

Transport for the North Monthly Operating Report December 2021



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Introduction

Summary from the Chief Executive

Work continued in December to understand the implications for TfN of the Government's Integrated Rail Plan for the Midlands and the North (IRP) published in November 2021. Further work has been undertaken in response to the IRP, including preparing further advice to TfN Board on the next steps. Morale in TfN is low following the publication of the IRP, a consequence of the lack of detail around key aspects of the changes initiated by the publication of the document and the continued uncertainty regarding TfN's core funding for 2022/23 (and beyond).

TfN officers continued the discussions with DfT officials about the change in delivery arrangements for Northern Powerhouse Rail (NPR), with TfN moving from a co-client to co-sponsor role, while individual TfN workstreams including Investment Programme Benefits Analysis (IPBA) continue to assess the implications of the IRP for their programmes.

Following publication of the IRP, NPR colleagues from DfT, TfN, and Network Rail have commenced the review of the financial year 2021/22 remit to align with the immediate IRP priorities. A paper detailing the revised programme remit is to be taken through programme governance in January 2022.

The TfN Transport Decarbonisation Strategy was launched on the 8 December alongside an 'at a glance' version. Work on the TfN Freight & Logistics Strategy continued with virtual consultation materials finalised, and preparation for the consultation launch in early January.

Passenger demand on Northern and TransPennine Express (TPE) has levelled off, with demand figures decreasing slightly. Performance has been impacted by an increase in Covid-19 levels, which has impacted staffing levels for both Northern and TPE, leading to services being cancelled or reduced timetables operated across both operators. Notwithstanding these short-term changes, overall return to rail services in the North continues to be consistently higher than the national average.

The Major Roads Report (MRR) was published online on 29 December 2021, while the Electric Vehicle Charging Infrastructure (EVCI) model has been built and the initial outputs have been shared with the EV Steering Group.

TfN continues to work with the industry to develop a more detailed proposal as to how the Williams-Shapps plan might be delivered in the North. Following endorsement of the approach at the TfN Board in November, engagement has commenced with the Great British Railways Transition Team and city region transport authorities. TfN also continued to shape the work of the Manchester Recovery Task Force, supporting work on both infrastructure and services.

Northern Powerhouse Rail (NPR)

Monthly Summary

Following publication of the Integrated Rail Plan (IRP), NPR colleagues from Department for Transport (DfT), Transport for the North (TfN) and Network Rail have commenced the review of the financial year (FY) 2021/22 remit to align with the immediate IRP priorities. A paper detailing the revised programme remit is to be taken through programme governance in January 2022, starting with NPR Delivery Group on 13 January 2022 and followed by NPR Programme Board on 20 January 2022. The revised remit, although introducing some new items, does represent a reduction to the original remit agreed in February 2021 and will bring NPR programme activity within TfN to a close by the end of 21/22. Some items will continue into Q1 of FY 2022/23, but these relate to Network Rail governance arrangements only.

Activity Update

Business Case

The team is continuing to collate the Rotherham Mainline (RML) station evidence base to support the sift workshop which is scheduled to take place on 17 February 2022. The DfT Transport Development Funding (TDF) was approved for the land valuation contract (RML and Barnsley Dearne Valley (BDV) and the contract was awarded on 15 December 2021. The RML land valuation is key information to provide updated land assembly intelligence and cost information to support the station sift workshop. The development of the NPR sift shortlisting history documentation continues across the network.

Infrastructure

GRIP 2 (the second Network Rail process stage that manages and controls investment projects) activity for Manchester-Sheffield, routes to Hull, Leeds Hub and Leeds-Newcastle, concluded in December 2021 following TfN acceptance of programme definition documents. TfN has been working collaboratively with Network Rail to develop schedules for two new post-IRP work items covering; value engineering of route options 5-1 and 5-2; and design development of Warrington surface station with work forecast to commence in January 2022 and will continue into FY22/23 where new commercial arrangements will be required outside of TfN. TfN and DfT are continuing discussions with Network Rail and HS2 regarding systems handover activity between NPR and Transpennine Route Upgrade (TRU) programmes. At present, these are not integrated in the Marsden area, and there is a risk that without a greater understanding of systems handover feasibility in the Marsden area now, the complexity of delivering an NPR/TRU connector in future may increase.

Technical Assurance, Modelling and Economics (TAME)

A revised delivery date of December 2021 had been agreed for delivery of the Northern Economic Land Use Model (NeLUM) version 3, however, and following some erroneous model outputs, the model needs to be further updated. A revised delivery date of February 2022 has been agreed; however, this further increases the risk of NeLUM version 3 not being available for Strategic Outline Case (SOC) and instead NeLUM version 2.2 being used. Development of the Northern Rail Modelling System (NoRMS) iteration 2f progressed as scheduled in the month with

the model due to be formally delivered to TfN and handed over to TfN's Rail Modelling and Appraisal Partner (RMAP) in January 2022.

