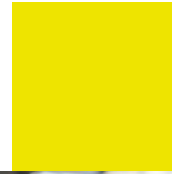


Business Plan

2020/21





Contents

| | |
|----|---|
| 04 | Chairman's welcome |
| 06 | Chief Executive's foreword |
| 08 | A word from our Vice Chairs |
| 10 | Transport for the North / our governance |
| 12 | Our vision |
| 13 | Our values |
| 14 | Measuring success |
| 18 | Our ambition for the North |
| 20 | The Northern Transport Charter |
| 22 | Delivering transformative projects |
| 24 | Delivering a rail system that works for local people and businesses |
| 26 | Ensuring rail works for passengers |
| 28 | Delivering Northern Powerhouse Rail |
| 30 | Major Road Network |
| 32 | IST |
| 34 | Health and safety / communications and engagement |
| 36 | Resourcing and funding |
| 42 | Looking to the future |

Chairman's welcome

Igenis et laut fuga. Nequia si con estrum eiunti ut plaborum lam acerciissita enet ex ea simporehende quos disi ut odi adiscia errumqui dernasenda susa simolup tatiae es aut mincitae vitiatioest maximet fuga. Hillatius dolorm ipistio od eris dolorporis rerepernam voluptat.

Fuga. Igenis et laut fuga. Nequia si con estrum eiunti ut plaborum lam acerciissita enet ex ea simporehende quos disi ut odi adiscia errumqui dernasenda susa simolup tatiae es aut mincitae vitiatioest maximet fuga. Hillatius dolorm ipistio od eris dolorporis rerepernam voluptat.

Ipsumqu iatquibus essimusandi dolorem et voluptatem exceed itaqui vellupietur accuptio. Nus, sitis venduci berumque di consectem delias aspic tem nos evelecae simporro molupta voloritio ium eos arci nonecae remperatis ero mossit, voluptatur simoluptas iunt.

Otate iumet pa is quid et omniamus dollabo. Abor secus aut dolorume pre erunt.

Us simusandi tem quatecae nonsecae sequis est atquis quis nullab ipsa volorum se pa ides si blabo. Nequaepre verspe magnimaxim cust et essequis int, none etur ma vellorio. Caboritatem reptatio evendis etur am eaque expliqui volorio ium volo cores incipsum alis etur aceste cuptae mos plicipid qui dolorep erchilibusto corem unt repero.

Ommoloribus ab ium comnist, sam aut idem imet ea con eum solupis aut prae sam hiciaes dolore ex ea sinis rerspic totate perum earchilis incte quias modi consequat estrum core volorumque prae consequo omnist, sequist faccum ipsum, conserores ipsunto milis cus et aliquid enistio minti aut optatestrum re explaborepra ant qui ulpa volupta tiumet fugia conem ea is rem atque seque nihillia dolupta verere, sequod que et millorum fugiae dolor sunt vit verferum eos el esse velessitior suntotate ipid mi, veri con reris non et fuga. Et accum que eossi cus quam quia veles anis mo con peliass imillestio min ent.

Um nectatem hilitat emquiasperum doluptas eatius ium quam aspis dolorum ium ipsum adissusda velest poraero volestrum fugiaec erovitatest rem debet rero quaturistem. Lia dem vernet audipsa pelent aut mi, tem acero beribus as dolupti doluptatias soles moles ea accatem poreicatusam am id eaquatemquod quae corporepe veliquo magnati core perum ium liquatemolum esti doloreperro in essincit atint, saperite veligen tintem soluptaqui delendem qui occus santis experchil molorum ut odiam quiatur mossit, occat.

John Cridland CBE
Chairman



“dis etur am eaque expliqui volorio ium volo cores incipsum alis etur aceste cuptae mos plicipid qui dolorep ”



Chief Executive's foreword

Igenis et laut fuga. Nequia si con estrum eiunti ut plaborum lam acerciissita enet ex ea simporehende quos disi ut odi adiscia errumqui dernasenda susa simolup tatiae es aut eris dolorporis rerepernam

Fuga. Igenis et laut fuga. Nequia si con estrum eiunti ut plaborum lam acerciissita enet ex ea simporehende quos disi ut odi adiscia errumqui dernasenda susa simolup tatiae es aut eris dolorporis rerepernam voluptat.

Ipsumqu iatquibus essimusandi dolorem et voluptatem exceed itaqui vellupietur accuptio. Nus, sitis venduci berumque di consectem delias aspic tem nos evelecae simporro molupta voloritio ium eos arc nonercae remperatis ero mossit, voluptatur simoluptas iunt.

