

# Transport for the North Monthly Operating Report February 2022



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# Introduction

## Summary from the Chief Executive

The Secretary of State for Transport confirmed the majority of TfN's funding allocation for 2022/23 on 14 February. The changes in working arrangements that flowed from the Integrated Rail Plan, in combination with the level of funding available, will have implications for TfN. The TfN Board has expressed its disappointment to ministers that a three-year settlement was not provided as was argued for in TfN's Spending Review submission, and it will now work through the consequences of the settlement as part of its Business Planning process.

February saw further progress in determining the implications of the new delivery arrangements for Northern Powerhouse Rail (NPR) post publication of the Integrated Rail Plan (IRP). The consultation process is under way with staff identified as being in-scope for transfer to the Department for Transport (DfT) under TUPE. The NPR team is preparing to manage the transition of the programme from TfN to DfT at the end of the financial year, whilst continuing to manage delivery of the agreed NPR work scope to 31 March 2022; the Business Case team has continued to develop shortlisting history documentation; and phase 2 of the Leeds-Hull geotechnical surveys has been completed safely by the Infrastructure team.

Policy, Strategy and Economics teams have completed the consultation on TfN Freight & Logistics Strategy, continuing to assess the implications of the IRP, and continuing to implement the activities set out in the Transport Decarbonisation Strategy. The TfN policy positions on active travel and multi modal hubs were agreed and adopted following consultation with the TfN Board in February. The work preparing an interim Strategic Programme Outline Case (SPOC) for the TfN Investment Programme is also now nearing completion.

The Strategic Rail team within TfN continues to work on its more detailed proposal as to how implementation of rail reform might build on the existing Rail North Partnership working arrangements. Engagement has commenced with the GBR Transition Team and city region transport authorities. The Strategic Rail team also prepared a response to the Great British Railways (GBR) Transition Team's call for evidence for their Whole Industry Strategic Plan (WISP).

TfN's Stakeholder Engagement and Communications team has recorded podcasts this month with Craig Whittaker MP, Cllr Keith Little, Dr Steve Curl, and Mayor Brabin. They were published throughout the month and promoted on our social media channels.

# Northern Powerhouse Rail (NPR)

## Monthly Summary

The NPR team is managing delivery of the agreed NPR work scope to 31 March 2022 following approval of the remit by NPR Programme Board in January 2022. Key areas of progress include the completion of phase 2 Leeds-Hull geotechnical survey with analysis currently under way and the evidence collation to undertake the sift for Rotherham Mainline Station in March 2022 and recommend a preferred station location. TAME continues to undertake discussions with DfT analytical team to establish the 'Do Minimum' and 'Do Something' networks and services for the SOBC, however further detail is required from DfT to enable this to be completed.

## Activity Update

### Business Case

The Business Case team has continued to develop shortlisting history documentation and is due for completion by 11 March 2022. This will provide a clear audit trail of how infrastructure route option decisions have been made to date. The evidence review meeting to support the Rotherham Station sift was rescheduled from 17 February to 17 March 2022, due to the need to incorporate additional evidence for consideration within the workshop. The infrastructure, modelling and analysis, commercial, land referencing and strategic information is now being collated for all three sites by 8 March 2022. After the sift has been completed, an option assessment report will be produced and shared with Rotherham Council to support their business case.

### Infrastructure

Phase 2 of the Leeds-Hull geotechnical surveys has been completed as programmed on 2 February 2022, and an analysis of the data collected is due on 10 March 2022. Revised assured costs for the corridor taking into account the geotechnical findings are forecast for June 2022 but we are working with Network Rail to shorten the programme. The Bradford Interchange and connectivity studies are being delivered at pace by Atkins to ensure completion by the end of the financial year. Overhead line equipment assessments and journey time analysis are now complete for the Bradford connectivity study, while the architectural team has visited the Interchange to aid the development of station sketches and associated opportunities for masterplanning. Reports are due by 30 March 2022. Network Rail's feasibility stage (GRIP 2) is on track to complete for Liverpool-Manchester, Manchester-Leeds in March. On Leeds-Sheffield, co-clients are working with Network Rail to resolve some queries before accepting the final GRIP 2 deliverables.

### Technical Assurance, Modelling and Economics (TAME)

NELUM 3 and all supporting documentation has been shared with the DfT. Assurance of the model is now underway and engagement with the DfT is progressing well and is expected to continue into April 2022. Steer has commenced the first of two studies commissioned by TAME. The first study will involve analytical work to better understand the effects of rail-orientated development in inner cities on car use and decarbonisation. This study is expected to complete by 31 March 2022. The second study will assess the effects of COVID-19 on home-working, city-centre activity, and, subsequently, inter-urban rail demand, and is expected to commence in April 2022.

TAME are engaging with the DfT Analytical Team on establishing the content of the Do Minimum and Do Something Networks and Services for the SOBC. There remains significant detail outstanding which is critical for developing the networks and services for the SOBC therefore TAME have instigated regular weekly meetings to progress the work with DfT. A separate session with HS2 has also been held to agree data requirements and DfT are currently examining the appropriateness of a recent HS2 Planet Framework Model run for suitability for use as part of the Do Minimum and Do Something work.

### **Commercial Management**

Letters have been sent to all NPR suppliers to conclude the final deliverables and commercial requirements, which will assist in providing a seamless transition to the new delivery model from FY 22/23. Updated forecasting has been received from all suppliers and delivery partners to assist in accurate assessment of the anticipated final cost of the NPR programme for FY 21/22.

