

## Transport for the North Board – Item 5

- Subject:** Corporate Planning
- Author:** James Mills, Corporate Engagement Lead
- Sponsor:** Cllr Judith Blake, West Yorkshire Combined Authority  
Peter Molyneux, Major Roads Director
- Meeting Date:** Thursday 12 September 2019

### **1. Purpose of the Report:**

- 1.1 Transport for the North's Business Plan for 2019/20 sets one of its activities to develop a 5-year corporate strategic plan.
- 1.2 This report presents a summary of the work done to date by the Members Working Group on the development of a 'Northern Transport Charter'. This paper introduces the Charter and the next steps for discussion and approval by the Board.

### **2. Executive Summary:**

- 2.1 Transport for the North's main function to date has been to develop a long-term transport strategy for the North of England that will help to rebalance the UK economy and drive economic growth. This has been done in the form of the Strategic Transport Plan, published in February 2019.
- 2.2 The time is therefore right to look towards the next evolution of Transport for the North's development, both as an organisation and its relationship with Government and its delivery partners, as well as what additional powers and responsibilities may be sought from Government. The Transport for the North Partnership Board agreed this process (in the form of what was then called a Corporate Plan) in April 2019, and also agreed that it should be Member-led.
- 2.3 This report therefore presents the Board with an update on the process, led by Cllr Judith Blake, which has now developed in to a Northern Transport Charter. More work will be undertaken to develop this Charter, based on the Board's comments. This will include considering the role of Transport for the North itself.
- 2.4 The outcome of the discussions around this report will also inform the Business Planning process that will take place in the coming months, to be reported at the December 2019 meeting.

### **3. Considerations:**

#### **3.1 Background**

Transport for the North's main function to date has been to develop a long-term transport strategy for the North of England that will help to rebalance the UK economy and drive economic growth. This has been done in the form of the Strategic Transport Plan, published in February 2019 – a robust blueprint to guide investment over the next 30 years which represents unprecedented collaboration.

3.2 The time is therefore right to look towards the next evolution of Transport for the North's development, both as an organisation and its relationship with Government and the current delivery partners – Network Rail, Highways England and HS2 Ltd. It was also agreed that the process should include a look at Transport for the North's powers and responsibilities and identify what additional powers and responsibilities may be sought from Government.

3.3 The Transport for the North Partnership Board agreed this process (in the form of what was then called a Corporate Plan) in April 2019, and that it should be a Member-led process. To this end, a Member Working Group was established, chaired by Cllr Judith Blake.

3.4 This Member Working Group met first in early June 2019, and the Transport for the North Partnership Board was updated following that meeting, particularly on a new Mission Statement and the four key topics that were discussed in some depth and the strategic direction provided to enable detailed propositions and implications to be investigated further.

3.5 Since that meeting, Transport for the North Officers have worked with a group comprising of the Member Working Group's nominated officer representatives to develop what is now known as a Northern Transport Charter, rather than a Corporate Plan.

#### **3.6 Northern Transport Charter**

A summary of the Northern Transport Charter is included at Appendix 1. The centrepiece of the Charter are four objectives, or ambitions, for the future of Transport for the North, all of which are considered essential if the outcomes of the Strategic Transport Plan and devolved funding and decision making are to be realised.

3.7 These ambitions relate to the four topics agreed at the Partnership Board in June and are illustrated overleaf.

Championing an  
Inclusive and  
Sustainable North

Long Term Northern  
Funding Settlement

Leading Strategic  
Transport Delivery

Putting the North's  
Rail Passengers First

3.8 In developing the Charter, the Member Working Group has considered more detail around each of the ambitions, based on three specific questions:

- **Why** is this important to the vision and objectives of Transport for the North?
- **What** will this mean in practise?
- **How** will this be made to happen?

The Member Working Group believes that this results in a clear evidence-led set of new powers and responsibilities, aligned to organisational requirements of Transport for the North going forwards.

3.9 Accompanying the Summary of the Charter, a 'Roadmap to Devolution' has been produced, and this is included at Appendix 2.

3.10 The first two columns show the agreed Mission Statement (as the 'Drivers') and the four Ambitions shown in paragraph 3.7 above (as the 'Objectives').

