

Transport for the North Monthly Operating Report March 2020



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Introduction

Summary from the Chief Executive

In common with all other parts of the economy, Covid-19 and the associated lockdown have had a significant impact on TfN's programme of work. Consistent with government guidance, TfN staff continue to work remotely and where appropriate engagement with stakeholders and partners continues through remote working. TfN is monitoring COVID-19 related absences, which are currently at a very low level. The Risk and Planning teams are working with programmes to understand the impact of the pandemic on programme delivery.

Work has commenced on identifying opportunities to accelerate investment in projects as part of an economic recovery plan for the north. This is to be ready for any UK stimulus package, that might be launched by the government in response to the economic crisis.

The Strategic Rail team is continuing to monitor rail services in the North. From week commencing 23 March, Key Worker timetables were introduced resulting in a reduced number of trains operating. However, further reductions in services may need to be put in place due to shortages of crew. Notwithstanding the immediate impacts of Covid-19, the team also continue to work with DfT and Network Rail on rail investment plans in the north.

The NPR team is continuing to undertake work to prepare for sifting of options over the summer and to agree options for phasing, working towards a revised NPR Strategic Outline Case later in the year. The team is assessing the impact that Covid-19 will have on delivery, including potential impacts in the supply chain and in joint working with partners. The NPR team are also considering opportunities to accelerate development work in individual corridors if this can be agreed with DfT.

Work is continuing on the IST programme. The completion of Phase 1 (installing platform validators) is experiencing delays as a consequence of Covid-19, due to delays in the delivery of field equipment from overseas and to civil engineering work in stations. The planned introduction of flexi season tickets has been put back due to the current low passenger numbers and the train companies need to focus on providing key operational services.

Activity continues on the Strategic Development Corridors, Decarbonisation and the Integrated Rail Plan in line with the direction provided by the TfN Board in March.

Programme Summary

Northern Powerhouse Rail (NPR)

Monthly Summary

The NPR programme team is currently assessing the possible impact that the COVID-19 pandemic will have on the programme. In the meantime, it is continuing to progress Sequence 4, planning to have an updated Strategic Outline Case (SOC) by the end of the financial year 20/21. This will require the co-clients to work with partners to identify preferred route and network options – a process known as “sifting”. The NPR team are also looking for opportunities to accelerate work in individual corridors to be able to support the earlier delivery of benefits – which will be considered as part of the Integrated Rail Plan.

TfN received a final Transport Development Fund letter, setting out the 2020/21 grant allocation for the NPR Programme from the department on 31 March. This differed from the draft letter that had previously been provided, and which TfN had used as the basis for the business plan and budget that were approved by the board in March. Whilst the final allocation letter referenced the overall allocation of £59m, it only approved a budget of c.£9m for Quarter 1 of the next financial year and for the completion of all work related to Sequence 4, and stated that further funding would be subject to a separate approval.

The drawdown of TDF grant is always subject to the conditions in the Grant Funding Agreement covering the Transport Development Fund, and the detailed approval of the departmental budget holder. However, this approach significantly increased the level of uncertainty in relation for TfN’s funding for 2020/21, and in particular its ability to commit to expenditure / contracts that run beyond the first quarter in the absence of a specific departmental commitment.

This uncertainty has caused delay with both recruitment and consultancy contract awards held up. We are working to resolve this with DfT as a matter of urgency. An update will be provided to Board members on the Board call on 29th April.

Activity Update

Transport Analysis, Modelling and Economics (TAME)

The Northern Rail Modelling System (NoRMS) Iteration 1b is available to support sifting and the model runs for which are currently underway. NoRMS Iteration 2, which is to be used to undertake sensitivity testing and network testing, is on schedule to support SOC development.

Infrastructure

The infrastructure schedule remains challenging, notably on:

- Manchester-Sheffield: the scheduled delivery of journey times from Network Rail is a key dependency on the TAME modelling programme. The journey times on this corridor are delayed, which is having a direct effect on TAME.
- Manchester-Leeds: The 4+4 scenario, which includes integrating a new line via Bradford with connections to Huddersfield (Scenario 1) and a new line to Brighouse and connections to Bradford and Huddersfield (Scenario 2), is not yet scheduled for inclusion in the sifting process. The team is currently reviewing options for developing the 4+4 suitably for decision making including awarding this work direct to a supplier rather than continuing to use Network Rail.
- Leeds-Newcastle: Capacity development on Durham Coast & Leamside South leaves little time for TfN & Partner review ahead of sifting.

Mitigations are currently being developed to address the issues raised above and to ensure decision making on the programme, including sifting, phasing and preferred network.

The Route Options Summary Schedule (ROSS) for Liverpool – Manchester has been issued to partners and responses are due back by April 2020.

TfN & DfT continue to clarify the remaining scope within the agreed Sequence 4 remit. Key activity includes continued scheme development such as consents strategy, major programmes integration, remit development for OBC and the procurement approach required for OBC. All items are to be progressed in FY20/21.

Remit 6 for HS2, which instructs additional work around Piccadilly Station approaches has been signed off by DfT and work has commenced. Emerging outputs are expected to be available to feed into the scheduled sift workshops.

Business Case

We are continuing to progress well with the high-level development of the NPR Strategic Outline Case (SOC). The case skeleton structures and key messages were shared with partners on 20 March and a constructive discussion took place at Working Group on 26 March where each of the cases was discussed. Updated versions of all the cases will be shared with partners by the 30 April for a further review. The phasing workstream continues on schedule and an update was provided at the March working group.

Risks

| Risk/Issue Summary | Summary of Mitigating Measures | KPI |
|--|---|--------------------|
| <p>COVID-19 Pandemic Risk: The COVID-19 Pandemic may disrupt the NPR programme baseline and long-term delivery profile.</p> | <p>Programme review underway at present, looking at direct impacts to TfN and NPR programme team, supply chain, DfT programme team and Partners.</p> | <p>KPI 1 and 2</p> |
| <p>Integrated Rail Plan Risk: There is an uncertainty on TfN's role in the IRP activity. Decisions could be made that might impact on both TfN and the board endorsed NPR delivery profile as per the SOBC Management Case.</p> | <p>TfN has written to SoS and is undertaking an internal review of IRP priorities. The outcome of the internal review will be shared with DfT during development.</p> | <p>KPI 1 and 2</p> |

Programme and look ahead

The programme environment has become more challenging in recent weeks due to the national health crisis and the government restrictions that have been put in place. The impacts across the programme are putting severe pressure on the existing critical path and the risk of not achieving key milestones to support SOC decision making has increased significantly in recent weeks.

