

# Transport for the North Quarterly Operating Report October to December 2022



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# Introduction

## Summary from the Chief Executive

Continued poor and unacceptable performance issues continue to dominate rail operations in the North and the recovery plans produced by the operators continue to be carefully monitored. Both the Rail North Committee and TfN Board have expressed significant concern at the economic and social consequences of delays and cancellations. TfN has been active in working through the Rail North Partnership to highlight the challenges faced by the travelling public and businesses, and in facilitating dialogue and proposing potential solutions with DfT, operators and Network Rail. Notwithstanding the current challenges, passenger demand on Northern and TransPennine Express (TPE) continues to recover at a rate faster and higher than the national average.

The TfN Board considered a report on the Future of Rail in December, which brought together immediate performance issues, progress with Northern Powerhouse Rail (NPR) and Rail Reform. A report was also taken to the Rail North Committee (RNC) meeting to provide an update on readiness for the December 2022 timetable change and continued progress with infrastructure development in the short and longer terms. Although early days, experience suggests that the timetable change was successful, with the structural changes introduced enabling the benefits of investment underway to be realised.

TfN is continuing to develop more detailed proposals as to how to progress with rail reform which can be made in the North with an initial focus on changes that can be made within the existing Rail North Partnership (RNP) powers that do not require legislation or structural change. Work to refresh the rail elements of the Strategic Transport Plan (STP) and produce a Rail Connectivity Policy is underway.

Development of our second statutory Strategic Transport Plan (STP2) is well underway and on track to agree a draft Plan for consultation with the Board in March. A worked up first full draft of the STP2 was completed and shared with partners for their review in December. In parallel TfN is ensuring an independent Integrated Sustainability Appraisal is undertaken, and in the final stages of agreeing the final outputs from the Northern Powerhouse Independent Economic Review.

TfN continued to publish highly innovative and ground-breaking work, including the EV Charging Infrastructure Strategy and supporting tools, our Freight and Logistics Strategy and the Socially Inclusive Transport Strategy, for which the consultation attracted 125 responses. Analysis of the consultation responses is currently underway, and the strategy will be fully revised by March 2023.

In preparation for development of TfN's recommendations for the future Road Investment Strategy programme the roads team is reviewing the data outputs with TAME on the current performance and future challenges for the Strategic Road Network. We are continuing to engage with local partners and National Highways but are waiting for the delayed publication of the SRN Initial Report before completing work on the recommendations.

# Strategic Rail

## Quarterly Summary

The TfN Board considered a report on the Future of Rail in December, which brought together immediate performance issues, progress with Northern Powerhouse Rail (NPR) and Rail Reform. The Chair and Chief Executive provided evidence at a session with the Transport Select Committee on 14 December examining the performance of rail operators in the North of England. A meeting of the NPR Sponsor Board was held on 16 December, mainly focussed on the emerging Strategic Outline Business case that will be considered in 2023. A report was also taken to the November Rail North Committee (RNC) meeting to provide an update on readiness for the December 2022 timetable change and continued progress with infrastructure development in the short and longer terms.

## Activity Update

### Rail Operations

Continued poor and unacceptable performance issues continue to dominate in the North, and the recovery plans produced by the operators continue to be carefully monitored by the team. Passenger demand on Northern and TransPennine Express (TPE) continues to recover at a rate faster and higher than the national average.

### Rail Strategy

TfN is continuing to develop more detailed proposals as to how rail reform should be implemented in the North with an initial focus on changes that can be made within the existing Rail North Partnership (RNP) powers that do not require legislation or structural change. Work to refresh the rail elements of the Strategic Transport Plan (STP) and produce a Rail Connectivity Policy is underway.

### Rail Investment

A 'one industry' approach to managing disruption during works for the TransPennine Route Upgrade (TRU) has been established by Network Rail to ensure the best alternative travel plan is available for passengers with maximum use of diversionary train routes as much as possible. TfN and the project team is working with local authorities to minimise impact on wider transport/highways network. 2023 will see some significant disruption to the north TransPennine rail corridor with works planned at Morley in February, Stalybridge in March/April, Batley in June and between Mirfield and Huddersfield and Huddersfield and Westtown between July and October.

TfN continues to input into the development of the Manchester (Recovery Task Force) programme through industry workshops and participated in a peer review on the programme led by an independent team within Network Rail, where the need for a Manchester Programme Director and Programme Board were key topics highlighted. Work continues on development of the infrastructure plans to support additional Bradford - London services with TfN providing input to development of the strategic case. A response was also made to a Network Rail consultation on their Sheffield Area Strategic Advice Refresh.

## Connected Mobility Strategy

The Connected Mobility Manager post remains vacant. In the interim, consultancy support has been procured until the post can be filled.

### Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<b>Future timetable changes</b> in Manchester and potential East Coast Main Line in May 2023 that reduces rail connectivity for the North	<ol style="list-style-type: none"><li>1. TfN, working with Partners, has outlined to Operators and the Department the key concerns of the region.</li><li>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.</li></ol>	17/18
<b>There is a risk that TfN could have a reduced role in the rail industry</b> following the implementation of the Williams-Shapps review.	<ol style="list-style-type: none"><li>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.</li><li>2. TfN has established a programme board chaired by TfN's CEO.</li><li>3. TfN has responded to the DfT led consultation on the rail reform legislation.</li></ol>	9
<b>The long-term effect of Covid-19 may impact on the viability of train services and future investment decisions.</b> 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"><li>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.</li><li>2. Continue with the close working relationship and communication with TfN member authorities on deliverables and risks.</li><li>3. Strategic Rail and RNP to work together to support Network Rail and Operators in producing recovery plans that meet passengers' needs and rebuild confidence.</li><li>4. Continue to track train service performance and delivery via regular reporting dashboards.</li></ol>	17/18

### Programme and Look Ahead

- Monitoring and reporting on train performance and operator recovery plans.
- Progressing proposals for Rail Reform in the North through the Programme Board and Members' Working Group.
- Using TfN's Stations Strategy to shape the development of Northern's business plan and "Stations as a Place" initiative.
- Finalising the "Rail Connectivity Policy" (as part of the STP) which addresses many aspects of the passenger experience through a wide definition of connectivity.
- Progressing the Connected Mobility programme through consultancy support with a focus on providing support for TfN partners through the 'Hub'
- Developing the case for additional ECML capacity to be used to re-instate Northeast – Northwest services.



# Strategic Transport Plan (STP)

## Quarterly Summary

Work has continued on programme to prepare TfN's second strategic transport plan (STP2) which will draw on the supporting evidence base. The Board agreed the structure, vision objectives and key messages for the Plan in December following engagement with the Partnership Board and Scrutiny Committee. A first full draft of the Plan was circulated to officers for review prior to Christmas. Progress on the second Integrated Sustainability Appraisal (ISA2) has been aligned to STP2 development, with scoping documents and initial review of the draft now completed.

## Activity Update

- Following TfN Partnership Board in September officers have continued to further refine the headline objectives and metrics to be used to support STP2, including identifying a subset of interim 2030 targets. The Board agreed the structure, vision objectives and key messages in the Plan in December.
- Four officer workshops were held to feedback from partners to our policy and place framework that will ensure that STP2 has a strong place-based focus. As a result, the policy and place narratives have been revised and were discussed in detail at Scrutiny Committee and Executive Board in November.
- An initial draft of STP2 was shared with partner officers on 16<sup>th</sup> December for first review. Feedback was requested by mid-January.
- The Integrated Sustainability Appraisal (ISA2) Scoping Consultation concluded in November 2022. TfN worked to address comments within both the ISA Framework and the main STP document ahead of an initial review of the main STP2 Vision and Objectives by TfN's independent ISA consultants (Arup). An internal review workshop was held in late November to discuss the findings of the initial review. Following further updates to the STP2 document following the workshop, another ISA review is planned early in 2023.
- Work also continued at pace on the policy development that will underpin STP2 including the public consultation of the Socially Inclusive transport strategy and the drafting of two new policy positions, one focused on freight multi modal hubs and a second on local connectivity. The programme to refresh the Northern Powerhouse Independent Economic Review (NPIER), has now completed the modelling of the agreed economic scenarios for the future of the North's economy with partners. Consultation on the outputs with partners will start in January 2023, and TfN is scheduling internal work to translate the modelled outputs into the ambition for the STP.

## Risk

Risk/Issue Summary	Summary of Mitigating Issues	KPI
<b>Continued partner support.</b> 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. Ensure visibility of STP and research programmes to partners with timely updates to allow officers to plan engagement and activity. Early discussions with partners as	14

	<p>part of the STP programme development process.</p> <ol style="list-style-type: none"> <li>Liaison with Comms &amp; Engagement Team providing relevant information to feed into the communications plan.</li> </ol>	
<p><b>STP buy-in from Government.</b> There is still an uncertainty that central government (DfT) may not consider and/or listen, accept TfN's advice on proposed transport interventions for the North as the TfN STP.</p>	<ol style="list-style-type: none"> <li>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)</li> <li>Continue direct engagement with Government departments over TfN's objectives and engagement.</li> <li>Continue to refine and build the tools required to deliver the STP vision and secure Government buy-in.</li> </ol>	14,15
<p><b>Developing the STP evidence base.</b> There is a risk that TfN's evidence base is not completed by March 23 and therefore cannot be included in STP2 and partners updated SEPs, LTPs, and other strategies and plans may not be aligned with the STP.</p>	<ol style="list-style-type: none"> <li>Clear STP programme established and visible to stakeholders.</li> <li>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.</li> <li>Publication of TfN research and analysis, and regular engagement with academics and analysts across the North and UK.</li> <li>To agree and revise the NPIER in advance of the revised STP to secure agreement to the economic objectives in the STP.</li> <li>Ensure STP2 to align with partners, updated LTP's and subsequent strategies and plans.</li> </ol>	5, 10, 14
<p><b>Appropriate Comms &amp; Engagement support to promote our policies and strategies.</b> There is a risk of insufficient Comms &amp; Engagement Support to promote our Policies &amp; Strategies</p>	<ol style="list-style-type: none"> <li>Development and communications of STP2 Comms &amp; Engagement Plan</li> <li>Regular meetings with STP and Comms &amp; Engagement team to ensure appropriate prioritisation and progress is discussed and actioned.</li> </ol>	14