<b>Risks</b>		
<b>Risk Summary</b>	<b>Summary of Mitigating Measures</b>	<b>KPI</b>
<b>Transpennine Route Upgrade (TRU) integration.</b> 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"> <li>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.</li> <li>2. TfN presence (NPR and Strategic Rail Directors) at periodic TRU oversight and TRU Programme Board meetings is to take place going forward.</li> </ol>	7, 8
<b>HS2 powers at Piccadilly</b> 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"> <li>1. Co-client to scope and instruct additional work on HS2 connector for Manchester to Sheffield.</li> <li>2. NPR to develop all proposals assuming that provisions in the HS2 Phase 2b Hybrid Bill are fixed, resulting in a slightly non-optimal solution.</li> </ol>	7, 8, 11
<b>Delays in finalising TAME contracts required for FY 22/23</b> Delays in finalising the budgets and agreement of scope on current TAME contracts between TfN and DfT may result in some contracts not continuing without a brief pause in April while the preferred way forward is confirmed in writing in time for contracts to be awarded/extended.	<ol style="list-style-type: none"> <li>1. Contract change documents to be prepared, drafts submitted to procurement for review and approval in advance of the DfT budget approval for FY 22/23.</li> <li>2. TAME is engaging with the DfT on a regular basis.</li> </ol>	7, 11

## **Programme and Look Ahead**

### **TfN Board**

No planned papers for 30 March TfN Board meeting from NPR team.

# Strategic Rail

## Monthly Summary

TfN is continuing to develop more detailed proposals as to how implementation of the rail reforms might build on the existing Rail North Partnership working arrangements. Engagement has commenced with the GBR Transition Team and city region transport authorities. A blueprint linking service and infrastructure enhancements in central Manchester has been produced and is due to be presented to Rail North Committee on 9 March 2022. The team is working closely with the Rail North Partnership (RNP) on train operator Business Plans for next year, with a progress report presented to TfN Board on 25 January 2022. TfN input is being led via the Rail North Committee. TfN prepared a response to the GBR Transition Team's call for evidence for their Whole Industry Strategic Plan (WISP).

## Activity Update

### Rail Operations

Passenger demand on Northern and TransPennine Express (TPE) is increasing again following the impact of the Omicron variant. The recovery is still significantly stronger in the North than the sector average nationally. Performance in the short-term is being impacted by higher rates of staff absence and industrial relations issues, leading to services being cancelled and/or reduced timetables across both operators. TfN is working with the DfT and industry on revised proposals for the East Coast Main Line (ECML) timetable following the deferral of the proposed 2022 timetable change. TfN has commissioned consultants to begin co-ordinating the ECML 'blueprint' which will bring together the infrastructure requirements and timetable into a cohesive plan.

### Rail Investment

A briefing for Rail North Committee (RNC) members on the development of the Transpennine Route Upgrade (TRU) is being arranged by TfN officers. It is envisaged this briefing will provide detail on the emerging business case and work programme including the mitigation plans for disruption. Collaborative work has commenced on the ECML 'blueprint' which will consider both infrastructure and service enhancements and starting engagement with the local authority stakeholders. A meeting has been arranged with Cumbria County Council on supporting it with development of a business case to re-double the Lakes Line. Contracts have been let by Network Rail for design and development of key infrastructure works in the Manchester area, and work is underway to address the passenger circulation and overcrowding issues at Manchester Piccadilly platforms 13 and 14.

### Digital Strategy

A report on the scope of the Northern Digital Mobility Strategy was endorsed by the Executive Board and this will now progress to Scrutiny Committee. Work with the DfT is in progress to set out the delivery plan for the pilot Digital Mobility Hub funded via £60k additional in year funding and TfN is engaging with industry to identify opportunities for collaboration across bus and train operators and suppliers.

## Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
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<p><b>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.</b> 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.</p>	<ol style="list-style-type: none"> <li>1. Technical work is ongoing on timetable options to restore connectivity.</li> <li>2. TAME has undertaken work on the economic impacts of the timetable change on the ECML.</li> <li>3. A blueprint linking future service changes to infrastructure is being developed.</li> <li>4. Collaborative work continues with DfT and partners to identify and mitigate any severe impacts in Manchester.</li> </ol>	1
<p><b>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.</b> 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 GBR.</p>	<ol style="list-style-type: none"> <li>1. TfN, through its role on the RNP, continues to engage with the DfT at the highest level.</li> <li>2. TfN is now working collaboratively with Network Rail and the GBR Transition Team on a proposition for rail in the North under the White Paper proposals.</li> <li>3. A Programme Board and Members' Working Group are being established to oversee the work.</li> </ol>	3
<p><b>The long-term effect of Covid-19 on the viability of train services and future investment decisions.</b> There is a risk that the current services could be cut due to the increased cost of the subsidy and that the passenger enhancements (e.g. 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"> <li>1. Work with the industry to develop new ways to reduce the level of subsidy.</li> <li>2. Use the Return to Rail campaign to increase revenues and use RNP as an avenue to influence change.</li> <li>3. Provide value for money options that align with decarbonisation aims, future growth, and opportunities to improve connectivity.</li> <li>4. Work with the industry on initiatives and fares options to increase demand.</li> </ol>	1
<p><b>TRU fit with the wider investment strategy in the North.</b> 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 risk the integration with TRU and fit with Strategic Transport Plan and Long-Term Rail Strategy objectives. This presents a reputational impact for TfN.</p>	<ol style="list-style-type: none"> <li>1. Strategic Rail, Strategy &amp; Programmes, and NPR continue to work with the DfT to review IRP outputs and consult with Members to identify the way forward for programmes across the North.</li> <li>2. Continue to challenge the cost of major schemes and support the identification and development of complementary and independent interventions on the classic network that could be delivered early.</li> <li>3. Ensure representation is maintained on the TRU Programme Board and to support development of a Stakeholder Forum.</li> </ol>	6

## Programme and Look Ahead

- Working through the RNC on implementation of the Manchester blueprint through which service changes and investment in infrastructure is aligned.
- Working through the RNC to shape the development of future timetables for ECML and further develop a 'blueprint' that aligns service improvements with infrastructure investment.
- Work with RNP on influencing the train operator Business Plans for 2022/23 and the following two years to get the best outcomes for the North.
- Establish a Programme Board and Members' Working Group to steer the implementation of the rail reforms set out in Williams-Shapps Plan.
- Review and finalise the draft Stations Strategy.

