

Transport for the North Monthly Operating Report August 2021



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Introduction

Summary from the Chief Executive

Tackling central Manchester congestion remains a key priority for TfN members given its wider network implications. Following positive dialogue between TfN members and ministers, an enhanced collaboration is being finalised bringing together infrastructure enhancements with the second wave of public consultation on the proposed service changes for the December 2022 timetable. The East Coast Mainline (ECML) timetable change planned for May 2022 has been delayed by at least 12 months. TfN is seeking to work in collaboration with the DfT to consider alternative proposals; an opportunity to begin embracing the whole system approach that is at the heart of the rail reforms.

The teams are continuing to prepare a detailed response to the Williams-Shapps Plan for Rail, which will be considered by the TfN Board in September 2021. Initial discussions have taken place with the Great British Railways transition team with a view to sharing information and insight.

The delay to the Integrated Rail Plan (IRP) continues to impact projects including Transpennine Route Upgrade (TRU) and Northern Powerhouse Rail (NPR) as many activities can only be undertaken after the publication of the IRP. Existing remitted activity is continuing around the NPR programme, with co-clients and delivery partners (Network Rail and HS2) reviewing opportunities for additional activity that will support the development of NPR. Technical modelling also continues with further development of the TfN Analytical Framework, allowing for comparability of wider economic impacts between their static Level 2 impacts and the Northern Economic Land Use Model's (NELUM) dynamic Level 3 impacts.

TfN published new research setting out the importance of the visitor economy sector for the North which provides recommendations for transport solutions which can support the sustainable recovery and future growth of the sector. The insight this provides will in turn feed into the upcoming review of the Strategic Transport Plan. The public consultation on our Decarbonisation Strategy concluded on 31 August, with 200 responses received. Work is now underway to review the responses and consider revisions to the Strategy before the November TfN Board meeting. Work has also continued across Strategy projects, including designing the consultation process on the Freight and Logistics Strategy, and the development of a programme to commence the update the Strategic Transport Plan.

The Investment Programme Benefits Analysis (IPBA) project completed its pre-Gateway Project Review (GPR) in August, with other aspects of the project also underway including drafting of the Forecasting Impact Report, and the commencement of freight modelling by supplier MDS Transmodal.

Meanwhile, work is continuing on updating of the Major Roads Report (MRR) following comments from partners, and the start of work on the Electric Vehicle Charging Infrastructure (EVCI) project. Coming up in the near future, TfN will also be supporting the National Highways (formerly Highways England) statutory public consultation events for the A66 dualling project, which will take place in autumn 2021.

Northern Powerhouse Rail (NPR)

Monthly Summary

DfT officials informed TfN on 19 July 2021 that the Integrated Rail Plan would not be published before September. A revised publication date has not been provided. Existing remitted activity continues, and co-clients and delivery partners (Network Rail and HS2) are reviewing opportunities for additional development activity for NPR. Both activities will help ensure the programme is in a stronger position for delivery of the Strategic Outline Case (SOC) after publication of the IRP and project Outline Businesses Cases (OBCs) which will then follow.

Activity Update

Infrastructure

The train control strategy work is progressing to schedule, with work completing on Leeds - Newcastle and Manchester - Sheffield and commencing on Liverpool - Manchester. Following the Manchester - Sheffield design and cost opportunities sprint, draft recommendations for the next phase of work have been provided and, subject to co-client and delivery partner agreement, a paper will be presented at Programme Board in October.

Technical Assurance, Modelling and Economics (TAME)

The TAME team has continued to integrate TfN's Wider Impacts Calculator (WIC) with the Northern Rail Modelling System (NoRMS) model and Northern Highway Assessment Model (NoHAM) so that the static 'Level 2' wider economic impacts can be calculated on the same basis as the Northern Economic Land Use Model's (NELUM) dynamic 'Level 3' wider economic impacts. This will improve the consistency of NPR appraisal outputs, and provide additional wider impacts metrics such as Land Value Uplift. Changes in NoRMS model version 2e, have been shared with partners and DfT as it approaches sign-off for use in SOC.

Commercial Management

The Commercial Management team is continuing to undertake estimating activities supporting the Infrastructure team in preparation of receipt of the IRP including a review of cost tools for use across the corridors, costs associated with survey works, Bradford - Leeds estimates based on scope and risk sheets, and Manchester - Leeds risk analysis review and rate opportunities. A cost profiling tool is being built within TfN to support the SOC and Comprehensive Spending Review (CSR) and allow scenarios around available funding to be worked through.

Business Case

Further work has been completed in the month on the 'SOC evidence directory', a single repository of sources used in the development of the SOC for each case, and the work has included further detail added across all five cases. Additionally, collation of evidence for 'NPR shortlisting history' to provide a clear audit trail in one document of how decisions have been made to date has progressed in the month. Shortlisting history on the Sheffield - Leeds corridor was shared with working level partners at the NPR Working Group meeting on 19 August. Feedback has since been incorporated on this corridor and work has started to develop the directories on the remaining corridors. Upon completion, the remaining corridors will be shared via working level partner surgery sessions.

