

Transport for the North Monthly Operating Report August 2020



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Introduction

Summary from the Chief Executive

TfN has continued its work to develop its position to be submitted to the National Infrastructure Commission (NIC) to inform their work on the Integrated Rail Plan (IRP). One of the key issues is the long term funding envelope, or the range of funding scenarios, that the NIC assumes to be available as this will have a significant bearing on both the scope to be delivered and the pace of delivery.

Development of the NPR Strategic Outline Case (SOC) continues. This will be informed by the sift workshops scheduled for late September and early October. The NPR team also continues to work on areas that will support the long-term delivery of the programme including mobilising a project team on the Garforth and Hull intrusive surveys, and working on business case development for Dearne Valley Parkway and Rotherham Midland Mainline stations. TfN Board will consider NPR sequencing and preferred routes in September and November respectively.

On 21 July the Chancellor announced the arrangements for the 2020 Comprehensive Spending Review. Whilst the deadline for representations to Treasury is 24 September, Transport for the North is fully funded through the Department for Transport and therefore submitted a detailed funding submission on 28 August in line with Departmental process.

The organisation continues to focus on supporting COVID-19 work and recovery planning in operational rail, including work with the Manchester Recovery Task Force (MRTF). Rail usage will be monitored throughout September for uplift and shifts in peak flows.

The Integrated and Smart Travel (IST) programme saw the arrival Platform Validators (PVals) from China and Germany following COVID-19 related delays, while work around the Fares Data Build Tool (FDBT), Open Data Hub (ODH) and the Disruption Management Tool has continued. A decision on funding to progress business cases for Phase 3 (contactless on Rail) and Phase 4 (Local Smart Schemes) is awaited. Post Month End Update: On 8 Sep DfT have advised that any decision will be delayed until the outcome of the Comprehensive Spending Review.

TfN colleagues continued to work remotely in August, with both of our offices remaining closed. TfN continues to monitor the evolving situation around COVID-19, and a review of TfN's current remote working arrangements is planned for September.

Northern Powerhouse Rail (NPR)

Monthly Summary

The Strategic Outline Case (SOC) draft (version 1) was shared with the NPR Working Group and feedback has been incorporated and shared with Executive Board. Network Rail (NR) has now provided TfN with assured cost estimates for all corridors, which will be used alongside all other emerging evidential data as part of the upcoming sift workshops. Receipt of the assured costs has also now allowed a full cost review exercise to commence, with TfN working closely alongside DfT and NR in identifying opportunities for potential cost reductions and efficiency. Emerging cost opportunities will be referenced at sift and these will be programmed to inform the finalisation of the SOC. The Technical Assurance, Modelling and Economics (TAME) team are on schedule to complete NorMS version 1d, which will provide further scheme benefits to strengthen the SOC case. In parallel to SOC development, the NPR team is continuing to undertake activity that supports the long-term delivery of the programme. TfN has mobilised a project team to lead on the Garforth and Hull intrusive surveys and Business Case development for Dearne Valley Parkway and Rotherham Midland Mainline stations. Both activities present an opportunity to accelerate activity to support development and delivery of the NPR programme.

Activity Update

Infrastructure

All corridor Sequence 4 (Intermediate Sift) costs have now been through the Network Rail (NR) assurance process and submitted to TfN. Sequence 4.1 (SOC) project is under way; however sequencing of activity is under review to support cost review requirements as discussed above in the monthly summary. Pre-Sequence 5 project, which is focussed on procurement strategy for Outline Business Case (OBC), has been given a four-week commitment by DfT and work is underway. A long-term commitment for the project is to be sought at NPR Programme Board on 1 October 2020.

Technical Assurance, Modelling and Economics (TAME)

Development of the 1d version of NoRMS is at an advanced stage with the model due to be delivered to a slightly revised schedule in early September (from October). The updated model will be used to carry out initial network tests to support the business case development for SOC. Iteration 2 version will then be used to initially run sensitivities against scenarios to support the SOC. It is anticipated that Iteration 2 should increase overall benefits, as it includes a demand uplift to 2018.

Partner Engagement

Pre-sift engagement activity has commenced and a series of meetings is taking place to provide Members with updates on the latest position/emerging outputs. During the last period the team met with West Yorkshire Combined Authority and Transport for Greater Manchester, along with Member briefings held with Warrington Borough Council and Tees Valley Combined Authority.

