

# Transport for the North Monthly Operating Report March 2021



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# Introduction

## Summary from the Chief Executive

March represents the end of the financial year for 2020/21 with good progress made against the business plan objectives overall, though with some impact from Covid, most notably causing DfT to reschedule some key reports with a consequential impact on our activities. The year end position on the 16 KPIs is: 10 completed successfully, five where activity has been delayed beyond the year end, and one cancelled. Of the five delayed KPIs four were reliant on the timing of DfT activity which was delayed (Williams Review, Integrated Rail Plan (IRP) and Decarbonisation Plan) and one KPI, TfN's freight strategy, required further development following feedback from Partnership Board, before being submitted to TfN's Board. The cancelled KPI is as a result of no funding for contactless payment on rail and the wind down of the Integrated and Smart Travel (IST) programme.

The 2021/22 TfN Business plan and Budget were approved by the Board in March. The completed plan will now be used as a benchmark against which delivery is measured and tracked.

Train passenger demand has risen to 20% of pre-Covid levels in March, in contrast with 10-15% from the previous month. Decisions around the timetable are planned to be made in spring 2021, and implemented from May 2022, and will be informed by the Manchester Recovery Task Force public consultation, which closed on 10 March in the Manchester area. There is still a lack of clear commitment to investment options in Central Manchester. Next steps will be considered by the Rail North Committee in a meeting in April 2021.

Work started on the Investment Programme Benefit Analysis (IPBA) programme at the start of April 2021, with a planned end date of spring 2022. The contracts for the main IPBA commission and the freight modelling work have been awarded, and the inception meeting and several briefing sessions have been held.

While waiting for the IRP to be published, the NPR Programme team (with their co-client the DfT, and with delivery partners, Network Rail (NR) and HS2) is planning to proceed with activity that is not expected to be affected by the outcome of the IRP.

Following the withdrawal of ongoing funding for the Integrated and Smart Travel (IST) programme we are currently completing outstanding activity on Phases 1 and 2 prior to closure of the programme. From next month there will be no separate sub-section of this report relating to IST.

Following endorsement of TfN's Decarbonisation Strategy by the March TfN Board, we are preparing to undertake a public consultation during the summer. The draft technical documentation for the Freight and Logistics Strategy is now with partners for review and the full strategy will go to Board in the summer. New research has also begun on Transport-Related Social Exclusion (TRSE) in the North of England, with research planned to run until August 2021.

# Northern Powerhouse Rail (NPR)

## Monthly Summary

A Northern Powerhouse Rail (NPR) Position Paper was published on the Transport for the North (TfN) website on 23 March 2021, which set out TfN's Preferred Network ahead of the publication of the IRP. The Programme team has developed three potential scenarios that reflect what the IRP may include and will be assessing the scope, activities and time implications for each scenario with TAME, Commercial, Infrastructure and Engagement. However, TfN remains unaware of the exact date the IRP will be published and working with our co-client, the DfT and delivery partners (NR and HS2), we are continuing to proceed with activity that is not expected to be affected by IRP, within the budget agreed with DfT for FY21/22 of £48.4m. The programme has also retained an unallocated £18.2m, which can be utilised following the publication of the IRP and subsequent decisions made by TfN and the DfT on additional activity within FY21/22.

Engagement on the programme continued throughout March, with a total of 28 partner engagement, station boards and industry events during the period.

## Activity Update

### Infrastructure

Intermediate Sift Reports for all corridors were signed off on 31 March 2021, which has allowed for the formal closure of the Sequence 4 project (March 2021 delivery) to commence. Network Rail's development services agreement (DSA) was extended for 12 months, through to the end of March 2022. Detailed scoping of Network Rail activity has continued in the month in relation to the transition to Outline Business Case (OBC) work (known as Sequence 4.1).

Ground investigation surveys have continued on the Leeds – Hull corridor.

Progress to the end of March included preparing trial holes for cone penetration test (CPT) surveys as well as commencing window sampling. Activity on Barnsley Dearne Valley and Rotherham Main Line is coming to an end, given the dependency on the IRP conclusions and implications for the scope of works at both stations, including implications for land assembly and the consenting process.

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

Following the agreement by TfN Board to re-phase the NPR Strategic Outline Case (SOC) submission, the TAME team is focusing on ensuring the orderly completion of the SOC programme; continuing to improve the NPR evidence base; and procurement of key contracts for 2021/22.

The TAME team is supporting a scenario planning exercise that is exploring how the SOC analytical programme could respond to different IRP outcomes.

Considerations include whether the IRP includes any changes to the Do-Minimum timetable, or to the scope of NPR options under consideration.

Beyond the re-phased SOC, the team is developing plans to address the requirements for the OBCs. Work is underway with the NPR Business Case team on specifying a proportionate level of analytical framework application for NPR project-level OBCs (e.g. for individual stations or corridors).

## Risks

Risk Summary	Summary of Mitigating Measures	KPI
<b>Integrated Rail Plan (IRP)</b> The conclusions of the IRP could have consequences for the SOC if its recommendations on funding envelope, phasing and/or specifying route options are different from those agreed by TfN Board. This would result in delays to the next stage of the NPR programme both in terms of funding available for 2021/22 and scope of works (additions/removals) on permitted development. It will also affect alignment between the TRU and NPR programmes.	<ol style="list-style-type: none"> <li>1. A rapid response group is being co-ordinated which will review the IRP on release, to understand the implications on the SOC and 21/22 Business Plan.</li> <li>2. Continue working with Network Rail and the DfT on TRU/NPR alignment.</li> </ol>	2
<b>Integrated Rail Plan (IRP) decision-making</b> The IRP is expected to recommend a way forward on the scope, phasing and sequencing of delivery of NPR (and other proposed rail investments upon which NPR is dependent). This may be different to TfN's preferred network and phasing, and therefore creates a risk that partners may not agree with the IRP decision. This could affect ways of working, and result in programme delays.	<ol style="list-style-type: none"> <li>1. TfN has provided statutory advice to government to inform the IRP and published further details supporting our advice.</li> <li>2. A plan to review and respond to the IRP once published is being developed.</li> <li>3. Scenario planning is underway to understand the implications of IRP scenarios on NPR and the SOC.</li> </ol>	N/A
<b>Co-client agreement of 2021/22 scope</b> The departmental budget holder may not approve the detailed drawdown of the funding required to deliver the work set out in the TfN budget. This would result in delays to proposed programme activity for 2021/22, as well as impacts to commissioning and mobilising programme teams.	<ol style="list-style-type: none"> <li>1. Infrastructure scope workshops are taking place with co-client and Network Rail to review and agree scope.</li> <li>2. Discussions are ongoing at a senior co-client level.</li> <li>3. The DfT has confirmed an initial budget of £48.4m for 2021/22, with £18.2m held in contingency for allocation after the publication of the IRP and agreement of subsequent work packages.</li> </ol>	N/A
<b>Infrastructure output to support decision-making</b> If further slippage within the Network Rail programme for single route option does occur e.g. if suppliers are not instructed in time, this may impact TfN's ability to explore opportunities to ensure the most robust case possible is presented to Board and, ultimately, the government.	<ol style="list-style-type: none"> <li>1. Work with co-clients to ensure clear and timely instruction is given to Network Rail to support decision-making requirements.</li> <li>2. Monitor progress against key milestones and challenge slippage on a fortnightly basis. TfN will work with NR to ensure actions plans are put in place to address slippages.</li> <li>3. TfN will continue to review the Network Rail delivery schedule and ensure dates meet requirements for September decision-making timescales.</li> </ol>	2

