed for specific use cases.
Travel Demand	Data describing the movement patterns of people in the North of England across all modes and times. Available in various formats for all modes on transport.
Travel Supply	Data which describes the transport network in the North, at various levels of spatial detail.
Supplemental Model Outputs	Added value outputs from models which describe ancillary properties of transport. For example, carbon emissions data derived from highway modelling outputs.
Economic / Land Use Data	Data which describes the economy in the North, or how the use of land relates to economy and transport.
Infrastructure / Amenity / Attribute Data	Data which describes the infrastructure assets of the North and how they relate to the transport network and demand. For example, the location of train stations.

The Bronze Menu is detailed in the following pages, using the above categories. To request this data, please email TfNOffer@transportforthenorth.com and, if known, state the dataset code of the data you are requesting. If you're unsure what data is relevant, a scoping call can be arranged.

Primary Evidence and Insight

Dataset Code	Dataset Name	Modes Available	Description	Segmentations	Potential Applications
01201	NTS Analytics - Trip Length Distributions	Air, bus, car, van, cycle, walk, light rail, surface rail	Describes how demand (trips) varies as the distance varies. Based on NTS data	Modes, NTEM purposes, Unitary Authorities	Evidence for business cases, Travel pattern predictions, Gravity model calibration
01202	NTS Analytics - TfN trip rates	N/A	Shows the number of movements people make within different categories	NTEM Purpose, TfN Traveller Type, TfN Area Type,	Inform on different levels of trip generation for different development scenarios in different areas
01203	NTS Analytics - Sample size count	N/A	Presents the number of individuals surveyed within a Unitary Authority over the years the NTS covers.	Unitary Authority	Can help inform the statistical reliability of the data for a specific Unitary Authority
01204	NTS Analytics - Mode shares	Air, bus, car, van, cycle, walk, light rail, surface rail	Shows the share of trips using a specified mode for some category of data. Helps determine how prevalent different modes of transport are	Modes, NTEM purposes, Unitary Authorities	Inform on current levels of modal share and where actions need to be taken to reach targets
01205	NTS Analytics - Purpose Shares	Air, bus, car, van, cycle, walk, light rail, surface rail	Shows the reasons that people travel, and the modes that people choose for different purposes.	Modes, NTEM purposes, Unitary Authorities	Inform on current reasons of travel and the modes being used. Can inform where actions need to be taken to reach targets
01206	NTS Analytics - Urban/Rural trip split	Air, bus, car, van, cycle, walk, light rail, surface rail	Like Mode Shares, but distinguishes whether a trip originates from an urban or rural area	Modes, Unitary Authority	Can inform on how much urban / rural locations impact different mode choices.
01207	Calibrated Trip Length Distributions	Car, LGV, HGV	Describes how demand (trips) varies as the distance varies. Based on calibrated NoHAM data	Modes, NTEM Time Period	Evidence for business cases, Travel pattern predictions

Travel Demand

Dataset Code	Dataset Name	Modes Available	Description	Segmentations	Potential Applications
02101	Select Area Analysis	Car, LGV, HGV	Provides the origin-destination flows from, to, and through a given area.	Modes, NTEM Time Period, NoHAM Zones	Can help inform how vehicles move through the road networks at a zonal level. Particularly useful to identify through traffic.
02104	Calibrated Travel Demand Matrices	Car, LGV, HGV	Travel demand data that has gone through a Matrix Estimation and assignment process in TfN's NoHAM model	Modes, NTEM Time Period, NoHAM Zones	Can inform how vehicles move through the road networks at a more aggregate level
02301	NTEM Trip Ends - Production / Attraction	Walk, cycle, car driver, car passenger, bus, rail	NTEM production-attraction data details the count of trip producers and trip attractors in different zones across multiple categories	NTEM Mode, NTEM Purpose, NTEM Time Period, Years (until 2060), MSOA Zones, NTEM Scenarios	This is standard data for building and calibrating transport models. Useful for producing TAG consistent growth when producing forecast data
02302	NTEM Trip Ends - Origin / Destination		NTEM origin-destination data details the count of trip begins (origin) and end (destination) in different zones across multiple categories		

Supplemental Model Outputs

Dataset Code	Dataset Name	Modes Available	Description	Segmentations	Potential Applications
04201	NoHAM zoning shapefile	N/A	A GIS shapefile polygon that depicts the NoHAM zoning system.	NoHAM Zones	Provides spatial information when NoHAM zonal data is requested. This is a Northern specific zoning system.