Risks		
Issue Summary	Plan	KPI
TfN does not accept the conclusions in the IRP, therefore TfN are unable to agree how NPR is to be delivered going forward.	Discussions remain ongoing between TfN and DfT related to the IRP.	7-11
Risk Summary	Summary of Mitigating Measures	KPI
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 proper integration between the programmes, and if there is no/minimal reciprocal representation within each programme's governance. This may result in avoidable costs and delays being incurred due to 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 regular monthly meeting, allowing for more collaboration on key infrastructure between NPR and TRU is in place between TfN and Network Rail colleagues. 2. TfN presence (NPR and Strategic Rail Directors) at periodic TRU oversight and TRU Programme Board meetings is to take place going forward. 	7, 8
Controlled loss of resources. If a decision is made by DfT late in Q4 FY 21/22 to not re-procuring existing contracts, there is a risk that the programme may suffer knowledge loss, due to limited handover time between consultant and TfN resources. This may also impact delivery momentum on the programme early next financial year.	<ol style="list-style-type: none"> 1. Confirmation from DfT regarding procurement requirements and timings. 2. Information management approach to be defined for Q4 of FY 21/22. 	7-11
Uncontrolled knowledge/resource loss. Due to the remaining uncertainty on TfN's role in the delivery of NPR as well as funding arrangements, there is a risk that key resource, and subsequently knowledge, may be lost across the programme in an uncontrolled manner (e.g., resources voluntarily leave the programme with short notice).	<ol style="list-style-type: none"> 1. Confirmation on future working arrangements and funding required early Q4 FY 21/22. 2. Programme to provide updates to TfN staff and consultant organisation on arrangements in FY 22/23. 	7-11
NeLUM 3 development. In the event of delays to model development, DfT may not be able to approve the use of the NeLUM version 3 in the SOC and instead use the current version, NeLUM 2.2. Consequences of this include; level 3 benefits analysis mis-aligned to the base year of other analytical tools used on NPR (NoRMS, NoHAM) due to 2015 base year being used; less accurate population forecasts and land use estimates would not captured.	<ol style="list-style-type: none"> 1. TAME Principal Analyst to have daily contact with supplier to protect revised delivery. 2. DfT to allocate adequate resources to review the model to enable its sign off to be in place ahead of producing outputs for the SOC. 	7, 8
HS2 powers at Piccadilly NPR development timescales do not align with HS2 Western Leg hybrid Bill Additional Provision deadlines, which may result in a missed opportunity to amend HS2 powers at Piccadilly for higher output scenarios. Impacts include possibility of an additional provision, which could take up to 18 months to prepare, a larger piccadilly footprint and/or HS2 structures.	<ol style="list-style-type: none"> 1. Co-client to scope and instruct additional work on HS2 connector for Manchester to Sheffield. 2. NPR develop all proposals assuming that provisions in the HS2 phase 2b hybrid bill are fixed, resulting in a slightly non optimal solution. 	7, 8, 11
Programme and Look Ahead		
TfN Board		
Papers for TfN Board were planned to reflect SOC development, however, and following the IRP, DfT is yet to confirm SOC approach going forward. Once the approach is known, the forward look ahead can be updated.		

Strategic Rail

Monthly Summary

TfN is developing a more detailed proposal as to how the Williams-Shapps plan might be delivered in the North, building on existing devolution arrangements as managed through the Rail North Partnership (RNP) in line with the aspirations in the Northern Transport Charter. Following endorsement of the approach at the TfN Board in November, engagement has commenced with the Great British Railways Transition Team and city region transport authorities.

TfN is continuing to shape the work of the Manchester Recovery Task Force, supporting work on both infrastructure and services. Operators have consulted on the detailed timetables for December 2022. The team is working closely with the RNP on train operator business plans and budgets for next year. TfN input is via the Rail North Committee. Opportunities to apply lessons learnt with the Manchester Recovery Task Force to the East Coast Main Line are being discussed.

Activity Update

Rail Operations

Passenger demand on Northern and TransPennine Express (TPE) has levelled off, with demand figures decreasing slightly. Performance has been impacted by an increase in Covid-19 levels, which has impacted staffing levels for both Northern and TPE, leading to services being cancelled or reduced timetables operated across both operators. Short-term changes aside, overall return to rail services in the North continues to be consistently higher than the national average.

TfN is working with the DfT and industry on revised proposals for East Coast Main Line (ECML) services planned for introduction in May 2023. Avanti West Coast is planning timetable changes from December 2022.

Rail Investment

Governance arrangements for the Transpennine Route Upgrade (TRU) including TfN's input into the TRU Programme Board, are currently being reviewed by the DfT, linked to the development of co-sponsorship for Northern Powerhouse Rail (NPR). The outputs of the analysis of the performance benefits of providing platforms 15/16 at Manchester Piccadilly station, alongside a remodelled Oxford Road, has been received and a non-technical executive summary is under development. A general update on progress was reported to Rail North Committee in December, with local partners due to be briefed on the outputs. Following the reference in the IRP to a study on the optimal solution for Leeds station capacity and the need to look at opportunities to improve connectivity between Sheffield and Leeds, TfN will now work with Network Rail, West Yorkshire Combined Authority and South Yorkshire Mayoral Combined Authority, drawing on our evidence base.