## Programme and Look Ahead

### TfN Board

The timing and content of briefings to TfN Board will shaped by the IRP. Government has confirmed that the IRP will not be published during the pre-election period, and therefore the earliest date would be after 06 May 2021.

# Integrated and Smart Travel (IST)

## Monthly Summary

TfN is in the process of completing Phases 1 & 2 of the IST and will then close the programme. A limited smart travel and digital information capability is being retained within TfN using core funding for a new role within the Strategic Rail team.

For Phase 1 (Smartcards on Rail), the delivery of upgrades to on-board retailing and validation of smartcards means that only residual work remains to be completed, including the assignment to DfT of the Disruptions Messaging Tool (DMT) contract that was completed on 8 April.

Given the IST programme is being wound down there will be no further reporting beyond March 2021.

## Activity Update

### Phase 1 - Smartcards on Rail

Northern's upgrade of STAR Mobile (on-board retailing and validation of smartcards), which it is also delivering on behalf of TransPennine Express has been accredited by Rail Delivery Group (RDG), meaning that this workstream is now substantially complete. A further handover meeting with Rail North Partnership (RNP) updated the franchise managers regarding residual items that may be passed over to them in April for management to completion and discussed ongoing "business as usual" matters.

### Phase 2 - Improving Passenger Information

DfT has agreed to adopt the Disruptions Messaging Tool (DMT) nationally as part of the suite of tools available through their Bus Open Data Service (BODS) platform. Handover to DfT of Local Transport Authority (LTA), developer relationships and service management are complete. The DMT contract has been assigned to DfT for national rollout. As part of project closure, the IST team completed a lessons learned session with LTAs in order to support the development of new relationships with DfT.

TfN will operate the Open Data Hub (ODH) on behalf of LTA users until 31 March 2022 (or earlier if the DMT is integrated with the BODS platform prior to this date). The service management of the ODH contract has been transferred to the TfN IT team (commenced on 1 April 2021).

### Phases 3 and 4 - Contactless on Rail and Local Smart Schemes

Lessons learned and project closure reports were agreed at project boards.

March Programme Board discussed the future of the IST programme's stakeholder groups agreeing that going forward TfN would communicate with LTAs through the Strategic Officers Group and that arrangements to engage TOCs were already in place in Rail North Partnership.



## Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<b>Issue : Phase 1</b> - The delay to progressing the installation of PVALs at Manchester Piccadilly is likely to delay the introduction of smart flexi-seasons in Greater Manchester , and some costs will run into 2021/22.	<ol style="list-style-type: none"> <li>1. Northern and TfN are working with Manchester City Council's Planning Department to expedite outstanding consents to listed buildings at Manchester Piccadilly.</li> <li>2. Any residual work (1 above) will be passed to the Rail North Partnership Franchise Manager for Northern at the end of April. DfT has agreed to fund the project through to completion.</li> <li>3. A key mitigation for any delays with smart ticket infrastructure availability is that flexi-seasons could be introduced temporarily on barcode.</li> </ol>	3

## Programme and Look Ahead

### Phase 1

Successful completion of Scheidt & Bachman's gate upgrade development in Greater Manchester and Bradford areas (in process). Update 14 April: the upgrade has been signed off as complete.

Final Northern PVal civils work and fitting heads to PVals at Manchester Piccadilly (still awaiting approval of planning consents) and Deansgate stations (works are on scheduled to complete 16 April).

Completion and sign-off of project closure reports at project and programme boards and handover of residual deliverables to Rail North Partnership to oversee completion.

### Phase 2 - Disruptions Messaging Tool

Completion and sign-off of project closure reports at project and programme Boards.

### Programme

In April there will be closure meetings with and handovers of business as usual activities to other TfN departments. The final Programme Board will close all four Phases and the entire IST programme. Any residual matters, for example future comms, will be handed over to TfN colleagues.

# Investment Programme

## Monthly Summary

Following approval at TfN Board on 18 February, we have commenced work on the Investment Programme Benefit Analysis (IPBA) programme. The IPBA commission is critical to understanding the economic, social and environmental benefits of the TfN Investment Programme. The analysis will use DfT's conventional growth scenario, and TfN's four Future Travel Scenarios, to assess the Investment Programme against three different funding strategies. This work will enable TfN to make a strong evidence-based case for transport investment and provide a clear picture of the potential impact of the Investment Programme on carbon emissions.

## Activity Update

- The contracts for the main IPBA commission and the freight modelling work have both been awarded. An inception meeting was held on 24 March to introduce team members and agree ways of working.
- The project team presented three briefing sessions on IPBA to over 40 LTA and other partners to provide attendees with an understanding of project scope, the approach to project management, including partner engagement, and the technical aspects of the project.
- The NPR and IPBA project teams met to agree future opportunities to work together and track milestones across the two programmes.

## Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<b>NPR Alignment – Risk:</b> A number of interdependencies with NPR and TAME have been identified – including the reference case, model development, internal resource requirements, and freight modelling. The delay in publishing the Integrated Rail Plan (IRP) increases the risk that the final IPBA outputs might not be fully aligned with the preferred NPR network (when agreed), the final design of High Speed 2 (HS2), and the Transpennine Route Upgrade (TRU). If not addressed, all of these issues could lead to increasing costs and delays in the IPBA programme, as well as reputational impacts for TfN.	<ol style="list-style-type: none"> <li>1. Identify the latest date for NPR/HS2/TRU decisions to feed into IPBA project, noting in the Appraisal Specification Report (ASR) where key assumptions have been made.</li> <li>2. Revisit IPBA reference case assumptions with partners in April, to ensure there is an agreed baseline to work with.</li> <li>3. Management capacity is being strengthened within the modelling team to manage the allocation of TAME resources between TfN programmes. This will give TAME flexibility to respond to short-term resource requests from NPR and protect allocation of key TAME resources to IPBA.</li> <li>4. Regular updates are to be provided to Strategic Oversight Group (SOG) members to manage expectations, should there be any further delays to the IRP publication.</li> </ol>	16
<b>Managing Interdependencies – Risk:</b> The completion of deliverables relies on inputs from several parties. There is a risk that delays to these inputs could hinder the delivery and assurance of key products.	<ol style="list-style-type: none"> <li>1. Dedicated TfN resources in place to manage information on interdependencies. -</li> <li>2. Technical Inception Meeting will agree arrangements with the supplier to identify any outstanding interdependency</li> </ol>	16



This could result in additional costs, programme delays, and not meeting the commitments set in TfN's 2021/22 Business Plan, which could damage TfN's reputation.	challenges. Actions will filter through to weekly calls log.	
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## Programme and Look Ahead

- The project team, including road and rail specialists, will review the IPBA reference case assumptions, which will provide a baseline for transport modelling. The outputs of this review will be shared with Strategic Oversight Group members for feedback.

# Major Road Network (MRN)

## Monthly Summary

Further work on completing the Major Roads Report (MRR) is waiting on publication of DfT's Transport Decarbonisation Plan and the outcome of TfN's Decarbonisation Strategy consultation.

The team is engaging with partners on developing the scope for work on developing recommendations for zero emissions vehicle infrastructure and work on providing a 2020 dataset monitoring the MRN.

## Activity Update

- The team has been engaging with DfT's Acceleration Unit to discuss opportunities for speeding up the delivery of projects identified in TfN's Economic Recovery Plan.
- The team is continuing to track progress on the delivery of projects recommended for MRN funding in the 2020-2025 period.
- The team is continuing to monitor the impacts of Covid-19 on travel, and is engaging with DfT, Highways England (HE) and TfN partners on sharing transport data.
- The team has continued to develop the scope for a project to develop recommendations for the infrastructure required for electric and hydrogen vehicle refuelling.
- The team has prepared for the commencement of the Mobile Device Data project, which will provide TfN with a 2020 dataset on the performance of the Major Roads Network for the North. This will be particularly useful in reviewing the short and long-term impacts of Covid-19 on the North's travel patterns.
- The team is working with Highways England and other Sub-National Transport Bodies (STBs) to develop an engagement framework.
- The team has been collaborating with Homes England to identify opportunities for sharing information that will be of mutual benefit.

## Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<b>Risk: Negative perceptions -</b> Due to the environmental and sustainability impacts of traffic and congestion, there is a reluctance to invest (from the public and decision-makers) in roads. As a result, there is a risk that the road schemes might not get the investment needed to deliver the Strategic Transport Plan (STP).	<ol style="list-style-type: none"><li>1. Continuing work with the Stakeholder Engagement &amp; Communications Team (SECT) to develop a clear narrative on why roads are a critical part of the transport network, and how future management of, and investment in, roads can support the North's vision for a sustainable future.</li><li>2. Work to address this topic in the Major Roads Report and work with SECT to develop an appropriate comms plan.</li><li>3. Use our Future Travel Scenarios evidence to inform work and communications, and monitor impacts of Covid-19 on travel behaviours, patterns and flows.</li><li>4. Await the outcome of DfT's Transport Decarbonisation Plan and TfN's Decarbonisation Strategy consultation and use this to help inform the Major Roads Report. The</li></ol>	18/21

	Investment Programme Benefit Analysis project will enable TAME to build the Analytical Framework, which can be used to demonstrate the impact of road investment and different policy measures.	
<b>Risk: Major Roads Report</b> - Should the work on the publication of the DfT Decarbonisation Strategy be delayed, TfN may need to defer publication of the MRR. If realised, TfN will be unable to meet the Business Plan KPI for completing the MRR updates by March 2022.	1. Monitor and apply decarbonisation work and delay the completion of MRR if DfT's decarbonisation strategy is postponed again. Keep partners informed to manage expectations. 2. Proceed at risk if the DfT's decarbonisation work is delayed beyond summer. 3. Keep in regular contact with the Strategy team to monitor any programme fluctuations. 4. Update MRR programme as changes are announced. 5. Cross-reference the Major Roads Report and TfN's Decarbonisation Strategy to ensure alignment, prior to publishing.	18

## Programme and Look Ahead

- TfN will work with DfT to review evidence for the Trans-Pennine Tunnel (TPT) and M6-A1(M) studies and agree the next steps.
- The team is continuing to support the development of TfN's draft Freight and Decarbonisation Strategies.
- Highways England has asked TfN to support the statutory public consultation events for the A66 dualling project, which will take place late summer 2021.
- Partners will be presenting updates on their rural mobility and major road network funded projects at Major Roads Group on 13 April 2021.
- The scope for the Electric Vehicle (EV) Infrastructure Strategy development project will be presented to the Strategic Oversight Group and to Executive Board in April.

# Strategic Rail

## Monthly Summary

It has been one year since the first national lockdown in England, and the operational focus remains on supporting Covid-19-related work and working with the industry to support the recovery. The team is continuing to support the Manchester Recovery Task Force and a decision on short-term service changes to improve performance.

TfN continues to work closely with DfT and NR on a range of investment plans across the North of England, including schemes to address congestion hotspots in Central Manchester, train lengthening (capacity) and decarbonisation as part of the Manchester and North West Transformation Programme, and a number of projects around Leeds.

## Activity Update

### Rail Operations

Train operators have reported that passenger demand has increased to around 20% of pre-Covid levels in March. Services continue to operate at a high level of reliability compared to pre-Covid levels.

The Manchester Recovery Task Force public consultation closed on 10 March and Member and Officer briefings have taken place. The consultation will inform decisions to be made in spring 2021 on potential changes to the timetable that would be implemented from May 2022. There remain concerns about the lack of clarity on future investment plans for Central Manchester. Rail North Committee members will consider the next steps at a meeting in April 2021.

### Rail Investment

TfN has secured a 'Decision to Initiate' for a pan-Northern Theoretical Line Speed analysis to identify the line speed capability of key railway assets. This is the first scheme we have been able to have added to the Rail Network Enhancements Pipeline and is a real milestone for TfN.

