

Transport for the North Monthly Operating Report June 2022



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Introduction

Summary from the Chief Executive

TfN continues to make progress with its extended business planning process necessary because of changes to the organisation's responsibility and funding settlement. The full-year budget and business plan was approved by the TfN Board on the 30 June including the new KPIs for the organisation. We will report performance against our agreed KPIs in the next Monthly Operating Report.

The TfN Board has approved the next phases of STP2 development, the key principles and overall structure of the document. A supplier has been appointed to help prepare the Integrated Sustainability Appraisal for STP2. The new TfN policy positions on spatial planning and rural mobility were launched and received positive coverage, and further work has continued on other policy positions including for local connectivity and social inclusion. The International Connectivity position is being finalised following advice and input from the independent experts.

Work is now well underway on the refresh of the Northern Powerhouse Independent Economic Review (NPIER), working with key stakeholders and officers from Local Enterprise Partnerships.

Operational updates were provided to the Rail North Committee (RNC). A meeting has been arranged between the TfN Board Chair and RNC Chair and the rail minister in July. The focus of this meeting will be the Board's concerns about the passenger impact of ongoing resource shortages, industrial action and potential service cuts, but more importantly set out TfN's desire to work with the Government and rail sector to develop solutions that build on the strong recovery in the North. Following discussions at TfN Board, the Chair will set out the Board's commitment to working with Government on looking at alternatives to the Golborne Link in order to ensure that the strategic objective of HS2 services continuing through to the North West, Scotland and Leeds. The inaugural meeting of the TransPennine Route Upgrade (TRU) Stakeholder Forum, which is Chaired by TfN, took place in June. Key actions included agreement on the need to build greater advocacy for the scheme and support the DfT to develop the economic narrative for what TRU could unlock in terms of wider investment. Work on a Connected Mobility in the North Report also continues.

The Major Roads Team continues to engage with partners on developing recommendations for the future Road Investment Strategy programme. Publication material for TfN's Electric Vehicle Charging Infrastructure (EVCI) Framework is being finalised now that data sharing agreements are in place and further development of TfN's work with partners on Bus Service Improvement Plans (BSIP).

Strategic Rail

Monthly Summary

Reports were tabled at the June TfN Board meeting covering Rail Reform and feedback from the Rail North Committee (RNC) meeting. Members expressed concern about the passenger impact of ongoing resource shortages, industrial action and potential service cuts. A ministerial meeting is planned for July at which these concerns will be raised, along with TfN's desire to work with the Government and rail sector to develop solutions that build on the strong recovery in the North. RNC will support development of the revised Strategic Transport Plan by working on the growth strategy for rail in the North.

TfN is continuing to develop more detailed proposals as to how rail reform should be implemented in the North with the second meeting of TfN's Rail Reform Programme Board having taken place this month. A detailed work programme has been produced and discussions are taking place with the Great British Railways (GBR) transition team. Work to refresh the rail elements of the Strategic Transport Plan (STP) is underway.

Activity Update

Rail Operations

Passenger demand on Northern and TransPennine Express (TPE) continues to recover at a rate faster and higher than the national average. Performance in the short-term is being impacted by higher rates of staff absence and local industrial relations issues, leading to services being cancelled and/or reduced timetables across both operators. TfN is working with the operators through the Rail North Partnership (RNP) to ensure robust recovery plans are in place and implemented. TfN has commissioned work to analyse the East Coast Main Line (ECML) proposed service change and is collating feedback from relevant partner authorities.

Rail Investment

The inaugural meeting of the TransPennine Route Upgrade (TRU) Stakeholder Forum, which is chaired by TfN, took place in June. Key actions included agreement on the need to build greater advocacy for the scheme and support the DfT develop the economic narrative for what TRU could unlock in terms of wider investment.

A Manchester Industry Working Group meeting took place on 8 June with updates from Network Rail on electrification proposals and Manchester city centre stations. A Manchester South workshop is to be arranged for July. The Manchester Recovery Task Force (MRTF) Board is overseeing the development of a strategic narrative for the programme. TfN and RNP reps attended a Network Rail-led East Coast Main Line (ECML) integration workshop on 30 June, to agree the constraints, approach and requirements for development of the ECML North services and infrastructure. TfN's Stations Strategy analysis has been shared with Northern, with a view to supporting their station investment programme and "Stations as a Place" initiative. TfN continues to support Network Rail and Bradford Council on delivering additional Bradford - London services.