Digital Strategy

TfN Executive Board provided feedback on a draft Pay As You Go Policy Statement and amendments have been circulated for comment. This is a document intended to fill the space left following the closure of the IST programme; specifically, the Contactless Capping objectives. OBT agreed with the scoping report for the Northern Digital Mobility Strategy, and this will now work to set scope and objective. This is due to go to Exec board in February to help frame the scope, and then going the scrutiny committee and TfN board in March for their endorsement of the strategy.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
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. In relation to Manchester, a new timetable structure has been agreed from December 2022 to improve performance, but at the expense of some connectivity in the short-term pending infrastructure improvements.	<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. They are working with the industry on an alternative option. 2. TAME has been commissioned to produce economic impacts of the timetable change on the ECML. 3. A collaboration between DfT and TfN to develop a blueprint of investment to support further capacity on the ECML will be established. 4. Regarding Manchester, collaborative work continues with DfT and partners to identify and mitigate any severe impacts. 	1
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 RNP is not outlined in the White Paper with current proposals showing rail contracts aligning under Great British Railways.	<ol style="list-style-type: none"> 1. TfN, through its role on the RNP, continues to engage with the DfT at the highest level. 2. TfN is now working collaboratively with Network Rail and the transition team on a proposition for rail in the North under the White Paper proposals. 	3
The long-term effect of Covid-19 on the viability of train services and future investment decisions. There is a risk that the current services could be cut due to the increased cost of the subsidy. 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.	<ol style="list-style-type: none"> 1. Work with the industry to develop new ways to reduce the level of subsidy. 2. Use the Return to Rail campaign to increase the farebox revenues; use the RNP as an avenue to influence change. 3. Provide viable value for money options that align with decarbonisation aims, future growth, and opportunities to improve connectivity. 4. Work with the industry on initiatives and fares options to increase demand. 	1
TRU fit with the wider investment strategy in the North. Following publication of the IRP, lack of Government commitment to a full eastern leg of HS2 and full delivery of the TfN Board approved NPR network raises concern to the integration with TRU and fit with Strategic Transport Plan and Long-Term Rail Strategy objectives. This presents a reputational impact for TfN with current lack of clarity and supporting evidence from DfT.	<ol style="list-style-type: none"> 1. Strategic Rail, Strategy & Programmes, and NPR to continue to work together with the DfT to review IRP outputs and consult with Members to identify the way forward for programmes across the North. 2. TfN to continue to challenge the cost of major scheme projects and support the identification and development of complementary and independent interventions on the classic network that could be delivered early. 3. TfN to ensure representation is maintained on the TRU Programme Board and to support development of a Stakeholder Forum to manage wider input. 	6

Programme and Look Ahead

- Working through the Rail North Committee on the Manchester Blueprint linking service changes to infrastructure.
- Continue to engage with Network Rail on developing the programme of interventions in Manchester.
- Working through the Rail North Committee to ensure the North's requirements shape the development of future timetable for East Coast Main Line and with the industry to develop a 'blueprint' for the ECML that aligns service improvements with infrastructure investment.
- Work in collaboration with Rail North Partnership influencing the train operator Business Plans for 2022/23 to get the best outcomes for the North.
- Working with the GB Railways Transition Team and city region authorities on a proposition for rail under the Williams-Shapps White Paper proposals.

Strategic Transport Plan (STP)

Monthly Summary

In September 2021, TfN Board agreed that TfN should commence work on a new programme of work to revise and update the Strategic Transport Plan (STP) and seek adoption of the new plan no later than Spring 2024. In December, activity focused on seeking external support to complete the final phase of the planning and preparation for the STP programme and finalising the first set of policy position statements in advance of taking them through TfN governance for sign off in early 2022.

The STP programme will help guide and prioritise policy development, research and analysis within TfN as work on the STP progresses. The technical detail and scope of the activity will need to be scaled to TfN's overall funding level and agreed with the Board through the Business Plan for 2022/23. TfN will carefully manage uncertainties and external dependencies by creating a flexible plan that can respond to events. We also need to align to Government and partner activities as well as industry processes, particularly the creation of Great British Railways (GBR).

Activity Update

- The overall programme and approach to developing the STP was agreed in principle with the TfN Board at the end of September 2021. In agreeing the programme, the Board has asked officers to consider how the timetable for adopting the STP could be brought forward from Spring 2024.
- A more detailed programme including options for accelerating elements of the process has been developed by officers and would see the adoption of the revised STP being brought forward to December 2023, subject to governance dates and funding.
- To support the final phase of the planning in December we went out to market to commission some external support to help complete the STP planning activities by year-end. These additional activities will build from the agreed programme and start to consider the structure of the document as well as a suitable stakeholder engagement plan to support the development and adoption next financial year.
- TfN is continuing its programme of work to update the policy positions originally set out in the 2019 STP. Activity in December has focused on taking through the final revised draft policy positions, namely on active travel and multimodal hubs, through TfN's Strategic Oversight Group for sign off before they go through formal TfN governance in January 2022.
- Further policy development activity considering international connectivity and rural mobility is currently underway and will be taken through governance in due course. In addition to these areas further policy development work is also required early in the 2022/23 financial year to explore local connectivity and social inclusion.
- Colleagues in Strategy and Strategic Rail have been working closely together throughout December to start to scope out what might be required to update the Long-Term Rail Strategy (LTRS) in advance of the revised STP. It is

expected that an agreed scope and timeline will be in place by the end of the current financial year.

- An early step in updating TfN's strategic objectives is to refresh the Northern Powerhouse Independent Economic Review (NPIER), first published in 2016.
- In support of the STP programme and in preparation for the full NPIER programme expected to commence in 2022, TfN has recently commenced work on research revisiting the central themes of the NPIER and review progress in growing the prime and enabling capabilities since 2016.
- A longer-term programme of work to refresh the NPIER is being developed with Northern Local Enterprise Partnerships (LEPs)

Risks that may impact the STP are currently represented within the Strategy, Policy, Research & Economics section.