Risks

Risk Summary	Summary of Mitigating Measures	KPI
IRP delay and impact to co-clients' ability to agree current and future financial year scope. As a result of the programme's dependency on the publication of the IRP, the co-clients are unable to agree that all of the activity set out in the TfN Business Plan for 2021/22 should be taken forward. Further, continued delay may lead to a review of current instructed scope to ensure the programme reduces risk to abortive work and ensures value for money is maintained. This could result in delays to proposed programme activity for 21/22 and beyond, as well as impacts on commissioning and mobilising programme teams to deliver work in 21/22 and readiness for delivery in future years (e.g. OBC, FBC).	<ol style="list-style-type: none"> 1. Following the publication of the IRP, review scope between co-clients with a view to instructing on-hold items. 2. Ongoing discussions at a senior level regarding scope that can start in the absence of IRP. 3. Review impact of delays on each work package's ability to reach a single option and develop a response plan. 4. Paper to be presented to programme board requesting that co-clients instruct commencement of OBC/FBC preparation activity. 	9, 10
IRP conclusions and decision-making IRP conclusions may impact SOC if recommendations on funding, phasing and/or route option specification are different from those agreed by TfN Board. This may result in partners not accepting the conclusions, which may impact ways of working as well as importing delays to SOC update and submission to TfN Board and Government.	<ol style="list-style-type: none"> 1. An IRP response team has been created. A rapid review of the IRP is to take place to understand impact on the SOC and 21/22 Business Plan. Engagement with partner organisations on proposed programme team activity is to take place for post-IRP review. 2. Work is underway on scope activity that has been agreed between co-clients. 3. Scenario planning is underway to understand the implications of IRP scenarios on NPR and the SOC. 	7-10
Transpennine Route Upgrade (TRU) integration There is a risk that the NPR programme may become misaligned from the TRU programme if there is a lack of integration between the programmes such as irregular communication channels/forums, and if there is no/minimal reciprocal representation within each programme's governance. This may result in avoidable costs and delays as a consequence of duplication of effort, rework and strategic misalignment. In addition, the lack of integration may lead to missed opportunities for cross-programme assurance.	<ol style="list-style-type: none"> 1. A TRU-integration working group has been created at a working level to make sure appropriate discussion / agreement is taking place. An initial meeting was held with Network Rail in August 2021 to discuss the way forward on knowledge sharing between TfN and Network Rail. Subsequently, these sessions are intended to become monthly meetings to allow for more collaboration on key infrastructure. In addition, it is also intended that senior TfN officers (NPR Programme Director and/or Strategic Rail Director) will attend regular TRU oversight and TRU Programme Board meetings. These planned measures will enable discussions to take place at working and strategic levels, ensuring areas of interest are sufficiently communicated and understood by the organisations involved (TfN, DFT and NR). 	7, 8
Leak of sensitive information Programme sensitive information may be leaked ahead of formal publication or when there was no intention for the information to be made public. This may lead to reputational damage to TfN and NPR, inefficient use of resource time to manage queries, creation of misinformation which could stop	<ol style="list-style-type: none"> 1. TfN has in place Confidentiality Agreements with Constituent Authorities. 2. The Codes of Conduct for Constituent Authorities (CA) make provision to the circumstances in which information may be disclosed. Each CA will have its own Officer Code of Conduct and/or Disciplinary Policy 	

programme decisions being made, and erode collaborative working between co-clients.	<p>which have similar provisions to TfN's, dealing with the treatment of confidential information.</p> <p>3. Employees have been reminded that TfN's Disciplinary Policy defines misuse of information as gross misconduct.</p>	
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Programme and Look Ahead

TfN Board

The timing and content of briefings to TfN Board will be shaped by the eventual publication of the Integrated Rail Plan.

Investment Programme

Monthly Summary

Work is ongoing on the Investment Programme Benefits Analysis (IPBA) project. This commission is critical to understanding the economic, social and environmental benefits of the TfN Investment Programme. The analysis will use DfT's conventional growth scenario, and TfN's four Future Travel Scenarios, to assess the Investment Programme against three different funding strategies. This work will enable TfN to make a strong evidence-based case for transport investment and provide a clear picture of the potential impact of the Investment Programme on carbon emissions.

Activity Update

- The pre-Gateway Project Review (GPR) modelling work is now complete.
- Freight modelling, by supplier MDS Transmodal, has commenced.
- The Forecasting Impact Report, which summarises the modelling work to date, is being drafted for consideration by the Technical Assurance Group (TAG) on 16 September 2021.
- The project team has completed the GPR report, which summarises the work completed so far, and gives recommendations for the post-GPR work. The GPR has identified minor changes to be introduced to the project scope and re-baselining of the project programme. The GPR report was agreed at SOG on 2 September 2021 and will be presented at Executive Board on 16 September 2021.
- The Investment Programme Scheduling Refinement Report is being drafted for consideration by TAG during September and SOG in October 2021. This report considers the early model outputs to identify if the delivery of any schemes could be re-profiled between delivery periods.
- The team is continuing to monitor and manage the project risks, including ensuring a suitable level of engagement from partners.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
Variable Demand Modelling (VDM) – Risk: A suitable updated NoRTMS VDM model, which has been tested sufficiently, may not be available for the post-GPR modelling work. This may impact on the project programme or quality of modelling outputs.	<ol style="list-style-type: none">1. Use the current version of NoRTMS, which was used for NPR, subject to further testing to check outputs meet the minimum requirements.2. If a suitable NoRTMS model is not available, continue to use separate NoRMS (rail) and NoHAM (road) models.3. Draft the Strategic Programme Outline Case (SPOC) in parallel to the modelling work to save time.	13
Future Travel Demand Scenarios – Risk: The models may not converge under onerous future demand scenarios as the future networks may not have the capacity to accommodate the level of growth. The potential impact and implications for the project are not yet fully understood.	<ol style="list-style-type: none">1. Discuss with DfT and TAG to understand the implications.2. Dampen the elasticity so that demand can better meet supply.3. Accept the limitation of the non-convergence and explain in the SPOC.	13

Programme and Look Ahead

- The minor scope changes and re-baselining the project programme will be progressed by the project team subject to approval of the GPR by SOG and Executive Board in September.
- The project team will finalise the Investment Programme Scheduling Refinement Report and Forecast Impact Report, for consideration in September.
- The modelling game plan and Appraisal Specification Report for the next phase of modelling will be discussed and agreed by TAG during September.
- Freight modelling, by supplier MDST, will be completed by the end of September.
- The project team will monitor and prepare for the potential impact of the Integrated Rail Plan on the IPBA programme. The timing and scale of the impact is unknown.

Major Road Network (MRN)

Monthly Summary

Work has commenced on the Electric Vehicle Charging Infrastructure (EVCI) project. TfN is reviewing the initial data output from the Mobile Device commission and is on track to receive a full 2020 dataset in October. The team is providing input and feedback to National Highways to support work on the RIS2 Strategic Study 'SRN in Urban Areas'.