Economic / Land Use Data

Dataset Code	Dataset Name	Modes Available	Description	Segmentations	Potential Applications
05101	Carbon emissions - Historic fleet data - Car	Car	Details historic vehicle fleet registrations for England between 2004-2018.	Years, LAD Zones, Vehicle age, Fuel, Euro emissions standard Vehicle segment type	Evidence on past registrations data in specific LADs, from different vehicle types
05102	Carbon emissions - Historic fleet data - LGV	LGV		Years, LAD Zones, Vehicle age, Fuel, Euro emissions standard Vehicle segment type, Vehicle keeper	
05103	Carbon emissions - Historic fleet data - HGV	HGV		Years, LAD Zones, Vehicle age, Body Type, Euro emissions standard Vehicle segment type, Vehicle Keeper	
05104	Carbon emissions - Future fleet data	Car, LGV, HGV	Details the predicted future fleet forecasts from TfN's NoCarb model. Predictions are made up until 2050. Two DfT scenarios exist. Base years for 2018 and 2023 are currently in use.	Years, MSOA Zones, Vehicle age, Fuel Type, Vehicle Type, Vehicle segment, tailpipe emissions, grid emissions, vehicle kilometres	Can help inform how the vehicle fleet composition can impact future emissions. This can be useful when designing scenarios.

Dataset Code	Dataset Name	Modes Available	Description	Segmentations	Potential Applications
05301	NTEM Planning Data - Population	N/A	NTEM Planning data details the population count across different age groups per MSOA zone	Years (until 2060), MSOA Zones, NTEM Scenarios	NTEM planning data provides standardised population and employment forecasts. This can be useful when designing scenarios.
05302	NTEM Planning Data - Employment		NTEM Employment data details the workers (people who are working) and jobs (available places to work) per MSOA zone		
05303	NTEM Planning Data - Household		NTEM Household data details the number of households per MSOA zone		
05305	NTEM Car Ownership	N/A	Details how car ownership influences trips being made in the NTEM model	NTEM Purpose, NTEM Mode, MSOA Zones, Years (until 2060)	Can help inform how car availability impacts transport decisions and inform how car availability influences purposes and modes of travel.

2) Bronze Tools

The tools on offer are primarily made up of Python code developed in line with the Common Analytical Framework (CAF). The CAF is a project to create an ecosystem of tools and model for various transport planning and data analytics applications, all hosted on Transport for the North's GitHub for open access.

As with the Bronze Menu, the Bronze Tools have been categorised.

Tool Type	Description
CAF Tools	These are tools that are fully integrated into the Common Analytical Framework. We call these "tools" as they are not full models but are generalised components that can be used to build a full model.
CAF Models	Transport models that are fully integrated into the Common Analytical Framework. These models make use of the components of the CAF tools to build a full model that, when provided data, produce transport modelling outputs
Standalone Tools	Tools and models that have been produced by TfN but are not part of the Common Analytical Framework. These tools are often produced for a specific purpose, or using specific software that isn't generalisable. While not part of the CAF, partners have found them useful in the past, so we continue to share them.

An open link has been provided for each of the tools, allowing partners to access, download, and use the provided tools free of charge. Partners are also welcome to submit feature requests, issues, and bugs. Any submitted requests will be fed straight into development when resource allows. The table below details all tools currently on offer. Note that some Python knowledge is needed to utilize these tools unless CLI (Command Line Interface) or GUI (Graphical User Interface) is listed under usability.