A review of the programme has taken place with the objective of protecting the delivery of the NPR SOC in the Financial Year and maintaining progress on wider strategic development that adequately prepares the programme to be ready to progress to OBC post approval to do so following Government endorsement of the SOC.

Further details and revised programme forward look ahead are given in the April Board paper for consideration by TfN Board.

Integrated and Smart Travel (IST)

Monthly Summary

Phase 1 (Smartcards on Rail) is being taken forward by remote working where possible, but on-site civil works and the introduction of flexi-seasons on a trial basis have been halted due to the impact of COVID-19.

Phase 2 (Public transport Open Data) took some significant steps forward in March with the launch of the Disruption Messaging Tool (DMT) and Open Data Hub (ODH), and with the prototype Fares Tool successfully passing its evaluation by the Government Digital Service (GDS).

Phase 3 (Contactless on Rail) continues to be on hold pending the outcome of the Williams Review.

Phase 4 (Local Smart Schemes) development discussions continue with DfT and Local Transport Authorities (LTAs). A draft Strategic Outline Case (SOC) is being prepared for consideration by TfN Board in late April.

Activity Update

Phase 1: Progress continues but is being affected by COVID-19 measures. MerseyRail and Northern's back office Platform Validator (PVAL) configuration and testing has been unaffected by lockdown, although PVAL hardware production has slowed down. Good progress has been made by the TOCs both on the approvals and consents required for hardware installation, and on the development of new products. However, neither can be progressed against a backdrop of Covid-19 restrictions.

Phase 2:

- i) The development of the prototype (Alpha) Fares solution has completed. The tool passed the GDS framework compliance assessment, one of the requirements for novation to DfT once TfN has successfully implemented the system (as TfN is not funded to support its ongoing operation). The Gateway Review to assess whether the tool continues to meet a market need has begun but completion has been delayed by 3 weeks. This will not delay the overall schedule. Work on the next phase of Fares Tool development (Beta-private) will start in early April.
- ii) The Disruption Messaging Tool was rolled out to TfGM and WYCA. The impact of COVID-19 has delayed signature of agreements with Nexus and MerseyTravel, as well as MerseyTravel's go live. We will be talking with LTAs to reset go live dates.

- iii) The Open Data Hub (ODH) went live three weeks late due to IT configuration issues. A select group of developers have been invited to start testing and using the ODH, adding data to their own platforms for customers to use.

Phase 3: (Contactless Pay As You Go on Rail): DfT has advised that TfN should submit a paper to its investment committee in June, notwithstanding that the impact of COVID-19 has created greater uncertainty about the release of the Williams Review.

Phase 4: The focus of this month’s effort has been on working towards a submission of an SOC - writing SOC content and developing, in collaboration with DfT and LTAs, a governance mechanism for selection and management of schemes. Discussions continue with individual LTAs to develop a long-list of potential schemes. This was discussed at two LTA workshops in March and early April. It is intended that the SOC will now be submitted to DfT for consideration by its investment committee, following its presentation to the TfN on 29 April. Progress updates were submitted to TfN Executive Board and at Scrutiny Committee in early April.

The impact of Covid-19, coming on top of the issues that have arisen during the year in relation to delays on Phase 1 and a substantial reappraisal of the approach to Phase 3 have resulted in full year costs of £9.9m, £0.8m below the Revision 3 reforecast and £26.4m below the original IST budget.

Risks

| Risk/Issue Summary | Summary of Mitigating Measures | KPI |
|--|--|-------|
| Phase 1 – Risk: The impact of COVID-19 has delayed the flexi season pilot. It may cause further delay of the completion of roll out of platform validators and implementation of onboard retailing. | To continue to support the Train Operating Companies (TOCs) to optimise remote working and collaboration on project activities. The IST programme continues to engage with TOCs regularly to understand any additional risks and issues which may arise. To support and re-develop plans in order to restart activities following current delays in order to support travel on rail following the COVID-19 pandemic. | KPI 7 |
| Phase 2 – Risk: The impacts of COVID-19 may be that LTAs and bus operators may not have the resilience to sufficiently participate in the development and testing of the products, which may delay delivery and increase project costs. | Understand impacts & develop ways to support LTAs and bus operators to participate in shaping and testing the tools. Engage with DfT sponsors where appropriate. | KPI 8 |
| Phase 3 – Timing and Funding Risk: The roll-out plan for Contactless on Rail may mean that northern Train Operating Companies are not Account Based Ticketing pathfinders. This would | Submit a paper to DfT proposing a way forward for Contactless on Rail in the north in June. | KPI 9 |

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| result in TfN's milestones for the delivery of strategic objectives not being met. | | |
| Phase 4 – Funding Risk: Potential changes in the bus market may impact on time and cost of producing Strategic Outline or Outline Business Cases. | Continue to work with DFT and bus operators to understand and respond to the market. | KPI 9 |

Programme and look ahead

Phase 1

- Northern and MerseyRail to agree remaining PVal deployment plans with suppliers and TfN.
- TransPennine Express completion of StarMobile (on board retailing) is in User Acceptance Testing but cannot be deployed at this time.
- Northern validating the feasibility of installing PVALs at their proposed locations (i.e. in the process of gaining consents and approvals).

Phase 2

- Agree with the supplier the schedule of works for the beta phase of the Fares Build Tool.
- Gateway Review to test if the business case is still valid around the fares tool – delayed from 30 March to until 22 April with no schedule impact.

Phases 3 and 4

- Phase 3 develop scope of a proposal for Phase 3 in the north.
- Phase 4 issue first draft of Strategic Case to Programme Board.

Strategic Development Corridors (SDCs)

Monthly Summary

This month's work on the Strategic Development Corridors has focused on consolidation of the work done to date.

Activity Update

Due to the point that we are at in the programme of SDC work, the response to Covid-19 has had a relatively limited impact of the work performed in March. During the month TfN has:

- Finalised a draft of the 'sequencing report' which will be shared with Partners at April's Strategic Oversight Group. This report gives details on how we have developed three sequencing scenarios for the Investment Programme.
- Developed the scope of works for the inclusion of freight within the benefits analysis of the Investment Programme, including the application of the four future scenarios to freight.

DfT announced Road Investment Strategy for 2020-25. We will update the information in our sequencing report.