Activity Update

- Following comments from partners the draft Major Roads Report (MRR) has been updated and will be shared with partners prior to a presentation to Executive Board on 14 October.
- Work has commenced on the Electric Vehicle Charging Infrastructure (EVCI) project, with the supplier team now embedded in the work and applying TfN analytical data sets. Successful meetings with the Regional Steering Group, the Office for Zero Emission Vehicles (OZEV), Electricity Distribution Network Operators (DNOs) and National Grid have taken place.
- TfN has received six months of 2020 Mobile Device Data on the performance of the MRN for the North project, currently being quality assured, in advance of release of the full 2020 dataset scheduled in October.
- The team has inputted into National Highways partner workshops on the RIS2 Strategic Study 'SRN in Urban Areas'.
- A TfN multimodal hub policy position continues to be developed, with the intention to issue a further call for evidence in late September.
- Working with the Strategy team we have prepared a response to the Green Paper on a 'New Road Vehicle CO2 Emissions Regulatory Framework'.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
Risk: Major Roads Network 1 (MRN1), 2020-2025 – There is a risk of lack of clarity around any decisions made regarding the proposed road investments for MRN1, which could lead to reputational risk and partners having less confidence in TfN if the DfT policy on MRN funding changes without a clear reason why.	<ol style="list-style-type: none">1. DfT to present regular updates at the Major Roads Group.2. Meeting held with DfT's Acceleration Unit to discuss process for consideration of schemes within the MRN Programme and TfN's Economic Recovery Plan (ERP) proposal.3. Liaise with DfT if partners require further information around the decision-making process.4. Include the MRN1 proposed road investments in TfN's 2021 Comprehensive Spending Review submission.	18
Risk: EVCI stakeholder expectations and interaction – If there is any misalignment of objectives or miscommunication with	<ol style="list-style-type: none">1. EVCI Steering Group has been set up and scheduled for six initial meetings to test and feedback on outputs.2. Ensure significant partner engagement during project conception stage and TfN governance sign-offs.	17

key stakeholders, there is a risk that stakeholders might not be clear on the outputs to be delivered, it's uses, and their inputs required. This could lead to reputational risk, poor partner relations, and project outputs that are not applied effectively.	<ol style="list-style-type: none"> 3. Engagement with the DfT and the Office for Zero Electric Vehicles to ensure clear understanding of how this work can support the national agenda and actions. 4. The suppliers are to support the partner agreement of inputs to the modelling tool. 5. The team is seeking new avenues to promote the work, including National Grid and the Energy Saving Trust (a delivery body for Government regarding electric vehicles). 6. TfN's advice presented to Transport Select Committee included the Zero Emission Vehicles published on 28 July. 	
Risk: Mobile data outputs under-utilised - If partners do not have sufficient resources to utilise the MRN mobile datasets, or they do not find use in the outputs, there is a risk that the project outputs may be under-utilised. The value of the work may not be understood and likely to make further bids for future dataset projects more challenging.	<ol style="list-style-type: none"> 1. Develop a dashboard that will demonstrate the project outputs and examples of use for the data. 2. Provide support and training to partners including recorded webinars and step-by-step guidance. 3. Use the mobile dataset to strengthen the TfN evidence base for future Major Road Network intervention bids. 4. Atkins to present the outputs and outcomes of the project to the Major Roads Group, and produce an executive summary set of slides for sharing. 	14

Programme and Look Ahead

- National Highways (formerly Highways England) has asked TfN to support the statutory public consultation events for the A66 dualling project, which will take place in autumn 2021. This includes advice on the approach and input into stakeholder communications.
- The team, working with TAME, will review the Electric Vehicle Charging Infrastructure (EVCI) model Statement of Method. This will be shared with the EV Steering Group to agree inputs, approach and outcomes with partners before the supplier team undertakes the model build.
- The team will provide feedback on National Highways' Route Strategies Engagement Plan, scheduled to be published in early September, and will participate in Route Strategies workshops due to take place over the autumn period.

Strategic Rail

Monthly Summary

The potential opportunities arising following the publication of the Williams-Shapps White Paper in May 2021 have been outlined in reports to Rail North Committee and Scrutiny Committee. The team continues to prepare a detailed response setting out a proposition for the North and the case for change which will be presented to the TfN Board on 29 September 2021. TfN has engaged with the GB Railways Team responsible for the development of the Whole Industry Strategic Plan and plans to work collaboratively with the team and partners across the North.

A core focus remains central Manchester congestion. Following positive dialogue between TfN members and ministers, a new collaboration is being finalised bringing together infrastructure enhancements with the second wave of public consultation on the proposed service changes for the December 2022 timetable. The DfT have now confirmed that the East Coast Mainline (ECML) timetable due for implementation in May 2022 will now be delayed by at least 12 months. TfN provided a response to the consultation that was held for the timetable in August and is supportive of the delay. Working with Partners, TfN is seeking to work in collaboration with the DfT as alternative proposals are considered.

Activity Update

Rail Operations

Passenger demand has increased following a levelling-off period, with Northern reporting demand of 75% of pre-Covid levels and TransPennine Express (TPE) seeing an increase to 70%. The operational focus remains on working with the industry to support the recovery and the message of 'travel with confidence' from September.

Rail Investment

The delay to the Integrated Rail Plan (IRP) continues to create a significant risk to the TransPennine Route Upgrade (TRU) programme and discussions on the programme business case, including the 'end state solution', can only be determined once the IRP is published. Early indications from the TransPennine Wider Freight Study suggests that freight gauge clearance to support the movement of larger modern containers can be delivered at a relatively modest cost, providing a key element of TransPennine intermodal freight capability. In relation to Central Manchester, analysis is underway of the benefits of providing platforms 15/16 at Manchester Piccadilly station in parallel with works at Oxford Road station following an industry workshop on the Castlefield Corridor on 30 July where the team presented the case for inclusion in the Manchester programme.

Ministerial and Treasury approval to the funding for 22 Theoretical Line Speed Improvement route studies to be undertaken by Network Rail (NR) is still awaited. DfT has advised that this process has been delayed due to work on the Comprehensive Spending Review. The contract between TfN and NR to undertake a further two Theoretical Line Speed studies and validate the findings of the Hope Valley Study is expected to commence in September.