Risks

Issue Summary	Summary of Mitigating Measures	KPI
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<p>Issue: Infrastructure costs—The infrastructure costs for route/hub options have increased through Sequence 4 (SOC) development. The increased costs are contributing to reduced Benefit Cost Ratio (BCR) values vs the same options at SOBC, and negatively impact the ability to make a positive case.</p>	<ol style="list-style-type: none"> 1. Intensive collaborative sprints involving co-clients and NR are in place to exploit opportunities to reduce costs and support acceptance by co-clients ahead of sifting and SOC decision-making. 2. An additional estimating resource has been recruited and will be working with Network Rail. 	2
<p>Risk Summary</p>	<p>Summary of Mitigating Measures</p>	<p>KPI</p>
<p>Risk: BCR development - There is a risk that low BCRs will be generated, following further development since SOBC, across infrastructure and modelling and appraisal. This may result in NPR struggling to present a viable business case to Government.</p>	<ol style="list-style-type: none"> 1. The strategic case remains strong for the scheme. 2. Iteration 1D to support SOC will provide further enhancements, alongside NeLUM which provides transformation Level 3 BCRs. 3. A final iteration of NoRMS, iteration 2, will include a 2018 demand uplift and should also increase overall benefits. 	2
<p>Risk: Partner Engagement: There may be a lack of understanding and buy-in by Partners of emerging and/or final information to support sifting and decision-making for SOC. This will impact on the time Partners have available to fully review emerging final information and endorse/challenge to SOC submission timescales/failure to meet board dates.</p>	<ol style="list-style-type: none"> 1. Pre and post-sift engagement with Partner organisations at a Member level, involving NPR working group throughout the sifting process. 2. One-to-one briefings are taking place by the NPR Director, Tim Wood, with Leaders and Executive Board members. 3. NPR has extended the Stakeholder Management capacity within the NPR PMO to support Partner engagement. 	2
<p>Risk: Integrated Rail Plan – There is a risk that the outcome of the Integrated Rail Plan (IRP) could have consequences to the SOC if its recommendations do not align with decisions made by TfN Board on the Preferred Phasing. As such, conclusions may result in a need to review decisions and late edits to the SOC.</p>	<ol style="list-style-type: none"> 1. TfN has set up a working group to develop its response to the IRP and ensure that it is effectively communicated to Partners and stakeholders, and that interfaces and interdependencies between IRP and NPR (including SOC) are closely managed. 	2

Programme and look ahead

TfN Board	Recommendations
17.09.20	<p>Note the approach to preparing Phasing Scenarios for the NPR network, agree the key assumptions and principles underpinning the development of Phasing Scenarios, discuss the four shortlisted Phasing Scenarios developed for an assumed NPR network and agree the preferred scenario based on the Assumed Network, note the intention to re-confirm the Preferred Phasing Scenario following agreement of the Preferred Network at the November TfN Board.</p>
18.11.20	<p>Note SOC 2nd Partial Draft, agree shortlist of corridor options to be progressed, agree the current preferred way forward on the each of the corridors, agree the current NPR preferred network, subject to network-wide tests, agree current preferred NPR phasing plan.</p>
14.01.21	<p>Note SOC Near Final Draft, advise on essential changes to support approval.</p>
10.03.21	<p>Agree SOC, agree submission of SOC to government, agree Statutory Advice, agree comms strategy and handling.</p>

Integrated and Smart Travel (IST)

Monthly Summary

- All platform validators (PVals) have now arrived from China (Northern) and Germany (Merseyrail) following delays caused by COVID-19, and station civils works have been accelerated at Merseyrail.
- Contractual agreement reached with Infinity Works up to handover of the Fares Data Build Tool (FDBT) from TfN to DfT on the 11 December 2020.
- Expression of Interests from Local Transport Authorities (LTAs) to expand the use of the Open Data Hub (ODH) to host and publish occupancy and other relevant data have been evaluated.
- South Yorkshire Passenger Transport Executive (PTE) will start using the Disruption Management Tool from October 2020, meaning all City Regions will then be using the tool.
- A decision on funding to progress business cases for Phase 3 (contactless on Rail) and Phase 4 (Local Smart Schemes) is awaited. *Post Month End Update:* On 8 Sep DfT have advised that any decision will be delayed until the outcome of the Comprehensive Spending Review
- Progress is being made for an innovation partnership procurement with the intention of delivering innovation demonstrators. These will support the development of Phase 4 and inform future projects.

Activity Update

Phase 1: (Smartcards on Rail): Northern have now enabled smart flexi-seasons for passengers travelling between Leeds-Harrogate, Skipton-Leeds, Huddersfield-Dewsbury-Leeds and Blackburn-Bolton. On-site PVal installation civils work is approximately 60% complete for Northern and approximately 40% complete for Merseyrail.

Phase 2: (Improving Passenger Information)

Fares Tool: TfN and DfT have commenced planning for the activities and governance to complete transition of the tool for national use by DfT on the 11 December 2020. Product delivery remains on schedule, penetration and accessibility testing activities have been undertaken to ensure the service is secure and accessible to those users with disabilities. **Disruption Messaging**

Tool: The tool is being widely used by 3 LTAs (Transport for Greater Manchester, West Yorkshire Combined Authority and also MerseyTravel). Work is now focusing on increasing use with other LTAs and where required securing long term commitment. This will be supported by the final phase of development (social and reporting enhancements) has been agreed with LTAs and will be delivered in early December 2020.

Open Data Hub: TfN is managing collaboration between LTAs and data consumers to support more data consumers using the disruption data in live applications.

Phase 3: (Contactless on Rail) and **Phase 4:** (Local Smart Schemes) DfT's Investment Committee have advised that they will further defer consideration of the North's proposal to accelerate the national rollout of contactless on rail and the Strategic Outline Case for local schemes (outstanding from June

2020) until the outcome of Comprehensive Spending Review is known. In the meantime, Rail Delivery Group (RDG) are establishing working groups on technical and business design aspects of any national solution for contactless on rail. IST will provide input to these.

