

Transport for the North Monthly Operating Report January 2022



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Introduction

Summary from the Chief Executive

The TfN Board met on the 25 January 2022 and appointed Lord McLoughlin as the new independent Chair. Throughout January TfN has continued to understand the implications of the Government's Integrated Rail Plan for the Midlands and the North (IRP) both as a whole and for individual projects such as the Investment Programme Benefits Analysis (IPBA). January also saw further progress in determining the implications of the new delivery arrangements for Northern Powerhouse Rail (NPR), with TfN confirmed to be moving to a co-sponsor role after April 2022. TfN has begun the consultation process with staff identified as being in-scope for transfer to DfT under the requirements of TUPE. The target date for transfer of staff is 1st April 2022.

TfN continues to await confirmation of the core operational budget for 2022/23 and beyond. This uncertainty presents significant challenges to the Executive Team in terms of Business Planning. At the time of writing discussions are on-going with the Department.

Following considerations around an updated NPR remit to align with the priorities set out in the IRP, a revised programme remit paper was presented at NPR Delivery Group and Programme Board. The paper set out a way forward for NPR's infrastructure and business case activity and was endorsed by members of Programme Board.

The Strategic Rail team continues to engage with the Great British Rail (GBR) Transition Team as TfN looks to develop its more detailed proposal for how rail reforms might build on the existing Rail North Partnership working arrangements. TfN's support of the Manchester Recovery Task Force (MRTF) continues via Rail North Committee, and the team responded to GBR's call for evidence for their Whole Industry Strategic Plan (WISP).

The TfN Freight & Logistics Strategy was launched in early January using TfN's first virtual consultation room. The consultation throughout January was supported by a TfN Talks session, podcast, and the Transport Across the North All Party Parliamentary Group. The Strategy and Policy team continued to develop a number of policy position statements to inform the revised Strategic Transport Plan, and in January position statements on active travel and multimodal hubs went through Scrutiny Committee and Executive Board for feedback.

Investment Programme Benefits Analysis (IPBA) team members continue to develop the Strategic Programme and Outline Case (SPOC). DfT has requested that TfN's Major Roads team undertake a review of MRN and Large Local Major (LLM) interventions, with the process of holding one-to-one discussions with the scheme promoters underway.

Northern Powerhouse Rail (NPR)

Monthly Summary

A revised programme remit paper was agreed with the NPR Programme Board in January 2022, providing a clear way forward for both infrastructure and business case activity for the remainder of the 2021/22 financial year (FY). Discussions between DfT and the Technical Assurance, Modelling and Economics (TAME) team to confirm the analytical remit are ongoing.

Activity Update

Business Case

The Business Case team has continued to develop shortlisting history documentation and remains on track to complete drafts in February 2022. Regarding Rotherham Main Line (RML), the team is continuing to plan a review of the updated evidence to support the station sift, which is scheduled to take place on 17 February 2022. The infrastructure, modelling and analysis, commercial, land referencing and strategic information is being collated with the aim of completing the evidence review slides by 8 February. A partner drop-in session is planned ahead of the evidence review meeting to give an overview of objective of the meeting and answer any questions. After the sift has been completed, an option assessment report will be produced by the team and shared with Rotherham Metropolitan Borough Council (RMBC) to support their land business case.

Infrastructure

Value engineering on options 5-1 and 5-2 of the Liverpool-Manchester corridor and Warrington station design commenced in period and will continue into next FY under new commercial arrangements between DfT, as client, and Network Rail. Separately, shorter studies regarding Bradford-Huddersfield connectivity and interventions that may be required at Bradford Interchange to support IRP outcomes have been instructed and are due to complete by 31 March 2022. The scope has been discussed with partners at various sessions in January including at delivery group on 13 January 2022. The remaining ground investigation work for Leeds-Hull commenced on 8 January 2022 and is due to complete on 2 February 2022. Completion of this activity will allow scope and costs along the route to be revised. Network Rail's Governance for Rail Investment Projects (GRIP) 2, which is the second Network Rail process stage that manages and controls investment projects, is scheduled to complete for Leeds-Sheffield on 10 February 2022 for current remitted activity. Should any additional scope items be agreed on the corridor between DfT and TfN, they will have to go through GRIP2 separately. Lastly, the systemwide train control strategy is due to be delivered on 17 February 2022.