Otate iumet pa is quid et omniamus dollabo. Abor secus aut dolorume pre erunt.

Us simusandi tem quatecae nonsequeae sequis est atquis quis nullab ipsa volorum se pa ides si blabo. Nequaepre verspe magnimaxim cust et essequis int, none etur ma vellorio. Caboritatem reptatio evendis etur am eaque expliqui volorio ium volo cores incipsum alis etur aceste cuptae mos plicipid qui dolorep erchilibusto corem unt repero.

Ommoloribus ab ium connist, sam aut idem imet ea con eum solupis aut prae sam hiciaes dolore ex ea sinis rerspic totate perum earchilis incte quias modi

consequat estrum core volorumque prae consequo omnist, sequist faccum ipsum, conserores ipsunto milis cus et aliquid enistio minti aut optatestrum re explaborepra ant qui ulpa volupta tiumet fuga conem ea is rem atque seque nihillia dolupta verere, sequod que et millorum fugiae dolor sunt vit verferum eos el esse velessitior suntotate ipid mi, veri con reris non et fuga. Et accum que eossi cus quam quia veles anis mo con peliass imillestio min ent.

Um nectatem hilitat emquiasperum doluptas eatius ium quam aspis dolorum ium ipsum adissusda velest poraero volestrum fugiaec erovitatest rem debet rero quaturistem. Lia dem vernat audipsa pelent aut mi, tem acero beribus as dolupti doluptatias soles moles ea accatem poreicatusam am id eaquatemquod quae corporepe veliquo magnati core perum ium liquatemolum esti doloreperro in essincit atint, saperite veligen tintem soluptaqui delendem qui occus santis experchil molorum ut odiam quatur mossit, occat.

Rae cor aut quate lant audae. Inctorest, nonsectatem sequibea voluptiberum archic to invol explias dolenderor suntio. Itatur, ut hilit, nostio. Ita voloreh enditis voluptur? Idio derunt lab ipsaper ciatures vendictusda nonsequi blacerro et erum que estemolor ab imodit alibus pliquas el idellaborro

Barry White
Chief Executive Officer



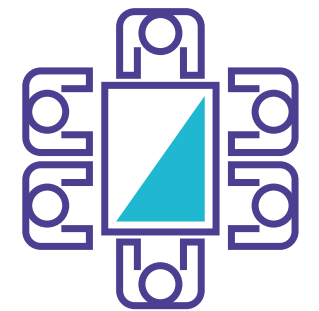
Transport for the North / our governance

Transport for the North is the voice of the North of England for transport. We're a statutory body of civic and business leaders, who collectively represent the regions more than 15 million citizens.

Transport is a fundamental part of everyday life, whether you walk, cycle, use public transport or drive. Transport connects people to jobs, education, leisure opportunities and connects businesses to each other and employees.

On behalf of our members and the people of our regions, we're working to deliver the ambitions of the North. We represent unprecedented collaboration towards the shared goal of driving inclusive and sustainable economic growth through strategic investment in transport and infrastructure.

In February 2019 our Board approved the Strategic Transport Plan (STP), the first statutory document on behalf of the North. The STP outlines how strategic investment in transport could unlock transformative economic growth. In the accompanying Investment Programme, we identify the transport projects which should be funded to deliver the step-change required to deliver economic growth.



Our vision

Vision and Objectives

Our vision is of “a thriving North of England where world class transport supports sustainable economic growth, excellent quality of life and improved opportunities for all.

We are making the case for strategic transport improvements across the whole of the North, which are needed to drive transformational economic growth to rebalance the UK economy. We are doing this by looking at how poor transport infrastructure is holding back the North’s economic potential, to provide an evidence-based case for investment.

By connecting the key economic areas of the North, we will drive growth, improve access to jobs and ensure the North is a great place to invest and live.

Four pan-Northern objectives guide our members’ decisions:

- ⇒ Increasing efficiency, reliability, integration and resilience in the transport system
- ⇒ Transforming economic performance
- ⇒ Improving inclusivity, health, and access to opportunities for all
- ⇒ Promoting and enhance the built, historic and natural environment

These objectives have informed the development of our Strategic Transport Plan and align closely with the five foundations of productivity set out in the Government’s Industrial Strategy; infrastructure, ideas, people, business environment and places.