Programme and Look Ahead

Through the programme there will be a number of significant staging points and decisions, including:

- January 2022: expected publication of the Levelling Up White Paper, work commencing on the NPIER programme, and initial STP planning activity starting.
- February 2022: adoption of the first series of TfN policy positions that will feed into the revised STP.
- March 2022: adoption of the second series of TfN policy positions that will feed into the revised STP.
- Mid/late 2022: agreeing a new NPIER and agreeing the objectives and outline scope of the next STP.
- Early 2023: agreeing the key road and rail investment priorities for the North, updating the Northern Infrastructure Pipeline, and the final evidence base for the STP.
- Spring 2023: Board approval of the draft STP ready for consultation.
- Summer 2023: statutory public consultation on the draft STP.
- Early Autumn 2023: response to the consultation.
- End 2023 or early 2024: new STP adopted by Board.

Strategy, Policy, Research & Economics

Monthly Summary

Key policy and strategy development activities included the publication and launch of the TfN Transport Decarbonisation Strategy, continuing to assess the implications of the Integrated Rail Plan, preparation for the consultation on the TfN Freight & Logistics Strategy, external engagement with partners on draft spatial planning and multimodal hubs policy positions. and taking forward the next steps on the Northern Transport Charter, including the approach to citizen engagement, piloting the Independent Advisory Group and prioritisation.

The Economics and Research team continues to make progress with their research projects and a number of focus groups have been completed to understand insights from rail users.

Activity Update

- The updated Transport Decarbonisation Strategy document and draft Consultation Analysis Report gained final approval from TfN Board on 24 November and was launched on the 8 December. An 'at a glance' version was published alongside the full strategy.
- The TfN Freight & Logistics Strategy is being launched in early January using TfN's first virtual consultation room, hosting a multi-media, cross-platform, consultation to capture views from across the North. This novel approach aims to break down industry barriers and makes the consultation more engaging. The virtual consultation materials were finalised, and the consultation site went live in December 2021 ahead of the public launch in early January 2022. TfN Talks sessions, podcast recordings, and attendance at the Transport Across the North All Party Parliamentary Group are planned for later in January. The final version of the strategy will be submitted to TfN Board for approval before the end of the financial year.
- TfN continues to develop a number of policy position statements to feed into the revised STP. Position statements on active travel, spatial planning, and multimodal hubs have now been through the Strategic Oversight Group for feedback before they are agreed through TfN governance in early 2022.
- Work to embed the principles of the Northern Transport Charter (NTC) into TfN's wider workstreams continues. Work in December focused on engaging with academic experts to pilot the NTC Independent Advisory Group function, continued scoping of options for the NTC Citizens Engagement pilots, and preparing an update for Members on progress in advance of the next NTC Member Working Group which is scheduled to take place in January 2022.
- Further work has been undertaken to respond to the Government's Integrated Rail Plan published in November, including preparing further advice to TfN Board on the next steps. The Board has issued statutory advice to the Government in response to the publication. The IRP sets out a change in TfN's role on NPR from co-client to co-sponsor and the implications of this are being discussed with the DfT. TfN has commenced work in early 2022 on a Combined Train Service Specification to set out the vision as in the Long-Term Rail Strategy.

- The final report of the Union Connectivity Review (UCR), led by Sir Peter Hendy, was published on 26 November. DfT has established a new Scotland, Wales and Northern Ireland Division which will advise on taking forward the UCR recommendations. TfN officers are meeting with DfT officials in January 2022 to consider how TfN can feed into the Government's response to the Review, and this will inform a discussion at the TfN Board on 25 January.
- Focus groups have been undertaken by Ipsos MORI to gather insights on rail travellers' experiences of different aspects of rail journeys, including ticketing and fares, journey planning, Covid-19 measures and other aspects. An initial set of five focus groups was completed in November 2021, and further focus groups are planned for February 2022.

Work continues on the research team's projects including transport, health and wellbeing research, Monitoring and Evaluation Programme Benefits Mapping, Transport-Related Social Exclusion, Citizen's Engagement, and the Northern Powerhouse Independent Economic Review.

Risk/Issue Summary	Summary of Mitigating Measures	KPI
STP buy-in from Government. Risk central Government (DfT) may not consider and/or listen to or accept TfN's advice on proposed transport interventions for the North.	1. Regular engagement sessions with the appropriate leads within DfT to ensure a joined-up approach and regularly discuss the plans to revise the STP, the TfN Transport Decarbonisation and draft Freight & Logistics Strategies with them for comment and feedback.	19 & 22
TfN embedding the STP across programmes. Risk regarding how the STP and policy positions are embedded across the organisation and how they are joined up across the programmes. If not managed well, a working siloed culture may be prevalent, causing a multitude of business issues to TfN.	1. TfN has recently completed work on the TfN Policy Development Framework which will ensure consistency across TfN workstreams. 2. Co-ordination mechanisms have been established within TfN and with partners (such as the Strategic Oversight Group) to facilitate the co-ordination of programmes of work. 3. A robust benefits realisation framework is being developed to enable the evaluation of programme KPIs and allow the assessment of outcomes in relation to STP objectives.	20
TfN Transport Decarbonisation Strategy. TfN is unable to develop appropriate and timely policy positions, meaning the North fails to achieve close to zero carbon emission for surface transport by 2045.	1. Careful planning of TfN decarbonisation activities to ensure priority actions are given appropriate focus and resources. 2. Dedicated officer in post responsible for ensuring TfN adopts appropriate and timely policies across TfN workstreams. 3. Develop mechanisms to ensure decarbonisation and sustainability are reflected in project and strategy decision-making.	19
Economics and research programme. Timescale delay and poor-quality outputs from commissioned projects cause delay to inter-dependent projects and/or reputational damage to TfN.	1. High quality suppliers selected through rigorous procurement process. 2. Weekly catch-ups with suppliers to flag any potential timescale delays. 3. Thorough discussion of methodology and approach and early sight of outputs to prevent poor quality outputs.	19, 20

Programme and Look Ahead

- Seeking sign off from TfN Board to the first round of TfN policy positions which will feed into the revised STP – Q4 2021/22.
- Initial piloting of citizen engagement approaches – Q4 2021/22.