Technical Assurance, Modelling and Economics (TAME)

Northern Economic Land Use Model (NELUM) version 3 development was completed in the month and work has begun on producing the required supporting documentation outlining the changes and updates to the model. The Rail Model & Appraisal Partner (RMAP) contract is expected to be awarded in February 2022 and, following additional funding approval from DfT, scoping of additional activity is underway on Wider Economic & Social Impacts Partner (WESIP), Northern Transport Modelling System (NoRTMS) Development

Partner and Northern Modelling Integration Tools (NorMITs) Demand Partner contracts for the remainder of the FY.

Commercial Management

Final accounting requirements are being discussed between NPR and TfN Finance teams. The Commercial Management team is continuing to review contracts that will conclude at the end of FY21/22 and prepare formal notice of termination as per the terms and conditions of contract.

Risks		
Issue Summary	Plan	KPI
TfN does not accept the conclusions in the IRP, therefore TfN is 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 FY21/22 to not re-procure 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 to support programme delivery transition is underway. 	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 to be clarified in Q4 FY21/22. 2. Programme to provide updates to TfN staff and consultant organisation on arrangements in FY22/23. 	7-11

Programme and Look Ahead

TfN Board
Papers for TfN Board were planned to reflect SOC development, however, 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 continuing to develop its more detailed proposal for how 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.

TfN is continuing to shape the work of the Manchester Recovery Task Force (MRTF), supporting work on the blueprint linking infrastructure and services. Operators have consulted on the detailed timetables for December 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. TfN input is being led via the Rail North Committee. The Strategic Rail team prepared a response to the GBR Transition Team's call for evidence for their Whole Industry Strategic Plan (WISP), and (in collaboration with Atkins) a Combined Train Service Specification (CTSS) for 2050.

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 has been impacted by an increase in Covid-19 infections impacting on staffing levels for both Northern and TPE, leading to services being cancelled 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

Draft Terms of Reference for a Transpennine Route Upgrade (TRU) Stakeholder Forum that TfN will chair have now been issued to DfT for approval. Wider governance issues relating to TRU form part of the ongoing discussions with DfT regarding 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, are being considered by the Manchester Recovery Task Force (MRTF). 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

A report on the scope of the Northern Digital Mobility Strategy will be presented to the Executive Board on 10 February.

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	1. TfN has appointed a consultant to explore how regional services that would be lost can be restored on ECML.	1

an impact on local connectivity. 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"> 2. TAME has undertaken work on the economic impacts of the timetable change on the ECML. 3. Blueprint linking future service changes to infrastructure is being developed. 4. Collaborative work continues with DfT and partners to identify and mitigate any severe impacts in Manchester. 	
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. 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.	<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 GBR 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 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.	<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 revenues and use RNP as an avenue to influence change. 3. Provide 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 risk the integration with TRU and fit with Strategic Transport Plan and Long-Term Rail Strategy objectives. This presents a reputational impact for TfN.	<ol style="list-style-type: none"> 1. Strategic Rail, Strategy & 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. 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. 3. Ensure representation is maintained on the TRU Programme Board and to support development of a Stakeholder Forum. 	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 sequence and programme of interventions in Manchester.
- Working through the Rail North Committee to shape the development of future timetables for ECML and develop a 'blueprint' that aligns service improvements with infrastructure investment.
- Work in collaboration 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.
- Working with the GBR Transition Team and city region authorities on a proposition for rail under the Williams-Shapps White Paper.
- Complete and publish the response to the GBR WISP call for evidence.
- Commence work on refreshing the Long-Term Rail Strategy.