Connected Mobility Strategy

The pilot Connected Mobility Hub launched, and partner engagement is now underway. Work on the Connected Mobility report also continues alongside an update on Pay as You Go Ticketing.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
Future timetable changes in Manchester and potential East Coast Main Line in May 2023 that reduces rail connectivity for the North	<ol style="list-style-type: none"> 1. TfN, working with Partners, has outlined to Operators and the Department the key concerns of the region. TfN has appointed a consultant to explore how regional services that would be lost can be restored on ECML. TfN has also produced economic impacts of the timetable change on the ECML 2. A collaboration between DfT and TfN to develop a blueprint of infrastructure and services to support further capacity on the ECML will be established. Likewise, regarding Manchester, collaborative work continues with DfT to underpin a blueprint linking infrastructure to future service development 	Tbc
There is a risk that TfN could have a reduced role in the rail industry following the implementation of the Williams-Shapps review.	<ol style="list-style-type: none"> 1. TfN is working with the GBR transition team to work on a more detailed proposal as to how the white paper might be delivered in the North 2. TfN has established a programme board chaired by TfN's CEO. 3. Responding to the DfT led consultation on the rail reform legislation. 	Tbc
The long-term effect of Covid-19 may impact on the viability of train services and future investment decisions. The pandemic has changed travel patterns and behaviours and therefore service and investment decisions will need to reflect new markets and emerging evidence of demand.	<ol style="list-style-type: none"> 1. To continue to use TfN's influence in the monthly Rail North Partnership Board and Rail North Committee to shape the re-introduction of services, and infrastructure developments and re-build passenger confidence 2. Continue with the close working relationship and communication with TfN member authorities on deliverables and risks - feeding back information through TfN governance structures continue to track train service performance and delivery via regular reporting dashboards 3. Strategic Rail and Rail North Partnership to work together to support Network Rail and Operators in producing recovery plans that meet passengers' needs and rebuild confidence 4. Continue to track train service performance and delivery via regular reporting dashboards. 	Tbc

Programme and Look Ahead

- Analysing and responding to ECML future timetable proposals.
- Work with RNP to respond to Northern service change plans for May 2023.
- Progressing proposals for Rail Reform in the North through the Programme Board and Members' Working Group including developing a response to consultation on the legislation.
- Using TfN's Stations Strategy to shape the development of Northern's business plan and "Stations as a Place" initiative. Preparing for the September round of RNC and TfN Board reports.
- Completing the Connected Mobility report and populating the Connected Mobility Advisor role.

Strategic Transport Plan (STP)

Monthly Summary

In June, we presented the findings from the final phase of the planning for the second Strategic Transport Plan (STP2) to TfN's Scrutiny Committee. At the subsequent TfN Board meeting on 30 June, the next phases of STP2 development, the key principles and overall structure of the document were approved. A supplier has been appointed to help prepare the Integrated Sustainability Appraisal for STP2. The new TfN policy positions on spatial planning and rural mobility were launched and received positive coverage. Work continued on further policy development work regarding Social Inclusion and Local Connectivity to support STP2, as well as on the refresh of the Northern Powerhouse Independent Economic Review (NPIER). The International Connectivity position has been reviewed following advice and input from the independent experts.

Activity Update

- The overall programme and approach to developing the STP was agreed with the TfN Board at the end of September 2021 with a timeline to adopt a draft Strategy by Q4 in 2022/23, statutory consultation over Summer 2023 and adoption of the final Strategy by December 2023.
- The recommendations for the structure of STP2 and key drafting principles have been agreed with the TfN Board, following extensive engagement with officers in partner authorities and review by the TfN Scrutiny Committee. TfN will now undertake further development of STP2 throughout the remainder of 2022, returning to TfN Board in December to agree the underpinning evidence base for the draft plan.
- To ensure alignment between respective strategies, a series of one-to-ones between the Acting Head of Policy & Strategy and partners commenced in May and have continued throughout June, to discuss the plans for STP2 and to understand local priorities.
- We have now completed the procurement of a supplier to support TfN in preparing the Integrated Sustainability Appraisal of STP2 (Arup). This is a key legal requirement for STP2 and integral to ensuring the STP2 is developed with due consideration of the full range of sustainability criteria. Work has commenced on updating the previous ISA baseline and sustainability objectives.
- TfN to update the policy positions originally set out in the 2019 STP. In February, the first set of policy positions, on active travel and multimodal hubs, were approved by TfN Board. this month the second set of policy positions, on rural mobility and the role of spatial planning to develop and deliver the STP, were published by TfN and received positive media coverage.
- Further work has continued on the draft international connectivity position including further revision following check and challenge from two independent experts, Piers Forster and Chris Paling. An initial discussion with TfN members is expected to take place in July.
- The programme to refresh the Northern Powerhouse Independent Economic Review (NPIER), first published in 2016, is moving from the capabilities commission to the development of the economic scenarios for the future of the

