

Transport for the North Monthly Operating Report June 2020



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Introduction

Summary from the Chief Executive

TfN continued to work remotely to minimise the risks associated with COVID-19 throughout June, and continues to adhere to Government guidelines. Remote working continues to be productive despite some downsides.

In June, TfN's Strategic Transport Plan (STP) won the Transport Planning accolade at the CIHT Awards. This award recognises the hard work of everyone across the organisation and Partners in developing and delivering the STP.

The Strategy team completed work on the remaining Northern Transport Charter (NTC) proposals, for review at the rescheduled July meeting of the Member Working Group, and progressed the next phase of TfN's work on the Integrated Rail Plan for the North and Midlands – an update on which will be presented to the July Board.

The Strategic Rail team continue their focus on COVID-19 work and recovery planning. There continues to be 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. The Strategic Rail team's work on investment plans across the North of England also continues.

In the face of many current challenges in the rail industry it was great news to see Horden Station in County Durham re-open after being closed in 1964.

The NPR team continue to progress work on the Strategic Outline Case submission by developing a supporting baseline. Work also continues on modelling and cost challenge for the sift programme, and the Liverpool-Manchester Infrastructure deep dive took place on 17 June.

For the Integrated and Smart Travel (IST) team, work has restarted with on-site civils resuming during June, but discussions continue with Northern and Merseyrail around mitigating the three-month delay caused by COVID-19. The proposal to begin the development of contactless ticketing on rail in the North was presented verbally to IPDC (Investments Projects and Delivery Committee) on 15 June, with the team now awaiting feedback. A Strategic Outline Case (SOC) covering a series of local smart travel projects is also awaiting consideration by the IPDC.

Northern Powerhouse Rail (NPR)

Monthly Summary

NPR have continued to work closely with Delivery Partners and Partners to develop a baseline 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. Management of the three has continued in the period and, although NPR have been able to establish sifting dates across all corridors, they continue to present a risk to achieving the established sift dates. Based on the established sift dates, NPR are recommending that the approval on the preferred network is to be taken to TfN Board in November 2020, with potential phasing scenarios being taken to TfN Board in September 2020 for approval. The ability to make decisions at these points in the programme not only support SOC delivery in March 2021, but also allows TfN the ability to input into the Integrated Rail Plan (IRP).

Activity Update

Technical Assurance, Modelling and Economics (TAME)

The new version of the model produced for the sift programme has been run for several of the corridors. This has produced lower than expected results, in terms of demand, benefits and revenue. Work has continued in the month to understand the reason for the position and to build on the work already completed.

Infrastructure

The Liverpool – Manchester deep dive took place on the 17 June 2020 and potential opportunities to reduce costs were identified by co-clients and Network Rail (NR). Co-Clients, NR and wider supply chain are undertaking a collaborative ‘sprint’ to manage opportunities identified to reduce costs and support Co-Clients in accepting costs to be used at sifting. The approach is resource intensive and work is underway in parallel with NR to ensure similar requirements across other corridors are managed and delivered in time to support the sifting dates.

Business Case

The development of the NPR Strategic Outline Case (SOC) is progressing at pace in support of an SOC submission in March 2021. In the period the SOC team shared a draft version of the Financial case with Partners and an initial discussion took place as part of Working Group on 18 June 2020. The Commercial Case is set to be the next draft shared with working group Partners at the 16 July Working Group. The phasing strategy is progressing well, with the draft iteration 2 report shared with Partners on 12 June.

The Phasing Iteration 2 Pillar report summarises the evidence base against the indicative projects for each pillar. Pillars include; Consents, Expenditure Profile, Supply Chain Capacity, External Dependencies, Customer Disruption, Benefits Realisation.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
Risk: That the TAME models may not deliver output to support TfN’s SOC objectives.	An integrated activity involving Mott MacDonald, Systra, Atkins/Steer and led by TAME co-client team is underway to enhance	2