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 January, a supplier was appointed to support the final phase of the planning and preparation for the STP programme, as well as taking the first set of policy position statements through TfN governance for feedback and 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. In January this process was completed, and a chosen supplier appointed: work has begun. 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 January has focused on taking the revised draft policy positions on active travel and multimodal hubs through TfN's Scrutiny Committee, Executive Board and TfN Board, albeit due to time constraints these items were deferred from January Board to the February consultation call.
- Policy development activity is now focused on international connectivity and rural mobility and will be taken through our Strategic Oversight Group and Executive Board in February for feedback before we finalise the position and take through full governance for sign off. In addition to these areas further policy development work is also required early in the 2022/23 financial year to explore local connectivity, social inclusion and buses.

- Colleagues in Strategy and Strategic Rail have been working closely together throughout January to further scope what is 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:

- **February 2022:** adoption of the first series of TfN policy positions that will feed into the revised STP, expected publication of the Levelling Up White Paper.
- **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 launch of the TfN Freight & Logistics Strategy consultation, continuing to assess the implications of the Integrated Rail Plan, taking the draft spatial planning, multimodal hubs and active travel policy positions through TfN governance. A member working group for our Northern Transport Charter provided updates on citizen engagement, piloting the Independent Advisory Group and prioritisation. Work continues on the research team's projects including transport, health and wellbeing research, Monitoring and Evaluation Programme Benefits Mapping, Transport-Related Social Exclusion and the Northern Powerhouse Independent Economic Review.

Activity Update

- TfN continued 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, and Clean Mobility Vision workstream. A new workstream on aviation decarbonisation has been launched, linked to our policy position work on international connectivity. We have continued to work alongside DecarboN8 to develop methodologies for appraising strategic embodied carbon.
- The TfN Freight & Logistics Strategy was launched in early January using TfN's first virtual consultation room. The consultation period ran until the 31 January, and was supported by a TfN Talks session, podcast, and the Transport Across the North All Party Parliamentary Group. The final version of the strategy will be submitted to TfN Board for approval in March.
- TfN continued to develop a number of policy position statements to feed into the revised STP. In January, position statements on active travel and multimodal hubs went through Scrutiny Committee and Executive Board for feedback before being tabled for the Board meeting on the 25 January but deferred to a future meeting.
- Work to embed the principles of the Northern Transport Charter (NTC) into TfN's wider workstreams continues. In January an NTC Member Working Group updated members and sought steers on emerging plans for engaging with academic experts to pilot the NTC Independent Advisory Group function, identified a preferred approach for the NTC Citizen's Engagement pilot and held a high-level discussion around the need for TfN to undertake further prioritisation of our Investment Programme.
- Further work has been undertaken to respond to the Government's Integrated Rail Plan published in November, including reviewing the technical annex and Strategic Alternatives Report published on 24 January. TfN has submitted evidence to the Transport Select Committee Inquiry into the IRP and appeared before the Committee on 2 February. TfN is continuing to consider the role of funding contributions to rail schemes. Discussions with DfT on the proposed sponsorship role on NPR are ongoing. TfN has commenced work on a 2050 end-state Combined Train Service Specification to set out the vision as in the Long-Term Rail Strategy. This work is being done with TfN partners and aligned with Network Rail work to consider 2032 timetable requirements and will be complete at the end of March 2022. It will be used to inform the refresh of the Long-Term Rail Strategy.

- The final report of the Union Connectivity Review (UCR), led by Sir Peter Hendy, was published on 26 November. TfN met with the DfT's Union Delivery Team in January and has shared work on Strategic Development Corridors with them. The UCR was discussed by the TfN Board on 25 January which agreed to strengthen links with devolved administrations in Scotland and Wales.
- A number of internal benefits mapping workshops have been completed across TfN workstreams as part of the monitoring and evaluation research. Work is underway on the Northern Powerhouse Independent Economic Review (NPIER) project to assess the prime and enabling capabilities, collate local evidence and arrange workshops with key Northern stakeholders to support development of the NPIER Refresh.

Risk

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 and undertake activities specific in the decarbonisation strategy, 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.	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's engagement approaches – Q4 2021/22.