Investment Programme

Monthly Summary

The modelling work for the Investment Programme Benefits Analysis (IPBA) project is fully underway and the project team is preparing the interim Strategic Programme and Outline Case (SPOC). This will help us to understand 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

- Due to the changes in the published Integrated Rail Plan (IRP), further work to assess the impacts on the TfN Investment Programme will be required next financial year, subject to the funding settlement, business planning, and technical details being made available. The current IPBA project will deliver an interim SPOC in Spring 2022 that will set out the benefits analysis of the current Investment Programme. This work will still provide substantial evidence to support TfN's Investment Programme.
- The team continues to draft the interim SPOC, with support from colleagues from TfN.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
Northern Economic and Land Use Model (NeLUM) lead resilience: There is a risk that the NeLUM model will not be ready and sufficiently tested in time for the IPBA programme. This could result in programme delays and further costs.	<ol style="list-style-type: none">1. Monitor NeLUM progress via the programme and weekly modelling calls.2. Outstanding NELUM issues escalated with the supplier and additional testing procedures agreed ahead of go/no go decision.3. Daily calls between the supplier and lead analyst in place to monitor progress.	13
Department for Transport (DfT) engagement: If DfT is unable to commit resources to attend meetings, particularly TAG, potentially due to changes in personnel or other priority work taking focus, there is a risk that we will not have enough engagement with DfT. This may result in DfT not having sufficient technical understanding of IPBA and may not endorse the outcomes of the work.	<ol style="list-style-type: none">1. Monitor DfT attendance at TAG meetings and offer one-to-one briefings, if necessary.2. If this risk continues to escalate, discuss it with the DfT representative at the Strategic Oversight Group.	13

Programme and Look Ahead

- Continue modelling and appraisal work in accordance with the Appraisal Specification Report.
- Continue to develop the interim SPOC for completion in April 2022.

Major Road Network (MRN)

Monthly Summary

The Major Roads Report (MRR) was approved at TfN Board on 24 November 2021 and was published online on 29 December 2021.

Activity Update

- The Major Roads Report (MRR) was published on 29 December 2021.
- The Electric Vehicle Charging Infrastructure (EVCI) model has been built and initial outputs shared with the EV Steering Group. An update on development to date, outputs and proposed next steps were shared with TfN Executive Board on 9 December. The team has held 1-2-1 meetings with local partners, the Office for Zero Emission Vehicles, and Distribution Network Operators to share initial model outputs and gather feedback on the workstream and EV Steering Group to date. The team has provided inputs to the Institution of Engineering and Technology (IET) Local Authority EV Charging Guidance, including a case study for the TfN EVCI model.
- Accelerated delivery of the 2021 mobile dataset, demonstrating the performance of the Major Road Network, is ongoing and the first nine months of data has already been delivered.
- The team started to draft a response to the Office for Rail and Road (ORR) consultation on its approach to the development of the third Road Investment Strategy (RIS3). The closing date for the consultation is 28 January 2022.
- The team participated in the National Highways' M65 Colne option assessment workshop on 21 December.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
Alignment with delivery partners - The Investment Programme will be directly affected by other delivery partners (e.g. Local Transport Authorities, National Highways, etc) and unplanned announcements could impact TfN work. There is a risk that the recommendations of the Investment Programme do not complement the strategies of other organisations. This could result in a reputational impact, as well as the financial and programme implications of any additional work that is required in response to this risk occurring.	<ol style="list-style-type: none">1. TfN to provide RIS3 recommendations to National Highways.2. Manage expectations with partners via IPBA partner briefings by providing work updates and top risks at meetings such as the Strategic Oversight Group.	16
EVCI stakeholder expectations and interaction – If there is any misalignment of objectives or miscommunication with 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	<ol style="list-style-type: none">1. Host ongoing EVCI Steering Group to test and feedback on outputs.2. 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.3. The suppliers are to support the partner agreement of inputs to the modelling tool.	17

lead to reputational risk, poor partner relations, and project outputs that are not applied effectively.	<ol style="list-style-type: none"> 4. 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). 5. Demonstrate the outputs in a visually accessible way. 6. Engage with partners to encourage and suggest uses of project outputs. 	
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

- The team, working with TAME, will review the full Electric Vehicle EVCI modelling and reporting of outputs. We will also finalise scope for Phase 2 of the project, with a view to agree inputs, approach and outcomes with TfN Executive Board.

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, 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)

- We published two key documents – our Transport Decarbonisation Strategy and Major Roads Report – with associated promotional activity across all internal and external channels.
- Both publications were supported by significant amount of digital activity, which included overhauls of the key landing pages on our website as well as shared media across all our digital channels. There were more than 1,500 views of our decarbonisation content, including almost 300 downloads of the final report. Traffic to the updated Major Roads content was up almost 130% month-on-month, with a significant spike at the time the report was published.
- There was media interest in both these publications across broadcast, online and print general and trade publications, with interviews conducted with TfN spokespeople.
- Advised on the virtual consultation for the TfN Freight & Logistics Strategy, and set out the communications and engagement plan, which includes a TfN Talks webinar in January. We designed and developed a plethora of video, digital images, and documents in the construction of the virtual room and ensured the messaging was clearly displayed according to brand guidelines.
- We helped with the reforming of the Transport Across the North APPG AGM, which has appointed new officers for the group. Activity for the year ahead was planned out. Parliamentary engagement with relevant MPs and Peers to inform them on the work of TfN continued.
- Highlighted how the North of England is leading the return to rail through a press release based on statistics provided to Rail North Committee.
- Internally we continued to provide updates to Team TfN on key matters such as funding, budget, business planning, the IRP and new Chair. The TfN offices closed on 8 December in line with the Government's Plan B

guidance that people should work from home if they can – this was communicated swiftly.