Aside from the challenge of co-ordinating engagement with Partners during the current lockdown, we are addressing the following ongoing challenges to the programme:

- Continue to mitigate critical risks, including the development of innovative models, to allow the procurement of the benefits analysis commission to start Spring/Summer 2020.

Risks

| Risk/Issue Summary | Summary of Mitigating Measures | KPI |
|---|---|--------------------------|
| <p>Innovative Modelling Risk: The benefits analysis of the Investment Programme which includes the application of the future scenarios, relies on the Analytical Framework's innovative models to provide evidence for the North's business case but they require thorough testing and assurance. If the modelling suite is not ready on time, there is a risk that we might not meet the Business Plan commitments, the transformational benefits might not be calculated and that the sequencing outputs may have low assurance.</p> | <p>- To include a 4-week familiarisation period in the programme so consultants will have time to try out the new models. - The modelling team are to provide monthly high-level updates on the progress of model development. - Review timescales and the programme, on a monthly basis, thus allowing more time for the models to be sufficiently tested on NPR and thereby provide consistency and integration between the NPR and SDC business cases.</p> | <p>KPI 10/ 12</p> |

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| <p>Delivery changes to the STP essential schemes</p> <p>Risk: Uncertainty at this stage on how and when mega-projects such as MNWQ, TPT and NPR are delivered as these are 'STP essential' schemes and central to the SDC reference case. There is a risk that the delivery dates for MNWQ, TPT and NPR may change, which will have an impact on the reference case assumptions.</p> | <p>Review the reference case at the beginning of the benefits analysis commission programme; the reference case could be changed to 2040 OR the three strategic studies could be removed/amended from/in the reference case.</p> <p>Continue to communicate the risk clearly to stakeholders to manage expectations.</p> <p>Complete a decremental analysis to measure the impacts of any changes to the delivery of these schemes against the whole Investment Programme.</p> | <p>KPI 12</p> |
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Programme and look ahead

A report on the three sequenced options will be submitted to TfN Partnership Board at its meeting on 11 June 2020.

Major Road Network (MRN)

Monthly Summary

On 11 March, the government published its second Road Investment Strategy (RIS). This is a five-year programme (2020-2025) setting out plans for £27.4bn investment in the Strategic Road Network. This includes £11.9bn for Operations, maintenance renewals and business costs, £14.12bn for enhancements, £0.87bn for designated funds and £0.47bn to fund work preparing for RIS3.

In July 2019, TfN submitted the Regional Evidence Base to the Department for Transport. This identified sixteen prioritised MRN schemes that could be delivered by 2025 through the National Roads Fund. Since then, the government has announced six of these interventions.

The committed RIS and MRN interventions are listed below. TfN is working closely with Highways England to have a greater engagement and collaboration in the development of Road Investment Strategy 3.

Activity Update

- TfN is reviewing the final package of anonymised mobile device data for the Major Road Network, including travel times, delay times and origin-destination. This will provide TfN and its partners with travel pattern evidence to support business cases for investment.
- TfN has reviewed the final package of Traffic Master data, which provides journey times on the Major Road Network for journeys between Important Economic Centres. We have shared three years of Traffic Master data with our Partners through the Major Roads Group.
- Our supplier has updated the final technical document for the Major Roads Report, following feedback from Partners. This evidence base will inform the updated Major Roads Report to be published in Spring 2021 with TfN’s decarbonisation strategy.
- TfN is continuing to work with Local Highway Authority partners on supporting work on highway schemes in existing programmes prior to 2019. These include schemes bidding for Large Local Majors (LLMs) funding and Housing Infrastructure Fund (HIF).

Risks

| Risk/Issue Summary | Summary of Mitigating Measures | KPI |
|--|---|------------------------------|
| <p>Negative Perceptions Risk: Due to the environmental and sustainable impacts of traffic and congestion, road schemes may not get the investment needed to deliver the Strategic Transport Plan.</p> | <p>To develop a road map to sustainability, including the road network and multi-modal integration. To work with TAME to demonstrate the impact of road investment and the positive impacts of behavior changes.</p> | <p>KPI 12, 13, 14 and 20</p> |

Programme and look ahead

- TfN and Highways England will submit a report to update members on future road investments, to June's Partnership Board.
- Using the outputs of the Strategic Development Corridors programme, TfN is working to identify potential interventions for early delivery, should a stimulus budget be part of the government's Economic Recovery Plan following COVID-19.

Schemes committed for RIS 2 delivery:

- A1 Morpeth to Ellingham
- A19 Down Hill Lane
- A1 Birtley to Coal House
- A66 Northern Trans-Pennine
- M6 South Lancaster Growth Catalyst J33a (HIF scheme)
- A585 Windy Harbour to Skippool
- M60/M62/M66 Simister Island
- A61 Westwood Roundabout
- A5036 Princess Way
- Mottram Moor Link Road
- A57 Link Road
- M6 Junction 19

RIS 1 schemes currently in construction:

- A1 Scotswood to North Brunton
- A19 Testos
- A19 Norton to Wynyard
- M621 Junctions 1-7
- A63 Castle Street

Smart Motorway schemes, subject to stocktake:

- M62 Junctions 20 -25
- M6 Junctions 21A-26
- M56 Junctions 6 -8

Major Road Network and Large Local Major schemes that have been announced since July 2019:

- York A1237 Phase 1
- A582 Dualling
- The Rocket Junction
- Tyne Bridge & Central Motorway
- A689 Wynyard
- A34 Cheadle

Schemes to be considered for RIS3 (2025-30)

- A1 North of Newcastle Junctions
- A64 Hopgrove
- M1 Leeds Eastern Gateway
- M1/M62 Lofthouse Junction
- A1 Doncaster-Darrington
- M1 Junctions 35A-39 Sheffield to Wakefield extra capacity
- M6 Junction 22
- M6 Junctions 19-21A
- Manchester South East Junction improvements

Strategic Rail

Monthly Summary

The operational focus is on supporting the COVID-19 pandemic and the recovery from it. Normal performance reporting has been suspended, including TPE's public performance target and their recovery plan. The joint working between TfN/DfT, Rail North Partnership and the train companies has been very successful, productive and responsive in a fast-moving environment.

Work on wider investment continues with some initial work on possible acceleration of projects as part of any economic recovery plan.

Activity Update

During March the COVID-19 pandemic meant that passenger numbers fell to a historic low and train crew sickness and isolation rose leading to a significant number of cancelled services. From w/c 23 March Key Worker timetables were introduced with 40-50% of the normal trains operating. These were operating very reliably at the time of writing, although it is possible that further reductions will be needed due to crew shortages.