Preparation is in hand for participation in NR's joint industry workshops to be held on 8 and 10 September on future investment planning for Liverpool City Region and Greater Manchester.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
Risk: Proposed timetable changes on the East Coast Main Line (ECML) in May 2023 and Manchester in December 2022 will have an impact on local connectivity, thereby reducing choice for passengers. On the ECML, there is a risk of reduction in East-West connectivity to facilitate an additional North-South service from Newcastle to London. Furthermore, and in relation to Manchester, a new timetable is likely to reduce services to improve performance on the routes through Manchester putting pressure on some services and stopping patterns as there is currently no commitment to infrastructure works to restore services in the future. Initial ECML timetable delivery date has been postponed from May 2022 to at last May 2023.	<ol style="list-style-type: none"> 1. TfN has appointed a consultant to explore how regional services that would be lost can be restored on ECML. 2. In their consultation response for the ECML, TfN working with Partners has outlined to Operators and the Department the key concerns of the regions. 3. TAME has been commissioned to produce economic impacts of the timetable change on the ECML. 4. A collaboration between DfT and TfN to develop a roadmap of investment to support further capacity on the ECML will be established 5. Regarding Manchester, collaborative work continues with DfT to underpin a roadmap linking infrastructure to future service development. 	1
Risk: TRU fit with the wider investment strategy in the North. There is a risk that the IRP reopens discussion on existing government commitments to the main 'building blocks' including both legs of HS2 Phase 2b, NPR and TRU. Delivery of TfN's STP might be impacted. There is potential for severe adverse reputational impact for TfN and pressure from partners.	<ol style="list-style-type: none"> 1. Strategic Rail, Strategy & Programmes, and NPR to continue to work together to identify potential integration between TRU, NPR and HS2 and understand how they best interface with other's programmes across the North (Manchester, Leeds/Sheffield/York etc). 2. TfN to continue to challenge the cost of major scheme projects and support the development of complementary and independent interventions on the classic network that can be delivered early subject to a suitable business case. 	6
Risk: The publication of the Rail Reform White Paper has insufficient detail about the role of TfN and other devolved bodies to allow a clear appreciation of their future role. There is a risk that TfN could have a different role in service delivery following the publication of the Williams-Shapps review. The role of devolved bodies or Rail North Partnership is not outlined in the White Paper with current proposals showing rail contracts aligning under a new organisation (Great British Rail)	<ol style="list-style-type: none"> 1. TfN has appointed a consultant to respond to the White Paper and put forward the role TfN can play in GBR in the future. This paper goes to TfN Board on 29 September for endorsement as the agreed position. 2. TfN through its role on the RNP continues to engage with the DfT at the highest level. 	3

<p>Risk: The long-term effect of Covid-19 on the viability of train services and future investment decisions The lifting of restrictions on travel is likely to continue to affect the time it will take for the industry to recover to pre-Covid-19 levels. There is a risk that the current services could be cut due to the increased cost of the subsidy that is required from the Treasury. In addition, the reduced current services could further impact future schemes, making schemes less viable as they have to be assessed against lower demand forecasts. There is also a risk that the passenger enhancements (such as the completion of new infrastructure) will continue to be delayed with lower service offerings on routes which in turn will lead to weaker business cases.</p>	<ol style="list-style-type: none"> 1. Working with the industry to develop new innovative ways to reduce the cost of the subsidy. 2. Use the Return to rail campaign to increase the farebox revenues; using the Rail North Partnership as an avenue to influence change. 3. Provide viable value for money options to the Funder that align with decarbonisation strategy, future growth and opportunities to improve connectivity. 4. Look at innovative solutions to working with the industry on initiatives and fares options that will increase demand on the network and appeal to new and existing customers. 	<p>1</p>
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Programme and Look Ahead

- Working through the Rail North Committee and TfN Board, continue to consider the outcome of the Manchester Recovery Task Force consultation.
- Support, monitor and assist the industry to rebuild services, passenger demand and confidence.
- Continue to prepare the detailed response to the Williams-Shapps Plan for Rail by late summer 2021.
- Develop proposals for addressing network gaps linked to the Long-Term Rail Strategy (LTRS) and produce the next stage of the TfN Stations Strategy.
- Continue to support the TfN response to the anticipated Integrated Rail Plan.
- Continue to work closely with DfT and Network Rail to secure successful delivery of the TRU project objectives.
- Work with DfT and NR on the detailed remit and funding mechanism following securing funding for TfN's line speed improvement programme.
- Continue to work with NR to assess three interventions to improve resilience and reliability of the rail network.

Operations Summary

Monthly Introduction

TfN operational teams include teams and departments that are key to our success as a Sub-national Transport Body and the completion of our authority-wide KPIs, but who are not responsible for the completion of individual projects or programmes. These teams provide support for programmes through specialist skills and knowledge in their relevant areas. Teams included under the operations section include the Stakeholder Engagement & Communications Team (SECT), Finance, Procurement & Risk, Strategy & Policy, and Technical Assurance, Modelling & Economics (TAME). Other teams within TfN may also be referenced under this section when they undertake important activities relevant to the pursuit of TfN's success and wider goals.

Activity Update

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

Stakeholder Engagement & Communications Team (SECT)

- Published the Visitor Economy and Transport in the North of England report, which reveals the full value of the visitor economy to the region for the first time. The Bank Holiday weekend story gained a wealth of media interest, with Tim Foster (Strategy & Programmes Director) taking up a number of broadcast interview opportunities. The full report was published on the TfN website, with associated press release and social media and an Insight and Podcast to follow. Comms contacted Members and received a number of supporting comments.
- Began promotion of the TfN Annual Conference via traditional and social media, to be continued, as speakers and sessions are confirmed.
- A number of media opportunities were secured for Martin Tugwell as new Chief Executive, as well as the first round of engagement meetings and informal drop-in sessions for members.
- Promoted the last chance for Decarbonisation Strategy consultation responses across traditional and social media.
- Promoted the third Northern Evidence Academic Forum.
- Published Podcasts with Tim Wood (NPR Director) and Cllr Gittins (TfN Acting Chair).
- Internal communications activity began to return to a business-as-usual approach, with hybrid working becoming embedded and offices reopening. Planning also continued for the next TfN Live .

Finance & Procurement

- The team is working closely with all directorates and programmes to manage the procurement pipeline and is seeking opportunities to expedite activity where possible.