Impact: Not enough time to review/challenge/update/assure/accept modelling outputs to support sifting and decision-making on the programme in FY20/21.	model outputs (inc. BCRs) to support sifting and decision making.	
Risk: That infrastructure costs for route/hub options may increase through Sequence 4 development. 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.	A series of deep dives across all corridors have been established. Intensive collaborative sprints involving co-clients and NR are in place to exploit opportunities to reduce costs and support acceptance by co-clients ahead of sifting and SOC decision-making.	2
Risk: TfN, including the NPR programme, has no direct involvement in the Integrated Rail Plan (IRP). 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).	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.	2
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. 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.	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. Pre and post sift engagement with Partner organisations at a member level, involving NPR working group throughout the sifting process. NPR has extended the Stakeholder Management capacity within the NPR PMO to support Partner engagement.	2

Programme and look ahead

Sifting schedule

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

Decision schedule

TfN Board	Recommendations
29 Jul 20	SOC update.
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, 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

The Disruption Messaging (DMT) and Open Data Hub (ODH) tools continue to gain momentum with Local Transport Authorities (LTAs) with Nexus now being the fourth large LTA to adopt and start posting disruption messages. The Fares Data Build Tool is making good progress and aligning development with emerging DfT requirements, to support the eventual novation to them. Northern have readied to start a passenger pilot for flexi seasons subject to DfT approval. On-site civils work for platform validators, halted by COVID has resumed.

A Strategic Outline Case (SOC) for a series of local smart travel projects still awaits consideration by Investments, Programmes and Delivery Committee (IPDC) as full agenda meant it was not discussed as scheduled on 29 June. Our proposal to begin the development of contactless ticketing on rail in the North ahead of the Williams Review was presented verbally to IPDC on 15 June and we are awaiting feedback.

Activity Update

Phase 1: (Smartcards on Rail): Northern completed the live testing of flexi-seasons and are ready to launch flexi-seasons for passengers travelling between Leeds and Harrogate stations, but await DfT's go-ahead. On site PVal civils work recommenced in June at Northern and Merseyrail stations, following a three-month delay because of COVID-19. Although there has been no additional delay, we are discussing mitigating the proposed schedule slippage presented in revised civils plans with Northern and Merseyrail and their contractors.

Phase 2: (Public Transport Open Data): In June Nexus became the fourth LTA using the Disruption Messaging Tool (DMT), joining Merseytravel who have stepped up their use over the month, West Yorkshire Combined Authority (WYCA) and Transport for Greater Manchester (TfGM). LTA requested enhancements providing social media messaging capability went 'live'. The Open Data Hub (ODH) has completed testing in a live environment and has now passed into live service. In relation to the Fares Tool, the 'sprint' to develop authentication (logging on) functionality and implementation is now complete. The team has been strengthened by new members who will support further development of the tool. DfT are now supporting the team with recruiting operators to test the tool and the project has aligned development more closely with DfT requirements, to support them taking on ownership of the tool at the end of the year.

Phase 3: (Contactless on Rail): A paper setting out the North's proposal to accelerate the national rollout of contactless on rail was submitted by TfN for consideration at Investment Projects and Delivery Committee on 15 June. Our DfT sponsor team presented the case. We continue to seek feedback from the committee. In support of this proposal TfN sent a letter to the Rail Minister seeking to include contactless on rail as part of the economic recovery plan.

Phase 4: (Local Smart Schemes): In June, DfT’s Centres of Excellence completed its assessment of the SOC, awarding it medium priority. It was then submitted for consideration by the Investment Committee on 29 June. Unfortunately, this has been delayed and we will be working with Partners to secure a positive decision.

