

Transport for the North Monthly Operating Report July 2020



Contents

Introduction	Page
Summary from the Chief Executive	3
Programme Summary	
Northern Powerhouse Rail (NPR)	4-6
Integrated & Smart Travel (IST)	7-9
Investment Programme	10
Major Road Network (MRN)	11-12
Strategic Rail	13-14
Operations Summary	15-17
Financial Performance	
Financial Update	18-19
Activity Dashboard	20
HR Update	21
KPIs (Key Performance Indicators)	22-24

Introduction

Summary from the Chief Executive

TfN colleagues worked remotely throughout July due to COVID-19. This approach is mindful of both current and emerging government guidance and the fact that TfN's offices (Manchester and Leeds) and a large percentage of our workforce are located within and/or near to areas that are currently locally locked down. A further review of TfN's current remote working arrangements is planned in September.

The Strategy, Policy, Economics and Research teams continued their work throughout July on the Integrated Rail Plan (IRP) and TfN's Decarbonisation Strategy, while planning further work on social inclusion, wellbeing and wider economic outcomes to support the development of the Northern Transport Charter. A revised version of the Northern Transport Charter is also being prepared for publication.

The focus of the Strategic Rail team remains on supporting COVID-19 work and recovery planning. The team continue their work as Government guidelines evolve, referencing the increase of passengers to 30% of pre-COVID-19 levels following the timetable uplift in early July. The team also continues to input into the work of the Manchester Recovery Task Force (MRTF), the Integrated Rail Plan (IRP) and completion of the rail elements of TfN's Economic Recovery Plan.

The NPR team continued its work on the Strategic Outline Case, focusing in particular on preparing for the sifts workshops and securing TfN Board agreement to the NPR phasing strategy (both in September). The team has instructed Network Rail to prioritise cost reviews for interventions on Manchester-Sheffield and Manchester-Leeds routes, which will ensure that the outcome for certain areas, such as tunnelling, can be applied to other corridors with similar engineering requirements.

The Integrated and Smart Travel (IST) team continues with the programme, with Northern continuing to roll out flexi-seasons tickets, with positive press coverage seen so far. Progress on Platform Validator (PVal) hardware deliveries and onsite works has continued following the delays caused by COVID-19. The team is also awaiting decisions from Ministers around Contactless on Rail and Local Smart Schemes originally anticipated in June.

Northern Powerhouse Rail (NPR)

Monthly Summary

The NPR team has continued to work closely with Delivery Partners and Partners to develop a baseline programme that supports Strategic Outline Case (SOC) submission in March 2021. Three key areas continue to influence the baselining activity, these being infrastructure costs, modelling and appraisal, and Partner engagement.

In the period, TfN issued an instruction to Network Rail (NR) to prioritise cost reviews for Manchester – Sheffield, interventions for Concept 2G (Upgrade akin to a new line [Hope Valley - 2 trains per hour via Stockport, 2 trains per hour via Marple]), and Manchester – Leeds, route option 5.3 variant 1 – a new line serving Bradford Gateway Station. The focus will be on specific engineering areas, such as tunnelling, and the outcomes of the review can also be applied to other corridors that have similar engineering requirements on. This ensures benefits of the reviews can be applied across the network. NR is still reviewing whether it can meet the requirements instructed. However, the NPR team is actively exploring options to support delivery of the requirements collaboratively with NR. Regarding modelling and analysis, a version of the NoRMS model version 1C has been completed for use at the sift workshops and the model runs required for sift are in process now. A further update to NoRMS version 1D is underway, which will be used in the SOC, and is expected to provide further scheme benefits without compromising decisions made at sift. Invites for the pre-sift and sift workshops have been issued to Partners in the period and the engagement team continue to facilitate Partner involvement in programme delivery.

Activity Update

Infrastructure

The proposed Regional and National Panel dates proposed by NR, which support passage of assured costs to NPR, continue to be challenged by NPR as they do not support programme milestones for Partner engagement, sifting and, consequently, SOC decision-making. Resourcing constraints within NR are being reviewed but it is critical that solutions are found by NR to support the programme's delivery of the SOC.

Technical Assurance, Modelling and Economics (TAME)

A version of the NoRMS model (1C) has been completed for use at the sift workshops and the model runs required for sift are in process now. However, although TAME are progressing to schedule, completion of the modelling and analysis activity required to support sift is dependent on the provision on assured costs from Network Rail. Consequently, and as discussed in the risk section below, time allowed for Partner engagement on results is limited.