North's economy. The outputs of these modelled scenarios will underpin the narrative and evidence base to support the STP2. The outputs will be ready to input to the draft STP2 document in December 2022. The next series of consultations with partners, following on from the early-stage work, to inform the scenario development is now underway with workshops being planned with the supplier team for July.

Risk

Risk/Issue Summary	Summary of Mitigating Issues	KPI
Continued partner support. Risk of lack of or insufficient partner support for the Strategic Transport Plan and the Investment Programme ambition and outcomes.	1. Continue stakeholder engagement on an ongoing basis via SOG and other mechanisms. 2. Ensure visibility of STP and research programmes to partners with timely updates to allow officers to plan engagement and activity. 3. Early discussions with partners as part of the STP programme development process.	Tbc
STP buy-in from Government. Risk that central Government (DfT) may not consider and/or listen to or accept TfN's advice on proposed transport interventions for the North	1. Continue to provide the coherent message that TfN case is grounded in evidence, whilst seeking to achieve change required to meet wider policy outcomes (e.g. decarbonization, levelling—up) 2. Continue direct engagement with Government departments over TfN's objectives and engagement. 3. Continue to refine and build the tools required to deliver the STP vision and secure Government buy-in.	Tbc
Developing the STP evidence base. Risk the STP does not include updated partner, industry evidence and internal TfN economic analysis and research at the right periods to ensure it is keeping up to date and adding value.	1. Clear STP programme established and visible to stakeholders. 2. Regular ongoing engagement and dialogue with wide range of stakeholders and partners, including with TfN partners, DfT, National Highways and Network Rail through the Strategic Oversight Group; and with the NP11 and other Northern bodies. 3. Publication of TfN research and analysis, and regular engagement with academics and analysts across the North and UK. 4. To agree and revise the NPIER in advance of the revised STP to secure agreement to the economic objectives in the STP. 5. Ensure STP2 to align with partners, updated LTP's and subsequent strategies and plans.	Tbc

Programme and Look Ahead

- July 2022: Discussion with TfN Partnership Board on International Connectivity policy position.
-
- September 2022: Discussion with TfN Partnership Board on Active Travel and progress update on the Strategic Transport Plan
-
- December 2022: Final evidence base and structure agreed with TfN Board.
-
- Spring 2023: Board approval of the draft STP ready for consultation.
-
- Summer 2023: Statutory public consultation on the draft STP.
- End 2023 or early 2024: New STP adopted by Board.

Strategy, Policy, Research & Economics

Monthly Summary

Key activities included further progress on implementing the priorities set out within the TfN Transport Decarbonisation Strategy and the initial scoping to support further policy development of two key areas focused on local connectivity and social inclusion. The research team is now scoping the Northern Powerhouse Independent Economic Review (NPIER) Economic Scenarios Development project and is developing policy positions relating to recently completed projects.