Risks		
Risk/Issue Summary	Summary of Mitigating Measures	KPI
Phase 1 – Risk: Going forward if the three-month delay to civils work (caused by COVID-19) cannot be caught up; if there are further delays because of social distancing and travel restrictions and to the readiness of PVal heads, this is likely to stall the installation and commissioning of PVals, and subsequently the completion of the full rollout of flexi-seasons.	1. TfN continues to engage with Train Operating Companies to support mitigations to delays. TfN to keep aligned with DfT to understand and influence decisions about the introduction of flexi-seasons and ensure ‘go live’ readiness.	3
Phase 2 – Risk: The delay in agreeing acceptance criteria with the DfT could affect the handover of the Fares Data Built Tool to them with consequential time and cost impact on TfN.	1. To agree with DfT: the acceptance criteria; gain GDS approvals; the handover process; and timeline to ensure that we remain within time and budget.	4
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.	1. TfN proposal for a way forward for Contactless on Rail in the North was considered at DfT investment committee on 15 June, but we have had no readout of the meeting. We will press for a readout. Going forward we will continue to collaborate with TOCs and RDG. and lobby DfT officials to bring forward contactless on rail for the North.	5
Phase 4 – Risk: There is a risk that the funding for the Phase 4 proposal may not be secured because it is not approved by DfT’s investment committee. This funding is required to continue the IST programme after the end of March 2021.	1. The Strategic Outline Case was scheduled to be discussed at the Investment Committee on the 29 June. This was not discussed. We will work with Partners and lobby DfT for a positive decision. 2. The forecast spend has been reduced and reprofiled to support slowed project activity until to the end of December 2021 (based on the assumption that future funding will be known by this date).	

Programme and look ahead

Phase 1

- Continuation by Merseyrail and Northern of PVal installation civils work in readiness for the heads (the device which validates tickets) to be fitted in August and September
- Progress the nine (16%) outstanding Northern landlord and listed building consents for phase 1 of station PVal installations

- Continued back office, infrastructure and PVal testing by Northern and Merseyrail

Phase 2

- Agree with LTAs the final enhancements to the DMT to be progressed which will satisfy the Acceptance Criteria and on the basis of this contract with the developer to bring these forward
- Agree the Acceptance Criteria for the Fares Data Build Tool with DfT

Phase 3

- Continue to engage with Train Operating Companies, Rail Delivery Group and LTAs – introductory meeting with new Programme Director

Phase 4

- Continue to engage with LTAs to understand further their ambitions

Investment Programme

Formerly Strategic Development Corridors (SDCs)

Monthly Summary

This month's work has focused on reviewing the proposed schemes to be included in an Economic Recovery Plan and continuing to mitigate risks to the Investment Programme Benefit Analysis workstream.

Activity Update

During this month TfN has:

- Presented the Investment Programme 'sequencing report' and Future Travel Scenarios to Partners at the Strategic Oversight Group (SOG) and to TfN Board on 11 June 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 Modelling team and other pressing priorities, namely the NPR Strategic Outline Case, COVID19 response and Decarbonisation. This work is now programmed to begin in April 2021.
- TfN's response to the Government call for evidence on Future Transport was endorsed at June's Executive Board and submitted to Government on 2 July 2020. This is focused on enabling the UK's transport system to support delivery of climate change targets.
- Presented the draft programme for the Economic Recovery Plan to the Strategic Oversight Group. The outputs of the Strategic Development Corridors, Investment Programme sequencing update, Long Term Rail Strategy, NPR business case and the Major Roads Report are being used as an evidence base for this work. The final version will be presented to TfN Board, 29 July 2020.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<p>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.</p>	<ol style="list-style-type: none"> 1. To include a four-week familiarisation period in the programme so consultants will have time to try out the new models. 2. The modelling team to continue to provide monthly high-level updates on the progress of model development. 3. Review timescales and the programme, on a monthly basis, thus allowing more time for the models to be sufficiently tested on NPR and thereby provide consistency and integration between the NPR and the business case for the North. 	10

<p>Partners endorsement of Economic Recovery Plan - Risk: There is a risk that the Partners may have conflicting views on the interventions submitted as part of the Economic Recovery Plan. If funded, these schemes could be advanced earlier than currently planned.</p>	<ol style="list-style-type: none"> 1. Use the agreed sifting tool to assess all proformas. 2. Continue holding one-to-one meetings with Partners to check and challenge their proformas. 3. Review feedback from members of the Strategic Oversight Group. 	<p>6</p>
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Programme and look ahead

- The team will finalise TfN’s Economic Recovery Plan, which will be presented to TfN Board, 29 July 2020.
- The team submitted TfN’s response to the consultation on Future Transport on 2 July 2020.

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 to have a 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).