Partner Engagement

To mitigate the impacts to engagement caused by challenges in delivery across infrastructure and modelling and analysis, bespoke briefing documents for each corridor have been developed and discussed with Partners, to outline key pre-sift dates and timescales for Partners to brief internally, along with feedback deadlines. All corridor briefing documents will be uploaded on to the Partner SharePoint site by 31 July 2020. The team has also been engaging with Partners on a one-to-one

basis, plus Partner surgeries/working group and TAG to explain the process and timescales.

Business Case

In the period the SOC team shared a draft version of the Commercial Case at Working Group on 16 July 2020. The SOC team is working towards delivering drafts of all five cases to Partners via the following forums; Working Group 12 August 2020, Delivery Group 28 August 2020, Programme Board 3 September 2020, Executive Board 14 September 2020, and TfN Board 17 September 2020.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<p>Risk: That the analytical models may not deliver output to support TfN’s SOC objectives.</p> <p>Impact: Not enough time to review/challenge/update/assure/accept modelling outputs to support sifting and decision-making on the programme in FY20/21.</p>	<p>A version of the NoRMS model (1C) has been completed for use at the sift workshops and the model runs required for sift are in process now. A further update to NoRMS (1D) is underway, which will be used in the SOC, and is expected to provide further scheme benefits without compromising decisions made at sift.</p>	2
<p>Risk: That infrastructure costs for route/hub options may increase through Sequence 4 (SOC) development.</p> <p>Impact: Increased costs may result in reduced BCR values when those presented for the same options at SOBC, and negatively impact the ability to make a positive case for options/networks which could potentially impact SOC delivery.</p>	<p>To support sifting and SOC decision-making, cost reviews on Man-Sheff and Man-Leeds have been instructed to NR. NPR are exploring opportunities to undertake reviews internally and/or collaboratively with NR.</p>	2
<p>Risk: There may be a lack of understanding and buy-in by Partners of emerging and/or final information to support sifting and decision-making for SOC.</p> <p>Impact: Not enough time for Partners to fully review emerging final information and endorse, resulting in challenge to SOC submission timescales and NPR not being able to go to scheduled TfN Boards in FY20/21 for key SOC decision-making.</p>	<p>Bespoke briefing documents per corridor developed to outline key dates, providing timescales for Partners to brief internally and to formulate views from Partner organisations prior to attending sift.</p> <p>Pre and post-sift engagement with Partner organisations at a Member level, involving NPR working group throughout the sifting process. One-to-one briefings are taking place by the NPR Director, Tim Wood, with Leaders and Exec Board members.</p> <p>NPR has extended the Stakeholder Management capacity within the NPR PMO to support Partner engagement.</p>	2
<p>Risk: TfN, including the NPR programme, has no direct involvement in the Integrated Rail Plan (IRP).</p> <p>Impact: The outcome of the IRP could impact the SOC as well as the next stage of the NPR programme sequence of delivery and in particular Outline Business Case (OBC).</p>	<p>TfN has set up a working group to develop its response to the Integrated Rail Plan and ensure that it is effectively communicated to members, Partners, stakeholders and Government, and that interfaces and interdependencies between IRP and NPR (including SOC) are closely managed.</p>	2

Programme and look ahead

Sifting schedule

Sift date	Corridor
22 Sep 20	Liverpool - Manchester
28 Sep 20	Leeds – Hull, Sheffield – Hull (incl. Sheffield hub)
30 Sep 20	Manchester – Sheffield (Route)
05 Oct 20	Manchester – Leeds (incl. Leeds hub)
09 Oct 20	Leeds - Newcastle

Decision schedule

TfN Board	Recommendations
17 Sep 20	Approve phasing strategy, provide an update on sifting progress, note SOC first partial draft.
18 Nov 20	Approval of NPR preferred network and corridors with strategic alternatives, agree current preferred phasing plan, note SOC second partial draft.
14 Jan 21	Note SOC Near Final Draft. Advise on any essential changes to support approval (phasing/network).
10 Mar 21	Agree SOC, submission of SOC to Government, Statutory Advice, comms strategy and handling.

Integrated and Smart Travel (IST)

Monthly Summary

- Solid progress made on the Fares tool, with agreement reached with DfT on the product roadmap and a plan to ensure successful transition of the tool for national use.
- Discussions progressing with Local Authorities for commercial discussions to start for the use of the Open Data Hub.
- Extended use of the Disruption Management Tool has been proposed by inclusion of COVID-19 real-time transport capacity data.
- Northern has launched and are rolling out flexi seasons, with positive media coverage.
- Platform Validator (PVal) deliveries from China, and Merseyrail on-site works, have been accelerated by mitigation actions taken following delays caused by COVID-19.
- For Contactless on Rail and Local Smart Schemes TfN continues to press DfT and Ministers for decisions originally expected in June.
- A proposal for a programme of innovation demonstrators as part of Phase 4 strategy and to inform future projects, was accepted to be developed further by TfN Board.