TfN has co-ordinated input to the re-planned timetables through its chairing of the North of England Contingency Group and has provided regular updates to members and officers. The Strategic Rail team has also set up a 'buddying' system with lead officers in the sub-regions to ensure that good communication continues during the crisis. TfN and Rail North Partnership (RNP) have, and continue to, work closely with Northern and TPE to introduce timetables which would be able to address the travel needs of key workers and those who must use rail to get to their place of work, and be reliably operated by the reduced levels of train crew that are available. Positive feedback on TfN's role has been received from partners and the industry.

Notwithstanding the COVID-19 pandemic, TfN continues to work closely with DfT and Network Rail on investment plans across the North of England including schemes to address congestion hotspots in Central Manchester and at Leeds. A key focus in Q1 of 2020/21 will be supporting TfN's work on the Integrated Rail Plan for the North and the accompanying National Infrastructure Commission work.

Following on from TfN's statutory advice on Central Manchester capacity, the Strategic Rail team is engaging with the industry on their work on short and long-term actions to ease congestion.

TfN is still awaiting a response from the DfT to its letter issued in January 2020, which set out a number of Transpennine Route Upgrade (TRU) challenges for consideration ahead of a refreshed Outline Business Case (OBC) being reviewed

at Investments, Projects and Delivery Committee (IPDC) at the end of April. TfN understands that the refreshed OBC supports full electrification between Manchester and York however, it is likely that this will only be supported if further development work over the next 9-12 months identifies a strong investment case.

The team is also working on developing the business case for journey time improvements across the North by reducing the cost of development and delivery of such projects. TfN has obtained funding from TransPennine Express's Innovation Fund for Network Rail to undertake a study on five routes and which is due to complete in September.

A revised Blake Jones action plan was deferred until the next planned meeting of the Rail North Committee on 12 May and the team continues to liaise with DfT regarding funding for the additional resources that are required.

Risks

| Risk/Issue Summary | Summary of Mitigating Measures | KPI |
|---|--|-------|
| <p>The long-term effect of COVID-19 on viability of Franchises: Passenger numbers may take years to recover to pre-COVID levels and affect the financial viability of current franchises.</p> | <p>1. TPE, along with other franchises, is under a Management Contract initially until September 2020 when it will be reviewed by DfT. 2. TfN will be able to input to decisions relating to the impact of COVID-19 through the RNP.</p> | KPI 4 |
| <p>TfN TRU Statutory Advice Risk: There is a risk that TfN's statutory advice issued in September 2018 will not be reflected in the TRU Outline Business Case. Moreover, whatever is proposed for TRU needs to form part of a broader coherent rail investment strategy for the North.</p> | <p>1. The Strategic Rail team and RNP continue to work together to support Network Rail in producing an investment plan that meets passengers' needs and expectations. 2. TfN continues to stress to DfT and Network Rail the importance of increasing the number of freight paths on the route.</p> | KPI 5 |

Programme and look ahead

- Support, monitor and help shape the industry response to the COVID-19 outbreak.
- Continue preparations for the 'Williams Review' white paper publication and link this to the Blake Jones Action Plan.
- Provide challenges to, and support for, the TRU OBC and continue to monitor industry plans to minimise the disruption from the first phase of construction.
- Working through the Rail North Committee, respond to industry proposals for mitigating cross-Manchester performance issues.
- Implementation of the Blake Jones Action Plan.
- Continue to progress Thematic Delivery Plans as part of the Long-Term Rail Strategy.

- Work through the new arrangements for the Northern franchise to ensure the best passenger outcomes are delivered.
- Continue to support Durham County Council on the opening of the new Horden station later this year (delayed due to COVID-19).

Operations Summary

Monthly Introduction

TfN's operational teams have continued to support programmes while working to ensure compliance with TfN's statutory obligations.

Operational focus for February included preparing for the financial year-end (Finance) and focussing on contract extensions (Procurement), work towards how we measure progress towards our long term strategic objectives (Economics), progress on the implementation of Modern.Gov governance and meeting management software (Legal), ongoing procurement of Project, Programme and Portfolio System software (Portfolio), and delivery of the Analytical Framework (TAME)

Activity Update

TfN and COVID-19

As a result of government guidance regarding COVID-19 on 16th March, TfN took the decision to close both its Manchester and Leeds Offices and move all members of our workforce to remote working arrangements.

At a corporate level, robust corporate contingency planning processes and management arrangements have been implemented to enable TfN to continue to maintain core operations and service delivery throughout this time. TfN has also put in place additional well-being and employee assistance services to support our workforce at this difficult time.

The Risk and Planning teams are currently undertaking an exercise with each programme to better understand the impact, risks and slippages of COVID-19 on programme delivery.

Whilst TfN has seen a slight upturn in absence levels due to COVID-19, this is not presently impacting on service delivery across any business area. This will continue to be closely monitored and reviewed.

Stakeholder Engagement & Communications

- Externally, communications activity has focused on proactively promoting national guidance around non-essential travel as part of the COVID-19 pandemic, ensuring the North's travellers were aware of appropriate use of public transport and changes in emergency rail timetables implemented by operators.

- The communications team also played a key role in supporting the organisation's move to remote working, with timely and regular internal communications.
- Engagement activities involved supporting the OBT with numerous rearranged external meeting and work around the IRP letter to the SoS.
- There has also been support on engagement across programmes such as NPR, IST and MRN.

Finance & Procurement

- The Finance and Procurement functions successfully transitioned to full remote working.
- All remote working DSE (Display Screen Equipment) requirements have been sourced and delivered to employees.
- Preparations were accelerated for the financial year-end and start of the new budgetary cycle.
- The Procurement team are currently managing a large number of contract extensions and new contracts as funding envelopes are refreshed.
- An online commissioning tracker has been developed whilst we continue to work remotely, with testing underway on the e-commissioning workstream.

Legal & Democratic Service

- The installation and implementation of modern.gov (a software system that will streamline our governance and meeting management arrangements and which is used by a number of constituent authorities) is ongoing. Installation of the software is scheduled to take place during April, followed by internal staff training. It is intended to test the system using internal meetings, with a more general roll-out to be undertaken later in the year – timing dependent on resource availability and the extent of competing priorities due to Covid-19.
- Working with colleagues across the organisation and in wider local government, and following new Regulations to allow virtual public meetings to be held as "official" TfN meetings, arrangements are being made to allow virtual meetings to be held commencing in May.