In the forthcoming Northern Transport Charter (p18), our Board outlines four key ambitions, which set the objectives for Transport for the North to deliver over the next decade. These ambitions will shape our plans and ensure we deliver for the people of the North.



Our values

Values and Behaviours

Developed in close collaboration with our employees, our values and behaviours underpin our unique culture which brings together experience and expertise from the public and private sectors. They influence how we operate as individuals and as an organisation, creating an agile and dynamic working environment where employees are trusted, valued and invested in.

1. We make a difference

- ⇒ We will create opportunities for people and businesses that would not happen without us
- ⇒ We will improve and change the way things are done, capitalising on the North’s unique strengths
- ⇒ We will make the most of our position to stretch the boundaries of what we can achieve

2. We do the right thing

- ⇒ We make sustainable, evidence- based decisions that maximise the positive outcomes they deliver for people and businesses across the North
- ⇒ We will work together to improve connectivity and deliver a vibrant and growing economy across the North of England over the short, medium and long term
- ⇒ We embrace diversity and work with others with honesty and respect

3. We are driven to succeed

- ⇒ We want to be the very best we can be. The drive for excellence and innovation informs everything we do
- ⇒ We will develop and grow, learning from both our mistakes and successes and sharing this with our partners
- ⇒ We are proud to represent the North and will facilitate a step change in connectivity across the North of England by being role models for how things are done

4. We collaborate

- ⇒ We consult our partners and are the embodiment of a ‘single voice for the North’
- ⇒ We make the most of all our relationships, spanning the North of England and beyond, to deliver the right solutions
- ⇒ We build our relationships based on openness, transparency, trust and integrity

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. |
|---|--|---|---|---|

Our ambition for the North

In February 2019, we published our Strategic Transport Plan, which outlined our vision for a future transport network that would enable sustainable economic growth across the whole of the North.

Accompanying the Strategic Transport Plan is an ambitious, but deliverable, Investment Programme that will improve our roads and railways, ensuring we address the historic gap in investment and support the transformation of the North's economy.

Following the adoption of the 2019/20 Business Plan, Transport for the North began working with members to develop the Northern Transport Charter, which outlines our collective ambitions for the coming decade.

Our ambitions are determined by three core drivers:

- 1

Pursuit of greater economic prosperity and well-being for those who live and work in the North
- 2

Connecting the key economic areas of the North will drive growth, improve access to jobs and ensure the North is a great place in which to invest and live
- 3

Identifying, making decisions on and planning the strategic transport infrastructure required to deliver an economic step change for the North

For the North

Led by our members, we have developed the Northern Transport Charter, which outlines the outcomes we want to achieve for the North in the coming decade and the associated objectives for Transport for the North to deliver. Based on the drivers above, we've identified four outcomes we want to achieve for the North.