Activity Update

Phase 1: (Smartcards on Rail): Northern launched flexi-seasons for passengers travelling between two gated stations, Leeds and Harrogate, and will continue the rollout to gated stations in West Yorkshire in August. It will be possible to monitor and acquire learning meaningfully once overall customer numbers have increased. On-site PVal civils work (to make ready for head fitting) is circa.48% complete for Northern and circa.30% complete for Merseyrail. In July mitigations to potential delays have been put in place and there was no further slippage in addition to the three-month delay because of COVID-19.

Phase 2: (Fares Tool): In July TfN and DfT agreed the product roadmap (a key component of the acceptance criteria), plus a high-level schedule of activities and decisions to complete transition of the tool for national use by DfT. Development activities continue on schedule. Notably NeTEx (Network Exchange - the new national data standard) is available to Electronic Ticketing Machine suppliers to support their operator customers (who will not use the DfT Fares Tool), to comply with legislation. The tool became publicly available for select operators to test developed and future functionality.

Public Transport Open Data: With the disruption messaging tool development nearly complete and the open data hub in business as usual there is engagement with Local Transport Authorities (LTAs) to understand any outstanding matters which require addressing before commencing the commercial discussions for the LTAs to accept long-term ownership.

Phase 3: (Contactless on Rail): The project is on hold whilst we await a decision from DfT’s Investment Committee meeting of 15 June on a paper setting out the North’s proposal to accelerate the national rollout of contactless on rail. There has been continued correspondence with the Rail Minister asking when a decision is to be made and expressing the North’s keenness to work with Government to bring forward contactless on rail.

Phase 4: (Local Smart Schemes): We continue to await feedback on the Strategic Outline Case presented to DfT’s Investment Committee on 29 June. In the meantime, we have worked with LTAs to develop ideas for schemes and for assuring bids. A preliminary proposal for some innovation demonstrators to potentially feed into future projects was accepted by TfN Board.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<p>Phase 1 – Risk: Going forward if the three-month delay to civils work (caused by COVID-19) cannot be caught up; and the effects of further delays due to social distancing and travel restrictions and to the readiness of PVal heads, this is likely to further stall the installation and commissioning of PVals, and subsequently the completion of the full rollout of flexi-seasons.</p>	<ol style="list-style-type: none"> 1. TfN continues to engage with Train Operating Companies (TOCs) and their suppliers to support mitigations to delays. In July joint working prevented Northern and MerseyRail’s schedules slipping. 2. TfN to continue talking with DfT to understand if there are to be any changes to plans to roll out flexi seasons and possible reintroduction of on-site working restrictions. 	3
<p>Phase 2 – Risk: TfN may be unable to novate the contract for the Disruptions Messaging Tool and Open Data Hub to a Local Transport Authority/ies because LTAs are unable to agree the acceptance criteria and overcome other barriers and unable to take on the liabilities of owning the contract</p>	<ol style="list-style-type: none"> 1. To agree with LTA operational leads when they consider the tool has met their thresholds. 2. A commercial plan has been developed with implementation from August 2020 which will support mitigation of barriers to novation. 	4
<p>Phase 3 – Risk: The DfT’s rollout plan for contactless on rail may not align with IST proposals and as a result, contactless ticketing may not be rolled out in the North as an early part of a national programme as agreed at TfN Board.</p>	<ol style="list-style-type: none"> 1. Continue to press DfT investment committee and the Rail Minister for funding for an Outline Business Case 2. Make a submission to the Comprehensive Spending Review (CSR) to fund delivery of contactless. 	5
<p>Phase 4 – Risk: There is a risk that the funding for the Phase 4 proposal may not be secured because it might not be approved by DfT’s investment committee. This funding is required to continue the IST programme after the end of March 2021.</p>	<ol style="list-style-type: none"> 1. Continue to press DfT investment committee for funding to take forward an Outline Business Case and make a submission to the CSR to fund delivery. 	

Programme and look ahead

Phase 1

- PVal ‘go live’ at intermediate stations between Leeds and Harrogate.

- Merseyrail and Northern continue PVal installation civils work and start fitting the heads (devices which validate tickets).
- Progress the five (9%) outstanding Northern landlord and listed building consents for phase 1 of station PVal installations.
- Continue testing of the back office and PVals.