Activity Update

- TfN continues to implement the priorities identified in the Transport Decarbonisation Strategy, including:
- Working with DfT to help guide the development of upcoming DfT guidance on 'Quantifying Carbon Reductions' (QCR) and Infrastructure Carbon as a part of the expected DfT Local Transport Plan (LTP) guidance.
- Finalising our Electric Vehicle Charging Infrastructure (EVCI) Framework (led by the Major Roads team) including the release and socialisation of our EVCI online tool for use by our partners.
- Having finalised the Discovery Stage of TfN's hydrogen workstream, working alongside Network-H2, Northern Gas Networks and others utilising funding from Ofgem and UK Research and Innovation (UKRI), we currently await the results of the next stage funding bid (Alpha phase) due in early July. If this bid is successful, the project will re-commence in August. In the meantime, TfN is leading the development of a stakeholder map, including organisations which should be informed and consulted in relation to the Discovery Phase findings.
- We have now commenced TfN's Clean Mobility Vision work, developing an evidence long-list against which the project will proceed. TfN is liaising with both Midlands Connect (who are developing a parallel carbon reduction calculator tool) and DfT to ensure that similar workstreams are nested and complementary to each other. DfT is keen to utilise TfN's outputs, alongside their own, as part of the suite of tools to be provided to local authorities in relation to the development of their Local Transport Plans and QCR.
- Initial scoping has been undertaken for TfN's policy development around local connectivity. To support this, we held an initial internal workshop with colleagues, further scoping is now underway to identify the suitable structure for this work, as well as how it will align with the Strategic Transport Plan (STP), in particular the 'Policies for Places Framework.'
- The Transport-Related Social Exclusion (TRSE) research report will be published in July and work continues on the development of a public-facing data tool for release in the autumn. The Transport, Health, and Wellbeing project is now complete and publication is expected later in the summer.
- The Socially Inclusive Transport Strategy – which acts on the findings of the TRSE research – is under development, and a full draft of this Strategy was presented to Strategic Oversight Group (SOG) in June. A revised version of this this draft Strategy will be taken to the Executive Board in July.

- The NPIER Capabilities, Local Data and Narratives commission concluded in June. Publication of the outputs will be aligned with completion of the NPIER Economic Scenarios Development commission. This commission is currently in a scoping phase with partners, which is due to conclude in mid-July with a Scoping Report that will outline the programme for qualitative and quantitative scenario development workstreams.
- Baseline data collection has commenced for the Integrated Sustainability Appraisal (ISA) being prepared to accompany the revised STP, along with a review of the validity of evidence from the previous ISA. An independent consultant has been appointed to assist the preparation of the new ISA.

Risk

Risk/Issue Summary	Summary of Mitigating Measures	KPI
TfN embedding the STP across programmes. Risk regarding how the STP and policy positions are embedded across the organisation and how they are joined up across the programmes. If not managed well, a working siloed culture may be prevalent, causing a multitude of business issues to TfN.	<ol style="list-style-type: none"> 1. TfN has recently completed work on the TfN Policy Development Framework which will ensure consistency across TfN workstreams. 2. Co-ordination mechanisms have been established within TfN and with partners (such as the Strategic Oversight Group) to facilitate the co-ordination of programmes of work. 3. A robust benefits realisation framework is being developed to enable the evaluation of programme KPIs and allow the assessment of outcomes in relation to STP objectives. 	Tbc
Within its Decarbonisation Strategy, TfN and its partners have committed to achieving close to zero emissions for surface transport in the North by 2045. TfN is unable to deliver its contribution to achieving this target.	<ol style="list-style-type: none"> 1. Careful programme planning to ensure TfN activities proposed in the Strategy are accommodated in business planning up until 2025 to ensure priority activities are given appropriate focus, resourcing, and funding. 2. Develop mechanisms to ensure decarbonisation and sustainability are reflected in project and strategy decision-making 3. Continue to influence and engage with stakeholders and maintain reputational credibility 4. Embedding decarbonisation into wider TfN workstreams including freight and social inclusion and testing the interdependencies 	Tbc
NPIER programme. Potential risk around timescales and quality of outputs which are crucial elements of the STP and wider TfN evidence base.	<ol style="list-style-type: none"> 1. Close monitoring of progress against programme timetable and weekly catch-ups with suppliers are taking place to flag any potential timescale delays. 2. Thorough discussion of methodology and approach and early sight of outputs is taking place to prevent poor quality outputs. 3. Detailed timescales and deliverables are being developed with supplier at inception meeting. Project Manager is to monitor progress against these. 	Tbc

Programme and Look Ahead

- Publication of the Freight & Logistics Strategy and TRSE research expected July 2022
- NPIER Economic Scenarios Development: qualitative scenario development phase with external partners starting July 2022
- Monitoring and Evaluation Strategy publication October 2022, following discussion at Partnership Board in September 2022

Major Road Network (MRN)

Monthly Summary

The team continues to engage with partners on developing recommendations for the future Road Investment Strategy programme. Publication material for TfN's Electric Vehicle Charging Infrastructure (EVCI) Framework is being finalised now that data sharing agreements are in place (see risk below), and further development of TfN's work with partners on Bus Service Improvement Plans (BSIP).