Tool Type	Tool Name	Description	Usage	Link	Usability
CAF Tools	caf.space	A tool for generating spatial translation definitions between two different zoning systems. Can handle translations based on weightings (such as population) or pure spatial area.	Can be used with caf.toolkit to translate vector or matrix data between zoning systems.	Link	Python, CLI, GUI
	caf.toolkit	A generalised toolkit of Python functionality that is useful for transport models.	Includes functionality for things such as: common matrix manipulations, multiprocessing, logging, and model setup files.	Link	Python, CLI
	caf.distribute	A collection of generalised tools for distributing transport data across a matrix. Includes a standard gravity model, a gravity model capable of handling multiple calibration areas, and an iterative proportional fitting algorithm	Use within a model to distribute demand in a tried and tested way.	Link	Python Only
	caf.vis	A generalised toolkit of visualisation functionality. Currently limited on capability, but under development	Use to visualise transport data in standardised ways.	Link	Python Only
CAF Models	caf.van	A bespoke Python transport model that produces van demand for commute, service, delivery and personal trips. The model uses land use and van survey data to produce trip ends and a gravity model, calibrated to observed trip lengths, to produce the demand matrices.	Can be used as a standalone van model when provided with location specific land use and van survey data.	Link	Python, CLI
Standalone Tools	OTP4GB-py	A Python package which uses Open Trip Planner to run public transport routing analysis. Outputs travel cost metrics for any modes for which data is given. Has some work-in-progress functionality for isochrone generation.	Use to generate travel cost data for multiple different modes.	Link	Python, CLI
	BODS-Extractor	A Python package for extracting data from DfT's Bus Open Data Service (BODS) API. Allows for downloading bus schedules (GTFS format), live location data and producing "observed" bus schedules.	Use to extract BODS data in GTFS format.	Link	Python, CLI

3) Dashboards

TfN has developed a number of dashboards for partner use, bringing together data and tools into an interactive visualisation. Each of the available dashboards is listed in the table below, a direct link to each is also provided for ease.

Gaining access to dashboards where access must be requested is easy. Please send an email to the TfN Offer inbox (TfNOffer@transportfornorth.com) naming the dashboard you would like access to and the email address(es) that need access.

Dashboard Name	Description	Link	Access Limitation
Electric Vehicle Charging Infrastructure (EVCI)	Ability to select a range of actual and forecasted EV outputs to MSOA level. This is shown on a map and is downloadable to excel.	Link	None
Hydrogen Mobility Visualiser	Allows users to search by area (e.g. LA area), mode (bus, HGV or rail) or feature (e.g. planned pipeline) for potential transport hydrogen demand over a catchment/distance defined by the user. Allows users to understand those areas ripe for partnerships to develop hydrogen and supply ecosystems, and the parties to bring into that discussion.	Link	None
Clean Mobility	The clean mobility tool provides evidence-based policies for reducing levels of car use, tailored to a range of area and population characteristics. It is intended to support local authorities and other transport bodies in achieving positive social and decarbonisation outcomes, and in improving quality of place.	Link	None
Carbon Baseline Dashboard	The QBD details various summary breakdowns of road transport emissions for Local Authorities in the North. It is designed to assist LAs and LTAs in their strategic transport planning. Breakdowns include emissions by vehicle and fuel type, trip band and time period.	Link	Must be requested
Transport Related Social Exclusion	The TRSE tool provides neighbourhood-level data on the risk of social exclusion caused by transport issues, covering all of England. It includes data on access to everyday destinations, and key socioeconomic and demographic indicators.	Link	None
Future Travel Scenarios	Presents a brief introduction to TfN's Scenarios, the methodology used, and the modelling results. The Results section provides an overview of the socio-economic and travel implications of TfN's Future Travel Scenarios	Link	None
Severance	Our severance visualiser tool assesses walking access to a range of key services where infrastructures such as the strategic and major road networks and rail network intersect communities. The tool shows areas across England which are least affected, moderately affected, and severely affected, providing a useful platform for decision makers to purpose which areas require interventions.	Link	None

Dashboard Name	Description	Link	Access Limitation
GBFM modal share testing visualiser	Visualises the analysis for different scenarios, showing the impacts of policy measures on rail freight growth, and the modal shift from road to rail. The scenarios have been developed using Great Britain Freight Model.	Link	None
Maritime dashboard	Visualises import and export data for all UK ports from 2000 to 2023.	Link	None
Development Log (D-Log)	Contains information regarding residential and commercial development sites across the North. The log contains information about each development, such as location, type, scale and expected build out timescales.	Link	None