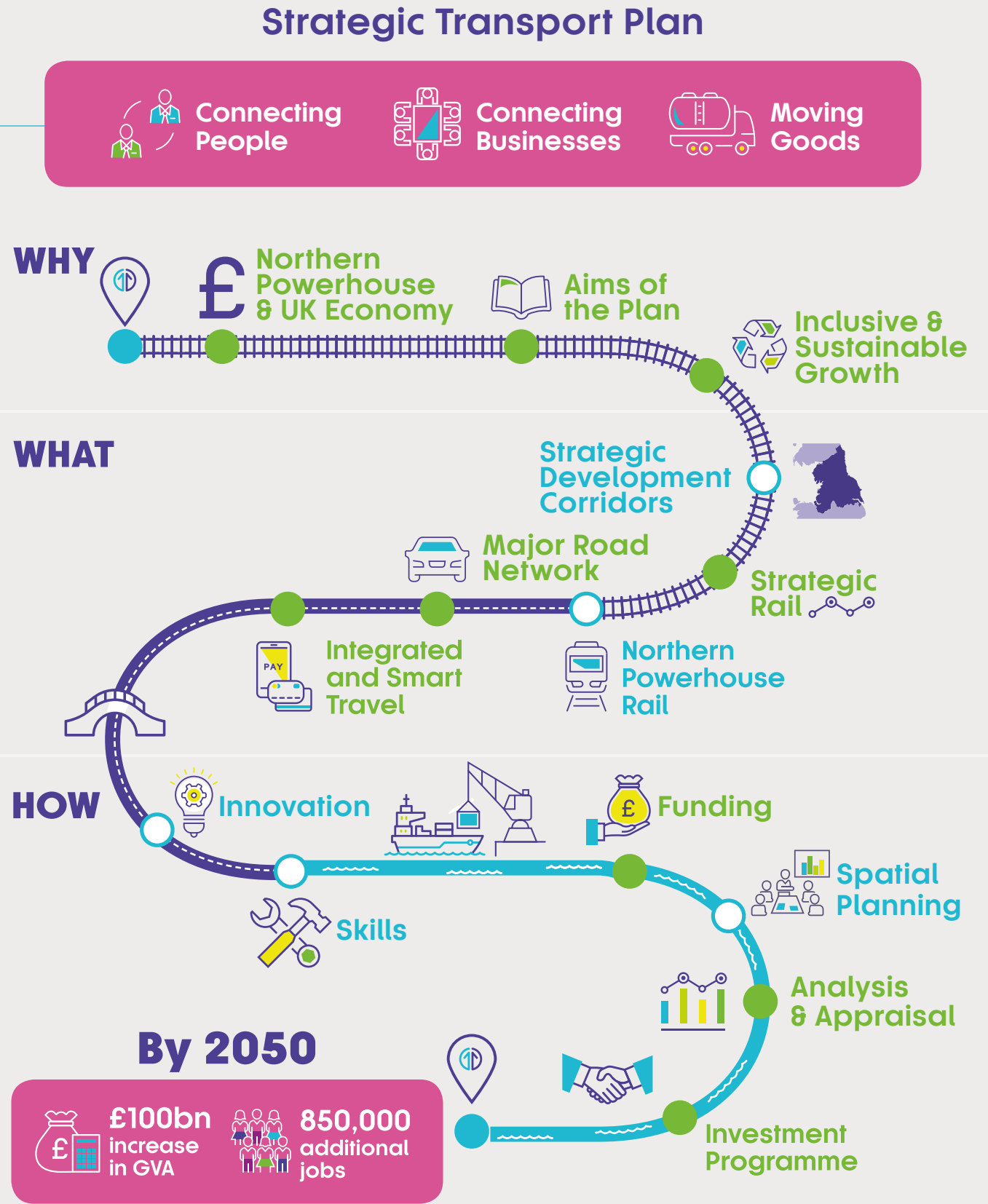
- 1

Transformed economic performance
- 2

Improved Productivity
- 3

Enhanced inclusivity, health and access to opportunities for all
- 4

Better quality of life





Transport for the North
2nd Floor
4 Piccadilly Place
Manchester
M1 3BN

Transport for the North
Ground Floor
West Gate
Grace Street
Leeds
LS1 2RP



0161 244 0888



engagement@transportfornorth.com



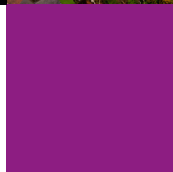
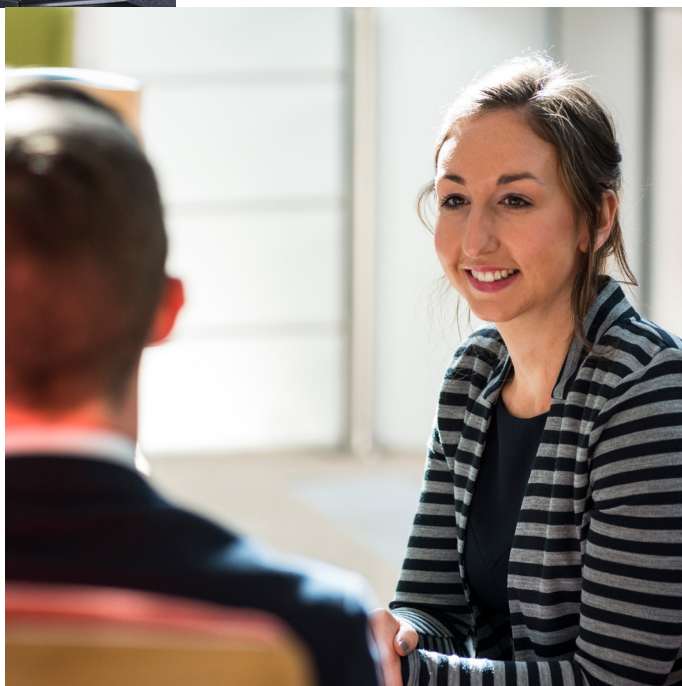
@Transport4North



Transport for the North



Transport for the North



transportfornorth.com