Activity Update

- The team continue to engage with TfN partners on discussing their priorities for the 2025-30 RIS3 Programme.
- Major Roads and TAME presented the finalised scope requirements for BSIPs to the Strategic Oversight Group on 9 June. This sets out how TfN can support work on BSIPs and are waiting for feedback from partners on specific BSIP interventions where they would like analytical support from TfN. Led by TAME, work is also progressing on integrating bus service data into the TfN Analytical Framework.
- TfN is finalising the material for the publication of the Electric Vehicle Charging Infrastructure (EVCI) evidence, including an interactive online tool and supporting report. This release will deliver on the Sub-national Transport Body (STB) requirements set out in the National Electric Vehicle (EV) Strategy in March. The risk of TfN being unable to share the EVCI tool with Partners, because of data sharing and licencing issues, has been resolved as DfT has confirmed the tool can be shared under an Open Government Licence.
- The team has requested Local Authority partner feedback to prioritise EVCI Phase 3 activities. The team is also collaborating closely with Government departments, National Highways and others to apply the new evidence available. Phase 3 aims to enhance our evidence base and further support the planning, delivery and monitoring of EV charging in response to additional funding provided by the Department for Transport (DfT).
- The Major Roads and TAME teams continue to support Decarbon8, Stantec and other Northern partners with a study (funded by the Economic and Social Research Council, ERSC) aimed at better understanding what is required of transport/land use when considering people and place, to support the net zero transport decarbonisation target. This is using evidence from and building upon TfN's Future Travel Scenarios work and will involve one or more case studies in the North.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
Alignment with delivery partners. There is a risk that TfN and its Partners may not have an effective relationship that supports the delivery of TfN's objectives. This could be due to ineffective communication that causes a lack of clarity and understanding of Partners and/or Partners understanding of TfN's policy positions and priorities. This would lead to relationship challenges that would impact our credibility and affect our partnership working.	<ol style="list-style-type: none"> 1. TfN to work with Partners to provide Road Investment Strategy (RIS3) recommendations to National Highways. 2. TfN to manage expectations with partners at Strategic Oversight Group, Major Roads Group and Executive Board partner briefings. 3. Implementing and updating the Joint Engagement and Action Plan (JEAP) with National Highways 4. Work with Partners to identify schemes for future MRN delivery. 	Tbc
EVCI stakeholder expectations and interaction. If there is any misalignment of objectives or miscommunication with key stakeholders, there is a risk that stakeholders may not be clear on the outputs to be delivered, it's uses, and their inputs required. This could lead to reputational risk, poor partner relations, and project outputs that are not applied effectively.	<ol style="list-style-type: none"> 1. TfN is to host ongoing EVCI Steering Group to drive effective outputs and shape future work to enhance capabilities across the region. 2. Engagement with the DfT and the Office for Zero Electric Vehicles to ensure clear understanding of how this work can support the national agenda and actions. 3. The suppliers are to support the partner agreement of inputs to the modelling tool. 4. Engage with partners to encourage and suggest uses of project outputs. 5. The team is using the work to enhance collaboration with a number of partners, including other STBs, National Highways, Ofgem, National Grid, the Department for Business, Energy and Industrial Strategy (BEIS), Cabinet Office Geospatial team, CIHT, the Catapult Network, and the Energy Saving Trust. 	Tbc

Programme and Look Ahead

- Publication and launch of EVCI Framework in the Summer.
The team will be preparing a formal response to the Route Strategies Report, to be published by National Highways, in Autumn 2022.

Operations Summary

Monthly Introduction

TfN operational teams include teams and departments that are key to our success as a Sub-national Transport Body and the completion of our organisation-wide KPIs, but who are not responsible for the completion of individual projects or programmes. These teams provide support for programmes through specialist skills and knowledge in their relevant areas. Teams included under the operations section include the Stakeholder Engagement & Communications Team (SECT), Finance, Procurement & Risk, Legal & Democratic and Technical Assurance, Modelling & Economics (TAME). Other teams within TfN may also be referenced under this section when they undertake important activities relevant to the pursuit of TfN's success and wider goals.