Strategy & Policy

- In March, we presented an update to TfN Board on two of the four ambitions (devolved Northern budget and leading Strategic Transport delivery). Subsequently, TfN has started to work up proposals for the third ambition, Championing an Inclusive and Sustainable North, which will be tested at the next Members Working Group (the timing of which has had to be delayed as a consequence of Covid-19). On 26 March DfT published its challenge paper for Decarbonising transport.
- Progress on TfN's input the integrated rail plan for the North and Midlands is a key priority. Following the March TfN Board, Members agreed that early statutory advice should be submitted to government to emphasise from first principles how the next phase of work should be developed. This advice has now been submitted. The National Infrastructure Commission have launched a

call for evidence to inform their work on a “rail needs assessment” that will frame their advice to government. The project team are currently in discussion with the NIC about how best to support this process, and will be providing an update to partners after Easter.

Economics & Research

- The technical update of the Northern Powerhouse Independent Economic Review (NPIER) has been completed. The revised projections will inform both the TfN Investment Programme and the revised Northern Powerhouse Rail business case due at the end of 2020 (KPI 10).
- Two further research projects will conclude in April. The first is identifying how TfN should measure and monitor progress towards its long-term strategic objectives. The second is a technical exploration of how transport connectivity can support the levelling up agenda. Both projects will feed into the work on the Northern Transport Charter and will be informing the review of the HMT Green Book on appraisal currently underway.

TAME (Technical Assurance, Modelling and Economics)

Analytical Framework Programme

- A significant reprogramming exercise for the development and application of the Analytical Framework is underway. This will look at how best to manage the impact of CV-19 on the TAME team and its activities, taking account the impact on productivity and inefficiencies, and focusing on delivering NPR Corridor Sift whilst minimising the impacts on other requirements.
- Several FY2019-20 contracts have been extended into early summer 2020 as part of the management of previously reported slippage, with requests made to the Department for Transport for the rollover of funding commitments into the new year.
- Approval for these requests was made by the Department on the 31st March allowing contract slippage and underspends reported throughout Quarter 3 and 4 to now be recovered over Quarter 1 of the new year.
- The extensions to contract terms and funding commitments also provides appropriate time to complete new procurement exercises, including the FY2020-21 RMAP contract.

Analytical Framework Development

- The interim NPR Corridor Sift version of the Northern Economy and Land Use Model (NELUM) has now been delivered by the Supplier and TfN resources have been re-focussed to ensure delivery of required evidence into the NPR Corridor Sift.
- The interim version of the Wider Impacts Calculator has also now been delivered and is operational. Development of the final version of NELUM and the new TfN Future Travel Scenarios continues in the background but has been affected by recent events and will be covered in the re-programming exercise.

- The rebasing of the Great Britain Freight Model (GBFM) to 2018 is expected to be completed in April. This will help understand the impacts of freight rail paths available after HS2 and NPR on both highway and maritime freight movements. It will also improve the evidence on the impact of changes to population and employment (either external to or as a result of NPR) on freight demand and movement.
- The Local Freight Tool has been developed to translate GBFM annual tonnage forecasts to light and heavy goods vehicles for use in the Analytical Framework time period-based transport models. This is expected to have significant value for TfN’s partners for use in other local models and has been presented to Partners through the Analytical Assurance Group (AAG).
- Progress continues on developing the Northern Rail Modelling System (NoRMS) with the current iteration being successfully deployed by the RMAP on NPR Corridor Sift. The Supplier is working on the next iteration for NPR Network Testing to be ready in June, with the technical approach having been agreed by DfT and External Advisor John Bates.
- Development continues on the preparation of the first iteration of TfN’s Northern Highway Assignment Model (NoHAM) with an expected completion date of April / May. The model will be used to estimate the multi-modal impacts of NPR and as part of TfN’s Investment Programme Benefits Realisation (formerly referred to as SDC2b Quantitative). This includes developing a common database of all highway interventions for ease of assessment within the highway model.

Analytical Framework Application

- The NPR Corridor Sift team is working to deliver the programme of outputs across the six NPR corridors to inform pre-Sift meetings throughout April and early May and Sift workshops in May. Modelling work is now complete for the first two corridors and the Network Appraisal Criteria (NAC) information is being compiled and combined with Network Rail information to support sifting decisions.
- The benefits of NPR within a ‘transformed’ North (to better match the North to the UK average economic position by 2050) are expected to be added to this information later in April.

Risks

| Risk/Issue Summary | Summary of Mitigating Measures | KPI |
|---|--|------------------------|
| <p>Delay in the Development and Application of Analytical Frameworks (EFS) Risk: Due to the Novel Coronavirus pandemic which has led to the absence of key personnel, the development of the External Forecasting System (EFS) which derives travel demand for future year travel scenarios and a fundamental input</p> | <p>The TAME is re-programming the EFS to identify the suitable resources for each phase of the programme. In addition, the team continues to work with PMO and procurement teams closely to reduce any unnecessary delay. There is continued close working relationship with the NPR and SDC programme teams to ensure the</p> | <p>KPI 10 / KPI 15</p> |

for TfN's business case studies will not be completed and tested on time. Furthermore, this will cause subsequent delivery delay in other programmes such as NPR sift, its full network testing and NoRMS Tranche 3b.

quality and planning are up to date. The EFS team is working rapidly and efficiently to discuss the plans and update the wider team on emerging issues.

Financial Performance

Financial Update

Summary

Expenditure incurred in March: £6.99m
Variance to March monthly budget: £0.36m
Cumulative expenditure at outturn: £46.80m
Cumulative variance to Revision 3 budget: £0.95m

Headlines

- At financial outturn TfN has incurred expenditure of £46.80m, placing it £0.95m behind the Revision 3 budget adopted in Quarter 4, and £29.53m behind the opening budget.
- This summary provides a flash review of the P12 position and will be supplemented by a Board report covering a review of the full financial year.
- On the 31st March TfN received an NPR funding letter from the Department committing to only Quarter 1 costs (£8.70m), restricting TfN's ability to enter into many planned contracts.