The OBC for the Transpennine Route Upgrade (TRU) has been deferred pending the Government's publication of the IRP for the North and Midlands which is now expected to be published following the local elections in May 2021. We understand the IRP is likely to influence the scope choices for TRU and NPR between Manchester and Leeds. In the meantime, work is ongoing planning for early delivery including a major blockade in the Manchester area in summer 2021 and some weekend evening works starting in late April between Collyhurst and Miles Platting on foundations next to the railway to support masts and wires.

TfN continues to work to secure the right infrastructure package for Central Manchester and support partner authorities on local schemes, including the Energy Coast Rail Upgrade in Cumbria, a new Skelmersdale rail link, and station capacity improvements at Darlington, Middlesbrough and Leeds. A high-level pan-Northern trip rate model to assess the potential number of trips made as a result of a new station or new line has been completed which will allow a quick assessment of proposals.

## Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<b>Risk: The short-term effect of Covid-19 on the reintroduction of</b>	1. TfN continues to work closely with operators and partners to review timetables in advance of	9

<p><b>services on to the network –</b> Services could be further impacted by resource levels among operators and restrictions around staff training. This will impact on local areas which will see reductions in connectivity and frequency until driver training is delivered. Furthermore, the rollout of further new trains will also be delayed possibly leading to a reliance on older rolling stock.</p>	<p>changes and to feed in key areas of concern to be addressed.</p> <ol style="list-style-type: none"> <li>2. Driver training continues and operators are planning future service uplifts based on their known resource plans which RNP are keeping under review.</li> <li>3. Now that a roadmap to lifting restrictions has been issued by the Government the focus from TfN and RNP will be on short-term recovery while still focusing on supporting the recovery of demand as restrictions ease.</li> </ol>	
<p><b>Risk: The long-term effect of Covid-19 on viability of train services –</b> The national lockdowns and the subsequent gradual lifting of restrictions on travel are likely to further affect the time it will take for the industry to recover to pre-Covid-19 levels. This may impact 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"> <li>1. TfN's Economic Recovery Plan, including the "quick win" programme, has been issued to the DfT's Acceleration Unit and TfN continues to liaise with the Unit.</li> <li>2. Messaging and communications will continue to promote safe use of public transport in line with Government guidelines and protect services for key workers.</li> <li>3. Rail North Committee has endorsed a Roadmap to Recovery. The team is working with train companies identifying ticketing/marketing/offers to rebuild confidence, attract passengers back, and entice new passengers when appropriate.</li> </ol>	9
<p><b>Issue: Delayed publication of the Williams Review</b> - The coronavirus pandemic has meant DfT has had to focus its resources on the response. This has led to the continued delay in the publication of the Williams Review. TfN had planned to provide a response to the Williams Review as a KPI for the previous financial year. This was not possible in the absence of the report, but should be undertaken in the 2021/22 year. In parallel, franchise agreements have been replaced with alternatives that pass revenue risk to government.</p>	<ol style="list-style-type: none"> <li>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.</li> <li>2. To mitigate the risk further, TfN is working with partners and external consultants to shape our response when the White Paper is published.</li> <li>3. TfN continues to work with Rail North Partnership to shape the delivery commitments for the new service agreements.</li> <li>4. To mitigate delays, TfN is working with partners to begin preparatory work in advance of expected publication in Q1 2021/22.</li> </ol>	8

## Programme and look ahead

- Support, monitor and assist the industry to rebuild services, passenger demand and confidence.
- Work with operators for further timetable changes during 2021.
- Prepare to deliver the Business Plan objectives for 2021/22 including supporting the rail recovery and developing the investment pipeline.
- Working through the Rail North Committee and TfN Board, consider the outcome of the Manchester Recovery Task Force consultation and identify the right infrastructure enhancements for Manchester.
- Develop proposals for addressing network gaps linked to the Long-Term Rail Strategy (LTRS) and produce a delivery plan for the TfN Stations Strategy.
- Continue to support TfN input / response to the Integrated Rail Plan.
- Continue to work closely with DfT and NR to secure successful delivery of the TRU project objectives.
- Meetings continue between Network Rail, TransPennine Express and Northern to agree priority interventions that will improve reliability and resilience.

# Operations Summary

## Monthly Introduction

Activities of operational colleagues during March have included ongoing support of organisational objectives TfN by the Communications team (including online publication of several podcasts and interviews, and promotion of Rail North Committee and TfN Board meetings); working closely with teams to manage the procurement pipeline by the procurement and finance teams following the approval of the TfN Business Plan by TfN Board in March; continuing work around the ongoing use of virtual meetings due to the current circumstances by the Legal and Democratic team; gaining approval on the Decarbonisation Strategy at March TfN Board development of the Freight strategy and the launch of the Transport Related Social Exclusion (TRSE) research programme; and further work developing analytical models by TAME to support key business cases for NPR and the Investment Programme.

## Activity Update

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

### **Stakeholder Engagement & Communications Team (SECT)**

- SECT has been promoting TfN's activity across external and internal channels, proactively where possible.
- Activity included proactive promotion of the TfN Board and Rail North Committee (RNC) meetings, with content regarding rail recovery published following the RNC. It followed continued signposting to the Manchester Recover Task Force (MRTF) consultation ahead of the closing date.
- Further coverage of the preferred Northern Powerhouse Rail network was secured following proactive issuing of content following the decision in February.
- TfN has also issued positive proactive responses to latest developments including further works on the TRU route, as well as announced investment in the Hope Valley line between Manchester and Sheffield.
- Reactions have also been issued to the interim Union Connectivity Review report and Bus Back Better strategy. TfN has also supported and participated in Member activity, including Bradford's case for a central station and introduction of tap and go ticketing in Liverpool City Region which features investment from the IST programme.
- Several podcast interviews with TfN Board Members have been published and promoted online, alongside two TfN Talks webinars on freight and logistics; and delivering an accessible transport system.
- The team has also launched the Transport-Related Social Exclusion research project, issuing invitations directly stakeholders to encourage participation as well as promoting externally.



- A summary document of the preferred NPR network was published online, with NPR website pages updated and promoted.
- The 2021/22 business plan has also been designed, finalised and published on the TfN website. Elsewhere, preparation is underway for activity in the coming months, including establishing the Member Working Group (MWG) for the Northern Transport Charter and launch of consultation on the agreed draft Decarbonisation Strategy in May.
- The team is also working to revise the internal communications strategy for 2021/22 to support re-opening of the office when applicable and support implementation of the new Ways of Working model.