Activity Update

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

Stakeholder Engagement & Communications Team (SECT)

- The Business Plan draft sections were collated by comms, reviewed and proofed, before assembling into a draft for review by the Chief Executive. A first design draft was produced and the amended text draft approved and finalised in time for inclusion in the June TfN Board Papers.
- Engagement attended Modelling World at the NEC in Birmingham together with banners and policy materials. As well as fielding questions and approaches from delegates we filmed presentations by TfN speakers to plenary and breakout sessions and produced online content to push out on our social channels promoting TfN's Strategy and Evidence work.
- Helped promote the funding approvals for road schemes in Tyneside and Stockport.
- Work continued to promote our new Policy Positions. We edited a video to accompany the launch of the press release and filmed presentations with our Strategy and Policy team to build further on our external messaging.
- The TfN homepage was updated to better signpost the policy work and drive traffic to our latest reports and insights.
- The Electrical Vehicle Charging Infrastructure (EVCI) page was published and the final document worked on by the design team ahead of sign off.
- Provided set up, promotion and broadcast support for Scrutiny and Board meetings, and worked with legal to update membership details across our digital channels.
- Supported Pride Month during June with the publication of an Insight piece which was shared across all platforms, as well as updating our logo to proudly incorporate the rainbow brand. Internal comms worked with Ged Kavanagh to produce a blog for 'Our Voices' - this was posted on our

intranet and highlighted in the weekly bulletins. The blog was also publicised across our digital platforms.

- Insight article and assets were produced for Clean Air Day and shared on social media, as well as through All Points North.
- Internal comms continued to raise awareness on various international days: Clean Air Day (June 16), International Women in Engineering Day (23 June), with blogs across all internal channels.
- Internal comms during the month continued to focus on keeping colleagues updated on the business planning process, voluntary redundancies with the weekly bulletins and all staff emails providing regular information. A comms plan to inform staff, external partners about voluntary redundancies was developed. The internal comms team launched a new FAQ page which included an anonymous form after feedback from Employee Forum.
- Internally, the Team Talks series continued following a break. The next session is set for June 27 with host Callum Reddington who will be looking at our recently published Spatial Planning and Rural Mobility Policy Positions.
- The internal comms team also continued to promote wellbeing resources to help ensure colleagues are aware of the support available, especially in the current TfN period of uncertainty. Wellbeing sessions this month included Yoga and Building Self Esteem and Confidence.
- Externally we issued a release publicising our policy positions on spatial planning and rural mobility which received pick up from local media including the Lancashire Evening Post, as well as pick up in national trade publications such as Rail Business Daily and Infrastructure Intelligence. We also facilitated an interview request for a local radio station which was conducted with Tim Foster.
- We have issued releases on our new Connected Mobility Hub and to promote the Board meeting. We have received several media enquiries on the rail strikes for which we produced a reactive line to take to issue on request.
- We received notification from the Chartered Institution of Highways and Transportation (CIHT) that our award submission for our Decarbonisation Strategy had been shortlisted for their national awards in the Climate Action category. The awards will be handed out in a ceremony in September.
- The Team provided communications and engagement support to the Strategic Rail Programme with Rail North Committee member updates on ongoing performance and industrial relations issues.
- The Team continued to support Strategic Rail with the positioning of Manchester Recovery Task Force communications and engagement development in preparation for the December 2022 timetable change.
- The Team supported the CEO and Strategic Rail Director with background briefing, Lines to Take and correspondence on a range of rail issues

throughout the month – including the Golborne Link, rail services in North Lincolnshire and challenges re Northern and TPE services across the Region.

Finance, Procurement and Risk

- The 2022/23 business plan and budget were endorsed by the Board on 30 June.
- The audit of 2021/22 statutory accounts is currently in progress. A first draft of the accounts will be reviewed by the Audit & Governance Committee on 14 July.
- The revised Risk Management Strategy and Corporate Risk Register was approved by the board on 30 June.
- The team continues to ensure effective finance, procurement and risk processes operate during this transitional period. This includes interim cost control measures.