- Initial submissions for the anticipated Comprehensive Spending Review have been received and will be challenged and collated in September. External Audit fieldwork for the 2020/21 Statutory Accounts has concluded and the Audit Completion Report and the Draft Statutory Accounts for 2020/21 will be presented to the board for approval in September.

Legal & Democratic

- The June and July 2021 Boards took place as “consultation meetings” to allow the Interim Chief Executive to use delegated powers to make any necessary decisions, owing to the difficulty in arranging face-to-face meetings and competing legal requirements given the developing pandemic situation. The 29 September 2021 meeting will need to be a face-to-face meeting with public attendance provided for and is scheduled to be held at Manchester Town Hall. The Scrutiny Committee meeting on 9 September 2021 and the Audit & Governance meeting on 16 September 2021 (which needs to recommend the approval of the 2020/21 accounts to the TfN Board) will also be conducted as “in person” meetings. Members will continue to be kept fully informed of future arrangements. TfN committees are being consulted on future ways of working. The Government’s response to the recent consultation on future ways of working for public meetings is awaited.
- The TfN Modern.Gov website, system and “restricted app” are fully embedded and a new report template and system for report preparation was trialled for the 27 July 2021 Board Consultation meeting. Use of the system will continue to be further extended during coming months.
- The team continues to support procurement and governance and provide general legal advice across a wide range of areas within TfN.

Strategy & Policy

- The public consultation on TfN’s Decarbonisation Strategy ran until the 31 August 2021 and generated around 200 responses. The responses will be collated and analysed during early September and necessary updates made to the strategy document during late September and early October.
- Initial work on the early activities set out in the strategy has continued, including Pan-Northern Electric Vehicle Charging Infrastructure Framework (led by TfN’s Major Roads Team), Clean Growth Visions (focusing on developing evidence-based demand management narratives), consideration of embodied carbon assessment processes on our projects, and facilitating a partnership examining hydrogen refuelling networks (through the North of England Hydrogen Forum).
- Work on the Freight & Logistics Strategy has continued with August activity focused around planning and designing the consultation process. We have also updated the consultation draft with implications arising from DfT’s Transport Decarbonisation Plan and some outstanding partner

comments. We plan to seek Board approval for the strategy following the autumn consultation.

- Work continues to develop a programme for revising and adopting a new Strategic Transport Plan (STP) for publication in February 2024. The activity in August focused on engagement with partners for seeking initial feedback on the proposed programme which has been used to inform the governance paper we are preparing to take through Scrutiny Committee, Executive Board and TfN Board in September.
- Work continues to embed the principles of the Northern Transport Charter (NTC) across TfN. Following approval at the July board, work in August 2021 has focused on further scoping of proposals for piloting a TfN Citizens Assembly and/or Panel and exploring a topic and suitable external experts to establish an Independent Advisory Group to provide advice to Board on specific topics. Following internal discussion and initial engagement with partners we will focus the first activity on the representation of aviation emissions within our Decarbonisation Strategy.
- Strategy colleagues have also drafted an initial policy position outlining TfN's role in supporting partners' spatial planning which will be shared with some key external partners before further refinement and taking through TfN's Strategic Oversight Group later in autumn 2021.

Economics & Research

- Work continues on the TfN research programme linked to the Strategic Transport Plan evidence base, including an in-depth review of STP evidence requirements in preparation for STP drafting.
- The Visitor Economy and Transport in the North of England study was launched with a press release on 30 August 2021 and has been covered by a range of media sources. The study sets out the importance of the visitor economy sector for the North and provides recommendations for transport solutions which can support the sustainable recovery and future growth of the sector. The press release will be followed by continued social media activity, blog publication and a podcast recording.
- User Insight into Pan-Northern Travel (Phase 3) study is now in the final stages of report drafting, with the final report expected to be signed off in w/c 13 September 2021. The study will provide insights from business owners on recent and potential future commuting patterns, business-related travel, and demand for transport of goods; and explore the potential impact of transport investments on the North's business community.
- The supplier for the commissioned Transport-Related Social Exclusion (TRSE) research project collected data from five areas of the North through an online survey, and conducted interviews with transport and community stakeholders. Following discussions with the supplier, a revised method and programme has been agreed that will extend the project to November.
- The first full draft of the TRSE qualitative project report was completed and shared with TfN colleagues for comments. This report will be agreed through governance in October.

- Literature searches and screening has been conducted for the Clean Mobility Vision project, and a scope developed for a commission to support elements of this project.
- The Transport, Health & Wellbeing in the North of England research project has gone out to market, closing on the 1 September.
- The team has continued to develop a programme of work for the Northern Powerhouse Independent Economic Review (NPIER), working in close collaboration with the NP11 body on behalf of the 11 Local Enterprise Partnerships (LEPs) in the North. A joint steering group will be set up to support the technical aspects of the NPIER Programme.

TAME (Technical Assurance, Modelling & Economics)

- The Northern Economy and Land Use Model version 3 (NELUM) base demand calibration has been completed, with this version to play active roles in the NPR and remainder of IPBA programmes. Work has commenced on improving the NELUM3 operating system which will speed up the NELUM running process and assurance of the outputs.
- Application of Northern Transport Modelling System (NorTMS) on IPBA is ongoing and provides an opportunity to resolve any technical issues ahead of it being applied on NPR in the future.
- Progress on research studies and data to inform future Northern Rail Modelling System (NorMS) model releases are being discussed with DfT.
- TAME staff continue to support the IPBA with various activities including technical management of the work programme, preparation of Future Travel Scenario matrices and further improvements to strategic assignment models.
- Further discussions are required with DfT in order to progress the HS2 do-minimum work, which was requested by the Department in July.
- Work on the Stations Analysis Partner contract continues, with a draft updated land use methodology statement being reviewed. A review of the Multi Criteria Appraisal Framework (MCAF) is also being carried out.
- Tender submissions for the NPR Freight Partner Contract have been received and are currently being assessed.
- A Project Plan outlining TAME inputs to the NPR SOC has been developed and is being reviewed by the Business Case team.
- The finalised Analyst Support Partner requirements have been sent to the supplier for sign-off and acceptance. Several contractors have been confirmed under this contract, including the new NELUM Principal Analyst.
- TAME is supporting the development of an Electric Vehicle Charging Infrastructure modelling tool to integrate with the Analytical Framework and estimate future investment requirements across the North. This project has started and is progressing well.
- TAME is working with other Sub-national Transport Bodies (STBs) on a proposal for a Common Analytical Framework. A paper setting out initial proposals was submitted by TAME to the Joint STB Liaison Group in August. Following review, the paper is expected to be submitted to the DfT in October.