3.11 The more detailed work done on each of the ambitions has identified a series of 'Actions' and 'Changes' that are essential to realise these ambitions. The key actions are as follows:

- Producing a trajectory for the North's transport network to deliver an absolute zero carbon network before 2050
- Developing a pipeline of strategic transport projects across the North
- A devolved Northern budget for strategic transport schemes
- An appraisal system that will target investments that support transformational economic growth, environmental and social benefits
- A golden thread of accountability for the North's rail network

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- Flexibility for local areas to determine procurement and ownership models.
- 3.12 These actions will result in the following changes:
- Requirement for delivery partners to provide accurate/up-to-date information on progress
  - Transport for the North representation on decision-making bodies within the delivery partners
  - Alteration to Transport for the North's statutory responsibilities to include a "General Power of Competence"
  - Development of an Assurance Framework that is agreed with HMT
  - Vertical integration of track and trains through the creation of sub-national infrastructure bodies
  - Longer arrangements to provide a greater incentive for investment
  - Changes to the Transport for the North governance structure to reflect the new responsibilities.
- 3.13 The middle column then re-affirms a series of outcomes for the North, building on the initial economic rationale for establishing Transport for the North but recognising the wider outcomes agreed within the Strategic Transport Plan.
- 3.14 As identified, the suggested new powers and responsibilities will also require changes to the Transport for the North governance structure to reflect the new responsibilities and have implications for the organisation itself. It is proposed to undertake further work to examine what these changes and implications are likely to be in parallel with the upcoming Business Plan process. An updated Northern Transport Charter and new Business Plan will be the subject of further reports to the Transport for the North Board in December 2019.
- 3.15 As part of this process, Transport for the North has commissioned a review of the powers and responsibilities of existing sub-national or devolved transport bodies. This research will consider elements such as:-
- the scale of the area of responsibility;
  - the relationship between the transport body and national and regional government, as well as network and/or service operators;
  - the length and scale of any funding envelope; and
  - the decision making powers that the transport body holds.

This research will help shape the Charter, and will be the subject of further discussion by the Member Working Group in October to inform the updated Charter in December 2019.

#### **4. Conclusion:**

- 4.1 The summary of the Northern Transport Charter is the output of a short, intense, Member-led process to towards the next evolution of Transport for the North’s development. More work is needed around governance and to refine the new powers and responsibilities, but the Charter at this point is offered to the Transport for the North Board as a significant step forward and to enable the start of the Business Planning process for 2020/21.
- 4.2 This summary paper of the Northern Transport Charter provides a basis of TfN’s forward business planning for the year to come, and now further work needs to be done to work up to delivering the ambitions so far outlined.

#### **5. Recommendations:**

- 5.1 It is recommended that the Board discusses and approves the summary of the Northern Transport Charter and its principles for further development, and agrees to its use to inform the upcoming Business Planning process.

#### **6. Appendices:**

- 6.1 Appendix 1 – Northern Transport Charter - Summary (DRAFT)
- 6.2 Appendix 2 – Roadmap to Devolution.

### **List of Background Documents**

The following background papers were considered in preparation of this report:

Item 7 – Transport for the North Partnership Board Meeting - 20 June 2019

If you wish to access these background papers – please contact Peter Molyneux, Major Roads Director [peter.molyneux@transportforthenorth.com](mailto:peter.molyneux@transportforthenorth.com)

### **Required Considerations**

#### **Equalities:**

Age	Yes	No
Disability	Yes	No
Gender Reassignment	Yes	No
Pregnancy and Maternity	Yes	No
Race	Yes	No

Religion or Belief	Yes	No
Sex	Yes	No
Sexual Orientation	Yes	No

<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Equalities	A full Impact assessment has not been carried out because it is not required for this report.	James Mills	Peter Molyneux

### Environment and Sustainability

Yes	No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Sustainability/ Environment	One of the key policy areas for the Northern Transport Charter is around an inclusive and sustainable North. The detail is highlighted in the paper.	Robin Miller-Stott	Peter Molyneux

### Legal

Yes	No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Legal	The legal implications of the new powers and responsibilities suggested by the Charter will be examined in more detail at a later date.	Julie Openshaw	Dawn Madin

### Finance

Yes	No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Finance	The financial implications of the new powers and responsibilities suggested by	James Mills	Iain Craven

	the Charter will be examined in more detail at a later date.		
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### Resource

Yes	No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Resource	The HR implications of the new powers and responsibilities suggested by the Charter will be examined in more detail at a later date.	James Mills	Dawn Madin

### Risk

Yes	No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Risk	An initial risk assessment has been carried out and the key risks are included in the Corporate Risks Report.	James Mills	Iain Craven

### Consultation

Yes	No
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<b>Consideration</b>	<b>Comment</b>	<b>Responsible Officer</b>	<b>Director</b>
Consultation	A public consultation has not been carried out as it is not appropriate for this report.	James Mills	Peter Molyneux