Legal & Democratic

- Following the local elections Members have now been appointed to the Transport for the North Board and other committees and these were approved by Members at the June Transport for the North Board
- The Annual meeting of the Transport for the North Board has taken place with Lord McLoughlin being re-elected as Chair of the Board and Partnership Board and Cllrs Gittins and Edwards being elected as majority and minority party Vice Chairs of Board.
- Rail North Committee and Scrutiny Committee have also taken place. The June Audit and Governance Committee was cancelled but the July meeting is scheduled to go ahead. Work is also taking place on the Partnership Board meeting taking place on the 26 July and the General Purpose Committee taking place on 27 July
- Work has now started on gathering Declarations of Interests from Members
- Planning for the second cycle of corporate meetings for this municipal work is under way. Meetings will take place in September with Rail North Committee taking place 13 September, Scrutiny 14 September and Audit and Governance being 16 September. Transport for the North Board and Partnership Board will be on 30 September.

TAME (Technical Assurance, Modelling & Economics)

- The Wider Economics & Social Impacts Partner (WESIP) contract supplier is progressing on the recalibration of Northern Economy Land Use Model 3 (NELUM3). The model will provide key forecasts of Level 3 benefits into the Northern Powerhouse Rail (NPR) strategic outline business case (SOBC)
- The TfN team have completed a NELUM NPR run for the SOBC programme 'dry run' which is currently being reviewed and assessed. The dry run is an opportunity to road test the TAME analytical framework in advance of a critical phase of NPR activity in Summer 2022.

- The Northern Model Integration Tools (NorMITs) Distributional Impact Assessment (DIA) requirements for SOBC have been scoped and agreed with DfT. The team are currently designing the required matrices.
- Bids for the NorMITs Demand contract have received and are currently being assessed. The appointed supplier is due to be announced early July.
- Northern Highway Assignment Model (NoHAM) Origin-Destination and Access/Egress costs and 24hr demand have been delivered to Rail Modelling and Appraisal Partner (RMAP) for integration into NPR SOBC runs.
- Work is progressing to understand and update the Wider Impacts in Transport Appraisal (WITA) 2042 and 2052 datasets in Northern Rail Modelling System (NoRMS).
- The updated NoRMS Catalog, with Base Year NoHAM costs and November 2021 TAG parameters, has been issued.
- The Rail Modelling and Appraisal Partner (RMAP) is progressing well with Do-Minimum network coding and expect to complete this by early July.
- TAME have received a draft commissioning letter from DfT. Comments and response will be provided to DfT early July. The final commission letter is expected early July.
- Further progress has been made on the TAME Remit note which is due to be released to the DfT in the next few weeks. Work on the master schedule for NPR SOBC activity is progressing and Baseline milestones have been agreed with DfT.
- Three new members of TAME will join the team on 4 July following a successful recruitment exercise and will be providing support across the teams' NPR SOBC programme.

Financial Performance

Financial Update

Summary

Expenditure incurred in June: £1.18m

Expenditure incurred year-to-date (YTD): £3.28m

Q1 total budget: £3.90m

Remaining Q1 budget: £0.62m (16%)

Headlines

- June actuals are monitored against the Q1 interim budget.
- From July full monthly monitoring will resume, against the FY22/23 budget which was approved by TfN board on 30 June.

NPR Analytical support and TfN Programme closure:

- Expenditure of £0.42m in the month, 1.18m YTD, against a Q1 total budget of £1.62m. Includes both costs associated with the closure of the NPR programme (£0.14m) and continued analytical support provided to the NPR by the TAME team (£1.05m).
- Expenditure in the quarter has been below the assumed budget, as the run rate was lower at the beginning of the quarter while full instruction regarding requirements was provided from the DfT. Productive dialogue is on-going and as the work programme continues expenditure is anticipated to catch up.

Rail Operations:

- Expenditure of £0.21m in the month, £0.58m YTD, against a Q1 total budget of £0.58m. This is predominantly staff costs with some external expenditure carried over from the previous financial year and run rates are in line with the Q1 budget.

Operational Areas:

- Expenditure of £0.56m in the month, £1.51m YTD, against a Q1 total budget of £1.71m.
- In addition to staff costs and overheads, high priority activities that support our statutory duties have also commenced.
- Expenditure on operational activity is 11% under the Q1 interim budget, as discretionary activity has been slow to start following the full business planning exercise.
- The commencement of several new procurements has seen the run rate increase in June.