### **Finance & Procurement**

- The 2021/22 Business Plan and budget were formally approved by the TfN Board in March and will now be used as a benchmark against which delivery is measured and tracked. To support delivery, the team has been working closely with all directorates to manage the procurement pipeline and develop longer term departmental procurement strategies.
- The implementation of our new risk management software has been completed. The project team is now working towards its rollout with current focus on the cleansing and migration of the risk data into the system.

### **Legal & Democratic**

- Virtual public meetings continue to be held; the TfN Constitution includes formal procedure rules for this purpose. Regulations allowing virtual meetings are currently due to expire on 7 May 2021 and a report to 24 March Board set out the current position and implications. Lawyers in Local Government (LLG) has commenced legal proceedings seeking a declaration from the High Court to confirm that virtual meetings remain a choice under the existing Local Government Act 1972 after 7 May; the case is scheduled for hearing on 21 April. The implications for the 9 June Board are being closely monitored and Board will be kept updated.
- The TfN Modern.Gov website, system and “restricted app” are all now in place and working well and further benefits of the system are being explored for future introduction. The team continues to support procurement governance and provide general legal advice across a wide range of areas within TfN.

### **Strategy, Policy, Economics & Research**

- TfN’s Decarbonisation Strategy was agreed by the March TfN Board meeting. The strategy was positively received by all Board Members and it was agreed to take the document through to public consultation during the summer. Board Members highlighted TfN’s acknowledged priority of improving public transport as key to decarbonisation, as well as required cross-overs with TfN’s emerging Freight & Logistics Strategy in relation to rail freight. The strategy will now be submitted for final design before the consultation commences from the end of May.

- The tender for consultation support for the public consultation on the Decarbonisation Strategy has been let, with an inception meeting scheduled for 1 April 2021.
- Work on the Freight & Logistics Strategy has continued and partner officers received the draft technical documentation for review in early March 2021. The recommendations and policy positions in the strategy have now been shared and will be updated following feedback on the importance of the decarbonisation agenda. We will be seeking approval from a future TfN Board following publication of the Integrated Rail Plan, with a consultation to then planned to follow from the summer of 2021.
- On 15 March 2021 TfN held the second West and Wales Transport Forum. Chaired by Lord Hunt and Lord Jones, the forum brings together senior officials in TfN, Welsh Government, Transport for Wales, council leaders across the corridor and DfT to discuss and agree joint strategic priorities for transport.
- Work continues to map out a roadmap to a revised Strategic Transport Plan (STP) for publication in February 2024. The activity in March has been focused on mapping out all the key activities and interdependencies across TfN to support development of a work programme.
- An initial outline programme and draft terms of reference have been developed for the Northern Transport Charter (NTC) for 2021/22, and will be discussed with the newly established Member Working Group. The outline programme includes proposals to develop a TfN citizens' assembly, and an Independent Audit/Assurance Group to provide Board with independent advice to support key decisions.
- Work continues on the TfN research programme linked to the Strategic Transport Plan evidence base. The "Visitor Economy and Transport in the North of England" study and "User Insight into Pan-Northern Travel (Phase 3)" study have both completed the interim stages of the research and are due to conclude during the summer of 2021.
- TfN has launched a new research programme on Transport-Related Social Exclusion (TRSE) in the North of England. The research, which will run until August 2021, commenced in March and an initial literature review and secondary research plan have been completed. A further survey on transport-related social exclusion delivered by TfN has also been launched is running until the 21 April. This survey is engaging with Local Authorities and third sector organisations.

### **TAME (Technical Assurance, Modelling & Economics)**

- Following confirmation of the delay to the NPR SOC, TAME support of the NPR programme has been focused on ensuring the orderly close-out to the SOC programme, as well as continuing to improve the NPR evidence base. The March SOC close-out, which is in the final stages, relates to assembly and organisation of all of the data and evidence used in the SOC documents, to ensure consistency of reporting, and aid efficient updating of data in the revised SOC, to be updated following publication of the IRP.
- Key supplier contracts are progressing under TAME instruction, with the aim of improving the evidence base for the NPR scheme. Technical areas

such as the Visitor Economy study (RAND and Motts) and the NPR Distributional Impacts Appraisal (Jacobs/Simetrica) are now well underway to delivering improved methodologies for estimating the wider impacts of NPR.

- The Northern Rail Modelling System (NoRMS) iteration 2 model is being put through a programme of testing to assure and verify the model updates and its subsequent results. Integrated working between TAME and its suppliers in model development and analysis will give rise to a further model version to be delivered in early April. This will address any issues which have arisen during this process. Further assurance through Peer review will be carried out during April.
- The update to the Northern Economy and Land Use Model (NELUM) is also on track to be delivered in early April, with the updated versions of NoRMS and NELUM due to be used in the ongoing programmes of work for NPR.
- TAME has been working hard to develop and test a version of the Analytical Framework which will be ready to support the upcoming IPBA which commences during April. Versions of NoRMS and the Northern Highway Assignment Model (NoHAM) have been developed with supporting supply and demand input data which will be used to represent the IPBA ready scenarios. TAME staff are in the final stages of planning the technical work programme to support the IPBA during 2021/22 financial year.
- TAME has agreed and adopted a procurement strategy to ensure that key supplier contracts are in place to progress the development and application of the Analytical Framework through 2021/22 financial year, and further support TfN's programme of work.
- A new Development Log system, designed for Local Planning Authorities to easily submit updated spatial planning assumptions, has been tested with TfN's partners this month, receiving good feedback.
- TAME staff have also been supporting finalisation of TfN's Decarbonisation Strategy, which is underpinned by modelling from the Analytical Framework, and will be published for consultation after the local elections.

# Financial Performance

## Financial Update

### Summary

Expenditure incurred in March: £8.82m

Variance to monthly budget: Underspend of £2.58m

Year to-date expenditure: £57.86m

Year to-date variance to budget: Underspend of £9.26m

### Headlines

- March figures continued to be monitored against the Revision 2 budget.
- Underspend to date is principally driven by reduced programme activity.
- The Core operational underspend reflects the effects of the pandemic and the uncertain funding environment in which TfN has been operating for most of the financial year.

### Programmes:

- Expenditure of £7.87m represented an underspend of £2.14m (21%) in the month. YTD programme expenditure was £50.55m, an underspend of £7.54m (13%).