Programmes:

- Over P12 there were two material variances, with underspend in the Integrated and Smart Ticketing programme driven by previously reported issues with the Phase 1 ITSO on Rail project partly offset by an overspend in the Northern Powerhouse Rail programme as the Network Rail contract came in over budget

Integrated & Smart Ticketing:

- Programme wide underspend of £0.47m (34%) in the month

Phase 1

- The ITSO on Rail scheme continues to incur underspend, with an in-month shortfall of £0.41m accounting for 87% of the programme wide underspend
- Underspend largely reflects continuing delays to the implementation of platform validators, in part due to equipment not yet arriving from China (£0.59m)
- Underspend on platform validators has been offset in part due to higher than forecast costs from the Rail Delivery Group (RDG) for the integration of smart ticket use through the national back-office (£0.19m)

Phase 2

- The Phase 2 scheme is marginally under budget (£0.09m) largely offsetting expenditure incurred ahead of budget in the prior month

Phase 3-4

- The Phase 3 & 4 projects spent to budget in the final period of the year, with confirmation being received from the Department on a funding envelope to take the projects through to the gateway review points in May-June.

Programme Support

- The programme support budget reflects the cessation and correction of prior recharges into the programme. This reflects the materially reduced level of effort required following the removal of Phase 3 delivery activity

Northern Powerhouse Rail

- The NPR programme incurred expenditure above budget by £0.36m (8%):
 - This reflects an overspend for the month on the Network Rail contract by £0.37m, as prior month underspends were recovered and then budget was overshot
 - Contract overspend largely reflects expenditure incurred on Network Rail's sub-contract with Mott McDonald, which incurred expenditure £0.20m over forecasts received in mid-March
 - The costs of advancing a grant to Bradford MDC (£0.12m) were also reflected at Period 12, reflecting the Chancellor's budget announcement of support for HS2 station studies via the NPR Transport Development Fund
 - Overspend was offset by ongoing underspend on TAME modelling contracts, which despite efforts to accelerate activity fell short of budget by £0.20m in month
- Over the course of the year, Transport Development Fund (TDF) resource totalling £26.91m was applied from total available resource of £30m. Unapplied resource cannot be carried forward to the new financial year.
 - At the period end TfN held sufficient drawn-down TDF grant to manage the net overspend incurred in month

Strategic Development Corridors (SDC)

- A minor underspend of £0.06m was incurred on the SDC programme area in month, principally due to previously reported delays to the modelling element of the programme, which will now commence in the new financial year.

Operations:

Strategy & Policy

- The directorate incurred a significant underspend over P12 of £0.20m (55%)
- As reported in prior periods, a number of planned commissions in the Economic Appraisal team were slipped or deferred to the new year, generating in period underspend of £0.09m. This includes work on User Insights and the Independent Economic Review
- Modelling Team underspend stands at £0.07m for the month, reflecting slippage on the NELUM commission and lower than forecast requirements for data and licenses

Business Capabilities

- The Business Capabilities directorate incurred a net underspend in month of £0.09m
- A pause has been placed on organisational design work around the rail functions following the government's High Speed North announcement, which contributes to a £0.03m underspend in the HR team
- Covid-19 quarantine issues have led to further delays in the delivery of new ICT hardware associated with the laptop refresh exercise (£0.03m) and to the postponement of the TfN Annual Conference and a number of other engagement events, contributing to a £0.07m underspend across the Communications teams.

Activity Dashboard

| TRANSPORT FOR THE NORTH FINANCE DASHBOARD | | | | | PERIOD BUDGET CYCLE | | | 12 REVISION 3 | MARCH 2019/20 | |
|---|--------------------|---------------|--------------|-----------|-------------------------------|---------|--------|------------------|------------------|----------------------------|
| PERIOD ACTUALS VERSUS BUDGET | | | | | | | | | | |
| | Actuals | Budget | Var. | Var. | | | | | | |
| | £m | £m | £m | % | | | | | | |
| Integrated and Smart Ticketing | £0.89 | £1.36 | £0.47 | 34% | | | | | | |
| Northern Powerhouse Rail | £4.85 | £4.49 | £-0.36 | -8% | | | | | | |
| Major Roads | £0.03 | £0.09 | £0.06 | 66% | | | | | | |
| Programmes | £5.78 | £5.95 | £0.17 | 3% | | | | | | |
| Rail Operations | £0.18 | £0.19 | £0.01 | 6% | | | | | | |
| Operational Areas | £1.04 | £1.21 | £0.18 | 15% | | | | | | |
| | £6.99 | £7.35 | £0.36 | 5% | | | | | | |
| PERIOD ACTUALS VERSUS BUDGET: PROGRAMMES | | | | | | | | | | |
| | Actuals | Budget | Var. | Var. | | | | | | |
| | £m | £m | £m | % | | | | | | |
| IST: Phase 1 | £0.66 | £1.07 | £0.41 | 38% | | | | | | |
| IST: Phase 2 | £0.22 | £0.31 | £0.09 | 29% | | | | | | |
| IST: Phase 3 | £0.11 | £0.11 | £0.00 | 1% | | | | | | |
| IST: Programme | £-0.09 | £-0.13 | £-0.03 | 26% | | | | | | |
| Northern Powerhouse Rail | £4.85 | £4.49 | £-0.36 | -8% | | | | | | |
| Major Roads | £0.03 | £0.09 | £0.06 | 66% | | | | | | |
| | £5.78 | £5.95 | £0.17 | 3% | | | | | | |
| YEAR TO-DATE ACTUALS VERSUS BUDGET REVISION 3 | | | | | | | | | | |
| | Actuals | Budget | Var. | Var. | | | | | | |
| | £m | £m | £m | % | | | | | | |
| Integrated and Smart Ticketing | £9.91 | £10.71 | £0.81 | 8% | | | | | | |
| Northern Powerhouse Rail | £27.86 | £27.59 | £-0.27 | -1% | | | | | | |
| Major Roads | £1.44 | £1.51 | £0.07 | 5% | | | | | | |
| Programmes | £39.21 | £39.81 | £0.61 | 2% | | | | | | |
| Rail Operations | £1.88 | £1.92 | £0.04 | 2% | | | | | | |
| Operational Areas | £5.72 | £6.02 | £0.30 | 5% | | | | | | |
| | £46.80 | £47.75 | £0.95 | 2% | | | | | | |
| FUNDING AS AT PERIOD 12 OUTTURN | | | | | | | | | | |
| Funding Stream | Actuals | Budget | Var. | Var. | | | | | | |
| | £m | £m | £m | % | | | | | | |
| TDF - Rail | £26.91 | £26.64 | £-0.27 | -1% | | | | | | |
| IST - Capital and Revenue | £9.91 | £10.71 | £0.81 | 8% | | | | | | |
| Core Grant | £8.69 | £9.15 | £0.46 | 5% | | | | | | |
| Rail North Grant & Contributions | £1.17 | £1.18 | £0.01 | 1% | | | | | | |
| TDF - Roads | £0.01 | £0.01 | £0.00 | 0% | | | | | | |
| Trading Income/Depoit Income | £0.11 | £0.05 | £-0.06 | -120% | | | | | | |
| | £46.80 | £47.75 | £0.95 | 2% | | | | | | |
| DRAFT BALANCE SHEET - PRE ACCOUNTING ADJUSTMENTS | | | | | YEAR END CASH POSITION | | | | | |
| Category | Value | | £m | £m | Counterparty | Class | Rating | Term | Value | Value |
| Asset | Bank & Investments | | £19.31 | | | | | | £m | % |
| | Intangible Assets | | £5.82 | £25.13 | Barclays | UK Bank | A+ | Instant | £4.31 | 22% |
| Liabilities | Grants Unapplied | | £-6.31 | | Lloyds | UK Bank | A+ | Instant | £0.00 | 0% |
| | Pension Liability | | £-3.63 | | State Street General | MMF* | AAA | Instant | £0.00 | 0% |
| | Net Payables | | £-7.55 | £-17.50 | BNP Paribas | MMF* | AAA | Instant | £0.00 | 0% |
| Reserves | Usable Reserves | | £-5.58 | | HM Treasury DMADF | Term | AA- | <1 week | £15.00 | 78% |
| | Unusable Reserves | | £-2.06 | £-7.63 | | | | | | |
| | | | £0.00 | £0.00 | | | | | £19.31 | |
| | | | | | | | | | | <i>* money market fund</i> |