Phase 2

- Fares Tool: Agree greater granularity about and take decisions to expedite technical, commercial and governance for transition to DfT.
- Complete development of Group Tickets, Assisted Digital (for people with low digital skills), security testing.
- Disruption Messaging Tool and Open Data Hub: Agree with LTAs the outstanding matters which require addressing in order to begin commercial discussions.

Phase 3

- Work with TfN Board to garner support to move forward and submit a bid for funding to the CSR.

Phase 4

- Work with LTAs to bring forward widely supported schemes for submission from the North for the CSR.
- Secure support from DfT and LTAs to progress with the Innovation initiative procurement.

Investment Programme

Monthly Summary

This month's work has focused on submitting the Economic Recovery Plan to TfN Board for approval. We are continuing to mitigate risks to the Investment Programme Benefit Analysis workstream as well as the application of the Future Travel Scenarios.

Activity Update

During this month:

- The Investment Programme 'sequencing report' and Future Travel Scenarios were approved by Partners at TfN Board on 29 July 2020. These reports detail how we developed three sequencing options for the Investment Programme, and a framework to ensure investments are robust, resilient and agile to future change uncertainties.
- The Investment Programme Benefits Analysis (IPBA) work has been postponed due to available capacity in the TfN modelling team and other pressing priorities, namely the NPR Strategic Outline Case, COVID-19 response and Decarbonisation. This IPBA work is now programmed to begin in April 2021. The associated funding will be carried forward into 2021/22.
- TfN has project managed the application of the Future Travel Scenarios in the Analytical Framework and developed a publication package. This includes public facing scenario reports, a Decarbonisation Pathway report and online visualisations using TfN software.
- TfN submitted its response to the Government call for evidence on Future Transport on 2 July 2020. This focused on enabling the UK's transport system to support delivery of climate change targets.

Risks

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

Programme and look ahead

- We will continue to work with TfN's modelling team to apply the Future Travel Scenarios within the Analytical Framework. We will also work with the communication and engagement team to finalise the documents for publication.

Major Road Network (MRN)

Monthly Summary

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

We have asked Highways England and local Partners to provide evidence of the impact of COVID-19 on travel behaviours and patterns, as well as impacts on air quality. A summary of this research has been presented to the Strategic Oversight Group (SOG) in July.

Activity Update

- TfN has now submitted the Economic Recovery Plan to the Secretary of State for Transport, following its approval at TfN Board. The schemes submitted for accelerated development have been collated with the support of TfN Partners.
- The team is developing the requirements document to acquire a 2020 set of mobile phone data that will provide useful information on the Major Road Network. This will include information on reliability, journey times, the length of journeys and evidence on origin and destination of trips.
- The first Route Strategies workshop was on 25 June, where TfN met with HE to discuss the detail on how we can work together to deliver Route Strategies.

Risks

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

Programme and look ahead

- Highways England (HE) will be publishing their response to the Road Investment Strategy (RIS) 2020-25 this autumn. This will detail how HE will achieve the RIS objectives.
- The team will start to review and update the Major Roads Report in October following the development of the Future Scenarios and Decarbonisation workstreams.

Strategic Rail

Monthly Summary

The operational focus remains on supporting COVID-19-related work and recovery planning and the continued strong joint working between Transport for the North (TfN), the Department for Transport (DfT), the Rail North Partnership (RNP) and the train companies working through the North of England Contingency Group.

Since the successful timetable uplift on 6 July, there has been a change in Government guidance to allow public transport to be used for commuting and leisure, an encouragement for workers to go back to offices, and a reduction in social distancing to 1 metre (with risk mitigation). Rail usage has increased week-on-week and passenger volumes are around 30% of pre COVID-19 levels.

The other main areas of work have been continuing to input to the work of the Manchester Recovery Task Force (MRTF), the Integrated Rail Plan (IRP) and completion of the rail elements of TfN's Economic Recovery Plan. These workstreams continue to be informed by analysis undertaken for the Long-Term Rail Strategy (LTRS).

Activity Update

TfN continues to work closely with the DfT and Network Rail on investment plans across the North of England including schemes to address congestion hotspots in Central Manchester (including through the MRTF) and at Leeds.

TfN is currently working with MRTF and stakeholders to consider options for a new timetable proposition in December 2021. A programme to appraise and approve an option has been proposed with the intention to complete the governance by late October 2020. TfN has also submitted a comprehensive list of enhancements in and around Manchester.