# Strategic Transport Plan (STP)

## Monthly Summary

The Strategic Transport Plan (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 TfN Business Plan for 2022/23. TfN will continue to 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).

In September 2021, TfN Board agreed that TfN should commence work to revise and update the STP and seek adoption of the new plan no later than Spring 2024. In January, we completed procurement and work continues at pace to complete the final phase of the planning and preparation for the STP programme. In February the first set of policy positions, on active travel and multimodal hubs, were agreed through TfN governance for feedback and sign off.

## Activity Update

- The overall programme and approach to developing the STP was agreed with the TfN Board at the end of September 2021 with a timeline to publish the adopted Strategy by December 2023 and no later than Spring 2024.
- In January 2022 a supplier, Arup, was appointed to support the final phases of planning. This work will build upon the agreed programme and will consider the structure of the document as well as a suitable stakeholder engagement plan that will enable the target outcome to be achieved.
- A series of internal and external discussions have been held with teams across TfN and partners to understand their requirements. This work will continue through March and will culminate in a report identifying recommendations for how we progress the STP work next financial year along with a timetable for when the policies and evidence will be ready to go through governance for sign off.
- TfN is continuing its programme of work to update the policy positions originally set out in the 2019 STP. In February, the first set of policy positions, active travel and multimodal hubs, were approved by TfN Board. Further work has continued with partners on the draft positions including holding a workshop with TfN partners to consider rural mobility, with ADEPT (Association of Directors of Environment, Economy, Planning and Transport) in respect of spatial planning and an initial discussion with Executive Board on international connectivity.
- Officers in Strategy and Strategic Rail have continued to work together to refine the scope for revising 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.
- TfN has been working with suppliers to update evidence on the prime and enabling capabilities, collate and review local partner evidence and undertake a



series of consultations with the Local Enterprise Partnerships (LEPs) and wider stakeholders to gather views on the shape of the NPIER refresh planned for 2022.

- Requirements have been drafted for the NPIER refresh, with a plan to have a supplier in place earlier in the 2022/23 financial year.

## Risk

Risk/Issue Summary	Summary of Mitigating Issues	KPI
<b>Continued partner support.</b> Risk of lack of or insufficient partner support for the Strategic Transport Plan and the Investment Programme ambition and outcomes.	<ol style="list-style-type: none"> <li>1. Continue stakeholder engagement on an ongoing basis via SOG and other mechanisms.</li> <li>2. Visibility of STP and research programmes to partners with timely updates to allow officers to plan engagement and activity.</li> <li>3. Early discussions with partners as part of the STP programme development process.</li> </ol>	20
<b>STP buy-in from Government.</b> Risk that central Government (DfT) may not consider and/or listen to or accept TfN's advice on proposed transport interventions for the North.	<ol style="list-style-type: none"> <li>1. Continue to provide the coherent message that TfN is challenging the norm and stressing the case for Northern investments in a comprehensive way.</li> <li>2. Continued direct engagement with Government departments over TfN's objectives and engagement.</li> <li>3. Continue to refine and build the tools required to deliver the STP vision and secure Government buy-in.</li> </ol>	20
<b>Risk to delay of adoption of STP.</b> Risk to delay of adoption of the revised STP as a result of prolonged Government uncertainty such as IRP, GBR, which will have a direct impact on the "what" and "how" sections of the revised STP.	<ol style="list-style-type: none"> <li>1. Having a flexible programme approach and project management tools to help us monitor interdependency and react.</li> <li>2. STP requirements clearly defined and prioritised during internal business planning activity.</li> <li>3. Engagement with Government and delivery bodies to minimise uncertainty and mis-alignment with national policy.</li> </ol>	20
<b>Developing the STP evidence base.</b> Risk the STP does not include updated partner, industry evidence and internal TfN economic analysis and research at the right periods to ensure it is keeping up to date and adding value.	<ol style="list-style-type: none"> <li>1. Clear STP programme established and visible to stakeholders.</li> <li>2. Regular ongoing engagement and dialogue with wide range of stakeholders and partners, including with TfN partners, DfT, National Highways ( and Network Rail through the Strategic Oversight Group; and with the NP11 and other Northern bodies.</li> <li>4. Publication of TfN research and analysis, and regular engagement with academics and analysts across the North and UK.</li> </ol>	20

## Programme and Look Ahead

Through the programme there will be significant decisions, including:

- March 2022: adoption of the second series of TfN policy positions that will feed into the revised STP.
- Spring 2023: Board approval of the draft STP ready for consultation.
- Summer 2023: statutory public consultation on the draft STP.
- End 2023 or early 2024: new STP adopted by Board.

# Strategy, Policy, Research & Economics

## Monthly Summary

Key policy and strategy development activities included completing the consultation of the TfN Freight & Logistics Strategy, continuing to assess the implications of the Integrated Rail Plan, and securing Board sign off of the multimodal hubs and active travel policy positions in support of STP2. Work continues on the research team's projects with many due for completion in March/April.