HR Update

Human Resources Update

Salaried Establishment as at **2 April 2020**

Established/ Transition Posts

| Area | Established Posts (Over 2 years) | Transition Posts (Up to 2 Years) | Total |
|--------------------------------|-------------------------------------|-------------------------------------|-------------------------|
| CEO/Chair | 2 (1.17 FTE) | - | 2 (1.17 FTE) |
| Support Services | 30 (29.32 FTE) | 5 (5.00 FTE) | 35 (34.32 FTE) |
| Operational & Delivery | 94 (93.18 FTE) | 42 (42.00 FTE) | 136 (135.18 FTE) |
| Total Establishment | 126 (123.67 FTE) | 47 (47.00 FTE) | 173 (170.67 FTE) |
| Strength (in post) | 105 (103.35 FTE) | 24 (24.00 FTE) | 129 (127.35 FTE) |
| Appointed (start date pending) | 8 (8.00 FTE) | 4 (4.00 FTE) | 12 (12.00 FTE) |
| Active/Pending Recruitment | 9 (9.00 FTE) | 10 (10.00 FTE) | 19 (19.00 FTE) |
| Vacant – On-hold | 4 (3.32 FTE) | 9 (9.00 FTE) | 13 (12.32 FTE) |

Agency Resource - Covering Vacant Posts

| Area | Posts (FTE's) |
|------------------------|---------------------------|
| Support Services | 4 Post (3.12 FTE) |
| Operational & Delivery | 1 Posts (1.00 FTE) |
| Total | 5 Posts (4.12 FTE) |

Consultancy Resource - Covering Vacant Posts

| Area | Posts (FTE's) |
|------------------------|---------------------------|
| Support Services | 0 Post (0.00 FTE) |
| Operational & Delivery | 1 Posts (1.00 FTE) |
| Total | 1 Posts (1.00 FTE) |

HR Metrics – 2019/20

| | |
|--|--------------|
| Corporate Sickness Level: | 3.4% |
| Employment Policy Application: | 3.2% |
| Employee Turnover (Voluntary Leavers): | 12.8% |
| % of Employees from an Ethnic Minority Background: | 13% |
| % of Employees declaring a Disability: | 9% |
| Gender Mix - % of Female Employees: | 38% |
| % of Male Employees: | 62% |

KPIs

Key Performance Indicators

Transport for the North's Key Performance Indicators (KPIs) are outlined in the published Business Plan for 2019-20. The below table outlines the programme and organisational KPIs and provides a summary of the year end position.

Key

| | |
|-------------------------------|--|
| Achieved in year | |
| Superseded | |
| Not completed by the year end | |

| Area | KPI | Detail | Progress | Status |
|--------------------------|-----|---|---|--------|
| Northern Powerhouse Rail | 1 | Fully agree NPR provision within the HS2 Phase 2b Hybrid Bill by June 2019. | | |
| | | | This item will now feed into the Integrated Rail Plan activity, with input from TfN to be determined. | |
| Northern Powerhouse Rail | 2 | Agree indicative delivery phasing for the NPR network by February 2020. (NB Board took place in March) | | |
| | | | NPR approach to phasing, and agreement to the principles by which the evidence base on phasing of NPR interventions will be developed, was taken to the TfN Board on 12 March 2020. | |
| Northern Powerhouse Rail | 3 | Prepare a mid-way point NPR progress report for Board by February 2020. (NB Board took place in March) | | |
| | | | A progress report was presented and discussed at TfN Board 8 January 2020. | |
| Strategic Rail | 4 | Hold the industry to account for the delivery of Franchise commitments and the recovery of acceptable levels of performance. | | |
| | | | Industry has been held to account throughout the year. By its nature this work has and will continue, but has been temporarily superseded by the Covid-19 emergency. | |
| Strategic Rail | 5 | Publish the Long-Term Rail Strategy (LTRS) by July 2019 and begin delivery of the LTRS including input to the Trans-Pennine Route Upgrade. | | |
| | | | The LTRS principles were integrated into the STP when this was published in February 2019. Instead of publishing an updated LTRS, resources were re-allocated to operational issues and to develop Delivery Plans. Input / advice in relation to TRU has been submitted through communications with Ministers and at a local level. | |