Glossary

Abbreviation	Name	Description
CAF	Common Analytical Framework	It is a set of tools and models under public ownership for all to use and suggest updates and future additions. The CAF aims to make commonly performed transport analysis tasks freely available and easy to use.
CLI	Command Line Interface	A CLI presents a way of interacting with a computer program by typing text commands, usually within a terminal. If well documented, these types of interfaces are easy to use and minimal to implement.
GUI	Graphical User Interface	A GUI is a type of user interface that allows users to interact through graphical elements such as icons, buttons, and windows. This makes it easier for users to operate software and devices without needing to type commands.
MSOA	Middle layer Super Output Area	Produced by the Office for National Statistics (ONS). MSOAs are made up of groups of smaller zones known as LSOAs, usually four or five. They comprise between 2,000 and 6,000 households and usually have a resident population between 5,000 and 15,000 persons. MSOAs fit within local authorities.
NoHAM	Northern Highway Assignment Model	NoHAM simulates the highway network across the North and beyond, developed in the SATURN assignment modelling suite. NoHAM was developed specifically for TfN and built on National Highways Northern and Trans-Pennine South Regional Transport Models (RTMs) and DfT National Transport Model version 5 (NTM v5). It includes freight and non-freight vehicle assignment models.
NTEM	National Trip End Model	The NTEM model is a product of the Department for Transport, it presents standardised trip end data for use in transport modelling. It forecasts the growth in trip origin-destinations (or productions-attractions).
NTS	National Travel Survey	The National Travel Survey (NTS) is a household survey of personal travel by residents of England travelling within Great Britain, from data collected via interviews and a seven-day travel diary, which enables analysis of patterns and trends. It contains a wealth of real-world data for transport analysis.

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Appendix 2 – TfN Offer statistics by requesting body since launch

Requesting Body	September 2023 – January 2025						
	Bronze	Fulfilled / In process / Not Fulfilled	Silver	Fulfilled / In process / Not Fulfilled	Gold	Fulfilled / In process / Not Fulfilled	TOTAL
Avanti	1	1/0/0	0	0/0/0	0	0/0/0	1
Barnsley Metropolitan Borough Council	2	2/0/0	0	0/0/0	1	0/0/1	3
Blackburn with Darwen Council	1	1/0/0	0	0/0/0	0	0/0/0	1
Blackpool Borough Council	2	2/0/0	1	1/0/0	0	0/0/0	3
Bradford Council	1	1/0/0	0	0/0/0	0	0/0/0	1
Calderdale Council	1	1/0/0	0	0/0/0	0	0/0/0	1
Cheshire East Council	2	2/0/0	3	2/1/0	0	0/0/0	5
Cheshire West & Chester Council	6	6/0/0	4	3/0/1	0	0/0/0	10
City of Doncaster Council	2	2/0/0	0	0/0/0	0	0/0/0	2
Cumberland Council	1	1/0/0	0	0/0/0	0	0/0/0	1
Department for Transport	1	1/0/0	0	0/0/0	0	0/0/0	1
East Riding of Yorkshire Council	2	1/0/1	1	1/0/0	1	0/0/1	4
East Sussex County Council	1	1/0/0	0	0/0/0	0	0/0/0	1
Electricity North West	0	0/0/0	1	1/0/0	0	0/0/0	1
EV Update - all LAs	0	0/0/0	1	1/0/0	0	0/0/0	1
Gateshead Council	1	1/0/0	0	0/0/0	0	0/0/0	1
Greater Manchester Combined Authority	2	2/0/0	0	0/0/0	0	0/0/0	2