### **Integrated & Smart Travel:**

- Programme-wide expenditure of £0.19m represented an underspend of £0.75m in the month, driven mainly by reductions in Phase 2 activity. On a YTD basis, expenditure of £8.39m represented an underspend of £1.38m (14%), as a result of the factors set out below:
  - Phase 1 expenditure to date of £4.55m was an underspend of £0.71m, driven by savings in capital expenditure. Although some residual activity remains to be completed in the first quarter of 2021/22, the forecast use of contingency has not been required and platform validator installation has been delivered within or under budget.
  - Phase 2 expenditure of £1.93m represented an underspend of £0.59m in the year. This is driven by the IST funding decision, which led to budget for further development of the Disruption Messaging Tool and Open Data Hub not being used, and the termination of the IST Innovation Partnership.
  - There has been marginal underspend on programme overheads as the programme winds down.

### **Northern Powerhouse Rail**

- Expenditure of £7.61m represented an underspend of £1.36m (15%) in the month. Expenditure in March was elevated as the month included

two of the 13 rail reporting periods under which NR operates. YTD expenditure of £41.61m was 13% under budget.

- Underspend continued to reflect revised forecasts received after the budget revision and a lower level of activity as a result of uncertainty pending the publication of the IRP. These underspends are set out in greater detail below:
  - The NR underspend to date was £3.70m (12%) against the revision 2.
  - The modelling underspend to date was £0.48m. Underspend included customer and travel survey work, which has been postponed due to Covid-19 (£0.17m), and activity that has slipped into the next financial year due to delayed commencement.
  - A YTD underspend of £1.56m (20%) in other programme development areas is driven by a revised cost and activity schedule for survey work and early contractor engagement activity which has not been taken forward at this stage.
  - An underspend on Programme support costs of £0.10m is within 3% of budget.
  - In year underspend of £0.17m in communications and stakeholder engagement activity has been driven by the postponement of SOC submission and uncertainty pending the publication of the IRP, which has limited the level of commitment granted by DfT for this activity.

### **Strategic Development Corridors (SDC)**

- YTD expenditure of £0.55m represented an underspend of £0.15m. This reflects elements of both slippage and reduced activity due to the period of funding uncertainty. The next phase of mobile data analysis is now commencing in the new financial year, the publication of the Major Roads Report was also delayed, pending the publication of the decarbonisation strategy.

### **Operations:**

#### **Rail Operations**

- YTD expenditure of £2.22m represented an underspend of £0.23m (10%). This is driven by several vacancies in the team, in addition to some slippage of consultancy activity into the new financial year.

#### **Operational Areas**

- YTD expenditure is £5.09m, which represents an underspend of £1.49m (23%) compared to Revision 2.

- This reflects a number of areas of savings and slippage, identified since the adoption of the Revision 2 budget, both as a result of the on-going pandemic and due to funding uncertainty following the postponement of the comprehensive spending review.
  - £0.34m of underspend in the Strategy & Policy area was driven by slippage of activity into the new financial year.
  - £0.27m underspend on ICT and accommodation, including the postponed Covid-related office redesign and release of accruals in relation to prior year rent.
  - £0.25m underspend due to deferral of ERP & reporting system development.
  - £0.13m additional saving on the ERP development contract in relation to delivery of the flexitime module.
  - £0.16m savings on communications and stakeholder engagement due to all engagement activity taking place virtually.
  - £0.11m savings in Finance, due to reduced external support costs.
  - £0.14m savings in HR, due to reduced travel pass costs and recruitment fees.



