

# Transport for the North Board – Item 11

**Subject:** 2020/21 Business Plan

**Author:** Iain Craven, Finance Director

**Sponsor:** Barry White, Chief Executive

**Meeting Date:** Thursday 12 March 2020

## **1. Executive Summary:**

- 1.1 Transport for the North (TfN) produces an annual Business Plan which sets out its objectives for the coming year and how they will be delivered. This plan then provides the basis for the TfN budget. A business planning report was presented to TfN Partnership Board on 8 January, to the Scrutiny Committee on 13 February and finally to the Executive Board on 27 February. Comments from those meetings have been reflected in the document.
- 1.2 The TfN Board and Partnership Board provide regular direction and approvals for all of TfN's main programmes. The TfN board has made, and will continue to make, decisions across the range of TfN's programmes that drive the activity that needs to be delivered in 2020/21 – notably activity associated with the adoption of the Strategic Transport Plan in February 2019 (including the development of the associated Investment Programme) and the ongoing development work on Northern Powerhouse Rail. In addition, there is a need to respond to Oakervee and High Speed North, put in place the recommendations of the Blake Jones and Williams reviews and an ongoing need to ensure that both performance and longer-term franchise improvements are delivered on the rail network.
- 1.3 TfN therefore has a good degree of certainty regarding the work that it needs to undertake in 2020/21. In addition to its approved programmes and work that arises from them, TfN will also need to produce a submission for the Spending Review that is likely to take place in the first half of 2020. This submission, which will be based on the outputs from the Member Working Group that has been developing the Northern Transport Charter, will provide the basis upon which TfN will operate through the next spending cycle.
- 1.4 A Word version of the current Draft Business Plan for 2020/21 can be found at Appendix 11.1. A sample of the designed document, which will be consistent with the style guidelines adopted previously by TfN, can be found at Appendix 11.2.

## **2. Recommendation:**

- 2.1 That Board approve the 2020/21 Business Plan, subject to delegating to the Chief Executive responsibility for the finalisation of the document as required.

## **3. Discussion:**

- 3.1 An exercise was undertaken as part of the 2019/20 business planning process which identified TfN's key strategic priorities and identified a common 'golden thread' from strategy to delivery that was maintained throughout the process. The 'Golden Thread' ensured that when detailed individual departmental plans were being designed and objectives set, there was a common and coordinated approach to delivery across the organisation.
- 3.2 The Member Working Group provided an update report on the development of the Northern Transport Charter at the TfN Boards in September and January. The Board discussed and approved the summary of the Northern Transport Charter and its principles for further development and agreed to its use to inform the Business Planning process. This work has required TfN officers to undertake an exercise to amend the "Golden Thread" to ensure that the business planning process is aligned to developing Member thinking. This identified the continuing relevance of TfN's high-level objectives and the strategic programmes underway to deliver them, with some additional detail added to ensure alignment.
- 3.3 The activity that Transport for the North will undertake in 2020/21, and the associated KPIs for the coming year are set out in Appendix 11.1.
- 3.4 Feedback from Scrutiny Committee was that the intent of the following KPIs should be retained:
- Update and refresh TfN Investment Programme, ensuring where existing and emerging policy dictates;
  - Develop more detailed policy positions on decarbonisation, including exploring targets and decarbonisation pathways;
  - Scope and define ways of measuring pan-northern social & environmental value, embedding inclusive sustainable growth; and
  - Ensure the outcomes of freight and logistics research is embedded into programme delivery to secure improvements.
- 3.5 TfN has produced a Budget for 2020/21 to support the Business Plan, that allows it to deliver its activity within the constraints under which it operates. Funding sources available to TfN in 2020/21 are set out both

in Appendix 11.1, and in the 2020/21 Budget Report at Item 12. TfN will seek to achieve a balance between efficiency, effectiveness and sustainability in the decisions that it makes in relation to delivering activity, with the overarching objective of delivering Value for Money.

#### 4. Appendices:

- 4.1 Appendix 11.1 – Draft Business Plan 2020/21  
Appendix 11.2 – Sample Design Version

### List of Background Documents

#### Required Considerations

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

#### Equalities:

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

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

#### Environment and Sustainability

Yes	<b>No</b>
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Sustainability / Environment	A full impact assessment has not been carried out because the report has		Iain Craven

	no direct sustainability or environmental impacts.		
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### Legal

Yes	<b>No</b>
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Legal	The TfN Legal team has confirmed there are no legal implications.	Julie Openshaw	Dawn Madin

### Finance

<b>Yes</b>	No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Finance	The financial implications have been considered and are included in the report.	Gareth Sutton	Iain Craven

### Resource

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

### Risk

Yes	<b>No</b>
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
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Risk	There are no specific risk issues associated with this report.	Haddy Njie	Iain Craven
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### Consultation

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