The majority of LTAs have submitted draft proposals for local smart schemes to IST and key themes are being drawn out. Progression of an innovation partnership with key suppliers has been approved by DfT, from which it is intended to deliver demonstrators that will support the development of future Business Cases.

Risks		
Risk/Issue Summary	Summary of Mitigating Measures	KPI
Risk: Phase 1 –If a second wave of COVID-19 arises in the coming weeks/months, any further resulting lockdowns could impact the station civils work and lead to a further delay in the installation and commissioning of PVal, and subsequently the completion of the full rollout of flexi-seasons.	1. TOCs asked to consider contingency plans should a second wave occur. TfN to liaise with DfT re: any changes to plans to roll out flexi seasons and/or possible reintroduction of on-site working restrictions.	3
Risk: Phase 2 –TfN may be unable to novate the contract for the Disruptions Messaging Tool and Open Data Hub to a Local Transport Authority/ies because insufficient LTAs commit to use the tools in the long term and liabilities of owning the contract	1. LTAs being asked to provide a letter committing to roll out of the tools across the north in support of TfN’s CSR bid for continued development of the ODH and for funding over the 3 years of further development 2. LTAs to develop a consistent approach to data across the north as required by developers in order to publish data and in turn increase the value of the tools for LTAs.	4
Risk: Phase 3 – funding of Contactless on Rail in the north may not be secured.	1. Submission to fund delivery of contactless was included in the CSR submission. 2. To continue to engage with DfT and RDG about the on-going input of TfN’s intellectual capital and learning into the national Contactless on Rail scheme to support value for money and the pace of delivery in readiness for a Comprehensive Spending Review decision.	5
Risk: Phase 4 – marketing approach or lack of clarity might lead to supplier bids for the Innovation Partnership being not viable causing a lack of direction for the future business cases and possible cancellation of the Innovation work.	1. Ensure that tender proposal documentation is clear and robust to ensure suppliers understand requirements. 2. Utilise comprehensive communication to enable a wider marketing campaign.	

Programme and look ahead

Phase 1

- Low-key PVal ‘go live’ at intermediate stations between Leeds and Harrogate in mid-September.

- Merseyrail and Northern continue PVal installation civils work and fitting the heads (devices which validate tickets) and testing throughout September.
- Progress the remaining four (7%) outstanding Northern landlord and listed building consents for phase 1 of station PVal installations, and begin similar work on phase 2 (next tranche of stations).

Phase 2

- Fares Tool: Prepare for technical, commercial and governance for transition to DfT, including development of multi-operator tickets, dating and validity rules and Assisted Digital (for people with low digital skills).
- Prepare for Government Digital Service Standard (GDS) Private Beta service assessment (28 October 2020).

Phase 3

- Work with DfT and RDG to garner support to move forward with contactless on rail. Test opportunities to accelerate with DfT ahead of CSR decision.

Phase 4

- Work with LTAs to bring forward widely supported schemes for submission from the North. Work with DfT to see if acceleration is possible ahead of CSR decision.
- Confirm approach for the innovation partnership procurement.

Investment Programme

Monthly Summary

This month TfN has focused on finalising the tender requirements and associated documents for the Investment Programme's Benefit Analysis (IPBA) project, so the suppliers can be procured by April 2021.

Activity Update

During this month:

- The team has continued work with the Communications team to develop new webpages that summarise the Investment Programme's Benefits Analysis project and all preceding work.
- Work has progressed on updating the Interventions Log, including mapping road and rail schemes in the Investment Programme. This will be used to ensure all schemes are included in the IPBA modelling work and can also be shared with Partners to support work on other transport studies. For example, the RIS3 pipeline studies.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
Risk: Innovative Modelling –The IPBA project has been delayed until 2021; however, it still relies on a set of innovative models to provide evidence for the North's business case, which require thorough testing and assurance. If the models are not ready on time, there is a risk that we might not meet the Business Plan commitments and the sequencing outputs may have low assurance.	<ol style="list-style-type: none">1. Hold regular interdependencies forum from September.2. TAME to provide monthly updates on the framework's development and state of readiness.3. Hold-point has been built into commission; a gateway allows us to review the scope of work vs progress and need.	10

Programme and look ahead

- The Future Travel Scenarios Report and summary document will be presented at the Strategic Oversight Group, 9 September, for comment.

Major Road Network (MRN)

Monthly Summary

This month, TfN and Partners continue to monitor the progress of Major Road Network and Large Local Major interventions. We are also working closely with Highways England (HE) to have greater engagement and collaboration in the development of Road Investment Strategy 3.