Activity Update

- Members of the Major Roads Group are working with TfN to collate a long list of potential interventions for accelerated development via the Economic Recovery Plan. For more information on the Economic Recovery Plan, please see the SDC update.
- TfN has closed out the commission for anonymised mobile device data for the Major Road Network. This data provides TfN and its Partners with specific travel data for sections of the MRN, including journey time, reliability, average length of overall journey and evidence on origin and destination of trips. This data was presented to TfN’s Analytical Assurance Group 25 June 2020 and access will be shared with Partners for use in TfN related projects in July.
- TfN and Partners are working with Highways England on a new strategic study, the South Manchester Highway Transport Study, including the M56 in the vicinity of Manchester Airport; Highways England are currently reviewing TfN’s feedback on the project scope.
- Construction on the A585 Windy Harbour to Skippool scheme, which is part of Highways England’s Road Investment Strategy, has started.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<p>Negative Perceptions - Risk: Due to the environmental and sustainable impacts of traffic and congestion, road schemes may not get the investment needed to deliver the Strategic Transport Plan.</p>	<ol style="list-style-type: none"> 1. To hold a team workshop in July to review road investment and sustainability, including the road network and multimodal integration. 2. Continue to monitor the change in travel behaviours, patterns and air quality following COVID-19. 3. To present the importance of roads and TfN talks, webinars and podcasts. 4. Updating the Major Roads webpage to demonstrate the importance of investment in roads for all road users. 	<p>6</p>

Programme and look ahead

- Highways England (HE) will be publishing their response to the Road Investment Strategy (RIS) 2020-25 this Summer. This will detail how HE will achieve the RIS objectives.

Strategic Rail

Monthly Summary

The operational focus remains on supporting COVID-19 related work and recovery planning. There continues to be 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. The latest planned timetable uplifts were implemented on 6 July 2020. Both TransPennine Express (TPE) and Northern have responded with a plan that maximises commuting opportunities for passengers whilst maintaining appropriate protections, including social distancing for staff.

The other main areas of work have been continuing to input to the work of the Manchester Recovery Task Force as well as developing the rail elements of TfN's Economic Recovery Plan.

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 Manchester Recovery Task Force) and at Leeds. TfN has submitted a comprehensive list of enhancements in and around Manchester on which it would wish development work to be undertaken in order to properly inform decisions about what enhancements should be taken forward. £10m was allocated in the Government announcement on 30 June 2020 for further development work in Manchester, which could include some or all of the schemes suggested by TfN.

DfT's Investment, Projects and Delivery Committee (IPDC) has been asked to support a baseline Outline Business Case (OBC) for the TransPennine Route Upgrade (TRU) programme and we understand Ministerial and Treasury approval is being sought to release funding for further design and development work in 2020.

Progress is being made on the implementation of the Blake-Jones Action Plan and a final report is under development for the Rail North Committee in July 2020.

The Northumberland Line Strategic Outline Business Case funding has been approved and the new Horden station became operational on 29 June.

Network Rail has been engaged to undertake Theoretical Line Speed analysis on six routes. The output of revised line speed profiles on each route is expected in August.

The team has continued to contribute to the work on the Integrated Rail Plan and has also been preparing for the Rail North Committee on 14 July.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
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	<ol style="list-style-type: none">1. Proposing an ambitious programme of work as part of the Economic Recovery Plan.2. TfN is working with the industry to try to influence future investment decisions.3. Re-instatement of services are introduced slowly to maintain good performance and	9

decisions which might affect TfN's ability to achieve its ambition for the North of England.	make rail an attractive choice when safe to do so.	
DfT Reprioritisation and the Williams Review - Risk: The coronavirus pandemic has meant DfT has had to prioritise their focus and resources in responding to the pandemic. This has led to the delay in the publication of 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.	<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. A paper on this, including immediate actions such as a letter to the Secretary of State, has been prepared for the Rail North Committee on 14 July. 2. To mitigate the risk further TfN has allocated some resource in Quarter 2 to respond to any Williams and related policy proposals. 	9
TfN TransPennine Route Upgrade (TRU) Statutory Advice - Risk: There is a risk that the next phase of Network Rail's development and design work is unable to support TfN's aspirations for the North TransPennine rail corridor as identified in our statutory advice issued in September 2018. This will inhibit the ability of TRU to form part of a broader, coherent rail investment strategy for the North as identified in statutory advice issued in January 2020.	<ol style="list-style-type: none"> 1. The Strategic Rail team and RNP continue to work together to support Network Rail in producing an investment plan that meets passengers' needs and expectations through delivery in full of the outcomes set out in the TRU remit. 2. TfN continues to stress to DfT and Network Rail the importance of delivering W10/12-gauge clearance to support container traffic across the Pennines and help increase the number of freight paths. 3. Through the Manchester Recovery Task Force and directly with DfT, TfN continues to press the case for adequate investment in Manchester. 4. TfN continues to stress to DfT the importance of developing a parallel option to the Outline Business Case which better serves the North. 	