On 23 July, the Secretary of State for Transport, Grant Shapps MP, announced the Government's decision (which had been due to be made in April 2018) on the next stage of work on the TransPennine Route Upgrade (TRU), and confirmed an allocation of £589 million that will enable:

- Delivery of a first phase of works relating to some but not all the outcomes agreed between DfT and Rail North in 2016; and
- Development work relating to most of the other originally agreed outcomes to enable subsequent confirmation, or otherwise, of their delivery.

Progress is being made on the implementation of the Blake-Jones Action Plan and a final report was presented to the Rail North Committee in July.

On 30 June a new Infrastructure Delivery Taskforce was announced named Project SPEED to bring forward proposals to deliver the Government's public investment proposals more strategically and efficiently. Project SPEED includes three projects in the North; TRU, Manchester Capacity and Reliability works and the Northumberland Line, and is likely to accelerate the delivery of all three

schemes. The Northumberland Line Outline Business Case is due to be refreshed and a Decision to Deliver sought in October which is an improvement of more than six months.

Risks

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

Programme and look ahead

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

Operations Summary

Monthly Introduction

Operational focus for July has included; comms supporting TfN as a whole especially around the launch of flexi-season tickets by the IST team; work in connection with the External Audit by the Finance team and ongoing procurement support to teams by the Procurement team; the continuation of Virtual Public Meetings overseen by Legal & Democratic Services; ongoing work on the Integrated Rail Plan (IRP) and decarbonisation strategy by Strategy, Policy, Economics & Research; and the continuation of model development and support of wider programmes including NPR by TAME.

Activity Update

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

Stakeholder Engagement & Communications

- The Stakeholder Engagement and Communications Team has continued to provide proactive and reactive support to the organisation and programmes, including supporting this month's change in passenger messaging around use of the railway.
- TfNTalks, the TfN webinar series, continues at pace, with a further NPR-focused event well-attended, and a future episode with panellists exploring smart travel and the IST programme scheduled for early August.
- Since the last report, the team has proactively launched flexi-season tickets in partnership with Northern for passengers travelling between Leeds and Harrogate, delivered as part of the IST programme. This included broad media coverage alongside online content, and swiftly followed communication regarding the appointment of IST Director Jeremy Acklam.
- TfN has also proactively published reactions to key Government activity, including the interim report from the National Infrastructure Commission on the Integrated Rail Plan, as well as the announcement regarding the Transpennine Route Upgrade and creation of a Northern Transport Acceleration Council. This involved proactive op-ed opportunities published online, as well as the Yorkshire Post, and follow-up statement from the Chief Executive.
- The team has been supporting the Northern Powerhouse Rail team in preparing for circulation of evidence to support the sifting, and planning engagement meetings to support the process.
- The team has also progressed communication materials for a number of key initiatives, including the Economic Recovery Plan, as well as giving

consideration to communications surrounding the Northern Transport Charter following agreement at July's TfN Board.

- There have been further discussions regarding the Communications Memorandum of Understanding (MOU) between TfN and DfT, to seek clarity on its implementation and interpretations.

Finance & Procurement

- Statutory Accounts and External audit are being finalised with Accounts scheduled to be approved at the TfN Board meeting on 17 September 2020.
- Budget Revision 1 was approved by the Board and will be used as the comparator to actual performance from July onwards.
- TDF Funding Letter 17 has been finalised and submitted to the DfT for consideration.
- The Grant Funding Agreement for NPR has been agreed in principle, with a final review being undertaken within the DfT. The Grant Funding Agreement for TfN's Core funding is subject to ongoing discussion.
- Rail Modelling Appraisal Model (RMAP2), External Forecast Systems, Distributional Impact Assessment, Freight Modelling, Polling Support, Strategic Rail Support were all released to the marketplace for tendering.
- Additional short-term procurement resourcing has been put in place to cover a vacant post during a short-term peak in NPR activity.
- E-commissioning process has been implemented across the organisation.

Legal & Democratic

- Virtual public meetings continue to be held, with the Constitution updated to include formal procedure rules for this purpose. Current regulations allowing virtual meetings expire in May 2021 and the position is being monitored.
- The modern.gov software system (to streamline governance and meeting management arrangements and as used by a number of constituent authorities) is at testing stage, and a pilot rollout of an internal meeting is being arranged, followed by a public meeting later in the year. Further details and expected dates will be shared with system users closer to roll out.
- The Legal Team continues to support Procurement in a high level of commissioning activity from all departments and to support Finance in the finalisation of the NPR, IST and Core Grant Funding Agreements.

Strategy, Policy, Economics & Research

- The team has now concluded the development work on the Northern Transport Charter (NTC) proposals agreed at the TfN Board in September. A revised version of the NTC is now being prepared for publication and will underpin TfN's Comprehensive Spending Review bid now being developed.
- Updated the TfN Partnership Board on the Integrated Rail Plan for the North and Midlands. Work to date has identified clear options for acceleration of elements of Northern Powerhouse Rail (NPR) and HS2.