Financial Performance

Financial Update

Summary

Expenditure incurred in August 2021: £3.96m

Variance to monthly budget: Underspend of £0.63m (14%)

Year-to-date (YTD) expenditure incurred: £22.72m

Underspend to date: £0.78m (3%)

Headlines

- August 2021 actuals have been monitored against the Revision 1 budget, reflecting reprofiled expenditure and approved virements.
- The underspend in the month and year-to-date are principally driven by programme activity.

Programmes

- Expenditure of £3.29m represents an underspend of £0.44m (12%) in the month.
- Year-to-date expenditure of £19.37m is £0.46m behind budget (2%).

Integrated & Smart Travel

- Minimal expenditure of £0.02m was incurred in the month. YTD expenditure of £0.96m is £0.02m under budget (2%).
 - In August, Northern completed installation of the final platform validators, completing its delivery of Phase 1 activity. Financial project closure is being completed in September. Residual activity with Merseytravel is still outstanding.
 - With minimal activity outstanding, savings of £0.25m against the budget to close the programme are expected. This money will be returned to DFT.

Northern Powerhouse Rail

- Expenditure of £3.19m represents an underspend of £0.47m (13%) in the month. YTD expenditure of £18.05m is £0.44m under budget (2%).
 - Underspend is driven by Network Rail design work (£0.39m YTD), this is in part due to the further delay to the IRP publication.
 - Modelling work has accelerated following the commencement of several new contracts.

IPBA (Investment Programme Benefits Analysis)

- Expenditure of £0.08m in the month was over budget, compensating for an underspend in the prior month. YTD expenditure of £0.36m is on budget.

- Freight modelling work has now commenced.

Operations:

Rail Operations

- Expenditure in the month of £0.22m is £0.01m (6%) under budget. YTD expenditure of £0.99m is £0.04m under budget (4%).
 - Underspend is driven by vacancies in the RNP team pending the recruitment of interim resource.
 - Expenditure in the Strategic Rail area has accelerated following the commencement of several contracts, with further procurement activity currently in progress.

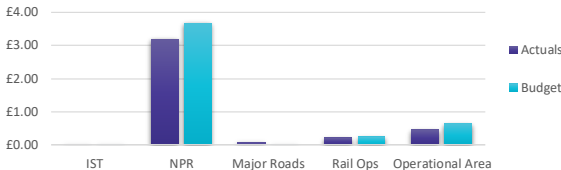
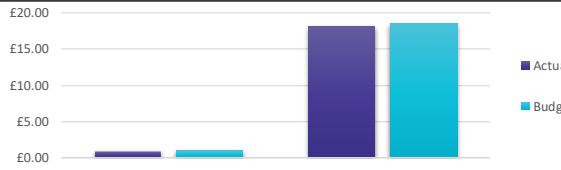
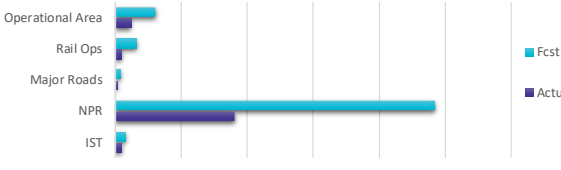
Operational Areas

- Expenditure of £0.46m in the month is an underspend of £0.18m (28%). YTD expenditure of £2.36m is £0.28m under budget (11%).
 - £0.05m underspend in business capabilities including underspends in SECT in relation to document design and video work.
 - Office refurbishment completed in August with a £0.01m saving.
 - £0.17m in the Strategy & Policy area driven by lower than anticipated professional services expenditure. Although several new activities, approved through the monthly virement process, commenced in August expenditure ramp up has been slower than forecast.

Expenditure Control

- Through the monthly budget virement process, new opportunities identified as supportive of the delivery of the 2021/22 Business Plan are reviewed by OBT. In August the following activities were approved:
 - Mobile Data 2021 within Major Roads - £120k
 - NTC Citizens Assembly Pilot - £70k
 - Monitoring & Evaluation Strategy - £37k
- In addition to utilisation of the strategic risk allocation, realised savings continue to be reallocated, to date £0.37m of new activities have been approved.

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	£0.02	£0.03	£0.01	26%					
Northern Powerhouse Rail	£3.19	£3.66	£0.47	13%					
IPBA	£0.08	£0.04	-£0.04	-108%					
Programmes	£3.29	£3.73	£0.44	12%					
Rail Operations	£0.22	£0.23	£0.01	6%					
Operational Areas	£0.46	£0.64	£0.18	28%					
	£3.96	£4.60	£0.63	14%					
YEAR TO-DATE ACTUALS VERSUS BUDGET									
	Actuals £m	Budget £m	Var. £m	Var. %					
Integrated and Smart Ticketing	£0.96	£0.98	£0.02	2%					
Northern Powerhouse Rail	£18.05	£18.49	£0.44	2%					
IPBA	£0.36	£0.36	£0.00	0%					
Programmes	£19.37	£19.83	£0.46	2%					
Rail Operations	£0.99	£1.03	£0.04	4%					
Operational Areas	£2.36	£2.64	£0.28	11%					
	£22.72	£23.49	£0.78	3%					
YEAR TO-DATE ACTUALS VERSUS FORECAST TO OUTTURN (REVISION 1)									
	Actuals £m	F/cast £m	Var. £m	Var. %					
Integrated and Smart Ticketing	£0.96	£1.52	£0.56	37%					
Northern Powerhouse Rail	£18.05	£48.48	£30.43	63%					
IPBA	£0.36	£0.89	£0.53	60%					
Programmes	£19.37	£50.90	£31.52	62%					
Rail Operations	£0.99	£3.19	£2.20	69%					
Operational Areas	£2.36	£6.10	£3.74	61%					
	£22.72	£60.18	£37.46	62%					
FUNDING YEAR TO DATE					FUNDING FORECASTS TO OUTTURN (REVISION 1)				
Funding Stream	Actuals £m	Budget £m	Var. £m	Var. %		Actuals £m	Budget £m	Var. £m	Var. %
TDF - Rail	£18.05	£18.49	£0.44	2%	TDF - Rail	£18.05	£48.48	£30.43	63%
IST - Capital and Revenue	£0.96	£0.98	£0.02	2%	IST - Capital and Revenue	£0.96	£1.52	£0.56	37%
Core Grant	£3.04	£3.33	£0.29	9%	Core Grant	£3.04	£8.42	£5.37	64%
Rail North Grant & Contributions	£0.56	£0.58	£0.02	4%	Rail North Grant & Contributions	£0.56	£1.44	£0.88	61%
Trading Income	£0.10	£0.12	£0.01	11%	Trading Income	£0.10	£0.33	£0.23	69%
	£22.72	£23.49	£0.78	3%		£22.72	£60.18	£37.46	62%