Programme and look ahead

- Support, monitor and help shape the industry recovery from COVID-19 including re-building passenger confidence.
- Working 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. Report to the Rail North Committee in July.
- Respond to Northern's 100-day plan commencing with a discussion at the Rail North Committee in July.

Operations Summary

Monthly Introduction

Operational focus for May has included: work in relation to the Economic Recovery Plan; the commencement of an external audit within Finance & Procurement; continuing the use of virtual public meetings while some COVID-19 travel restrictions were still in place; completion of work on the remaining Northern Transport Charter proposals; modelling work including that required for the NPR corridor sift; and the ongoing development of TfN's suite of analytical models.

TfN also celebrated winning a CIHT (Chartered Institute of Highways and Transportation) award during this period for the Strategic Transport Plan (STP).

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 support national messaging regarding use of public transport and updated Government guidance, this included sharing Government and Partner messaging across channels, as well as welcoming the use of face coverings across the network in a post-Board press notice regarding strategic rail.
- Since the last report, TfNTalks - a summer webinar series - has been launched, with the first two episodes focusing on strategic rail and roads having taken place with panellists including TfN Board Members and wider key stakeholders. The next session will focus on Northern growth and the 'build back better' initiatives.
- In addition, the team has also been proactive in outlining priorities for recovery, including publication of the initial letter to the Secretary of State regarding the Economic Recovery Plan, to be followed by further work ahead of the 29 July Board meeting, which was profiled across TfN channels and in the media.
- Other activities include partaking in media opportunities with Highways England in relation to starting work on the A63 and consultation on Simister Island in Greater Manchester, as well as reacting to the Prime Minister's 'Build, Build, Build' speech, which included references to road and rail investment and Northern Powerhouse Rail. Further discussions have taken place regarding a Communications Memorandum of Understanding (MOU) between TfN and DfT, to seek clarity on its implementation and interpretations, a requirement of the ongoing discussions relating to the Grant Funding Agreement.

- The team has also been working with Northern Powerhouse Rail on the timing of proposed engagement periods with Partners in support of revised timescales for the project sifting and Board decisions, including a review and input in into risks surrounding the sift process and time available for member engagement.
- TfN has also published content throughout June to celebrate Pride month and diversity awards and accreditations.
- The team continued to work with communication leads from partner organisations to share joint messaging and, where appropriate, amplify member views.
- The team has also given early consideration to communications activity to support the Northern Transport Charter, ahead of discussion and guidance at the next meeting of the Member Working Group chaired by Cllr Judith Blake.

Finance & Procurement

- External audit commenced and scheduled to be completed in advance of TfN Board meeting on 29 July 2020.
- Budget revision 1, capturing the implications of COVID-19 on programme and operational matters, is currently being finalised.
- The drafting of a revised Grant Funding Agreement for NPR has been finalised, with a similar template to be adopted for IST. Core Funding Agreement subject to ongoing discussion with DfT.
- Benefits Management System is currently being implemented.
- Risk Management Software currently under review.
- The Procurement team continues to manage a higher level of commissioning activity versus the Pipeline Activity, particularly for the NPR programme.

Legal & Democratic

- Several virtual public meetings have successfully been held, and it is expected that this will continue for the immediate future until some meetings can again be held in person. Current regulations allowing virtual meetings expire in May 2021 and the position is being monitored.
- The modern.gov software system (to streamline our governance and meeting management arrangements and which is used by a number of constituent authorities) has been installed and training completed. Officers are testing the system, 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 is supporting Procurement in a high level of commissioning activity from all departments.
- The Legal Team is also supporting Finance in the finalisation of the NPR, IST and Core Grant Funding Agreements.