| | | | |
|-----------------------------|----|---|--|
| Strategic Rail | 6 | Input TfN view to the Williams Review. Follow up to implement the recommendations on the Joint Rail North Partnership review. | <div style="background-color: #92d050; width: 100px; height: 15px; margin-bottom: 5px;"></div> <p>Input to Williams Review complete. A plan for the implementation of Blake – Jones review recommendations has been prepared, initial work has started, and discussions are underway with the Department regarding the funding for the required resources for full implementation.</p> |
| Integrated and Smart Travel | 7 | Complete the delivery of the integrated smart ticketing on Rail programme (Phase 1) by September 2019. | <div style="background-color: #ff0000; width: 100px; height: 15px; margin-bottom: 5px;"></div> <p>Phase 1 had a very successful year with the uptake of smart season tickets exceeding all expectations. A final element, delivered by Northern and Merseyrail installing platform validators has been delayed . The current target completion date for the final element is August 2020. However new plans are being finalised in light of Covid-19 which has delayed both hardware delivery and civil engineering installation work. Depending on the duration of the lockdown, this current estimate is that this work is likely to conclude in the autumn.</p> |
| Integrated and Smart Travel | 8 | Deliver Phase 2 – ‘informed customers’ - of the IST programme by December 2019. | <div style="background-color: #92d050; width: 100px; height: 15px; margin-bottom: 5px;"></div> <p>The plan at the start of the year was to have the disruption messaging tool (DMT) go live in December 2019 and to have work ongoing on the fares tool (FT) with a view to it going live in 2020/21. The DMT going live was achieved in March 2020 and the FT private ‘Alpha’ development has been completed. The FT continues to be developed with a view to ‘Beta’ Public launch in August 2020.</p> |
| Integrated and Smart Travel | 9 | Complete the procurement of the Phase 3 ABBOT back office by December 2019. | <div style="background-color: #cccccc; width: 100px; height: 15px; margin-bottom: 5px;"></div> <p>The delivery approach for account based travel (ABT) has been re-evaluated and the original ABBOT procurement has been cancelled. A revised approach, agreed at the TfN Board in January, is focusing on delivering on contactless on Rail (a new Phase 3) with a series of local schemes (Phase 4) being developed.</p> |
| Modelling & Analysis | 10 | Develop analysis and modelling capability so that we can accurately represent the economic ambition of the North in our business case submissions by March 2020. | <div style="background-color: #ff0000; width: 100px; height: 15px; margin-bottom: 5px;"></div> <p>A re-focus on delivering NPR Corridor Sift with changed ways of working has pushed the delivery of the Analytical Framework overall programme into May 2020. The programme encompasses significant areas of innovation and is therefore subject to close monitoring.</p> |

| | | | |
|---------------------------------|----|---|---|
| | | | |
| Modelling & Analysis | 11 | Consolidation / Quality Assurance of Analytical Framework by March 2020. | <p>With the delay to the Analytical Framework described above there has been a consequential delay to the quality assurance activity. The project has significant elements of innovation and requires close involvement with DfT and external reviewers throughout development activities.</p> |
| Major Roads | 12 | Input to three strategic road studies by March 2020. | <p>TfN attend Stakeholder Reference Group meetings for Manchester North West Quadrant (MNWQ) and A66. For the TransPennine Tunnel and M6-A1(M) projects, TfN is represented on project board. All projects are due to report to the Investments, Programmes and Delivery Committee (IPDC) (formerly known as BICC) in Spring/Summer 2020.</p> |
| Major Roads | 13 | Act as an advocate for northern investment and critical friend on RIS2 by November 2019. | <p>TfN has shared its Investment Programme with Highways England and DfT to inform the RIS2 programme. RIS2 was announced in March 2020.</p> |
| Major Roads | 14 | Working with partners, submit priorities for investment through the National Roads Fund by Summer 2019. | <p>TfN worked with partners to submit 16 Major Road Network and Large Local Major schemes for funding from the National Roads fund, as was agreed by TfN Partnership Board on 31 July 2019.</p> |
| Strategic Development | 15 | Complete the Strategic Development Corridor (SDCs) studies, to at least Option Assessment stage, by September 2019. Monitor and refresh the TfN Investment Programme by February 2020. | <p>Great progress has been made with Strategic Programme Outline Cases (SPOCs) completed for all of the SDCs. Work to sequence and profile the TfN Investment Programme reported in early April. The revised Investment Programme is now being taken through the governance process.</p> |
| Strategic Development | 16 | Develop an Inclusive and Sustainable Growth Framework that will sit alongside the Strategic Transport Plan by February 2020. | <p>This has been included as one of four ambitions that form part of the Northern Transport Charter that is under development. Significant work has also been undertaken on decarbonisation to provide a framework for activity, with a technical pathway, due for completion in December 2020.</p> |
| | 17 | | |

| | | | |
|-----------------------|----|---|--|
| Strategic Development | | Prepare Freight and Logistics and International Connectivity Progress Reports that will reflect how these important areas have been embedded in the TfN Investment Programme and work programmes by July 2019. | Freight and logistics has been embedded alongside the International Connectivity work within TfN's work programme and the outputs have been published. The approach to freight is being developed in light of the discussion at the September 2019 TfN Board. This work continues. |
| Strategic Development | 18 | Develop and adapt an Assurance Framework to inform the development of the Investment Programme by February 2020. | Good progress has been made with a draft Assurance Framework having been developed. The intention is to present an update on this to the Board as part of an overall update on the Investment Programme. Subject to CV-19 impacts, this is planned for summer 2020. |
| Organisational | 19 | Develop a 5-year corporate strategic plan / develop a spending review submission by September 2019. | As was presented to the TfN Board in September 2019, the intended corporate planning activity has been superseded by the work on the Northern Transport Charter (NTC). NTC principles were agreed at the September Board to allow business planning and preparation of spending review submission processes to take place. A spending review submission was prepared, but the 2019 spending review was postponed by HMT. Further detailed work on the NTC continues with completion expected in June 2020. |
| Major Roads | 20 | Building on the published STP, the Major Roads Report will be updated in February 2020. | TfN made good progress on the update to the Major Roads Report, however it was decided to link this work with work on the decarbonisation plan and delay publication. This delay is to ensure that report reflects the decarbonisation policies that Government and TfN will finalise towards the end of 2020. |
| Rail Fares | 21 | A Long-Term Fares Strategy, identifying short-term opportunities to provide enhancement of the current franchises and providing a long-term plan for the next round of franchises, will be published by June 2019. | The fares delivery plan was presented to and endorsed by the TfN Board in January. It was agreed that further work through pilot studies should now be undertaken to provide the necessary evidence to support recommendations within the delivery plan. Opportunities for fares pilots will now need to be explored through the Operator of Last Report (OLR). |
| PMO | 22 | | |

| | | | |
|--|--|--|---|
| | | A Portfolio, Programme and Project Management System (PPPMS), including a formal assurance framework, will be implemented by December 2019. | The most pressing element of the PPPMS, the planning tool Primavera P6, is up and running across TfN. The risk and benefits management tools are in procurement. A metadata filing system has been put on hold to ensure the right long term solution is specified. |
|--|--|--|---|



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