## Activity Update

- TfN continues to work with its partners to implement the activities set out in the Transport Decarbonisation Strategy, including work on an Electric Vehicle Charging Framework (led by the Major Roads team), hydrogen refuelling for HGVs, aviation and the Clean Mobility Vision workstream. TfN's hydrogen workstream has successfully secured funding from Ofgem and UKRI to progress this study further alongside Network-H2, Northern Gas Networks and others.
- TfN has been working with the other Sub-National Transport Bodies (STBs) and DfT on how TfN can best support our partners in their decarbonisation actions and also the development of the forthcoming local authority transport decarbonisation guidance, LTP guidance, and carbon quantification tool.
- The final version of the TfN Freight & Logistics Strategy will be submitted to TfN Board for approval in March 2022. The consultation received more than 500 comments from more than 200 people, businesses and partners. The response was overwhelmingly positive with comments mainly focused on the decarbonisation of the industry which enabled the objectives and recommendations to be changed to reflect the importance of the topic.
- The potential for securing local funding contributions towards delivery of IRP, together with an assessment of the wider implications of the Integrated Rail Plan continues to be a focus for activity. DfT has indicated that TfN's funding settlement includes provision for the NPR co-sponsorship function: discussions with DfT on the nature of this arrangement are ongoing. TfN is developing a 2050 end-state Combined Train Service Specification with TfN partners and aligned with Network Rail work to consider 2032 timetable requirements, which will be complete at the end of March 2022. It will be used to inform the refresh of the Long-Term Rail Strategy and the work on rail reform being done with Great British Railways.
- Work continues on the research team's commissioned projects including transport, health and wellbeing research, Monitoring and Evaluation Programme Benefits Mapping, Transport-Related Social Exclusion, and the Northern Powerhouse Independent Economic Review (NPIER).
- A draft final report on Transport-Related Social Exclusion has been circulated internally for comment, with the aim to publish the final report in Spring.
- The second stage of rail customer insight research is underway, with five additional focus groups taking place in late February/early March. The final report covering both stages of research will be available in late March.
- The team is continuing to work with suppliers Ipsos MORI to finalise the development of the proposal for TfN Citizens' Panel pilot, and to also commence development of the Citizens' Assembly proposal.
- The current Monitoring and Evaluation commission is progressing well. Benefits mapping workshops have now been completed with all TfN programmes and a

suite of TfN benefits maps are almost completed, with the final report due at the end of March. This will form the final part of the Monitoring and Evaluation Strategy, which will be finalised by September through discussions with partners.

- The current NPIER commissions are progressing well, with much of the analysis on the prime and enabling capabilities now completed. Draft reports are due to be completed in March, with final reports available in April. The Economics and Research team continues to add resources to the Northern Evidence Hub, which now has 142 pieces of evidence to underpin the case for investment and economic development in the North of England.

## Risk

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<b>Misalignment between Northern Transport Charter and Government.</b> Risk misalignment between NTC aspirations and Government appetite for further devolution.	<ol style="list-style-type: none"> <li>1. Northern Transport Charter published in September 2021 and sent to Government ministers working on Levelling Up White Paper.</li> <li>2. Continued engagement with the DfT strategy and sponsorship teams on NTC plans as part of the STP programme.</li> <li>3. Communications strategy for the NTC agreed with the Board in July 2021.</li> </ol>	21
<b>TfN embedding the STP across programmes.</b> 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.	<ol style="list-style-type: none"> <li>1. TfN has recently completed work on the TfN Policy Development Framework which will ensure consistency across TfN workstreams.</li> <li>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.</li> <li>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.</li> </ol>	20
<b>TfN Transport Decarbonisation Strategy.</b> TfN is unable to develop appropriate and timely policy positions and undertake activities specific in the decarbonisation strategy, meaning the North fails to achieve close to zero carbon emissions by 2045.	<ol style="list-style-type: none"> <li>1. Careful planning of TfN decarbonisation activities to ensure priority actions are given appropriate focus and resources.</li> <li>2. Dedicated officer in post responsible for ensuring TfN adopts appropriate and timely policies across TfN workstreams.</li> <li>3. Develop mechanisms to ensure decarbonisation and sustainability are reflected in project and strategy decision-making</li> </ol>	19
<b>NPIER programme.</b> Potential risk around timescales and quality of outputs which are crucial elements of the STP and wider TfN evidence base.	<ol style="list-style-type: none"> <li>1. Procurement process underway to ensure a supplier is in place at the start of the 22/23 financial year.</li> <li>2. High quality supplier selected through rigorous procurement process.</li> <li>3. Close monitoring of progress against programme timetable and weekly catch-ups with supplier to flag any potential timescale delays.</li> <li>4. Thorough discussion of methodology and approach and early sight of outputs to prevent poor quality outputs.</li> <li>5. Once supplier in place, develop detailed timescales and deliverables. Project Manager to monitor progress against these.</li> </ol>	19, 20

## Programme and Look Ahead

- Publication of the TRSE research – March 2022

# Investment Programme

## Monthly Summary

The modelling work for the Investment Programme Benefits Analysis (IPBA) project is now complete 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

- The team continues to draft the interim SPOC, with support from colleagues within TfN.
- The modelling work is now complete.
- A first draft of the Environmental Assessment Report has been circulated to members of the Technical Assurance Group (TAG) and Strategic Oversight Group (SOG)
- The first draft of the Forecasting, Impacts and Economics Report has been circulated to TAG members.

## Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<b>Managing expectations.</b> If changes to the scope and progress of the project are not sufficiently communicated, there is a risk that the project outputs do not meet partner expectations. This could impact TfN's credibility and relationship with DfT and local partners, which in turn could affect future funding requests for TfN.	<ol style="list-style-type: none"><li>1. Top risks to be presented at the monthly Strategic Oversight Group (SOG) meetings.</li><li>2. One-to-one briefings to be scheduled with DfT to discuss project assurance, when required.</li><li>3. Briefings to be presented in plain English so there are no misunderstandings of outputs expected.</li><li>4. Partners to receive regular communication statements with updates in non-technical terms.</li></ol>	<b>13</b>
<b>Partner feedback.</b> If partners do not respond to requests for feedback during the drafting of the SPOC, there is a risk that the SPOC delivery programme is delayed. This could result in the team not meeting governance dates and the product quality could be compromised.	<ol style="list-style-type: none"><li>1. Offer one-to-one discussions with partners if they have particular feedback that requires further consideration.</li><li>2. Ensure Technical Assurance Group (TAG) meetings are scheduled a minimum of two days prior to SOG to allow time for TAG members to brief SOG members.</li><li>3. Make it clear to partners that any delays to the programme will have an impact on SOG and TAG members</li></ol>	<b>13</b>

## Programme and Look Ahead

- Continue to develop the interim SPOC for completion in April 2022.

# Major Road Network (MRN)

## Monthly Summary

Following consultation with relevant partners, TfN has submitted a qualitative progress review of Major Road Network (MRN) and Large Local Major (LLM) interventions to DfT.

## Activity Update

- The DfT has committed (in principle) to additional TfN funding for a number of projects including £60,000 for the delivery of Phase 3 of Electric Vehicle Charging Infrastructure (EVCI) project.
- Delivery of the 2021 mobile dataset, demonstrating the performance of the Major Road Network, is ongoing.
- Following consultation with relevant partners, TfN has submitted a qualitative progress review of MRN and LLM interventions to DfT.
- TfN has provided feedback on the National Highways' draft Route Strategy objectives. Another round of consultation is planned for the summer prior to publication of the final reports.
- In response to the DfT allocation of funding, TfN has submitted a programme for supporting TfN partners with development of their Bus Service Improvement Plans (BSIPs) projects.

## Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<b>Alignment with delivery partners.</b> 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"> <li>1. TfN to provide Road Investment Strategy (RIS3) recommendations to National Highways.</li> <li>2. Manage expectations with partners via IPBA partner briefings by providing work updates and top risks at meetings such as the Strategic Oversight Group.</li> </ol>	16
<b>EVCI stakeholder expectations and interaction.</b> 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 lead to reputational risk, poor partner relations, and project outputs that are not applied effectively.	<ol style="list-style-type: none"> <li>1. Host ongoing EVCI Steering Group to drive effective outputs and shape future work to enhance capabilities across the region.</li> <li>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.</li> <li>3. The suppliers are to support the partner agreement of inputs to the modelling tool.</li> <li>4. The team is using the work to enhance collaboration with a number of partners, including Ofgem, National Grid, BEIS, the</li> </ol>	17

	<p>Catapult Network, and the Energy Saving Trust</p> <ol style="list-style-type: none"> <li>5. Demonstrate the outputs in a visually accessible way.</li> <li>6. Agree outputs and data sharing approaches with TfN legal team.</li> <li>7. Engage with partners to encourage and suggest uses of project outputs.</li> </ol>	
<p><b>Mobile data outputs assurance and utilisation.</b> TfN's commission to develop MRN performance monitoring data for 2019-2021 using mobile phone, represents a significant advance in providing pan-Northern data. Confidence in utilising the data requires robust data quality assurance checks, development of an API tool and development of a visualisation tool for the MRN across the whole of the North. The impact of the Covid-19 pandemic on travel patterns adds an extra layer of complexity creating a risk for the assurance and interpretation of the data.</p>	<ol style="list-style-type: none"> <li>1. Supplier and TfN (TAME) to complete extensive data quality checks, and report on these in the statement of methodology.</li> <li>2. Supplier to provide an API tool to enable TfN and authorised TfN partners to access the MRN data, with a step – step guide for users.</li> <li>3. TfN (TAME) to develop a visualisation tool using Power BI or similar software for use by TfN Major Roads Team and TfN partners.</li> <li>4. TfN Major Roads Team, supported by TAME, to develop a pan-Northern report considering the impact of the pandemic on the journey time and reliability performance of the MRN, and on the travel patterns of MRN users.</li> <li>5. TfN Major Roads Team to use the mobile dataset to strengthen the TfN evidence base for future recommendations on MRN (&amp; SRN) interventions</li> </ol>	14
<p><b>MRN1 programme.</b> If there are delays to the progress of schemes and business case development, there is a risk that schemes do not secure the funding and there is a lack of clear decision-making processes to understand and learn from. This could result in reputational impacts and partners having less confidence in TfN.</p>	<ol style="list-style-type: none"> <li>1. Request a DfT update on the MRN-LLM programme review at April's Major Roads Group.</li> <li>2. Local capabilities funding could allow TfN to provide resource support on MRN schemes.</li> <li>3. Maintain regular communication with DfT's Acceleration Unit team.</li> </ol>	18

## Programme and Look Ahead

- The team is finalising the material for the publication of the EV Charging Infrastructure (EVCI) evidence, including a position paper to highlight key messages. The team has begun to seek TfN approval in March, with a view to launching in Spring.
- TfN partners have requested early sight of EVCI outputs to support their local strategies and plans, the team has arranged a workshop session for the 22 March to share results.
- The team are drafting the scope and programme of EVCI Phase 3 with the support of partners, in response to DfT funding.