Strategy, Policy, Economics & Research

- The Strategic Transport Plan has won the 2020 CIHT Transport Planning Award. Further work is underway to enhance and strengthen the STP in a range of areas, including freight, decarbonisation and active travel.
- The team completed work on the remaining Northern Transport Charter (NTC) proposals to be discussed at the rescheduled meeting of the Members Working Group. We are continuing to work closely with other TfN teams to ensure that work on the Economic Recovery Plan and Integrated Rail Plan are informed by the long-term approach of the NTC.
- The next phase of TfN's work on the Integrated Rail Plan for the North and Midlands has been completed and the Board will receive an update in July followed by more detailed proposals in September and October.
- Work on TfN's decarbonisation strategy continues with a strong focus on modelling pathway scenarios. Our work on this is closely linked to the scenarios being developed by TAME and the Major Roads Team, as well as developing a clear view of post-crisis travel scenarios during the recovery.
- The research team has been supporting the Economic Recovery Plan work with economic analysis whilst completing a number of ongoing research projects and are preparing to submit proposals to the HMT on Green Book reform.

TAME (Technical Assurance, Modelling & Economics)

- The Arup review of TAME team operations and on required skills and experience for the new Head of TAME has now concluded. In advance of recruiting a new Head of TAME, the team will start implementation of Arup's recommendations, including improvements to communication of TAME's work, resource planning and programme reporting. Progress in these areas has been enabled by the appointment of consultants into a number of senior vacant roles in the team, in particular the new Team Coordinator who will lead this work jointly with the Analysis Manager and the Assurance Manager.
- Work on the NPR corridor sift has been progressing using a new version of the Northern Rail Modelling System (NoRMS), designed to address technical recommendations from peer reviewers. However, initial tests have suggested that the new model is not fully representing the benefits of NPR as expected. Given that further work is needed to address these concerns, alongside further work to scrutinise NPR cost estimates, a decision has been made to delay sift. TAME have worked closely with NPR PMO to update the workplan for model enhancements, sift and SOC. A period of assurance of the enhanced model is being prioritised to ensure that the changes have had the desired effect and that the current high level of DfT confidence in the model can be maintained.
- Following consultation between TAME and the Major Roads team, it has been agreed that delivery of Modelling and Appraisal to support IPBA will have its start date delayed from November 2020, when it would have coincided with peak activity to finalise the NPR SOC, to April 2021. This will help to de-risk the NPR SOC programme and enable delivery of higher quality outputs. Opportunities to improve preparedness for IPBA (Investment Programme Benefits Analysis) have also been identified,

putting TAME in a stronger position to start the work in 2021 than would have been the case in 2020.

- Work to finalise representation of Future Travel Scenarios and Decarbonisation Pathways in Analytical Framework models is progressing towards the planned publication of the work in October. TAME is working with DfT, Partners and other stakeholders to ensure the impacts of COVID-19 are appropriately captured in the scenarios and in the wider TfN work programme.
- Further development of NoRMS and the Northern Economy and Land-Use Model (NELUM) continues in the background and is now planned for completion by September so that final versions of the tools can feed into the NPR SOC. Development of TfN's Northern Highway Assignment Model (NoHAM) is progressing well and has been successfully integrated with internal TAME work to develop a new travel demand matrix. Meanwhile the refreshed 2018 base-year of the Great Britain Freight Model (GBFM) is near finalisation and procurement of freight modelling enhancements required for NPR and IPBA is underway.

Financial Performance

Financial Update

Summary

Expenditure incurred in June: £4.09m

Variance to June monthly budget: Underspend of £1.25m

Year to-date expenditure: £12.33m

Year to-date variance to budget: Underspend of £2.17m

Headlines

- TfN's financial position for Period 3 continues to show a number of underspends largely reflecting COVID-19 related issues.
- Budget Revision 1 is currently being finalised and will be submitted to TFN Board for approval on 29 July 2020.