Work is now progressing on the options for sequencing and integration of major schemes.

- Development of TfN's decarbonisation strategy continues with a strong focus on modelling pathway scenarios. An initial proposal will be presented to TfN Board in September. In parallel the team is preparing a TfN response to the consultation on the DfT decarbonisation strategy required by the end of August.
- The research team is planning further work on social inclusion, wellbeing and wider economic outcomes to support the development of the Northern Transport Charter. The team is also preparing to submit proposals to the HMT on Green Book reform as part of TfN's approach to the Comprehensive Spending Review.

TAME (Technical Assurance, Modelling & Economics)

- Substantial progress has been made in the recruitment of further resources into TAME to meet TfN programme requirements. Eight roles have been filled on a secondment basis with experienced members of TfN's supply chain now working directly within TAME. In addition, the recruitment process to fill the vacant Head of Service role is underway.
- Recruitment has included filling the important Team Co-ordinator role. The Team Co-ordinator is working with the Analysis and Assurance Managers to implement a number of recommendations from the ARUP review including resource planning, programme reporting and improved communication of TAME work to other programmes.
- A delay to the NPR sifting programme has been exploited to complete further development of the Northern Rail Modelling System (NoRMS). This has focused on ensuring a sufficient spread and depth of benefits are being captured and the development programme has included technical assurance with TAME's peer reviewer John Bates. The NPR RMAP team has now commenced application of the model on the NPR sifting programme. TAME's attention is now shifting to wider analysis to support the transformational narrative in the NPR SOC, and to preparing a further update to the model to be used for NPR network testing in September.
- A major milestone was reached at the end of July when TAME received the first version of the Northern Highway Assignment Model (NoHAM). The model has been developed to initially to allow the modal impacts of NPR on the car market to be estimated. Further in-house work by TAME is now underway to improve the quality of the model to prepare for the IPBA.
- TAME modelling and analysis for the Future Travel Scenarios and Decarbonisation Pathways is on track for finalisation in September so that the work can be published in two reports in October. TAME is supporting the Strategy and Major Roads teams in the drafting and production of these reports.

Financial Performance

Financial Update

Summary

Expenditure incurred in July: £4.78m

Variance to July monthly budget: Underspend of £0.01m

Year to-date expenditure: £17.12m

Year to-date variance to budget: Underspend of £0.01m

Headlines

- Financial position for Period 4 is monitored against the Budget Revision 1.

Programmes:

- Expenditure of £4.12m representing an overspend of £0.13m (3%) in the month.
- This is driven by the NPR programme, in particular an acceleration of Network Rail activity against the Revision 1 forecast.

Integrated & Smart Ticketing:

- Programme wide expenditure of £0.94m was only marginally behind budget, with an underspend of £0.02m (2%) in the month.

Phase 1

- Expenditure of £0.57m in the month represented an acceleration on previous periods, with progress on civils work on PVal installation progressing to schedule.

Phase 2/4 and Programme Team

- Expenditure of £0.38m, representing an underspend of £0.01m (2%) in the month.
- This was the net result of a marginal overspend in Phase 2, mainly due to differences in phasing, offset by underspend on Phase 4 which is still awaiting approval to proceed. There were no costs associated with the use of external consultants in the month.

Northern Powerhouse Rail

- Expenditure was £3.14m, representing an overspend of £0.16m (5%) in the month. YTD spend of £11.88m is within 1% of budget.
 - Across Network Rail there is an overspend of £363k in the month. Remitting work is ongoing and work on additional change requests has been undertaken since the forecast submitted at Revision 1.

- There was an underspend on modelling work of £0.11m in the month. Procurement work is ongoing on several key modelling contracts, which will result in an increase in modelling activity.
- Delays to onboarding of some TAME support continues to drive underspend on programme support costs.

Strategic Development Corridors (SDC)

- Expenditure of £0.04m in the month was marginally under Budget Revision 1. This reflects the deferral of the quantitative analysis work that was included in the original business plan and budget.

Operations:

Rail Operations

- Expenditure of £0.19m represented an underspend of £0.02m (11%) in the month reflecting a delay in the recruitment to the Interim Head of Service Outputs role.

Operational Areas

- Expenditure of £0.48m represented an underspend of £0.13m (21%) in the month. This was due to a number of smaller movements, including underspend in Business Capabilities of £0.05mk, principally in Communisations & ICT activity, and an underspend in Economic Appraisal of £0.09m due to a delayed start to innovation and research activity.