# 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 organisation-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)

- TfN Board consultation call was held virtually on 23 February. This was promoted in advance via internal and external channels, and to media. We continued with our OBT/director-led approach to the explanatory videos of the Board papers, which were posted on our social media channels.
- These videos received positive feedback from Members and key stakeholders who found them useful overviews. There was subsequently interest from media through the Board consultation call around the discussion on TfN funding. There were almost 200 views of our Board consultation call across YouTube and our Public-I platform.
- A highlights package of key Member insights was edited and published post meeting and shared on our channels. This is something we will now do for RNC and Board meetings next month. Impressions on our YouTube content in February were 13% higher year-on-year.
- TfN's budget and business planning for FY 2022/23 was a key focus for both internal and external communications for most of last month. A special "Team TfN" briefing was held immediately after the funding letter was received and the regular "TfN Live" session took place later in the month, both helping to keep colleagues informed of the situation alongside updates in our weekly bulletins and on the intranet. All required thorough team planning and briefings from comms team in support of these events, and on the day producing of them.
- Podcasts were recorded with Craig Whittaker MP, Cllr Keith Little, Dr Steve Curl, and Mayor Brabin. They were published throughout the month and used on our social media channels and email newsletters. The audiences of the podcast are growing and the feedback from Members and key stakeholders continues to be positive.

- The team supported the Chef Executive and Chair on a number of visits across the region, including to Hull, Cumbria, Bradford, Leeds, and Lancashire as part of the Chair's induction to the organisation. Several of these trips were publicised externally through TfN and partner channels. This included articles, images and video content which captured the key messages from the visits. These required planning and preparations, and briefings in support of the delivery from across the team.
- Online webinars and conferences were also conducted last month with #TfNTalks on putting our decarbonisation strategy into action, and Northern Evidence Academic Forum on spatial planning, and they all were organised and promoted across the team.
- In addition, initiatives such as #NorthStats and "Chart of the Week", have built further engagement with academics to promote our analytical and evidence-based work and are steadily growing an online pick up. Profile visits to our Twitter channel were 16% up month on month, with impressions almost 10k higher. Year on year, profile visits were up 50%.
- We held an APPG meeting with MPs to increase awareness and understanding of our Transport Decarbonisation Strategy, featuring Peter Cole and Patrick Warner (Liverpool City Region), and planning is underway for future events on transport related social exclusion and our freight strategy.

#### Finance, Procurement and Risk

- Our funding allocation for 2022/23 (a single year allocation) was received on 14 February and considered by the Board on 23 February. Core funding is substantially lower than that requested in the submission to the Spending Review.
- We are preparing an interim budget for the first quarter of 2022/23 (April-June) for approval by the Board in March. A full year budget will be submitted for approval by the Board in June.
- Business planning activities are underway to ensure that we meet all statutory obligations and continue to provide the best service possible for the funding available.
- Paul Kelly is now the Interim Finance Director and Section 151 Officer and David Spilsbury the Interim Financial Controller.
- Audit & Governance Committee met on 25 February and considered the risks and controls which apply to TfN at this time of transition. They also approved the Treasury Management Strategy for the year ahead.
- Predict Risk Controller Version 6.2 upgrade was completed and training sessions were rolled out first week in February.

#### Legal & Democratic

- The 29 September, 24 November TfN Board and Partnership Board meetings, and 25 January Board, were held as face-to-face meetings in Manchester or Leeds. A Board consultation call took place on 23 February with the 30 March meeting due to be held in person in Leeds. The 10 March Scrutiny Committee meeting will be held in person in Leeds.

- The first consultation call of the General Purposes Committee took place on 23 February and a report will be presented to Board on 30 March.
- The team continues to support procurement and governance, including impacts from recent announcements and the funding settlement, 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)

- The documentation and reporting of The Northern Economy and Land Use Model 3 (NELUM 3) has concluded and is now under review by TAME and DfT. This will include an expert panel review by Tom Worsley.
- The Wider Impacts Calculator (WIC) has been updated to align with July 2021 Transport Analysis Guidance (TAG) assumptions.
- The purchase orders for the contract increases on Northern Transport Modelling System (NoRTMS), Northern Model Integration Tools (NorMITs) & Wider Economic and Social Impacts Partner (WESIP) have been issued. This will provide continuity of work for our NPR suppliers in the coming weeks.
- The NorMITs team has provided updated matrices for the National Trip End Model (NTEM) scenario which have been successfully assigned to the update NPR Highway do-minimum network. Assurance checks are progressing and a technical note will be produced to summarise changes from previous NPR Highway do-minimum scenario.
- The Rail Modelling and Appraisal Partner (RMAP) has developed a database of NoRMS tests which will be used to access historical evidence and complement handover reports prepared by infrastructure leads.
- The RMAP team is providing technical advice and support to progress on modelling assumptions to be used for Strategic Outline Business Case (SOBC).
- The RMAP ways of working process has been extended to cover secondments and project management tasks. This means all work to be undertaken by RMAP can now be commissioned and agreed in advance.
- TAME continues to support the development of an Electric Vehicle Charging Infrastructure modelling tool.
- The NPR Freight Partner contract work continues with initial modelling assumptions identified. The do-minimum and do-something network assignments have been undertaken.
- Tasks relating to IRP and deep dive, modelling and reporting have been approved for the NPR Freight Partner to work on.
- Two new consultants have joined TAME through the Analyst Support Partner Contract to provide freight support.
- Discussions continue between TAME and DfT to agree scope of work for the NPR SOBC and ways of working between the two teams on the next phase of work.