Activity Update

- The team is finalising the requirements document to acquire a 2020 set of mobile phone data that will provide useful information on the Major Road Network. This will include information on reliability, journey times, the length of journeys and evidence on origin and destination of trips. Data harvested from mobile devices will be provided with full disclosure for personal and commercial privacy already applied to avoid any possibility of reverse engineering data.
- Highways England published its Strategic Business Plan and Delivery Plan for the second Road Investment Strategy, which runs from 2020 to 2025.
- The team have produced a programme for updating the Major Roads [technical] report, which will be published spring 2021.
- We have produced a chapter on the impact of COVID-19 on travel patterns and behaviours, which is included in the Future Scenarios Report and will be included in the Major Roads Report. Please note that daily road traffic volumes have returned to pre-COVID 19 levels, although peak traffic volumes remain below average.
- The team have provided evidence for the Northern Infrastructure Pipeline as part of the wider Comprehensive Spending Review discussions with government.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<p>Risk: Negative Perceptions - Due to the environmental and sustainable impacts of traffic and congestion, stakeholders assume that road investments could be worsening the situations eg greenhouse gas (GHG) emissions. There is a risk that the road schemes might not get the investment needed to deliver the Strategic Transport Plan.</p>	<ol style="list-style-type: none"> 1. Working with comms to update the webpages and include FAQs that address these issues. 2. Strategy to influence the national modelling appraisal guidance to include social inclusion etc. 3. Work to address this topic in Major Roads Report and work with comms to develop an appropriate comms plan. 4. Await outcome of DfT's decarb plan (autumn); use this to develop TfN's Decarbonisation Pathway. 5. Monitor impacts of COVID-19 on travel behaviours, patterns and flows; use this to inform scenario work and communications. 	<p>6</p>

<p>Risk: Major Roads Report (MRR) Dependencies</p> <p>The MRR is being updated following the completion of Strategy’s Decarbonisation Strategy work. Should the work on the strategy be delayed, we will be unable to publish the MRR update on time.</p>	<p>1. In the event that the inputs for the completion of the MRR update are delayed, TfN to consider delaying the publication of the MRR, noting that this will not have any negative implications for other programmes and keeping partners informed to manage expectation. Keep in regular contact with the Strategy team to monitor any programme fluctuations.</p>	<p>6</p>
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Programme and look ahead

- The team will start to review and update the Major Roads Report in October following the development of the Future Scenarios and Decarbonisation workstreams.
- The team will start to develop the Major Roads Business Plan for 2020-2021.

Strategic Rail

Monthly Summary

The operational focus remains on supporting COVID-19-related work and recovery planning and the continued strong joint working between Transport for the North (TfN), the Department for Transport (DfT), the Rail North Partnership (RNP) and the train companies working through the North of England Contingency Group to 'build back better'. Work has been ongoing with Operators for a further timetable uplift in September as schools return and more people are encouraged to return to workplaces. To date, rail usage has increased week-on-week but remains at between 40% and 60% pre-COVID-19 levels. This will be monitored closely in September for further uplifts and shifts in peak flows.

The other main areas of work have been continuing to input to the work of the Manchester Recovery Task Force (MRTF) and the Integrated Rail Plan (IRP) and these workstreams continue to be informed by analysis undertaken for the Long-Term Rail Strategy (LTRS).

Activity Update

TfN continues to work closely with the DfT and Network Rail on investment plans across the North of England including schemes to address congestion hotspots in Central Manchester (including through the Manchester Recovery Task Force) and at Leeds. Analysis of the options for December 2021 timetable change from the Manchester Recovery Task Force are expected to be available by the end of September. A programme to appraise and approve an option has been proposed with the intention to recommend an option at Rail North Committee in October. TfN has also submitted a comprehensive list of potential enhancements in and around Manchester which will be analysed at an industry workshop in early October.

Following the announcement by the Secretary of State for Transport, Grant Shapps MP, to release funding for the next phase of work on the TransPennine Route Upgrade (TRU), TfN continues to work closely with the DfT and Network Rail to secure delivery of the project outcomes including full electrification, investment at all stations along the corridor and a fully gauge-cleared freight path to support intermodal freight movements across the Pennines.

Progress is being made on the implementation of the Blake-Jones Action Plan and a final report was presented to the Rail North Committee in July. The interim Head of Rail Service Outputs commenced in August and is now embedding these activities into business as usual practice.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
Risk: The long-term effect of COVID-19 on viability of franchises - There is a risk	1. Proposing an ambitious programme of work as part of the Economic Recovery	9

<p>that the demand for rail may take a significant amount of time to recover to pre-COVID-19 levels, impacting on the future of train service investment decisions which might affect TfN's ability to achieve its ambition for the North of England.</p>	<p>Plan. TfN is currently awaiting a response from DfT.</p> <ol style="list-style-type: none"> 2. Messaging and communications have changed to allow use of public transport for all, including a push from Government for people to return to office working. Social distancing reduced from 2m to 1m in some circumstances. 3. Reinstatement of services is carried out slowly to maintain good performance and make rail an attractive choice when safe to do so. Next timetable uplift is scheduled for 07 September. 	
<p>DfT Reprioritisation and the Williams Review - Risk: The coronavirus pandemic has meant DfT has had to prioritise its focus and resources in responding to the pandemic. This has led to the delay in the publication of the Williams Review. Government may choose to focus on centrally deliverable initiatives such as franchise delivery and focus less on devolution. As a result, this may not align with the strategy of Members and would require a wider response from TfN.</p>	<ol style="list-style-type: none"> 1. TfN will continue to make the case for reform that supports the North's ambitions and will respond to the Williams White Paper once published. 2. To mitigate the risk further TfN has allocated some resource in Quarter 2 (July – September) to respond to any Williams and related policy proposals. This resource is currently going through procurement with the successful bidder to start in September. 	9
<p>The short-term effect of COVID-19 on the reintroduction of services on to the network – Risk: Services could be further impacted by resource levels among Operators and restrictions around training for staff. This will impact on localised areas which will see reductions in direct connectivity and frequency until driver training is delivered. Rollout of further new trains will also be delayed leading to a reliance on older rolling stock.</p>	<ol style="list-style-type: none"> 1. TfN continues to work closely with regions and Operators to review timetables in advance of changes and to feed in key areas of concern to be addressed. 2. TfN continues to work with Operators to understand the impact of training on service levels, and forward plans showing impacts of no immediate restart to training. 	