Finance, Procurement & Risk

- NPR funding letter 22 (for Q3 2021/22) settled.
- The IRP was received and its implications are being explored with DfT officers with particular focus being placed on the extent, timing and ownership of future procurement activities.
- Grant allocation, relating to our in-year submission of 9 September 2021, was received on 12 January 2022.
- New Risk Manager commenced their role on 6 January 2022.

Legal & Democratic

- The 29 September and 24 November TfN Boards and Partnership Boards were held as face-to-face meetings in Manchester and Leeds. The 25 January 2022 Board meeting will need to be held face-to-face to appoint a new Independent Chair, so subject to Government advice on pandemic developments, arrangements have been made for a venue in Manchester. Following Board's desire to hold "hybrid" meetings and agreement on the principle of at least two in-person meetings per year in Manchester and Leeds, arrangements to allow hybrid meetings continue to be developed.
- Three online sessions offering updated Constitution training for Members have recently been held; attendance was light, so Members are to be contacted offering the arrangement of bespoke sessions if any Member who would have wished to attend was unable to do so.
- The team continues to support procurement and governance and provide general legal advice across a wide range of areas within TfN, including the Strategic Transport Plan as work on it is developed.

TAME (Technical Assurance, Modelling & Economics)

- Analysis of early outputs from The Northern Economy and Land Use Model 3 (NeLUM 3) is ongoing to determine if the model is of sufficient quality to release into the NPR programme. NELUM 3 development is via the Wider Economics & Social Impacts Partner (WESIP) and meetings have been held between the supplier team and TAME to agree a short-term work plan until end of March.
- The Northern Transport Modelling System (NorTMS) Development Partner continues to work on updates to the Northern Rail Modelling System (NoRMS) Iteration 2f. Work is expected to be complete early in February.
- The NorTMS Development Partner has updated the NoRMS Iteration 2e Model Development Report, User Guide and Data Dictionary following comments from TfN and Expert Panel.
- Work has commenced to code new highway schemes into NoHAM to reflect an updated Reference Case network. This will be used in NPR SOC modelling. TAME also continues to support the development of an Electric Vehicle Charging Infrastructure modelling tool.
- The senior leadership team is looking into how best to redistribute workload to ensure continuity of TAME committed activities. This includes introducing a small number of consultants on a temporary basis through the Analysis Support Partner contract.

Financial Performance

Financial Update

Summary

Expenditure incurred in December: £4.15m

Variance to monthly budget: Underspend of £0.34m (7%)

Year-to-date (YTD) expenditure incurred: £39.27m

Underspend to date: £0.99m (2%)

Headlines

- December actuals have been monitored against the Revision 2 budget, which was prepared prior to the publication of the Integrated Rail Plan (IRP).
- The year-to-date underspends are principally driven by the NPR programme and Strategic Rail activity.

Programmes

- Expenditure of £3.43m represents an underspend of £0.21m (6%) in the month.
- Year-to-date expenditure of £32.75m is £0.71m behind budget (2%) and is driven by underspend on the NPR programme.

Northern Powerhouse Rail

- Expenditure of £3.29m represents an underspend of £0.21m (6%) in the month. Year-to-date expenditure of £30.99m.
 - Underspend is driven by lower use of contractor resources in the month, both in programme support and modelling.

Integrated & Smart Travel

- Expenditure of £0.03m was incurred in the month. Year-to-date expenditure of £1.07m is £0.08m under budget (7%).

IPBA (Investment Programme Benefits Analysis)

- Expenditure of £0.11m in the month was £0.02m above budget, with year-to-date expenditure of £0.69m now only 7% behind. Work is beginning to catch up with the original schedule and is expected to complete before the end of the financial year.

Operations:

Rail Operations

- Expenditure in the month of £0.29m is £0.05m (14%) under budget. Year to date expenditure of £2.06m is £0.19m under budget (8%).

Underspend is driven by lower than forecast expenditure on several professional services contracts.

- After a pause in the work programme, following IRP publication, business case activity is now continuing.
- Identified savings have been reallocated to fund interim resources for the final quarter, previously approved by virement.

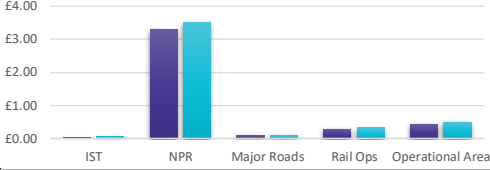
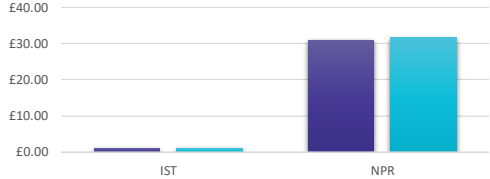
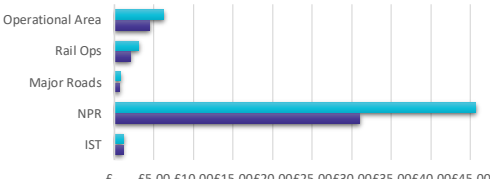
Operational Areas

- Expenditure of £0.44m in the month represents an underspend of 15%. YTD expenditure of £4.46m is £0.09m behind budget.
 - Underspend to date is concentrated in the modelling business area, with contractual delays impacting the expenditure schedule, but still expected to complete within the financial year.