Investment Programme

Monthly Summary

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

- The team continues to draft the interim SPOC, with support from colleagues from TfN.
- To de-risk the programme, the Northern Economic Land Use Model (NELUM) will no longer be used for IPBA.
- The modelling work is ongoing and due to finish in February.
- The team provided a progress update with technical colleagues at the DfT on 27 January.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
Managing expectations. 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">1. Top risks to be presented at the monthly Strategic Oversight Group (SOG) meetings.2. One-to-one briefings to be scheduled with DfT to discuss project assurance, when required.3. Briefings to be presented in plain English so there are no misunderstandings of outputs expected.4. Partners to receive regular communication statements with updates in non-technical terms.	13
Partner feedback. 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">1. Offer one-to-one discussions with partners if they have particular feedback that requires further consideration.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.3. Make it clear to partners that any delays to the programme will have an impact on SOG and TAG members.	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

TfN has submitted a response to the Office for Rail and Road (ORR) consultation on its approach to the development of the third Road Investment Strategy (RIS3) on 28 January 2022.

Activity Update

- Work is underway to prepare for the delivery of Phase 3 of the Electric Vehicle Charging Infrastructure (EVCI) project. Funding is available from DfT subject to agreeing a delivery plan.
- Delivery of the 2021 mobile dataset, demonstrating the performance of the Major Road Network, is ongoing.
- TfN submitted a response to the Office for Rail and Road (ORR) consultation on its approach to the development of the third Road Investment Strategy (RIS3) on 28 January 2022.
- DfT has requested TfN to lead a review of MRN and Large Local Major (LLM) interventions and report back by 1 March. TfN is in the progress of holding one-to-one discussions with the scheme promoters to review all the projects and prepare a draft report for comment by 18 February.

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 lead to reputational risk, poor partner relations, and project outputs that are not applied effectively.	<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. 4. The team is seeking new avenues to promote the work, including Ofgem, National Grid and the Energy Saving Trust (a delivery body for Government regarding electric vehicles). 5. Demonstrate the outputs in a visually accessible way. 	17

	6. Agree outputs and data sharing approaches with TfN legal team. 7. 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.	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
MRN1 programme. 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.	1. Complete a review of the MRN and LLM schemes with partners in terms of meeting objectives and deliverability 2. Regular updates from DfT on the MRN1 programme to be provided via the Major Roads Group. 3. Local capabilities funding could allow TfN to provide resource support on MRN schemes 4. Maintain regular communication with DfT's Acceleration Unit team.	18

Programme and Look Ahead

- TfN to complete review of MRN/LLM programme schemes and submit a report to DfT by 1 March.
- National Highways is planning to share draft Route Strategy reports with TfN on 7 February, for feedback by 17 February. These represent an initial draft, with a second round of consultation planned prior to publication of the final reports.
- The Major Roads team will be working with TAME to develop a programme for supporting TfN partners with development of their Bus Service Improvement Plans.
- The team is drafting the scope and programme of EVCI Phase 3 with the support of partners, in response to a DfT offer of funding. The team is also preparing a publication package for the evidence developed to date, including a position paper to highlight key messages.
- Subject to receipt of a 2022-23 funding allocation the team will compete work on finalising the Major Roads plans within TfN's Business Plan.

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)