Programmes:

- Expenditure of £3.51m representing an underspend of £0.80m (28%) in the month.
- Underspend continues to be driven by the impact of Covid-19 on the Integrated and Smart Travel programme.

Integrated & Smart Travel:

- Programme-wide expenditure of £0.57m representing an underspend of £0.47m (45%) in the month.

Phase 1

- Expenditure of £0.24m representing an underspend of £0.27m (54%) in the month.
- The main variance to budget continues to reflect the impact of COVID-19 on Phase 1 implementation and in particular Platform Validator installation. Civils work has now recommenced and full installation is forecast to complete by December.

Phase 2/3/4 and Programme Team

- Expenditure of £0.33m representing an underspend of £0.21m (40%) in the month.
- This largely reflects lower than forecast external support costs.
- Activity on Phase 4 remains low pending IPDC review / approval of the Strategic Outline Case.

Northern Powerhouse Rail

- Expenditure of £2.90m representing an underspend of £0.27m (9%) in the month. YTD expenditure of £8.74m is on budget.

- Across Network Rail expenditure is to budget in the month. On a YTD basis spend remains ahead of budget, reflective of recent forecasts.
- Underspend on modelling work of £150k in the month due to delays to contracting new activity, notably around freight.
- Vacancies within the TAME structure continued to drive underspends in the recharged staff budget, £98k in the month. The use of contractors to fill the remaining positions from July will see expenditure accelerate in the next quarter.

Investment Programme

- Relatively low expenditure of £0.05m, representing an underspend of £0.05m (56%) in the month.
- The deferral of the Investment Programme Benefits Analysis (IPBA) work will see spend remain low going forward.

Operations:

Rail Operations

- Expenditure of £0.18m representing an underspend of £0.15m (45%) in the month.
- This principally reflects underspend due to staff vacancies and associated onboarding costs. Several budgeted posts for the Blake-Jones implementation remain on hold pending the related funding commitment.

Operational Areas

- Expenditure of £0.40m representing an underspend of £0.30m (43%) in the month.
- Underspend in Business Capabilities of £150k as a result of COVID-19 with the deferral of activity (including the TfN conference) and significantly reduced facilities expenditure.
- There was also an underspend in Core funded modelling activity of £115k due to vacancies and delays to forecast data purchases.