Requesting Body	September 2023 – January 2025						
	Bronze	Fulfilled / In process / Not Fulfilled	Silver	Fulfilled / In process / Not Fulfilled	Gold	Fulfilled / In process / Not Fulfilled	TOTAL
Hull City Council	1	1/0/0	0	0/0/0	0	0/0/0	1
Key Cities Network	1	1/0/0	0	0/0/0	0	0/0/0	1
Lancashire County Council	5	4/0/1	4	3/0/1	0	0/0/0	9
Lancaster City Council	1	1/0/0	0	0/0/0	0	0/0/0	1
Liverpool City Region	5	4/0/1	1	0/0/1	1	0/0/1	7
Middlesbrough Council	1	1/0/0	0	0/0/0	0	0/0/0	1
Midlands Connect (STB)	1	1/0/0	0	0/0/0	0	0/0/0	1
National Highways	2	2/0/0	2	1/1/0	0	0/0/0	4
Network Rail	1	1/0/0	0	0/0/0	1	0/0/1	2
Newcastle City Council	1	1/0/0	0	0/0/0	0	0/0/0	1
North East Combined Authority	5	5/0/0	2	2/0/0	0	0/0/0	7
North East Lincolnshire Council	2	2/0/0	1	0/0/1	0	0/0/0	3
North Lincolnshire Council	3	3/0/0	0	0/0/0	0	0/0/0	3
North Tyneside Council	4	4/0/0	0	0/0/0	0	0/0/0	4
York and North Yorkshire Combined Authority	0	0/0/0	6	4/0/2	0	0/0/0	6
Northern Power Grid	0	0/0/0	1	1/0/0	0	0/0/0	1
Northumberland and County Council	1	1/0/0	0	0/0/0	0	0/0/0	1
Oxfordshire County Council	1	1/0/0	0	0/0/0	1	0/0/1	2

Requesting Body	September 2023 – January 2025						
	Bronze	Fulfilled / In process / Not Fulfilled	Silver	Fulfilled / In process / Not Fulfilled	Gold	Fulfilled / In process / Not Fulfilled	TOTAL
Rail Safety Standards Board	0	0/0/0	1	1/0/0	0	0/0/0	1
Rotherham Metropolitan Borough Council	0	0/0/0	0	0/0/0	1	0/1/0	1
Scottish Power EN	0	0/0/0	1	1/0/0	0	0/0/0	1
South Tyneside Council	1	1/0/0	0	0/0/0	0	0/0/0	1
South Yorkshire Mayoral Combined Authority	7	5/1/1	4	2/1/1	0	0/0/0	11
Sub-National Transport Bodies	1	1/0/0	0	0/0/0	1	1/0/0	2
Sunderland City Council	1	1/0/0	0	0/0/0	0	0/0/0	1
Tees Valley Combined Authority	1	0/0/1	0	0/0/0	0	0/0/0	1
Transport East (STB)	1	1/0/0	0	0/0/0	0	0/0/0	1
Transport for Greater Manchester	11	9/1/1	2	1/0/1	0	0/0/0	13
Transport for the South East (STB)	1	1/0/0	1	1/0/0	0	0/0/0	2
Transport for Wales	0	0/0/0	1	0/0/1	0	0/0/0	1
Wakefield & West Yorkshire Police	1	1/0/0	0	0/0/0	0	0/0/0	1
Warrington Council	1	1/0/0	0	0/0/0	0	0/0/0	1
West Yorkshire Combined Authority	8	5/0/3	7	4/1/2	0	0/0/0	15

Requesting Body	September 2023 – January 2025						
	Bronze	Fulfilled / In process / Not Fulfilled	Silver	Fulfilled / In process / Not Fulfilled	Gold	Fulfilled / In process / Not Fulfilled	TOTAL
Westmorland & Furness Council	6	4/1/1	1	0/0/1	0	0/0/0	7
Zapmap update x17 LAs / MCAs	1	1/0/0	0	0/0/0	0	0/0/0	1
TOTAL	102	89/3/10	46	30/4/12	7	1/1/5	155

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 17 March 2025

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 3 months.

2. Recommendations:

- 2.1 TfN Board is invited to note TfN's corporate risks and risk management activity over the last 3 months.