- TfN Board was held in Manchester on 25 January. This was promoted in advance via internal and external channels and to media. We tested Director-led introductions to the Board papers, which were posted on our social media channels. There was considerable media coverage, particularly on the new Chair, TfN funding, IRP, and rail planning. Press releases were issued on the new Chair and the funding letter to the Secretary of State.
- Our new Business Matters podcasts were recorded with Peter Kennan (SYMCA), Cllr Charlie Edwards (Lancaster CC), Cllr Craig Browne (Cheshire East Council) and Cllr Don Mackenzie (North Yorkshire County Council). The Peter Kennan and Cllr Edwards episodes were published and promoted across our external platforms, with positive engagement from the guests on their own channels.
- We have also arranged for upcoming podcast episodes with Mayor Tracy Brabin (WYCA), Mayor Andy Burnham (GMCA) and Arianna Giovannini (Director, IPPR North) and Councillor Keith Little (Cumbria County Council).
- The Freight & Logistics Strategy consultation launched on 4 January. It was promoted across all channels and gained media interest, with Martin Tugwell and Lucy Hudson doing interviews. A #TfNTalks webinar was hosted with Sir Peter Hendy and published as a podcast. The TfN website was updated to incorporate links to the consultation and a host of multimedia assets were produced to drive traffic and engagement.
- We hosted the Community Rail Event, which highlighted the 'new era' for the industry that lies ahead. We produced an industry overview video alongside our agencies for the introduction and external assets to support the promotion of the event. A press release was issued afterwards.

- Supported the work of the Transport Across the North APPG by helping the hosting of a session on Freight and Logistics in the North, with ABP and RDG as guest speakers, promoting further the Freight & Logistics Strategy.

Finance, Procurement & Risk

- NPR funding letter 23 (for Q4 2021/22) being prepared for submission. Closure costs to be considered separately.
- The operational implications of the Integrated Rail Plan continue to be progressed.
- Budget Revision 3 was approved by the Board on the 25 January. The Board also confirmed the appointment of Mr Paul Kelly as interim Finance Director and Section 151 Officer.
- Business planning activities on hold pending receipt of until funding allocation.
- New Risk Manager commenced their role on 6 January 2022.
- New Interim Procurement Manager started on 7 February 2022.
- New Interim Financial Controller scheduled to start on 21 February 2022.

Legal & Democratic

- The 29 September, 24 November TfN Board and Partnership Board and 25 January Board were held as face-to-face meetings in Manchester or Leeds. The meeting of Board on 23 February is due to be held as a Consultation Call with the 30 March meeting to be held in person, in Leeds.
- The first meeting of the General Purposes Committee is arranged as a virtual consultation call on 23 February and will enable it to consider its future role and present recommendations to Board.
- The team continues to support procurement and governance, including impacts from recent announcements and the funding settlement when known, 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)

- Good progress has been made on development of the Northern Economy and Land Use Model 3 (NELUM 3) and results have been reviewed by the TAME team. The next phase is further testing of the model.
- The Northern Rail Modelling System (NorMS) Iteration 2f updates have been completed by the Northern Transport Modelling System (NorTMS)

Development Partner. The 2f model has been shared with the RMAP team for acceptance testing ahead of further NPR Business Case work.

- Comments received from the DfT on the NoRMS Iteration 2e Model Development Report (V1.0) have been fed back to the development partner for a review and to provide an estimate of time and effort required to address these comments.
- Work to code new highway schemes into Northern Highway Assignment Model (NoHAM) to reflect an updated Reference Case network has been completed. The networks are being tested in a number of model runs as part of model assurance.
- The Rail Modelling and Appraisal Partner (RMAP) contract team is progressing with IRP agnostic tasks including the creation of a database to store corridor specific tests and modelling results for easy retrieval and reference in future.
- TAME continues to support the development of an Electric Vehicle Charging Infrastructure modelling tool.
- The NPR Freight Partner contract is now underway and an inception meeting has taken place.
- Two new consultants have joined TAME through the Analyst Support Partner Contract to work on application and technical assurance processes for NoRMS. This will ensure continuity of TAME activities following recent resignations. Two more consultants are expected to join in the next few weeks and will provide additional freight support.

Financial Performance

Financial Update

Summary

Expenditure incurred in January: £3.04m

Variance to monthly budget: Underspend of £0.15m (5%)

Year-to-date (YTD) expenditure incurred: £42.31m

Underspend to date: £0.15m (0%)

Headlines

- January actuals have been monitored against the Revision 3 budget, adopted by TfN board on 25 January.
- As at the end of January, TfN's funding allocations, for its various work streams from 1 April, has still not been received. The context of uncertainty in which TfN is operating continues to impact activity and staff retention.
- The year-to-date underspends is driven by the Strategy & Policy operational area.