Programme and look ahead

- Support, monitor and help shape the industry recovery from COVID-19 to rebuild services and confidence.
- Working through the Rail North Committee and Board, respond to industry proposals for mitigating cross-Manchester performance issues.
- Continue preparations for the Williams Review White Paper publication (or related proposals) and link this to the implementation of the Blake-Jones Action Plan.
- Respond to Northern's 100-day plan, the internal review undertaken following the removal of Northern Rail's franchise and its replacement by Northern Trains Ltd (NTL) as Operator of Last Resort (OLR).
- Produce a draft report on how Strategic Rail can prioritise and develop proposals for addressing Network Gaps (as required by the LTRS).

Operations Summary

Monthly Introduction

Operational focus for August has included; Comms supporting various TfN activities including content covering IST flexi-season tickets, promoting the Economic Recovery Plan, and coordinating ongoing partner briefings for NPR; submission of the Comprehensive Spending Review to the DfT by Finance; continuation of virtual public meetings by Legal; continued work on the Integrated Rail Plan by Strategy; and support of the NPR sift and Future Travel Scenarios work by TAME.

Activity Update

Summary updates on key actions from TfN operational teams are as follows:

Stakeholder Engagement & Communications

- Whilst there have been fewer relevant Government announcements due to parliamentary recess during this operating period, the Stakeholder Engagement and Communications team has continued to provide proactive and reactive support.
- This month has seen the TfNTalks webinar series continued, with special panel discussions regarding both smart ticketing and business priorities for the North - each prompting debate and securing Northern stakeholder participation.
- TfN also proactively promoted the Economic Recovery Plan and associated Northern Infrastructure Pipeline following agreement by Board and submission to the Secretary of State for Transport. The activity saw print, online and broadcast media coverage of the ERP, as well as video content and blogs posted across TfN's social channels. An editorial opportunity was also run in the Yorkshire Post profiling the schemes and significance.
- Supporting the IST programme, the team has continued to publish content regarding the launch of smart flexi-season tickets, and is preparing for further external profiling of both the Open Data Hub (now in use by key local authority partners), as well as the innovation challenge procurement, both planned for September.
- With regard to Northern Powerhouse Rail, the engagement team has been coordinating ongoing Partner briefings to share latest evidence as it emerges and discuss progress toward key decisions at September and November Board dates, supporting the programme timeline. On Strategic Rail, the team has been facilitating regular updates to Partner members and officers regarding the planned uplift in train services associated with changes to timetables in the North.

Finance & Procurement

- Due to a delay in pension fund audit sign off, Statutory Accounts are scheduled to be approved at the TfN Board meeting on 18 November 2020.
- Comprehensive Spending Review submitted to DfT.
- The Grant Funding Agreement for IST has been agreed in principle, with a final review being undertaken within the DfT.
- The following Procurements are under internal evaluation; Rail Modelling Appraisal Model (RMAP2), External Forecast Systems, Freight Modelling and Strategic Rail Support. This is a standard procedure within the procurement process. Once the Supplier Recommendation Report has been approved the contracts and Purchase order will be issued.

Legal & Democratic

- Virtual public meetings continue to be held, with the Constitution updated to include formal procedure rules for this purpose. Current regulations allowing virtual meetings expire in May 2021 and the position continues to be monitored.
- The modern.gov software system (to streamline governance and meeting management arrangements and as used by a number of constituent authorities) has undergone testing and partial implementation through meeting agendas being produced within the system as a single pack. A pilot rollout of an internal meeting using the system fully for users to access agendas is imminent, and the first public meeting is expected to be Audit & Governance Committee on 24 September, with it then being used for the November Board meeting. All system users will be sent log in details and instructions in good time.
- The Legal Team continues to support Procurement in a high level of commissioning activity from all departments and to support Finance in the finalisation of the NPR, IST and Core Grant Funding Agreements.

Strategy, Policy, Economics & Research

- The main focus of the team has been on finalising proposals to inform the development of the Integrated Rail Plan for the North and Midlands. The output of this work will be discussed at the Board in September, alongside proposals for phasing of Northern Powerhouse Rail.
- Supported the development of the TfN Comprehensive Spending Review submission to DfT.
- Development of TfN's Decarbonisation Strategy continues with a strong focus on modelling pathway scenarios. The team prepared the TfN response to the consultation on the DfT decarbonisation strategy and presented to the TfN Scrutiny Committee.
- The research team is planning further work on social inclusion, wellbeing and wider economic outcomes to support the development of the Northern Transport Charter. New research on innovation networks has now been completed as part of the Northern Powerhouse Independent Economic Review programme.