Activity Dashboard

TRANSPORT FOR THE NORTH FINANCE DASHBOARD					PERIOD BUDGET CYCLE	3 FISCAL	JUNE 2020/21		
PERIOD ACTUALS VERSUS BUDGET									
	Actuals £m	Budget £m	Var. £m	Var. %					
Integrated and Smart Ticketing	£0.57	£1.04	£0.47	46%					
Northern Powerhouse Rail	£2.90	£3.18	£0.27	9%					
Major Roads	£0.05	£0.09	£0.05	52%					
Programmes	£3.51	£4.31	£0.80	18%					
Rail Operations	£0.18	£0.33	£0.15	46%					
Operational Areas	£0.40	£0.70	£0.30	43%					
	£4.09	£5.34	£1.25	23%					
PERIOD ACTUALS VERSUS BUDGET: PROGRAMMES									
	Actuals £m	Budget £m	Var. £m	Var. %					
IST: Phase 1	£0.24	£0.50	£0.27	53%					
IST: Phase 2	£0.18	£0.22	£0.04	17%					
IST: Phase 3	£0.02	£0.06	£0.04	68%					
IST: Phase 4	£0.01	£0.10	£0.09	93%					
IST: Programme	£0.12	£0.16	£0.04	25%					
Northern Powerhouse Rail	£2.90	£3.18	£0.27	9%					
Major Roads	£0.05	£0.09	£0.05	52%					
	£3.51	£4.31	£0.80	18%					
YEAR TO-DATE ACTUALS VERSUS BUDGET									
	Actuals £m	Budget £m	Var. £m	Var. %					
Integrated and Smart Ticketing	£1.70	£3.16	£1.46	46%					
Northern Powerhouse Rail	£8.74	£8.76	£0.02	0%					
Major Roads	£0.16	£0.19	£0.03	15%					
Programmes	£10.60	£12.10	£1.51	12%					
Rail Operations	£0.53	£0.84	£0.30	36%					
Operational Areas	£1.21	£1.56	£0.35	23%					
	£12.33	£14.50	£2.17	15%					
YEAR TO-DATE ACTUALS VERSUS FORECAST TO OUTTURN									
	Actuals £m	F/cast £m	Var. £m	Var. %					
Integrated and Smart Ticketing	£1.70	£9.69	£7.99	82%					
Northern Powerhouse Rail	£8.74	£43.78	£35.04	80%					
Major Roads	£0.16	£1.88	£1.72	91%					
Programmes	£10.60	£55.35	£44.75	81%					
Rail Operations	£0.53	£2.98	£2.44	82%					
Operational Areas	£1.21	£7.46	£6.26	84%					
	£12.33	£65.78	£53.45	81%					
FUNDING YEAR TO DATE				FUNDING FORECASTS TO OUTTURN					
	Actuals £m	Budget £m	Var. £m	Var. %		Actuals £m	F/cast £m	Var. £m	Var. %
Funding Stream					TDF - Rail	£8.50	£42.82	£34.32	80%
TDF - Rail	£8.50	£8.52	£0.02	0%	IST - Capital and Revenue	£1.70	£9.69	£7.99	82%
IST - Capital and Revenue	£1.70	£3.16	£1.46	46%	Core Grant	£1.75	£11.39	£9.64	85%
Core Grant	£1.75	£2.26	£0.51	22%	Rail North Grant & Contributions	£0.33	£1.53	£1.20	79%
Rail North Grant & Contributions	£0.33	£0.47	£0.14	30%	TDF - Roads	£0.00	£0.00	£0.00	-
TDF - Roads	£0.00	£0.00	£0.00	-	Trading Income	£0.06	£0.36	£0.30	83%
Trading Income	£0.06	£0.10	£0.04	37%		£12.33	£65.78	£53.45	81%
	£12.33	£14.50	£2.17	15%					

HR Update

Human Resources Update

Salaried Establishment as at **7 July 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 (92.98 FTE)	41 (40.50 FTE)	136 (133.48 FTE)
Total Establishment	126 (123.47 FTE)	47 (46.50 FTE)	173 (169.97 FTE)
Strength (in post)	110 (108.15 FTE)	32 (31.50 FTE)	142 (139.65 FTE)
Appointed (start date pending)	2 (2.00 FTE)	2 (2.00 FTE)	4 (4.00 FTE)
Active/Pending Recruitment	6 (6.00 FTE)	1 (1.00 FTE)	7 (7.00 FTE)
Vacant – On-hold	8 (7.32 FTE)	12 (12.00 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:	3.2%
Employment Policy Application:	0.7%
Employee Turnover (Voluntary Leavers):	2.3%
% of Employees from an Ethnic Minority Background:	15%
% of Employees declaring a Disability:	8%
Gender Mix - % of Female Employees:	32%
% of Male Employees:	68%






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	
			TfN response to the NIC submitted 29 May 2020. Second phase of work now underway ahead of September TfN Board. Members will receive an update at July Partnership 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	
			Northern and Merseyrail plan are signalling delays to completion because of the three-month delay to on site works as a consequence of COVID-19. We are discussing mitigations to align dates to the KPI date.	
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. FDBT (Fares Data Build Tool) has completed the first stage of development (alpha) and the prototype is being developed in the second stage (beta private).	
	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 are awaiting 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 with 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.
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 both by investment in infrastructure and services is being developed.
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 May has focused on building the evidence through the Future Scenarios and

		Investment Programme Assurance Framework. March 2021	Pathways work to support strategy development.
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	Not Started
			This KPI doesn't start until KPI 16 has been completed, this is because as part of the Northern Transport Charter we are working with Members to identify the principles of an inclusive and sustainable North.
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	On Track
			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.
Modelling and Analysis	14	Complete and deploy the Analytical Framework throughout TfN's programmes. March 2021	Delay
			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.
Organisation	15	Develop and provide a Spending Review Submission to Government. At date set by HMT	On Track
			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.
Organisation	16	Develop and adopt the Northern Transport Charter. June 2020	Delay
			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 th July.



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