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 £0.74m in the month and £33.22m YTD is to budget.
 - The revision 3 budget has been revised to reflect agreed scope to the end of the financial year, with a reduction in expenditure, however this will be partially offset by programme closure costs.

Integrated & Smart Travel

- Expenditure of £0.02m was incurred in the month. Year-to-date expenditure of £1.09m is £0.02m under budget (2%).

IPBA (Investment Programme Benefits Analysis)

- Expenditure of £0.05m in the month was £0.03m under budget, with year-to-date expenditure of £0.74m 4% behind budget. Additional scope items have commenced. Modelling work continues to impact expenditure against forecast.

Operations:

Rail Operations

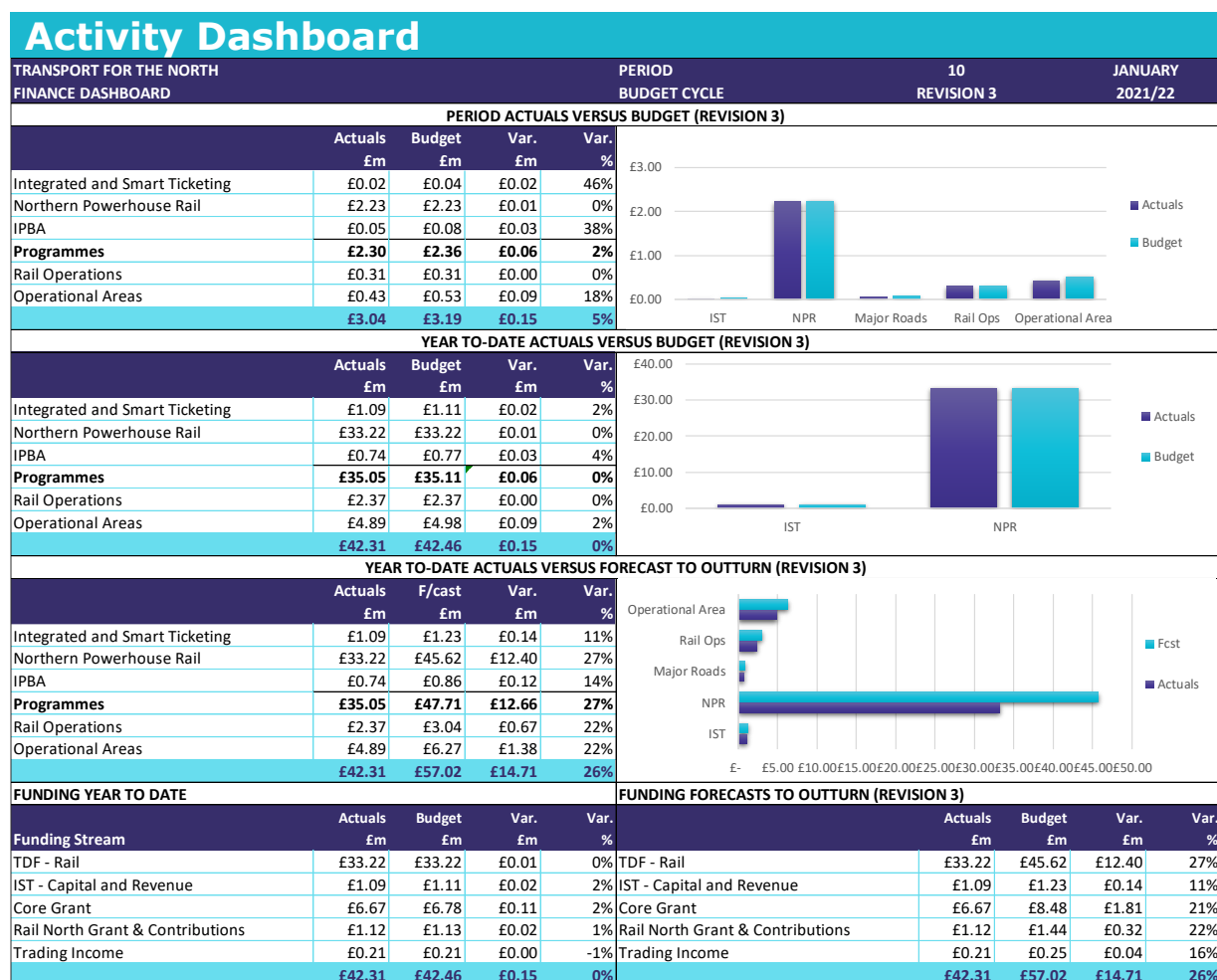
- Expenditure in the month of £0.31m and of £2.37m year-to-date is on budget. Year to date expenditure of £2.06m is £0.19m under budget (8%). Month on month expenditure has continued to accelerate as activity on delayed or paused contracts has commenced.