Activity Dashboard

TRANSPORT FOR THE NORTH FINANCE DASHBOARD					PERIOD BUDGET CYCLE	3 Q1 INTERIM BUDGET	JUNE 2022/23		
YTD ACTUALS VERSUS Q1 BUDGET - BY ACTIVITY					YTD ACTUALS VERSUS Q1 BUDGET - BY FUND				
	Actuals £m	Budget £m	Var. £m	Var. %		Actuals £m	Budget £m	Var. £m	Var. %
NPR Programme Closure	£0.14	£0.20	£0.06	30%	TD Rail	£0.14	£0.20	£0.06	30%
NPR Analytical Support	£1.05	£1.42	£0.37	26%	NPR Analytical Support	£1.05	£1.42	£0.37	26%
Rail Operations	£0.58	£0.58	£0.00	0%	Rail North Grant & Contributions	£0.34	£0.36	£0.02	6%
Operational Areas	£1.51	£1.71	£0.20	11%	Trading Income	£0.03	£0.08	£0.05	59%
					In-year funding	£0.00	£0.00	£0.00	
					Core Grant	£1.72	£1.85	£0.13	7%
	£3.28	£3.90	£0.62	16%		£3.28	£3.90	£0.62	16%

Human Resources Update

Salaried Establishment as at **1 July 2022**

Established Permanent/Fixed-term Posts

Area	Permanent Posts (Over 2 years)	Fixed-term Posts (Up to 2 Years)	Total Establishment
CEO Office	2 (2.00 FTE)	-	2 (2.00 FTE)
Support Services	25 (25.00 FTE)	2 (2.00 FTE)	27 (27.00 FTE)
Operational & Delivery	45 (44.04 FTE)	5 (5.00 FTE)	50 (49.04 FTE)
DfT Data Services (Hosted)	13 (12.80 FTE)	11 (11.00 FTE)	24 (23.80 FTE)
Rail North Partnership (Hosted)	14 (14.00 FTE)	3 (3.00 FTE)	17 (17.00 FTE)
Total Establishment	99 (97.84 FTE)	21 (21.00 FTE)	120 (118.84 FTE)
Strength (in post)	79 (77.84 FTE)	5 (5.00 FTE)	84 (82.84 FTE)
Appointed (start date pending)	-	5 (5.00 FTE)	5 (5.00 FTE)
Active/Pending Recruitment	3 (3.00 FTE)	2 (2.00 FTE)	5 (5.00 FTE)
Vacant – On-hold	17 (17.00 FTE)	9 (9.00 FTE)	26 (26.00 FTE)

Agency/Consultancy Resource – Covering Vacant Established Posts

Area	Posts (FTE's)
Support Services	3 Posts (3.00 FTE)
Operational & Delivery	8 Posts (8.00 FTE)
Total	11 Posts (11.00 FTE)

Resourcing Update – For Information

Business Planning – TfN's business/resource plan was presented to and approved at the June TfN Board meeting. Due to the circa 37% reduction in the 2022/23 core budget, it is projected that TfN's establishment will reduce to 103 posts alongside the implementation of revised operating model (Senior Management Structure). These required workforce reductions will be achieved through a combination of removal of vacant posts, voluntary and compulsory redundancies. Consultation in relation to proposed changes to TfN's structure are now underway.

Additionally, given the change to the organisations scale and size a job grade evaluation exercise is currently being undertaken.

HR Metrics – 2022/23 Year-to-Date:

Corporate Sickness Level:	4.3%
Employment Policy Application:	0%
Rolling 12 Month - Employee Turnover (Voluntary Leavers):	29.1%
% of Employees from an Ethnic Minority Background:	12%
% of Employees declaring a Disability:	21%
Gender Mix - % of Female Employees:	42%
% of Male Employees:	58%

KPIs

Key Performance Indicators

KPIs for 2022/23 were agreed by March Board as part of the business plan and progress presented in this section of the Monthly Operating Report once the final version of the business plan has been published.

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

Area	KPI	Detail	Progress	Status
Tbc	Tbc	Tbc	Tbc	
			Tbc	



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