# Activity Dashboard

TRANSPORT FOR THE NORTH FINANCE DASHBOARD					PERIOD BUDGET CYCLE	12 REVISION 2	MAR 2020/21																								
PERIOD ACTUALS VERSUS BUDGET																															
	Actuals £m	Budget £m	Var. £m	Var. %																											
Integrated and Smart Ticketing	£0.19	£0.94	£0.75	80%	<table><thead><tr><th>Category</th><th>Actuals</th><th>Budget</th></tr></thead><tbody><tr><td>IST</td><td>£0.19</td><td>£0.94</td></tr><tr><td>NPR</td><td>£7.61</td><td>£8.98</td></tr><tr><td>Major Roads</td><td>£0.06</td><td>£0.10</td></tr><tr><td>Rail Ops</td><td>£0.23</td><td>£0.28</td></tr><tr><td>Operational Area</td><td>£0.72</td><td>£1.10</td></tr></tbody></table>			Category	Actuals	Budget	IST	£0.19	£0.94	NPR	£7.61	£8.98	Major Roads	£0.06	£0.10	Rail Ops	£0.23	£0.28	Operational Area	£0.72	£1.10						
Category	Actuals	Budget																													
IST	£0.19	£0.94																													
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Major Roads	£0.06	£0.10																													
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Operational Area	£0.72	£1.10																													
Northern Powerhouse Rail	£7.61	£8.98	£1.36	15%																											
Major Roads	£0.06	£0.10	£0.03	34%																											
Programmes	£7.87	£10.01	£2.14	21%																											
Rail Operations	£0.23	£0.28	£0.05	18%																											
Operational Areas	£0.72	£1.10	£0.39	35%																											
	£8.82	£11.40	£2.58	23%																											
PERIOD ACTUALS VERSUS BUDGET: PROGRAMMES																															
	Actuals £m	Budget £m	Var. £m	Var. %																											
IST: Phase 1	-£0.01	£0.06	£0.08	119%	<table><thead><tr><th>Category</th><th>Actuals</th><th>Budget</th></tr></thead><tbody><tr><td>IST: P:1</td><td>-£0.01</td><td>£0.06</td></tr><tr><td>IST: P:2</td><td>£0.07</td><td>£0.71</td></tr><tr><td>IST: P:3</td><td>£0.00</td><td>£0.00</td></tr><tr><td>IST: P:4</td><td>£0.01</td><td>£0.01</td></tr><tr><td>IST: Prog</td><td>£0.13</td><td>£0.16</td></tr><tr><td>NPR</td><td>£7.61</td><td>£8.98</td></tr><tr><td>Major Roads</td><td>£0.06</td><td>£0.10</td></tr></tbody></table>			Category	Actuals	Budget	IST: P:1	-£0.01	£0.06	IST: P:2	£0.07	£0.71	IST: P:3	£0.00	£0.00	IST: P:4	£0.01	£0.01	IST: Prog	£0.13	£0.16	NPR	£7.61	£8.98	Major Roads	£0.06	£0.10
Category	Actuals	Budget																													
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NPR	£7.61	£8.98																													
Major Roads	£0.06	£0.10																													
IST: Phase 2	£0.07	£0.71	£0.64	91%																											
IST: Phase 3	£0.00	£0.00	£0.00	-																											
IST: Phase 4	£0.01	£0.01	£0.01	48%																											
IST: Programme	£0.13	£0.16	£0.03	16%																											
Northern Powerhouse Rail	£7.61	£8.98	£1.36	15%																											
Major Roads	£0.06	£0.10	£0.03	34%																											
	£7.87	£10.01	£2.14	21%																											
YEAR TO-DATE ACTUALS VERSUS BUDGET (EXC. CONTINGENCY)																															
	Actuals £m	Budget £m	Var. £m	Var. %																											
Integrated and Smart Ticketing	£8.39	£9.77	£1.38	14%	<table><thead><tr><th>Category</th><th>Actuals</th><th>Budget</th></tr></thead><tbody><tr><td>IST</td><td>£8.39</td><td>£9.77</td></tr><tr><td>NPR</td><td>£41.61</td><td>£47.62</td></tr><tr><td>Major Roads</td><td>£0.55</td><td>£0.69</td></tr><tr><td>Rail Ops</td><td>£2.22</td><td>£2.46</td></tr><tr><td>Operational Area</td><td>£5.09</td><td>£6.57</td></tr></tbody></table>			Category	Actuals	Budget	IST	£8.39	£9.77	NPR	£41.61	£47.62	Major Roads	£0.55	£0.69	Rail Ops	£2.22	£2.46	Operational Area	£5.09	£6.57						
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Northern Powerhouse Rail	£41.61	£47.62	£6.01	13%																											
Major Roads	£0.55	£0.69	£0.15	21%																											
Programmes	£50.55	£58.09	£7.54	13%																											
Rail Operations	£2.22	£2.46	£0.23	10%																											
Operational Areas	£5.09	£6.57	£1.49	23%																											
	£57.86	£67.12	£9.26	14%																											
YEAR TO-DATE ACTUALS VERSUS FORECAST TO OUTTURN																															
	Actuals £m	F/cast £m	Var. £m	Var. %																											
Integrated and Smart Ticketing	£8.39	£8.71	£0.32	4%	<table><thead><tr><th>Category</th><th>Actuals</th><th>Fcst</th></tr></thead><tbody><tr><td>Operational Area</td><td>£5.09</td><td>£5.19</td></tr><tr><td>Rail Ops</td><td>£2.22</td><td>£2.30</td></tr><tr><td>Major Roads</td><td>£0.55</td><td>£0.55</td></tr><tr><td>NPR</td><td>£41.61</td><td>£42.02</td></tr><tr><td>IST</td><td>£8.39</td><td>£8.71</td></tr></tbody></table>			Category	Actuals	Fcst	Operational Area	£5.09	£5.19	Rail Ops	£2.22	£2.30	Major Roads	£0.55	£0.55	NPR	£41.61	£42.02	IST	£8.39	£8.71						
Category	Actuals	Fcst																													
Operational Area	£5.09	£5.19																													
Rail Ops	£2.22	£2.30																													
Major Roads	£0.55	£0.55																													
NPR	£41.61	£42.02																													
IST	£8.39	£8.71																													
Northern Powerhouse Rail	£41.61	£42.02	£0.41	1%																											
Major Roads	£0.55	£0.55	£0.01	1%																											
Programmes	£50.55	£51.28	£0.73	1%																											
Rail Operations	£2.22	£2.30	£0.08	3%																											
Operational Areas	£5.09	£5.19	£0.10	2%																											
	£57.86	£58.77	£0.91	2%																											
FUNDING YEAR TO DATE					FUNDING FORECASTS TO OUTTURN																										
Funding Stream	Actuals £m	Budget £m	Var. £m	Var. %		Actuals £m	F/cast £m	Var. £m	Var. %																						
TDF - Rail	£40.66	£46.67	£6.01	13%	TDF - Rail	£40.66	£41.07	£0.41	1%																						
IST - Capital and Revenue	£8.39	£9.77	£1.38	14%	IST - Capital and Revenue	£8.39	£8.71	£0.32	4%																						
Core Grant	£7.26	£9.09	£1.83	20%	Core Grant	£7.26	£7.43	£0.17	2%																						
Rail North Grant & Contributions	£1.30	£1.30	£0.00	0%	Rail North Grant & Contributions	£1.30	£1.30	£0.00	0%																						
TDF - Roads	£0.00	£0.00	£0.00	-	TDF - Roads	£0.00	£0.00	£0.00	-																						
Trading Income	£0.24	£0.28	£0.04	14%	Trading Income	£0.24	£0.26	£0.02	7%																						
	£57.86	£67.12	£9.26	14%		£57.86	£58.77	£0.91	2%																						

# HR Update

## Human Resources Update

Salaried Establishment as at **9 April 2021**

### 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	89 (88.12 FTE)	25 (25.00 FTE)	114 (113.12 FTE)
<b>Total Establishment</b>	<b>116 (115.12 FTE)</b>	<b>27 (27.00 FTE)</b>	<b>143 (142.12 FTE)</b>
Strength (in post)	105 (104.12 FTE)	19 (19.00 FTE)	124 (123.12 FTE)
Appointed (start date pending)	1 (1.00 FTE)	0 (0.00 FTE)	1 (1.00 FTE)
Active/Pending Recruitment	7 (7.00 FTE)	1 (1.00 FTE)	8 (8.00 FTE)
Vacant – On-hold	3 (3.00 FTE)	7 (7.00 FTE)	10 (10.00 FTE)

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

Area	Posts (FTE's)
Support Services	1 Post (1.00 FTE)
Operational & Delivery	9 Posts (9.00 FTE)
<b>Total</b>	<b>10 Posts (10.00 FTE)</b>

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

Area	Current Strength Posts (FTE's)	Year-End FY21/22 Projected Posts (FTE)
Support Services	0 Post (0.00 FTE)	0 Post (0.00 FTE)
Operational & Delivery – NPR	49 Posts (49.00 FTE)	101 Posts (101.00 FTE)
<b>Total</b>	<b>49 Posts (49.00 FTE)</b>	<b>101 Posts (101.00 FTE)</b>

*The above are all NPR related posts and due to the nature of the funding (one-year only) and technical skills required, have been engaged via the contract for service route. Further roles (circa 52 posts) are anticipated to be brought in throughout the forthcoming year, with actual plans for this resource to be finalised once the IRP reports and a revised date for the submission of the NPR SOC is agreed.*

### Resourcing Update – For information

**Permanent Chief Executive recruitment - Martin Tugwell** - the preferred candidate will be presented to TfN Board on 16 April for approval.