# Financial Performance

## Financial Update

### Summary

Expenditure incurred in February: £4.14m

Variance to monthly budget: Underspend of £0.12m (3%)

Year-to-date (YTD) expenditure incurred: £46.44m

Underspend to date: £0.27m (1%)

### Headlines

- February actuals have been monitored against the Revision 3 budget, adopted by TfN Board on 25 January.
- TfN received its funding allocation for the 2022/23 financial year on 14 February.
- The delayed funding announcement and the challenges TfN faces as a result of its funding allocation has led to a natural slow down in activity, meaning outturn is now forecast to be below the Revision 3 budget.

### Programmes

- Expenditure of £3.27m represents an underspend of £0.09m (3%) in the month.
- Year-to-date expenditure of £38.32m is £0.14m behind budget and is driven by underspend on the NPR programme.

### Northern Powerhouse Rail

- Expenditure of £3.12m in the month and £36.34m YTD is marginally under budget.
- Underspend in the month is driven by a lower than forecast use of external contractors.

### Integrated & Smart Travel

- Expenditure of £0.03m was incurred in the month. Year-to-date expenditure of £1.13m is £0.03m under budget (2%).
- Final cost submissions from Merseytravel for the completion of platform validator installation are due in March.

### IPBA (Investment Programme Benefits Analysis)

- Expenditure of £0.11m in the month was £0.03m over budget as the programme has made up delays against schedule in prior months.
- YTD expenditure of £0.85m is to budget.

### Operations:

#### Rail Operations

- Expenditure in the month of £0.31m is £0.01m over budget. YTD expenditure of £2.68m year-to-date is on budget.
  - The overspend in the month is driven by an additional staff member in the Rail North Partnership team. Additional funding for this role has been made available via a secondment agreement with the DfT.

#### Operational Areas

- Expenditure of £0.56m in the month represents an underspend of £0.04m (7%). YTD expenditure of £5.45m is £0.14m (2%) behind budget.
  - Underspend in the month is driven by savings in the business capabilities area.
  - The Strategy & Policy directorate continues to be underspent on a year-to-date basis, with some activity now paused pending the full business planning exercise.

#### Expenditure Control

- Given the challenges posed by the funding allocation and delays to the business planning exercise, TfN has implemented additional expenditure controls. All new expenditure budgeted for the remainder of 2021/22 must be specifically approved by the CEO and Finance Director.

# Activity Dashboard

TRANSPORT FOR THE NORTH FINANCE DASHBOARD					PERIOD BUDGET CYCLE	11 REVISION 3	FEBRUARY 2021/22		
PERIOD ACTUALS VERSUS BUDGET (REVISION 3)									
	Actuals £m	Budget £m	Var. £m	Var. %					
Integrated and Smart Ticketing	£0.03	£0.04	£0.01	20%	<div>Actuals</div> <div>Budget</div>				
Northern Powerhouse Rail	£3.12	£3.24	£0.11	3%					
IPBA	£0.11	£0.08	-£0.03	-44%					
Programmes	£3.27	£3.35	£0.09	3%					
Rail Operations	£0.31	£0.30	-£0.01	-4%					
Operational Areas	£0.56	£0.60	£0.04	7%					
	£4.14	£4.26	£0.12	3%					
YEAR TO-DATE ACTUALS VERSUS BUDGET (REVISION 3)									
	Actuals £m	Budget £m	Var. £m	Var. %					
Integrated and Smart Ticketing	£1.13	£1.15	£0.03	2%	<div>Actuals</div> <div>Budget</div>				
Northern Powerhouse Rail	£36.34	£36.46	£0.12	0%					
IPBA	£0.85	£0.85	£0.00	0%					
Programmes	£38.32	£38.46	£0.14	0%					
Rail Operations	£2.68	£2.67	-£0.01	0%					
Operational Areas	£5.45	£5.59	£0.14	2%					
	£46.44	£46.71	£0.27	1%					
YEAR TO-DATE ACTUALS VERSUS FORECAST TO OUTTURN (REVISION 3)									
	Actuals £m	F/cast £m	Var. £m	Var. %					
Integrated and Smart Ticketing	£1.13	£1.23	£0.11	9%	<div>Fcst</div> <div>Actuals</div>				
Northern Powerhouse Rail	£36.34	£45.62	£9.28	20%					
IPBA	£0.85	£0.86	£0.01	1%					
Programmes	£38.32	£47.71	£9.40	20%					
Rail Operations	£2.68	£3.04	£0.36	12%					
Operational Areas	£5.45	£6.27	£0.82	13%					
	£46.44	£57.02	£10.57	19%					
FUNDING YEAR TO DATE					FUNDING FORECASTS TO OUTTURN (REVISION 3)				
Funding Stream	Actuals £m	Budget £m	Var. £m	Var. %		Actuals £m	Budget £m	Var. £m	Var. %
TDF - Rail	£36.34	£36.46	£0.12	0%	TDF - Rail	£36.34	£45.62	£9.28	20%
IST - Capital and Revenue	£1.13	£1.15	£0.03	2%	IST - Capital and Revenue	£1.13	£1.23	£0.11	9%
Core Grant	£7.51	£7.64	£0.13	2%	Core Grant	£7.51	£8.48	£0.97	11%
Rail North Grant & Contributions	£1.23	£1.23	£0.00	0%	Rail North Grant & Contributions	£1.23	£1.44	£0.20	14%
Trading Income	£0.24	£0.23	-£0.01	-4%	Trading Income	£0.24	£0.25	£0.01	5%
	£46.44	£46.71	£0.27	1%		£46.44	£57.02	£10.57	19%