TAME (Technical Assurance, Modelling & Economics)

- TAME continues to provide significant support to delivery of the NPR sift, feeding in modelling results from the Northern Rail Modelling System (NoRMS) and the Northern Economy and Land-Use Model (NELUM), as well as coordination and summarising of the evidence in a multi-criteria framework.
- Planning sessions have been held to develop a programme for TAME inputs to the Economic and Strategic Case for NPR SOC (Strategic Outline Case). This project plan will be used to monitor progress weekly across TAME and NPR teams, and progress against the plan will be communicated through ongoing reporting channels.
- The ongoing plan for TAME support to NPR SOC will see two further iterations of NoRMS scheduled for early September and end of October to feed into the drafting cycle, with TAME team and supplier efforts prioritised on ensuring that the model effectively captures legitimate scheme benefits to support the NPR Business Case.
- Planning also continues to develop a schedule of work for TAME inputs to the Investment Programme Benefits Analysis (IPBA) which commences in the next financial year. Early planning and ongoing communication will ensure that the TAME analytical framework attains model readiness to support this programme of work.
- Further in-house improvements to the Northern Highway Assignment Model (NoHAM) are underway to prepare the model for application on the IPBA in 2021/22. Current activities focus on improving the quality of the car and freight matrices representing travel demand and patterns across the North of England.
- Modelling and analysis for the Future Travel Scenarios and Decarbonisation Pathways is now almost complete and the draft reports on the work are being shared with Partners through September SOG (Strategic Oversight Group). Finalisation and publication of the work is dependent on TfN Board agreeing to set a specific Decarbonisation Target Trajectory at the November meeting. TAME are providing analysis to support this decision.

Financial Performance

Financial Update

Summary

Expenditure incurred in August: £4.40m

Variance to August monthly budget: Underspend of £0.78m

Year-to-date (YTD) expenditure: £21.52m

Year-to-date variance to budget: Underspend of £0.80m

Headlines

- The Financial position for Period 5 is monitored against Revision 1 budget.

Programmes:

- Expenditure of £3.78m represented an underspend of £0.70m (16%) in the month, primarily driven by IST Phase 1.

Integrated & Smart Travel:

- Programme wide expenditure of £0.83m with an underspend of £0.70m (47%) in the month.

Phase 1

- Expenditure of £0.49m in the month, represented an underspend of £0.74m against budget. This is largely due to profiling differences and misalignment between payment applications and monthly reporting deadlines.
- Although there has been some slippage of milestones, PVal implementation continues to progress within schedule.
- Savings of around £0.08m made in the online work package, integrating Smart to the Trainline website.

Phase 2/4 and Programme Team

- Expenditure of £0.33m represented an underspend of £0.03m (8%) in the month
- Phase 2 underspent by 10% in month, but expenditure is in line with the Revision 1 budget on a YTD basis.
- Expenditure on Phase 4 remains limited to internal staff costs pending approval to proceed.

Northern Powerhouse Rail

- Expenditure of £2.91m represented a marginal overspend of £0.04m (1%) in the month. YTD expenditure of £14.79m is within 1% of budget (revision 1).

- Network Rail expenditure was £0.14m over budget in the month, consistent with additional remitted work since the forecast submitted at Revision 1.
- There was underspend on modelling work of £0.1m in the month, with some work pending funding commitment in order to commence.
- Programme Support costs were within 3% of budget following the onboarding of external consultants to fill remaining vacant posts.

Strategic Development Corridors (SDC)

- Expenditure was £0.04m during the month and is on budget on a YTD basis.

Operations:

Rail Operations

- Expenditure of £0.17m represented an underspend of £0.08m (32%) in the month. Delays to evaluating the Strategic Rail Support contract and recruiting to the Interim Head of Service Outputs role have driven underspend. Both of these are due to commence in September.

Operational Areas

- Expenditure of £0.45m in the month, within 1% of budget. This was the net result of underspend across Business Capabilities, offset by an overspend in Economic Appraisal due to the impact of delayed expenditure from the previous month.