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. No new activities were approved in December.

Activity Dashboard

TRANSPORT FOR THE NORTH FINANCE DASHBOARD					PERIOD BUDGET CYCLE	9 REVISION 2	DECEMBER 2021/22		
PERIOD ACTUALS VERSUS BUDGET (REVISION 2)									
	Actuals £m	Budget £m	Var. £m	Var. %					
Integrated and Smart Ticketing	£0.03	£0.05	£0.02	44%					
Northern Powerhouse Rail	£3.29	£3.50	£0.21	6%					
IPBA	£0.11	£0.10	-£0.02	-17%					
Programmes	£3.43	£3.64	£0.21	6%					
Rail Operations	£0.29	£0.33	£0.05	14%					
Operational Areas	£0.44	£0.52	£0.08	15%					
	£4.15	£4.49	£0.34	7%					
YEAR TO-DATE ACTUALS VERSUS BUDGET (REVISION 2)									
	Actuals £m	Budget £m	Var. £m	Var. %					
Integrated and Smart Ticketing	£1.07	£1.15	£0.08	7%					
Northern Powerhouse Rail	£30.99	£31.56	£0.57	2%					
IPBA	£0.69	£0.74	£0.05	7%					
Programmes	£32.75	£33.45	£0.71	2%					
Rail Operations	£2.06	£2.25	£0.19	8%					
Operational Areas	£4.46	£4.55	£0.09	2%					
	£39.27	£40.25	£0.99	2%					
YEAR TO-DATE ACTUALS VERSUS FORECAST TO OUTTURN (REVISION 2)									
	Actuals £m	F/cast £m	Var. £m	Var. %					
Integrated and Smart Ticketing	£1.07	£1.23	£0.16	13%					
Northern Powerhouse Rail	£30.99	£45.62	£14.63	32%					
IPBA	£0.69	£0.86	£0.17	20%					
Programmes	£32.75	£47.71	£14.96	31%					
Rail Operations	£2.06	£3.10	£1.03	33%					
Operational Areas	£4.46	£6.23	£1.77	28%					
	£39.27	£57.03	£17.76	31%					
FUNDING YEAR TO DATE					FUNDING FORECASTS TO OUTTURN (REVISION 2)				
Funding Stream	Actuals £m	Budget £m	Var. £m	Var. %		Actuals £m	Budget £m	Var. £m	Var. %
TDF - Rail	£30.99	£31.56	£0.57	2%	TDF - Rail	£30.99	£45.62	£14.63	32%
IST - Capital and Revenue	£1.07	£1.15	£0.08	7%	IST - Capital and Revenue	£1.07	£1.23	£0.16	13%
Core Grant	£5.97	£6.29	£0.32	5%	Core Grant	£5.97	£8.48	£2.51	30%
Rail North Grant & Contributions	£1.05	£1.06	£0.01	1%	Rail North Grant & Contributions	£1.05	£1.44	£0.39	27%
Trading Income	£0.19	£0.19	£0.00	0%	Trading Income	£0.19	£0.26	£0.08	30%
	£39.27	£40.25	£0.99	2%		£39.27	£57.03	£17.76	31%

Human Resources Update

Salaried Establishment as at **6 January 2022**

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)	101 (99.84 FTE)	15 (15.00 FTE)	116 (114.84 FTE)
Appointed (start date pending)	-	-	-
Active/Pending Recruitment	1 (1.00 FTE)	-	1 (1.00 FTE)
Vacant – On-hold	11 (11.00 FTE)	8 (8.00 FTE)	19 (19.00 FTE)

Agency/Consultancy Resource – Covering Vacant Established Posts

Area	Posts (FTE's)
Support Services	3 Posts (3.00 FTE)
Operational & Delivery	7 Posts (7.00 FTE)
Total	10 Posts (10.00 FTE)

Consultancy Resource – Contracts for Service (TDF Funded)

Area	Current Strength Posts (FTE's)
Support Services	0 Post (0.00 FTE)
Operational & Delivery – NPR	46 Posts (46.00 FTE)
Total	46 Posts (46.00 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. It was envisaged that further roles (up to circa 55 posts) would be brought in throughout the year to support delivery of the NPR SOBC. Resourcing implications as a result of the IRP are currently being considered and worked through with the DfT.

Resourcing Update – For Information

Permanent Recruitment Pause - Given current uncertainties facing TfN, we have temporarily paused permanent contract recruitment. Any vacancies that arise will be resourced using fixed-term contracts, acting-up arrangements or contractor resources. Additionally, there is a by-exception process where a risk to business plan delivery is identified, permanent recruitment will be permitted.

TfN Board & Partnership Board Chair – Following completion of the remaining phases of the recruitment process it is intended that a preferred candidate for appointment will be presented to the January 2022 TfN Board meeting for approval.