Activity Dashboard

TRANSPORT FOR THE NORTH FINANCE DASHBOARD					PERIOD BUDGET CYCLE	4 REVISION 1	JULY 2020/21		
PERIOD ACTUALS VERSUS BUDGET									
	Actuals £m	Budget £m	Var. £m	Var. %					
Integrated and Smart Ticketing	£0.94	£0.96	£0.02	2%					
Northern Powerhouse Rail	£3.14	£2.98	£-0.16	-5%					
Major Roads	£0.04	£0.04	£0.00	9%					
Programmes	£4.12	£3.99	£-0.13	-3%					
Rail Operations	£0.19	£0.21	£0.02	11%					
Operational Areas	£0.48	£0.60	£0.13	21%					
	£4.78	£4.80	£0.01	0%					
PERIOD ACTUALS VERSUS BUDGET: PROGRAMMES									
	Actuals £m	Budget £m	Var. £m	Var. %					
IST: Phase 1	£0.57	£0.57	£0.01	1%					
IST: Phase 2	£0.20	£0.19	£-0.01	-8%					
IST: Phase 3	£0.00	£0.00	£0.00	-					
IST: Phase 4	£0.02	£0.03	£0.01	26%					
IST: Programme	£0.15	£0.17	£0.02	13%					
Northern Powerhouse Rail	£3.14	£2.98	£-0.16	-5%					
Major Roads	£0.04	£0.04	£0.00	9%					
	£4.12	£3.99	£-0.13	-3%					
YEAR TO-DATE ACTUALS VERSUS BUDGET									
	Actuals £m	Budget £m	Var. £m	Var. %					
Integrated and Smart Ticketing	£2.64	£2.66	£0.02	1%					
Northern Powerhouse Rail	£11.88	£11.72	£-0.16	-1%					
Major Roads	£0.20	£0.20	£0.00	2%					
Programmes	£14.72	£14.58	£-0.13	-1%					
Rail Operations	£0.72	£0.74	£0.02	3%					
Operational Areas	£1.68	£1.81	£0.13	7%					
	£17.12	£17.13	£0.01	0%					
YEAR TO-DATE ACTUALS VERSUS FORECAST TO OUTTURN									
	Actuals £m	F/cast £m	Var. £m	Var. %					
Integrated and Smart Ticketing	£2.64	£9.73	£7.09	73%					
Northern Powerhouse Rail	£11.88	£47.31	£35.43	75%					
Major Roads	£0.20	£0.83	£0.63	76%					
Programmes	£14.72	£57.86	£43.15	75%					
Rail Operations	£0.72	£2.82	£2.10	74%					
Operational Areas	£1.68	£7.76	£6.08	78%					
	£17.12	£68.44	£51.32	75%					
FUNDING YEAR TO DATE					FUNDING FORECASTS TO OUTTURN				
Funding Stream	Actuals £m	Budget £m	Var. £m	Var. %	Actuals £m	F/cast £m	Var. £m	Va	
TDF - Rail	£11.56	£11.41	£-0.15	-1%	£11.56	£46.35	£34.79	75%	
IST - Capital and Revenue	£2.64	£2.66	£0.02	1%	£2.64	£9.73	£7.09	73%	
Core Grant	£2.41	£2.56	£0.16	6%	£2.41	£10.56	£8.15	77%	
Rail North Grant & Contributions	£0.43	£0.42	£-0.01	-3%	£0.43	£1.32	£0.89	67%	
TDF - Roads	£0.00	£0.00	£0.00	-	£0.00	£0.00	£0.00	-	
Trading Income	£0.08	£0.08	£0.00	2%	£0.08	£0.49	£0.41	83%	
	£17.12	£17.13	£0.01	0%	£17.12	£68.44	£51.32	75%	

HR Update

Human Resources Update

Salaried Establishment as at **7 August 2020**

Established/ Transition Posts

Area	Established Posts (Over 2 years)	Transition Posts (Up to 2 Years)	Total
CEO/Chair	2 (1.17 FTE)	-	2 (1.17 FTE)
Support Services	30 (29.32 FTE)	6 (6.00 FTE)	36 (35.32 FTE)
Operational & Delivery	94 (92.90 FTE)	41 (40.50 FTE)	136 (133.40 FTE)
Total Establishment	126 (123.39 FTE)	47 (46.50 FTE)	173 (169.89 FTE)
Strength (in post)	110 (108.07 FTE)	32 (31.50 FTE)	142 (139.57 FTE)
Appointed (start date pending)	2 (2.00 FTE)	2 (2.00 FTE)	4 (4.00 FTE)
Active/Pending Recruitment	5 (5.00 FTE)	2 (2.00 FTE)	7 (7.00 FTE)
Vacant – On-hold	9 (8.32 FTE)	11 (11.00 FTE)	20 (19.32 FTE)