3. Background:

- 3.1 As stated in the Risk Management Strategy, this Board receives a high-level summary of TfN's risk environment, (section 1 Corporate Risk Register Appendix 1) on a regular basis. This provides the Board with an update on the key organisational risks, which reflect the milestones, and business objectives outlined in the business plan for financial year 2024/25.
- 3.2 The Audit and Governance Committee's role in relation to risk is included in the broader detail of the Constitution:
- "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."*
- 3.3 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."*
- 3.4 The Corporate Risk Register was presented to the Audit and Governance Committee on 7 March. Functional risk continues to be managed at functional levels, with the TfN Executive management team (OBT) reviewing on a quarterly basis.
- 3.5 In addition, the Committee undertakes a 'deep dive' examination of specific risks identified as being relevant, noting the external environment in which TfN operates. These are undertaken in accordance with a schedule agreed by the Committee in December.
- 3.6 Risk is a standing item on the agenda of the Audit and Governance Committee meetings. The Chair of Audit and Governance Committee reports to the Board on an annual basis to provide assurance that TfN has efficient and effective risk management practice and processes in place.

4. Summary:

- 4.1 The Corporate Risk Register is updated systematically by the TfN executive throughout the year to ensure it remains up to date and relevant.

4.2 The three very high corporate risks 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 in September 2024, reaction from the Committee members was positive and the TfN executive is working with partners across the industry to develop the initial overview further so as 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 worked closely with the sponsorship team in DfT over the course of the winter 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.

5. Corporate Considerations:

5.1 ***Financial Implications***

The financial implications are detailed within individual risks where applicable.

5.2 ***Resource Implications***

The resource implications are detailed within individual risks where applicable.

5.3 ***Legal Implications***

The legal implications are detailed within individual risks where applicable. Governance processes adopted are explained within the report.

5.4 ***Risk Management and Key Issues***

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

5.5 ***Environmental Implications***

A full impact assessment is not required for this report.

5.6 ***Equality and Diversity***

A full impact assessment is not required for this report.

5.7 ***Consultations***

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

6. Background Papers:

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

7. Appendices:

7.1 Appendix 1 – Section 1 Corporate Risk Register Feb 25

Glossary of terms, abbreviations and acronyms used	
TfN	<i>Transport for the North</i>
OBT	<i>Executive Management Team</i>

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Transport for the North

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 (the Mayoral Combined Authorities and Local Transport 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 which is shared with the TfN Board.