Activity Dashboard

TRANSPORT FOR THE NORTH FINANCE DASHBOARD					PERIOD BUDGET CYCLE	5 REVISION 1	AUGUST 2020/21	
PERIOD ACTUALS VERSUS BUDGET								
	Actuals £m	Budget £m	Var. £m	Var. %				
Integrated and Smart Ticketing	£0.83	£1.57	£0.74	47%				
Northern Powerhouse Rail	£2.91	£2.87	£-0.04	-1%				
Major Roads	£0.04	£0.04	£0.00	-7%				
Programmes	£3.78	£4.48	£0.70	16%				
Rail Operations	£0.17	£0.25	£0.08	32%				
Operational Areas	£0.45	£0.46	£0.01	1%				
	£4.40	£5.18	£0.78	15%				
PERIOD ACTUALS VERSUS BUDGET: PROGRAMMES								
	Actuals £m	Budget £m	Var. £m	Var. %				
IST: Phase 1	£0.49	£1.21	£0.71	59%				
IST: Phase 2	£0.18	£0.20	£0.02	10%				
IST: Phase 3	£-0.01	£0.00	£0.01	-				
IST: Phase 4	£0.02	£0.03	£0.01	34%				
IST: Programme	£0.14	£0.13	£-0.01	-6%				
Northern Powerhouse Rail	£2.91	£2.87	£-0.04	-1%				
Major Roads	£0.04	£0.04	£0.00	-7%				
	£3.78	£4.48	£0.70	16%				
YEAR TO-DATE ACTUALS VERSUS BUDGET								
	Actuals £m	Budget £m	Var. £m	Var. %				
Integrated and Smart Ticketing	£3.47	£4.23	£0.76	18%				
Northern Powerhouse Rail	£14.79	£14.59	£-0.20	-1%				
Major Roads	£0.24	£0.24	£0.00	0%				
Programmes	£18.50	£19.06	£0.56	3%				
Rail Operations	£0.89	£0.99	£0.10	10%				
Operational Areas	£2.13	£2.26	£0.13	6%				
	£21.52	£22.32	£0.80	4%				
YEAR TO-DATE ACTUALS VERSUS FORECAST TO OUTTURN								
	Actuals £m	F/cast £m	Var. £m	Var. %				
Integrated and Smart Ticketing	£3.47	£9.73	£6.26	64%				
Northern Powerhouse Rail	£14.79	£47.31	£32.52	69%				
Major Roads	£0.24	£0.83	£0.59	71%				
Programmes	£18.50	£57.86	£39.37	68%				
Rail Operations	£0.89	£2.82	£1.93	68%				
Operational Areas	£2.13	£7.76	£5.63	73%				
	£21.52	£68.44	£46.92	69%				
FUNDING YEAR TO DATE				FUNDING FORECASTS TO OUTTURN				
Funding Stream	Actuals £m	Budget £m	Var. £m	Var. %	Actuals £m	F/cast £m	Var. £m	Var. %
TDF - Rail	£14.39	£14.20	£-0.19	-1%	£14.39	£46.35	£31.96	69%
IST - Capital and Revenue	£3.47	£4.23	£0.76	18%	£3.47	£9.73	£6.26	64%
Core Grant	£3.02	£3.23	£0.21	7%	£3.02	£10.56	£7.54	71%
Rail North Grant & Contributions	£0.54	£0.54	£0.00	0%	£0.54	£1.32	£0.78	59%
TDF - Roads	£0.00	£0.00	£0.00	-	£0.00	£0.00	£0.00	-
Trading Income	£0.10	£0.11	£0.01	9%	£0.10	£0.49	£0.39	79%
	£21.52	£22.32	£0.80	4%	£21.52	£68.44	£46.92	69%

HR Update

Human Resources Update

Salaried Establishment as at **7 September 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)	6 (6.00 FTE)	36 (35.32 FTE)
Operational & Delivery	94 (92.90 FTE)	41 (40.50 FTE)	135 (133.40 FTE)
Total Establishment	126 (123.39 FTE)	47 (46.50 FTE)	173 (169.89 FTE)
Strength (in post)	111 (109.07 FTE)	30 (29.50 FTE)	141 (138.57 FTE)
Appointed (start date pending)	0 (0.00 FTE)	1 (1.00 FTE)	1 (1.00 FTE)
Active/Pending Recruitment	0 (0.00 FTE)	2 (2.00 FTE)	2 (2.00 FTE)
Vacant – On-hold	15 (14.32 FTE)	14 (14.00 FTE)	29 (28.32 FTE)

Agency Resource - Covering Vacant Posts

Area	Posts (FTE's)
Support Services	3 Post (2.12 FTE)
Operational & Delivery	2 Posts (2.00 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	9 Posts (8.80 FTE)
Total	9 Posts (8.80 FTE)

HR Metrics – 2020/21 Year to Date

Corporate Sickness Level:	3.1%
Employment Policy Application:	2.8%
Employee Turnover (Voluntary Leavers):	5.1%
% of Employees from an Ethnic Minority Background:	15%
% of Employees declaring a Disability:	11%
Gender Mix - % of Female Employees:	39%
% of Male Employees:	61%

KPIs

Key Performance Indicators

Transport for the North's Key Performance Indicators (KPIs) are outlined in the published Business Plan for 2020-21. The below table outlines the programme and organisational KPIs and provides a summary of the year-end position.