Agency Resource - Covering Vacant Posts

Area	Posts (FTE's)
Support Services	3 Post (2.12 FTE)
Operational & Delivery	2 Posts (2.00 FTE)
Total	5 Posts (4.12 FTE)

Consultancy Resource - Covering Vacant Posts

Area	Posts (FTE's)
Support Services	0 Post (0.00 FTE)
Operational & Delivery	9 Posts (8.80 FTE)
Total	9 Posts (8.80 FTE)

HR Metrics – 2020/21 Year to Date





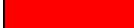
Corporate Sickness Level:	3.0%
Employment Policy Application:	0.7%
Employee Turnover (Voluntary Leavers):	3.1%
% of Employees from an Ethnic Minority Background:	17%
% of Employees declaring a Disability:	10%
Gender Mix - % of Female Employees:	39%
% of Male Employees:	61%






KPIs

Key Performance Indicators

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

Key

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

Area	KPI	Detail	Progress	Status
Corporate	1	Agree with Government the phasing and prioritisation of the Integrated Rail Plan for High Speed North. December 2020	On Track	
			Members received an update at July Partnership Board. Second phase of work now underway ahead of September TfN Board.	
Northern Powerhouse Rail	2	Agree and submit Strategic Outline Case to Government. January 2021	Delay	
			The SOC timeline has been rephased due to the impacts of COVID-19 and was approved at TfN Board on 29 April 2020. The next step is to complete a re-baselining activity of the programme for the SOC submission in March 2021.	
Integrated and Smart Travel	3	Complete the delivery of the Integrated and Smart Travel on Rail Project (Phase 1). November 2020	Delay	
			There are likely to be delays to completion for Northern and Merseyrail because of the three-month delay to on-site works as a consequence of COVID-19.	
Integrated and Smart Travel	4	Complete the delivery of Phase 2 of the Integrated and Smart Travel Programme (informed customers). March 2021	On Track	
			The phase is currently on track to meet the KPI. DMT (Disruption Messaging Tool) and ODH (Open Data Hub) are live and being rolled out to LTAs and developers. Further enhancements to DMT are being delivered during the course of the year. The prototype of the Fares Tool is being developed in the second stage (beta private) and is now publicly available for testing by a select group of operators working with the project team.	
	5		Delay	

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

		Investment Programme Assurance Framework. March 2021	Pathways work to support strategy development as well as preparing TfN's submission to the setting the challenge response.
Strategy	12	Develop an inclusive and sustainable growth framework that will sit alongside the Strategic Transport Plan and ensure that this is embedded in TfN's Investment Programme Assurance Framework. March 2021	<p>In Progress</p> <p>Following completion KPI 16 work has now begun to develop the short – medium term actions that will support development of an inclusive and sustainable growth as agreed by July Board in approving the Northern Transport Charter.</p>
Strategy	13	Develop a freight strategy for approval by the TfN Board and ensure that this is embedded in TfN's Investment Programme Assurance Framework. March 2021	<p>On Track</p> <p>In progress. Additional resources to support the development of the TfN freight strategy are now in place. Work will be managed through the Strategic Oversight Group and progress reported to Members later in the year.</p>
Modelling and Analysis	14	Complete and deploy the Analytical Framework throughout TfN's programmes. March 2021	<p>Delay</p> <p>The risk of delay to completion of key elements of the Analytical Framework and their successful deployment in the NPR SOC has been reduced through a reprioritisation of TAME activity, including rescheduling of the IPBA programme. As the Analytical Framework will be deployed in full the NPR SOC, it will have been fully tested and signed-off for application in other TfN programmes in 2021. Monitoring of the programme and residual risk is being improved through implementations of the Arup review led by the TAME Senior Leadership Team.</p>
Organisation	15	Develop and provide a Comprehensive Spending Review Submission to Government. At date set by HMT	<p>On Track</p> <p>The Chancellor has indicated that there will be a Spending Review in the Autumn, although no further detail is currently available. In the meantime, TfN continues to develop the Northern Transport Charter, which will form the basis of its submission.</p>
Organisation	16	Develop and adopt the Northern Transport Charter. June 2020	<p>Achieved</p> <p>The team completed work on the remaining Northern Transport Charter (NTC) proposals to be discussed at the rescheduled meeting of the Members Working Group on the 19 July.</p>



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