Human Resources Update

Salaried Establishment as at **6 September 2021**

Established Permanent/Fixed-term Posts

Area	Permanent Posts (Over 2 years)	Fixed-term Posts (Up to 2 Years)	Total Establishment
CEO Office	2 (2.00 FTE)	-	2 (2.00 FTE)
Support Services	25 (25.00 FTE)	2 (2.00 FTE)	27 (27.00 FTE)
Operational & Delivery	73 (71.84 FTE)	18 (18.00 FTE)	91 (89.84 FTE)
Rail North Partnership (Hosted)	13 (13.00 FTE)	3 (3.00 FTE)	16 (16.00 FTE)
Total Establishment	113 (111.84 FTE)	23 (23.00 FTE)	136 (134.84 FTE)
Strength (in post)	105 (103.84 FTE)	15 (15.00 FTE)	120 (118.84 FTE)
Appointed (start date pending)	1 (1.00 FTE)	1 (1.00 FTE)	2 (2.00 FTE)
Active/Pending Recruitment	1 (1.00 FTE)	1 (1.00 FTE)	2 (2.00 FTE)
Vacant – On-hold	6 (6.00 FTE)	6 (6.00 FTE)	12 (12.00 FTE)

Agency/Consultancy Resource – Covering Vacant Established Posts

Area	Posts (FTE's)
Support Services	2 Post (2.00 FTE)
Operational & Delivery	9 Posts (9.00 FTE)
Total	11 Posts (11.00 FTE)

Consultancy Resource – Contracts for Service (TDF Funded)

Area	Current Strength Posts (FTE's)	Year-End FY21/22 Projected Posts (FTE)
Support Services	0 Post (0.00 FTE)	0 Post (0.00 FTE)
Operational & Delivery – NPR	47 Posts (47.00 FTE)	101 Posts (101.00 FTE)
Total	47 Posts (47.00 FTE)	101 Posts (101.00 FTE)

The above are all NPR related posts and due to the nature of the funding (one-year only) and technical skills required, have been engaged via the contract for service route. Further roles (circa 54 posts) are anticipated to be brought in throughout the forthcoming year, with actual plans for this resource to be finalised once the Integrated Rail Plan is published and a revised date for the submission of the NPR SOC is agreed.

Resourcing Update – For Information

TfN Board & Partnership Board Chair – John Cridland – retired from his role following the TfN Board Meeting on 27 July 2021. A paper will be presented to the TfN Board in September for members to consider the approach to appointing a successor.

HR Metrics – 2021/22 Year-To-Date:

Corporate Sickness Level:	1.2%
Employment Policy Application:	1.5%
Rolling 12 Month - Employee Turnover:	18.5%
% of Employees from an Ethnic Minority Background:	13%
% of Employees declaring a Disability:	13%
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 2021-22. The below table outlines the programme and organisational KPIs and provides a summary of the year-end position.

Key	Number of KPIs with this status	
Achieved (complete)		1
On Track (in progress, no delays)		13
In Progress (in progress, may become delayed)		7
Delay (has missed a key deadline)		1
Delay BTYE – delayed beyond this year end		0
Not Started		4

Area	KPI	Detail	Progress	Status
Strategic Rail	1	Demonstrate clear Northern input in supporting and developing return to rail initiatives across the North to rebuild passenger numbers and aid economic recovery. March 2022	On Track	
			Messaging and communications will continue to promote safe use of public transport. The team is working with train operating companies identifying ticketing/marketing/offers to rebuild confidence, attract passengers back, and entice new passengers when appropriate.	
Strategic Rail	2	Deliver plans for rail hub enhancements around two major stations to maximise the potential of the network. October 2021/February 2022	On Track	
			Work has continued on developing a Strategic Outline Business Case for a radical plan for Leeds Station, with the delivery of an economic case by Atkins.	
Strategic Rail	3	Demonstrate meaningful and beneficial engagement for the North on rail reform within three months of publication of the Williams White Paper. September 2021	On Track	
			A support partner has been engaged and work has begun on producing a draft proposition for the rail industry in the North.	
Strategic Rail	4	Further embed the TfN rail journey time improvement initiative with Network Rail to deliver better reliability on at least two rail routes during 2021/22. March 2022	On Track	
			Network Rail is now fully engaged with the Theoretical Line Speed process and is progressing the delivery of the York–Scarborough and Darlington–Bishop Auckland findings. Implementation is expected by March 2022.	
Strategic Rail	5	Pursue the digital transformation of fares, ticketing and information through collaboration and the development of business	Delay	
			A scoping report for this programme was prepared by the Integrated & Smart Travel (IST) team as part of the project	