**Interim Chief Executive - Tim Wood** - will be presented to TfN Board on 16 April for approval. If approved Tim Wood will take up this position between Barry White's departure and the arrival of Martin Tugwell.

**IST Programme** – following acceptance of voluntary redundancy requests from a number of team members, there now remains one employee at risk of compulsory redundancy as result of the closure of the programme. Consultation with this employee is on-going.

### **HR metrics – 2020/21 Year-End**

Corporate Sickness Level:	<b>2.7%</b>
Employment Policy Application:	<b>5.4%</b>
Employee Turnover (Voluntary Leavers):	<b>12.4%</b>
% of Employees from an Ethnic Minority Background:	<b>14%</b>
% of Employees declaring a Disability:	<b>13%</b>
Gender Mix -      % of Female Employees:	<b>39%</b>
% of Male Employees:	<b>61%</b>

# KPIs

## Key Performance Indicators

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

Key	Number of KPIs with this status	
Achieved		<b>10</b>
On Track		<b>0</b>
In Progress		<b>0</b>
Delay		<b>0</b>
Delay – beyond this year end (BTYE)		<b>5</b>
Cancelled		<b>1</b>

Area	KPI	Detail	Progress	Status
Corporate	1	<b>Agree with Government the phasing and prioritisation of the Integrated Rail Plan for High Speed North. December 2020</b>	Delay BTYE	
			TfN has submitted further statutory advice to Government on the Integrated Rail Plan. The IRP was expected to be published in December but has been delayed until May 2021 at the earliest.	
Northern Powerhouse Rail	2	<b>Agree and submit Strategic Outline Case to Government. January 2021</b>	Delay BTYE	
			In February, TfN Board endorsed the re-phasing of the SOC requested by DfT to allow for the IRP to be published, understood and responded to. SOC submission date is dependent on IRP publication and subsequent decision-making.	
Integrated and Smart Travel	3	<b>Complete the delivery of the Integrated and Smart Travel on Rail Project (Phase 1). November 2020</b>	Achieved	
			The Phase has been judged to have met its KPI with only minimal residual activity to be completed. Smartcards are available throughout the North. MerseyRail's PVal at their 66 stations are live. Northern has completed PVal installation at 92 of its 94 stations. Seven routes are live following DfT approval.	
Integrated and Smart Travel	4	<b>Complete the delivery of Phase 2 of the Integrated and Smart Travel programme (informed customers). March 2021</b>	Achieved	
			The Phase has met the KPI. The Fares Tool was handed over to DfT and is now being used nationally. The DMT and ODH are being used by five City Region LTAs. The DMT contract has been assigned to DfT.	
	5		Cancelled	

<b>Integrated and Smart Travel</b>		<b>Agree a plan for the delivery of contactless payments on rail, in collaboration with the DfT and Rail Delivery Group (Phase 3). December 2020</b>	It is not possible for TfN to meet this KPI. There is no identified DfT funding to take this forward in the short/medium terms.
<b>Major Roads</b>	6	<b>Agree and approve the Transport for the North Major Roads Report. March 2021</b>	<div>Delay BTYE</div> <div>The technical report has been completed. The publication of the final Major Roads Report has been postponed so the report can take account of both TfN Decarbonisation Strategy and DfT's delayed National Transport Decarbonisation Plan. This will not have any negative implications for other programmes.</div>
<b>Strategic Rail</b>	7	<b>Implement the recommendations in the Blake-Jones review. June 2020</b>	<div>Achieved</div> <div>The Blake-Jones Action Plan was approved at Rail North Committee in July 2020 and the team continues to embed the actions into the business as usual operating model. There are longer-term issues on funding for additional resource, and a response is awaited from DfT.</div>
<b>Strategic Rail</b>	8	<b>Develop a TfN response to the Williams Review. Within three months of publication</b>	<div>Delay BTYE</div> <div>A response to the Williams Review will be developed within three months of its publication; the date of which is yet to be announced. TfN is in the process of consulting partner organisations as to their priorities for our response.</div>
<b>Strategic Rail</b>	9	<b>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</b>	<div>Achieved</div> <div>TfN is proactively supporting the industry through the crisis and recovery, for example through the Rail North Officer Group (Operations). 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 and work has been completed on developing a "quick win" programme which has been shared with the DfT's Acceleration Unit.</div>
<b>Investment Programme</b>	10	<b>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</b>	<div>Achieved</div> <div>The update of the Investment Programme following the qualitative sequencing process, and applying the developing Assurance Framework, has been achieved.</div>
<b>Strategy</b>	11	<b>Develop a Decarbonisation Strategy for approval by the TfN Board and ensure that this is embedded in TfN's</b>	<div>Achieved</div> <div>The draft strategy was approved at TfN Board on 24 March. The underpinning analysis is complete and ready to be</div>

		<b>Investment Programme Assurance Framework. March 2021</b>	applied in the Investment Programme Benefits Analysis work starting in April.
Strategy	12	<b>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</b>	Achieved
			Following completion of KPI 16, TfN has developed the necessary Analytical Framework and supporting tools, scenarios and modelling capability to embed inclusive and sustainable growth into the assessment of the Investment Programme due to commence in April 2021.
Strategy	13	<b>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</b>	Delay BTYE
			Work on the TfN Freight & Logistics Strategy is nearing completion and has been circulated to partner officers for review. The supporting evidence requires confirmation of HS2 plans through the IRP (expected in May) before the final strategy can be put to Board for approval.
Modelling and Analysis	14	<b>Complete and deploy the Analytical Framework throughout TfN's programmes. March 2021</b>	Achieved
			TAME has recently deployed the Analytical Framework to support the NPR SOC, and a version of the Analytical Framework has been developed and tested in readiness for IPBA to start in April 2021. Further development and improvement of the suite of models is planned for the next financial year; and will be supported by TAME's partner contracts which are currently being procured.
Organisation	15	<b>Develop and provide a Comprehensive Spending Review submission to Government. At date set by HMT</b>	Achieved
			A CSR submission was provided to the DfT on 28 August 2020 in line with departmental deadlines. On 21 October the Chancellor announced a revised one-year process to conclude at the end of November. TfN submitted a supplemental SR submission to the Department, reflecting the move to a single-year settlement, on 6 November.
Organisation	16	<b>Develop and adopt the Northern Transport Charter. June 2020</b>	Achieved
			The team completed work on the remaining Northern Transport Charter (NTC) proposals which were endorsed and adopted by the Board in July. There is now ongoing follow-on work about how to embed demonstrating TfN's capability for greater devolution in next year's business plan.





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