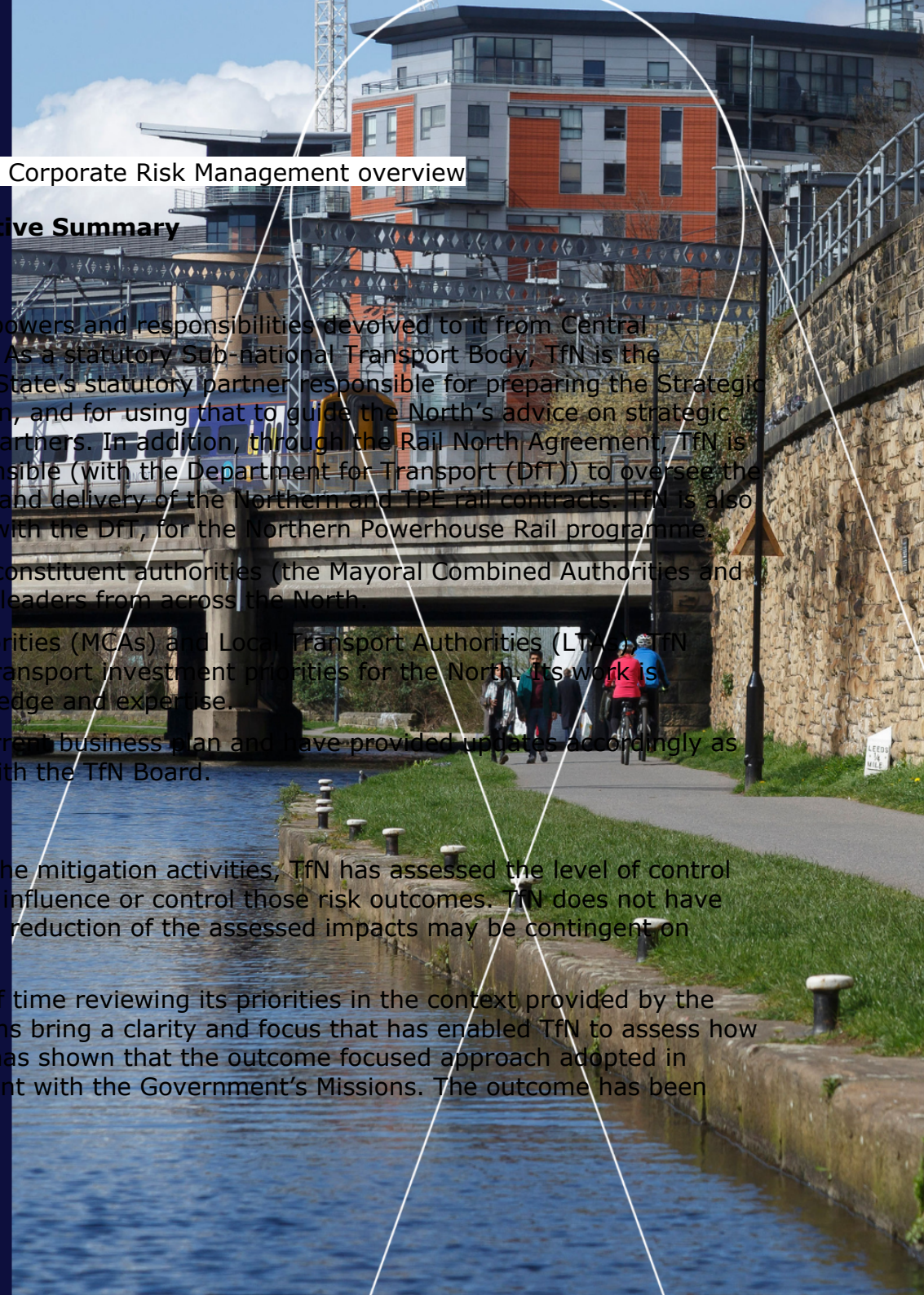
1.2 TfN Risk Environment and Emerging Risks

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 2024 General Election TfN spent a period of time reviewing its priorities in the context provided by the new Government. 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. The outcome has been used to shape the business plan for 2025/2026.

1 - TfN Corporate Risk Management overview

Executive Summary



- 1.2.3 A period of engagement with TfN's constituent authorities over last summer and 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 Currently the TfN Executive is reviewing the devolution White Paper to understand and gain further clarity including proposals for emerging (Great North Partnership).
- 1.2.7 TfN are in the process of developing Artificial Intelligence (AI) policy with external training to be provided to relevant SMT members to ensure appropriate governance and controls of TfN use of AI. Risks are currently being considered in relation to AI within TfN.

1.3 Key Changes to the Corporate Risk Register

- 1.3.1 There has been a reallocation of directorial responsibilities to reflect the emerging priorities identified through the business planning process for 2025/26. The risks have been allocated to the appropriate director to reflect this.
- 1.3.2 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) includes a new action has been identified in relation to working with partners to develop a proposal to reposition TfN under rail reform and greater devolution.
- 1.3.3 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) action 3206 has been updated to include the recently

implemented Information Governance Framework. A new control has been included in relation to TfN's Senior Information Risk Owner.

- 1.3.4 As part of the regular review of the risk register Risk 303 (Compliance with law or exceedance of powers) action 973 has been updated to reflect the governance approval process in place for the management and review of reports going to the TfN board and committees. Two new controls have also been included in relation to a fully documented Management System in place and monitoring changes in law.

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	72 Mitigation actions	53 Ongoing actions	16 Mitigation actions due by 31 May 25	0 Actions closed in the last quarter	3 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	Deputy Chief Executive Officer
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	Deputy Chief Executive Officer
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	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 2025/26 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	Deputy Chief Executive Officer
311	Future timetable changes in the North reduce rail connectivity. e.g. reduced frequency/direct services.	15	15	Deputy Chief Executive Officer
877	TfN Board, TfN staff and partners may 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	Deputy Chief Executive Officer
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	Interim Strategy Director

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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