Key

Achieved	
On Track	
In Progress	
Delay	
Delay – beyond this year end (BTYE)	

Area	KPI	Detail	Progress	Status
Corporate	1	Agree with Government the phasing and prioritisation of the Integrated Rail Plan for High Speed North. December 2020	In Progress	
			The second phase of TfN's work on the IRP will be discussed at Board in September, alongside NPR phasing proposals, before TfN advise the NIC by the end of September.	
Northern Powerhouse Rail	2	Agree and submit Strategic Outline Case to Government. January 2021	Delay	
			The SOC timeline has been rephased due to the impacts of COVID-19 and was approved at TfN Board on 29 April 2020. The next step is to complete a re-baselining activity of the programme for the SOC submission in March 2021.	
Integrated and Smart Travel	3	Complete the delivery of the Integrated and Smart Travel on Rail Project (Phase 1). November 2020	Delay	
			There are likely to be delays to completion for Northern and Merseyrail because of the earlier three-month delay to on-site works as a consequence of COVID-19.	
Integrated and Smart Travel	4	Complete the delivery of Phase 2 of the Integrated and Smart Travel Programme (informed customers). March 2021	On Track	
			The phase remains on track to meet the KPI. DMT (Disruption Messaging Tool) and ODH (Open Data Hub) are now in BAU with the core development work now complete. Further enhancements to DMT will be delivered by early December 2020. The prototype of the Fares Tool is being developed in the second stage (beta private) and is now publicly available for testing by a select group of operators working with the project team.	
	5		Delay	

Integrated and Smart Travel		Agree a plan for the delivery of contactless payments on rail, in collaboration with the DfT and Rail Delivery Group (Phase 3). December 2020	A paper outlining the North's proposals to accelerate contactless on rail in the North has been presented to the June meeting of DfT's investment committee. We continue to await feedback.
Major Roads	6	Agree and approve the Transport for the North Major Roads Report. March 2021	On track The technical report has been completed and the Major Roads Report will be updated following the completion of the decarbonisation workstream.
Strategic Rail	7	Implement the recommendations in the Blake-Jones review. June 2020	Delay The Blake-Jones Action Plan was presented and approved at the 12 May 2020 Rail North Committee meeting and a final report was approved at Rail North Committee in July 2020 and the team is now embedding the actions into the Business As Usual operating model. The slight delay was due to attention focused on responding to the rail operational aspects COVID-19 crisis. A decision on funding future resources is still awaited from DfT who have not indicated when a decision will be made.
Strategic Rail	8	Develop a TfN response to the Williams Review. Within three months of publication	On Track A response to the Williams Review will be developed within three months of its publication; the date of which is yet to be announced.
Strategic Rail	9	Support the industry and Rail North Partnership in the response to and recovery from COVID-19, including a strong focus on the needs of passengers and businesses, together with the short-term investment needed to support the recovery. March 2021	In Progress Strategic Rail is proactively supporting the industry through the crisis and recovery, for example through the North of England Contingency Group. A plan to support the economic recovery by investment in infrastructure has been developed and submitted to DfT as part of the TfN Economic Recovery Plan.
Investment Programme (formerly SDCs)	10	Update and refresh the TfN Investment Programme, based on an agreed Assurance Framework and using the outputs of the SDC Qualitative Sequencing process. September 2020	Achieved The update of the Investment Programme following the qualitative sequencing process, and applying the developing Assurance Framework, has been achieved.
Strategy	11	Develop a Decarbonisation Strategy for approval by the TfN Board and ensure that this is embedded in TfN's	On Track Work continues at pace on TfN's Decarbonisation Strategy. TfN submitted a response to the Setting the Challenge consultation in August. Work is now

		Investment Programme Assurance Framework. March 2021	concluding on the Future Scenarios and Pathways work to support the development of the TfN Decarbonisation Strategy.
Strategy	12	Develop an inclusive and sustainable growth framework that will sit alongside the Strategic Transport Plan and ensure that this is embedded in TfN's Investment Programme Assurance Framework. March 2021	<p>In Progress</p> <p>Following completion KPI 16 work has now begun to develop the short-medium-term actions that will support development of an inclusive and sustainable growth as agreed by July Board in approving the Northern Transport Charter.</p>
Strategy	13	Develop a freight strategy for approval by the TfN Board and ensure that this is embedded in TfN's Investment Programme Assurance Framework. March 2021	<p>On Track</p> <p>In progress. Additional resources to support the development of the TfN freight strategy are now in place. Work will be managed through the Strategic Oversight Group and progress reported to Members later in the year.</p>
Modelling and Analysis	14	Complete and deploy the Analytical Framework throughout TfN's programmes. March 2021	<p>Delay</p> <p>The completion of key elements of the Analytical Framework was delayed earlier in 2020/21, but TAME is on track to deploy the tools for NPR and IPBA by the end of 2020/21. There is a residual risk of further delay, but this will be managed by simplifying scope where possible. Monitoring of the programme and residual risk has been improved through implementation of the Arup review.</p>
Organisation	15	Develop and provide a Comprehensive Spending Review Submission to Government. At date set by HMT	<p>On Track</p> <p>A CSR submission was provided to the DfT on 28 August in line with departmental deadlines. We intend to provide an update on the CSR process and a final version of the NTC for discussion at the TfN Board on 17 September which will inform TfN's final representations to Treasury by 24 September.</p>
Organisation	16	Develop and adopt the Northern Transport Charter. June 2020	<p>Achieved</p> <p>The team completed work on the remaining Northern Transport Charter (NTC) proposals which were endorsed and adopted by the Board in July. There is now ongoing follow-on work about how to best to progress these proposals with Government.</p>



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