## Human Resources Update

Salaried Establishment as at **04 March 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)	19 (19.00 FTE)	92 (90.84 FTE)
Rail North Partnership (Hosted)	13 (13.00 FTE)	3 (3.00 FTE)	16 (16.00 FTE)
<b>Total Establishment</b>	<b>113 (111.84 FTE)</b>	<b>24 (24.00 FTE)</b>	<b>137 (135.84 FTE)</b>
<b>Strength (in post)</b>	<b>100 (98.84 FTE)</b>	<b>12 (12.00 FTE)</b>	<b>112 (110.84 FTE)</b>
<b>Appointed (start date pending)</b>	-	-	-
<b>Active/Pending Recruitment</b>	-	-	-
<b>Vacant – On-hold</b>	<b>13 (13.00 FTE)</b>	<b>12 (12.00 FTE)</b>	<b>25 (25.00 FTE)</b>

### Agency/Consultancy Resource – Covering Vacant Established Posts

Area	Posts (FTE's)
Support Services	2 Posts (2.00 FTE)
Operational & Delivery	7 Posts (7.00 FTE)
<b>Total</b>	<b>9 Posts (9.00 FTE)</b>

### Consultancy Resource – Contracts for Service (TDF Funded)

Area	Current Strength Posts (FTE's)
Support Services	0 Post (0.00 FTE)
Operational & Delivery – NPR	38 Posts (38.00 FTE)
<b>Total</b>	<b>38 Posts (38.00 FTE)</b>

### 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.

### HR Metrics – 2021/22 Year-To-Date:

Corporate Sickness Level:	<b>2.0%</b>
Employment Policy Application:	<b>1.5%</b>

Rolling 12 Month - Employee Turnover (Voluntary Leavers):	<b>21.7%</b>
% of Employees from an Ethnic Minority Background:	<b>11%</b>
% of Employees declaring a Disability:	<b>21%</b>
Gender Mix -      % of Female Employees:	<b>39%</b>
% of Male Employees:	<b>61%</b>

# 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)		9
On Track (in progress, no delays)		3
In Progress (in progress, may become delayed)		5
Delay (has missed a key deadline)		6
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) began in December 2021.</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 has already formed the basis of discussion between TfN officers and the</p>	

			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	<div>Delay beyond this year end</div> <div>Network Rail is now fully engaged with the Theoretical Line Speed process and is progressing and funding the delivery of the linespeed improvements on the Darlington – Bishop Auckland and York – Scarborough routes. The York – Scarborough route is progressing but will not be fully delivered by March 2022 due to lack of capacity within Network Rail.</div>
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	<div>In Progress</div> <div>Policy statement on contactless capping endorsed by Exec Board on 9 December. Bus Improvement Plans collated, and areas of digital collaboration identified. Northern Digital Mobility Strategy is planned for TfN Board on 30 March 2022.</div>
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	<div>On Track</div> <div>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.</div>
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	<div>In Progress</div> <div>The DfT has now said it intends to complete the SOC in 2022. Further discussions are required to determine what support is required from TfN.</div>
Northern Powerhouse Rail	8	Reconfirm NPR phasing plan in response to Government's Integrated Rail Plan. TBC post-IRP	<div>Not Started</div> <div>Final phasing position in the SOC will be led by DfT and awaiting clarification regarding the co-sponsor arrangements to enable TfN to feed into phasing.</div>
Northern Powerhouse Rail	9	Complete initial survey work and commence OBC on early accelerated projects to start construction in FY 2024/25. September 2021	<div>Delayed</div> <div>. Survey works completed in February 2022, bringing this workstream to a close. Development of business cases is no longer the responsibility of TfN, with transition to single client post IRP.</div>
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 2024/25. January 2022	<div>Not Started</div> <div>Surveys and OBC development to be led by DfT as single client.</div>
Northern Powerhouse Rail	11	Agree NPR governance arrangements with DfT as programme transitions to the next stage. TBC post-IRP	<div>In Progress</div> <div>The IRP sets out the government's intention to replace co-clienting with a</div>

			co-sponsorship governance arrangement. Discussions are ongoing and the Executive will update the Board in March.
Investment Programme Benefits Analysis	12	Commission the Investment Programme Benefit Analysis work and deliver the programme up to the Gateway Review. September 2021.	<div>Achieved</div> <div>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.</div>
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	<div>Delay</div> <div>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.</div>
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	<div>Achieved</div> <div>The mobile data project for the 2020 dataset is complete.</div>
Major Roads	15	Publish the updated Major Roads Report, following DfT publication of the national Transport Decarbonisation Plan and TfN's Transport Decarbonisation Strategy. October 2021	<div>Achieved</div> <div>The MRR was approved at TfN Board on 24 November.</div>
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	<div>In Progress</div> <div>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.</div>
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	<div>On Track</div> <div>Phases 1 and 2 of Electric Vehicle Charging Infrastructure (EVCI) project coming to a close, with EVCI model outputs being shared with partners. Phase 3 scoping underway to use additional DfT funding.</div>
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	<div>In Progress</div> <div>Engagement with DfT and the Acceleration Unit is ongoing.</div>

		consideration of accelerating delivery. March 2022	
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 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	Delayed
			An initial overview of the overall prioritisation approach was discussed with the NTC Member working group on the 19 January. Further work has paused whilst the analytical evidence is finalised and will resume in March.
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 took place in January. An updated strategy will be considered for adoption at the March Board meeting.
Strategy, Policy and Research	23	Provide input into the final stages of the Union Connectivity Review and respond on its publication. September 2021	Achieved
			TfN submitted a formal response into the Call for Evidence in December 2020. The final report was delayed and published in late November 2021. The Board has responded positively to the publication.
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	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	Achieved
			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 2021. TfN constitutional meetings in the main moved to "in-person" meetings from September 2021.





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