		cases across the North and/or through national rail reform. March 2022	closedown. An appointment has been made to the Head of Digital Strategy and a start date of October 2021 agreed, but this may delay some of the outputs beyond March 2022.	
Strategic Rail	6	Continue to use TfN's existing powers and role in the Rail North Partnership to deliver the best outcomes for passengers, within the financial and legacy infrastructure constraints, by influencing train operators and major programmes including TRU and central Manchester. March 2022	On Track	
			TfN is actively using its powers and voice to get a better outcome for passengers in central Manchester - for example by working collaboratively with DfT to secure the right infrastructure for Manchester.	
Northern Powerhouse Rail	7	Completion and submission of the Strategic Outline Case, timescale to be agreed following publication of the Government's Integrated Rail Plan. TBC post-IRP	In Progress	
			Timings depend on IRP. Completion and submission dates dependant on IRP publication and subsequent agreements between TfN and DfT.	
Northern Powerhouse Rail	8	Reconfirm NPR phasing plan in response to Government's Integrated Rail Plan. TBC post-IRP	Not Started	
			Final phasing position in the SOC is dependent on the IRP conclusions and subsequent agreements between TfN and DfT.	
Northern Powerhouse Rail	9	Complete initial survey work and commence OBC on early accelerated projects to start construction in FY 2024/25. September 2021	In Progress	
			Current survey works were due to conclude in Q2 21/22, however issues with possessions/site access has introduced a c.three-month delay. However, the programme of activity post-surveys is dependent on IRP conclusions and subsequent agreements between TfN and DfT.	
Northern Powerhouse Rail	10	Initiate additional survey work and commence Outline Business Case on early accelerated projects to enable delivery partners to start construction in 24/25. January 2022	Not Started	
			Further surveys and pace of commencing OBCs are dependent on IRP conclusions and subsequent agreements between TfN and DfT.	
Northern Powerhouse Rail	11	Agree NPR governance arrangements with DfT as programme transitions to the next stage. TBC post-IRP	Not Started	
			Not started. Awaiting publication of the Integrated Rail Plan.	
Investment Programme Benefits Analysis	12	Commission the Investment Programme Benefit Analysis work and deliver the programme up to the Gateway Review. September 2021.	On Track	
			Programme is on track with the Gateway Project Review in progress, which reviews progress to date against the programme and scope of work.	
	13		On Track	

Investment Programme Benefits Analysis		Subject to Gateway Review, complete work on the Investment Programme Benefit Analysis which will be used as the evidence base for the next STP. March 2022	Project will be re-baselined on the outcome of the project review (GPR).	
Major Roads	14	Produce a robust evidence base monitoring performance and types of journey on the MRN. This will support analysis of the impacts of Covid-19 to monitor and evaluate outcomes including changes in travel patterns and behaviours. October 2021	In Progress	
			The mobile data project is running slightly behind schedule with the first dataset supplied in August and final deliverables scheduled for delivery by November.	
Major Roads	15	Publish the updated Major Roads Report, following DfT publication of the national Transport Decarbonisation Plan and TfN's Decarbonisation Strategy. October 2021	On Track	
			The draft report has been circulated to TfN partners, with comments received. Final draft report is on track to be considered at Executive Board in October and presented to Board in November.	
Major Roads	16	Use our evidence base to work with Highways England and DfT to identify TfN's priorities to be considered as part of DfT's Road Investment Strategy 3. March 2022	In Progress	
			Work with National Highways to develop the route strategies, which will feed into RIS3, is ongoing. National Highways will commence next stage of engagement on Route Strategies in autumn 2021.	
Major Roads	17	Work with our partners and DfT to scope out how TfN can best support plans for an integrated electric vehicle and/or hydrogen charging infrastructure network, supporting all communities in the adoption of low and zero emission vehicles. March 2022	On Track	
			A supplier has been awarded the contract, the project has started with an agreed programme for completion of phase 1 deliverables by November 2021.	
Major Roads	18	Continue to work with DfT's Acceleration Unit to ensure their awareness of the schemes identified in TfN's Economic Recovery Plan for their consideration of accelerating delivery. March 2022	In Progress	
			Engagement with DfT and the Acceleration Unit is ongoing.	
Strategy, Policy and Research	19	Consult on the draft Decarbonisation Strategy and seek adoption by the TfN Board in autumn 2021. November 2021	On Track	
			Consultation successfully launched on 7 June and ran for 12 weeks, finishing on 31 August with around 200 respondents. The responses are currently being collated for analysis, and the strategy will be updated where necessary over September.	
	20		On Track	

Strategy, Policy and Research		Agree a plan to adopt a new Strategic Transport Plan by 2024, and commence a new Northern Powerhouse Independent Economic Review (NPIER) programme as a first step. October 2021	Proposals have been discussed with partner officers and are due to be agreed through governance in September 2021.
Strategy, Policy and Research	21	Progress the advanced prioritisation mechanisms set out in the Northern Transport Charter, including analytical tools to allow prioritisation on a wider basis (economic, social, and decarbonisation) and independent assurance arrangements. March 2022	<div>On Track</div> <div>TfN Board agreed to the NTC development plan at July 2021 board, including the progression of advanced prioritisation mechanisms and independent assurance arrangements.</div>
Strategy, Policy and Research	22	Consult and adopt the TfN Freight & Logistics Strategy and work with the industry to agree implementation arrangements. December 2021	<div>On Track</div> <div>TfN Board agreed for the strategy to progress to consultation.</div>
Strategy, Policy and Research	23	Provide input into the final stages of the Union Connectivity Review and respond on its publication. September 2021	<div>In Progress</div> <div>TfN submitted a formal response into the Call for Evidence in December 2020. Following that, contact has been made with the team supporting the review to understand any emerging findings and how TfN can support. A response is awaited.</div>
Corporate	24	Develop and provide a Comprehensive Spending Review submission to Government. In line with timetable set by Government	<div>In Progress</div> <div>TfN officers continue to prepare for an autumn Spending Review and have agreed a high-level approach with the TfN Board. An initial submission to DfT was made on 9 September.</div>
Corporate	25	Feed into emerging procurement practice as the UK's current 'EU style' regime is updated and look at opportunities to further increase social value. March 2022	<div>Not Started</div> <div>Not started. Will begin once revised procurement guidance starts to emerge.</div>
Corporate	26	Implement and further develop the agreed new Ways of Working, to include physical office design, office and remote working, corporate and constitutional meetings and IT strategy. Within three months of return to office	<div>Achieved (complete)</div> <div>TfN fully implemented its agreed hybrid ways of working to time and budget. This included the re-opening of the Manchester and Leeds offices, updates to TfN's IT, Internal Communications and People strategies. Our new ways of working have been underpinned by the physical re-design to our Manchester and Leeds offices which was fully completed September 21. TfN constitutional meetings in the main move to "in person" meetings from September 21.</div>



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