HR Metrics – 2021/22 Year-To-Date:

Corporate Sickness Level:	1.8%
Employment Policy Application:	1.5%
Rolling 12 Month - Employee Turnover (Voluntary Leavers):	16.2%
% of Employees from an Ethnic Minority Background:	13%
% of Employees declaring a Disability:	22%
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 progress. TfN continues to assess the implications of the Integrated Rail Plan for the delivery of KPIs in relation to the Northern Powerhouse Rail programme.

Key	Number of KPIs with this status	
Achieved (complete)		8
On Track (in progress, no delays)		5
In Progress (in progress, may become delayed)		5
Delay (has missed a key deadline)		5
Delay BTYE (delayed beyond this year end)		0
Not Started		3

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	
			<p>Messaging and communications will continue to promote safe use of public transport.</p> <p>The team is working with Train Operating Companies identifying ticketing/marketing/offers to rebuild confidence, attract passengers back, and entice new passengers when appropriate.</p>	
Strategic Rail	2	Deliver plans for rail hub enhancements around two major stations to maximise the potential of the network. October 2021/February 2022	Delay	
			<p>Work was undertaken on developing a Strategic Outline Business Case for a radical plan for Leeds station, with the delivery of an economic case by Atkins. However, following publication of the IRP, this workstream will now be incorporated into a larger study of Leeds led by Network Rail. A second Hub Delivery Plan (for Carlisle) is being scoped at present. Initial engagement will be launched on scoping delivery plans for Hull and Sheffield.</p>	
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	Achieved	
			<p>A draft formal response was agreed with by TfN Board in September. The TfN Board agreed that TfN's future role in the railway should be centred on four pillars where TfN adds the most value to the industry structure. This</p>	

			has already formed the basis of discussion between TfN officers and the industry to shape the next phase of work with the GBR transition team.
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	Delay
			Network Rail is now fully engaged with the Theoretical Line Speed process and is progressing the delivery of the Darlington – Bishop Auckland findings. The development of the York – Scarborough route is progressing but will not be fully delivered by March 2022.
Strategic Rail	5	Pursue the digital transformation of fares, ticketing and information through collaboration and the development of business cases across the North and/or through national rail reform. March 2022	In Progress
			Policy statement on contactless capping endorsed by OBT in November and endorsement is sought from Exec Board on 9 December. Bus Improvement Plans collated, and areas of digital collaboration identified. Plans for Northern Digital Mobility Strategy is targeted for TfN Board in early 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 and services 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
			The Department has now said it intends to complete the SOC in 2022. Further discussions are required to determine what support is required from TfN.
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 awaiting clarification of 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	Delayed
			Current survey works were due to conclude in Q2 21/22, however issues with possessions/site access has resulted in required surveys now scheduled to conclude in January 2022. 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	Not Started
			Further surveys and pace of commencing OBCs are dependent on

		construction in 2024/25. January 2022	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	In progress
			The IRP sets out the government's intention to replace co-clienting with a co-sponsorship governance arrangement. Further detail is awaited and the executive will seek early steers from the TfN Board in January.
Investment Programme Benefits Analysis	12	Commission the Investment Programme Benefit Analysis work and deliver the programme up to the Gateway Review. September 2021.	Achieved
			The GPR is now complete. The GPR has identified minor changes to be introduced to the project scope and re-baselining of the project programme.
Investment Programme Benefits Analysis	13	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	Delay
			Due to the significant changes in the rail network published in the Integrated Rail Plan (IRP), further work to assess the impacts of this on the TfN Investment Programme will be required next financial year, subject to business planning. The current IPBA project will deliver an interim SPOC setting out the benefits analysis of the current Investment Programme in Spring 2022.
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	Achieved
			The mobile data project for the 2020 dataset is complete.
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	Achieved
			The MRR was approved at TfN Board on 24 November.
Major Roads	16	Use our evidence base to work with National Highways 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 commenced engagement with stakeholders on Route Strategies in October 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
			Work continues on the Electric Vehicle Charging Infrastructure (EVCI) project, with EVCI model outputs being shared with partners.
Major Roads	18		In Progress

		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	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	Achieved	
			The final Strategy was adopted by TfN Board on 24 November and published on Wednesday 8 December 2021.	
Strategy, Policy and Research	20	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	Achieved	
			Principals of the proposed programme were taken through TfN governance in September 2021 and agreed by the TfN Board on 29 September 2021. The first steps in the new NPIER programme have now commenced.	
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	On Track	
			TfN Board agreed to the NTC development plan at July 2021 board, including the progression of advanced prioritisation mechanisms and independent assurance arrangements. Further internal work is now underway and will be presented to the NTC Member Working Group in January 2022.	
Strategy, Policy and Research	22	Consult on and adopt the TfN Freight & Logistics Strategy and work with the industry to agree implementation arrangements. December 2021	Delayed	
			The consultation on the strategy commenced in December with formal launch in early January. The Board will consider the final version of the strategy by the end of 2021/22.	
Strategy, Policy and Research	23	Provide input into the final stages of the Union Connectivity Review and respond on its publication. September 2021	Delayed	
			TfN submitted a formal response into the Call for Evidence in December 2020. The report was delayed and published in late November 2021. Government has not yet responded to the recommendations. Officers are preparing advice for TfN Board in January.	
Corporate	24	Develop and provide a Comprehensive Spending Review submission to Government. In line with timetable set by Government	Achieved	
			TfN's Spending Review submission was made to DfT on 9 September 2021.	
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	Not Started	
			Not started. Will begin once revised procurement guidance emerges.	
Corporate	26		Achieved	

		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	TfN fully implemented its agreed hybrid ways of working to time and budget. 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 moved to "in-person" meetings from September 21.
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