Operational Areas

- Expenditure of £0.43m in the month represents an underspend of 18%. YTD expenditure of £4.89m is £0.09m (2%) behind budget.
 - Underspend to date is concentrated in the Strategy & Policy directorate. Continued contracting and procurement delays are driving underspend, with some expenditure now likely to slip into the next 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 January as there is limited time to scope, procure and deliver any new incremental activity in year and there is a degree of uncertainty around future funding and subsequent business planning.



Human Resources Update

Salaried Establishment as at **7 February 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 (72.24 FTE)	18 (18.00 FTE)	91 (90.24 FTE)
Rail North Partnership (Hosted)	13 (13.00 FTE)	3 (3.00 FTE)	16 (16.00 FTE)
Total Establishment	113 (112.24 FTE)	23 (23.00 FTE)	136 (135.24 FTE)
Strength (in post)	101 (100.24 FTE)	15 (15.00 FTE)	116 (115.24 FTE)
Appointed (start date pending)	-	-	-
Active/Pending Recruitment	-	-	-
Vacant – On-hold	12 (12.00 FTE)	(8.00 FTE)	20 (20.00 FTE)

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)
Total	9 Posts (9.00 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)

Resourcing Update – For Information

Permanent recruitment pause - given the 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.

Aligned to the Integrated Rail Plan, and as agreed at the January TfN Board meeting, we have entered into a TUPE process. UNISON, group and individual consultation is ongoing with a target transfer date of 31/03/2022.

HR Metrics – 2021/22 Year-To-Date:

Corporate Sickness Level:	2.0%
Employment Policy Application:	1.5%
Rolling 12 Month - Employee Turnover (Voluntary Leavers):	16.6%
% of Employees from an Ethnic Minority Background:	12%
% of Employees declaring a Disability:	22%
Gender Mix - % of Female Employees:	38%
% of Male Employees:	62%

KPIs

Key Performance Indicators

Transport for the North's Key Performance Indicators (KPIs) are outlined in the published Business Plan for 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)		4
In Progress (in progress, may become delayed)		6
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. 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	In Progress	
			<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 industry to shape the next phase of work with the GBR transition team.</p>	

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 DfT 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 February 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 construction in 2024/25. January 2022	Not Started	
			Further surveys and pace of commencing OBCs are dependent on IRP conclusions and subsequent agreements between TfN and DfT.	
	11		In progress	

Northern Powerhouse Rail		Agree NPR governance arrangements with DfT as programme transitions to the next stage. TBC post-IRP	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 sought 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 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.
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	In Progress Engagement with DfT and the Acceleration Unit is ongoing.

		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 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
			An initial overview of the overall prioritisation approach was discussed with the NTC member working group on the 19 January. A position paper is being prepared during February ready for agreeing through governance.
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	Delayed
			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 have 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 21. TfN constitutional meetings in the main moved to "in-person" meetings from September 21.



Transport for the North
2nd Floor
4 Piccadilly Place
Manchester
M1 3BN



Transport for the North
Ground Floor
West Gate
Grace Street
Leeds
LS1 2RP



0161 244 0888



info@transportforthenorth.com