## Programme and Look Ahead

Through the programme there will be significant decisions, including:

- 13<sup>th</sup> January 2023: Deadline for partners comments on first draft STP2
- February 2023: Second Draft STP2 to be circulated to partners.
- March 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

## Quarterly Summary

Key activities included further progress on implementing the priorities set out within the TfN Transport Decarbonisation Strategy. A public consultation on the socially inclusive transport policy emerging from the Transport-Related Social Exclusion (TRSE) work has now been completed. The Citizens' Panel has been set up and will now be known as 'Northern Transport Voices'. Participants will be recruited in January 2023. The Northern Powerhouse Independent Economic Review (NPIER) Economic Scenarios Development project has completed the draft modelling and Partners are being consulted on the outputs.

## Activity Update

- TfN continues to implement the priorities identified in the Transport Decarbonisation Strategy and has started to plan for the next update of the Strategy, due in 2025. TfN is 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. TfN is developing an online QCR Dashboard for use by partners, providing baseline carbon emission forecasts for local authorities in the North.
- TfN has been working with Northern Gas Networks to obtain funding to further develop a model of transport flows and hydrogen distribution. Funding has been secured with work scheduled for 2023.
- As part of the Clean Mobility Visions workstream, TfN continues to develop an interactive visualisation tool allowing partner transport authorities to access the data and evidence when developing their Local Transport Plans. TfN is working with DfT and other STBs to enhance the offer of support to local authorities to decarbonise their transport networks.
- Consultation was completed on the Socially Inclusive Transport Strategy, and attracted 125 responses from members of the public, TfN's partners, and other transport stakeholders. Analysis of the consultation responses is currently underway, and the strategy will be fully revised by March 2023. Dissemination and engagement of the transport-related social exclusion research continued with presentations to the Office for Health Improvement & Disparities (OHID) and Transport North East, and the North West Route to Net Zero summit.
- The Transport and Health policy position was presented to TfN Board and will be published in the new year alongside the research report.
- The NPIER Economic Scenarios Development commission has completed the first draft modelling outputs of the baseline and transformational scenario developed by Partners. Engagement activity on these outputs and drafting of the refreshed NPIER will continue into the Spring of 2023.
- TfN has been supporting the arrangements of NP11's Convention of the North, being held in January 2023, and has contributed to the development of the transport theme. The set-up phase for TfN's citizens' panel, now named 'Northern Transport Voices', is complete and recruitment of panel members will commence in January 2023.
- Throughout the Autumn, TfN's undertook a rural mobility call for evidence which has collated a series of case studies and best practice for rural interventions from partners in the North. The call for evidence has also captured the wider



context of rural mobility in the North and has positioned our shared priorities to be taken forward by TfN/local partners. The evidence collated has been shared with DfT, partners and other STBs.

- On 12 December 2022 TfN published the Freight and Logistics Strategy, the first of its kind for the North. Work has continued on the Freight and Logistics Policy Position Statement, to be published in early 2023. The policy position considers freight's role in multi modal hubs and the areas where TfN can support the development of these within the logistics sector.

## Risk

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<b>TfN embedding the STP across programmes.</b> 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"> <li>1. Adoption and in-bedding TfN's policy development framework across the organisation to streamline how we develop policies at TfN.</li> <li>2. Ensuring alignment of STP and programme activities with other core functions within TfN.</li> </ol>	14
<b>Within its Decarbonisation Strategy, TfN and its partners have committed to achieving close to zero emissions for surface transport in the North by 2045.</b> TfN is unable to deliver its contribution to achieving this target.	<ol style="list-style-type: none"> <li>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.</li> <li>2. Develop mechanisms to ensure decarbonisation and sustainability are reflected in project and strategy decision-making</li> <li>3. Continue to influence and engage with stakeholders and maintain reputational credibility</li> <li>4. Embedding decarbonisation into wider TfN workstreams including freight and social inclusion and testing the interdependencies</li> </ol>	15
<b>NPIER programme.</b> 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"> <li>1. Close monitoring of progress against programme timetable and weekly catch-ups with suppliers are taking place to flag any potential timescale delays.</li> <li>2. Thorough discussion of methodology and approach and early sight of outputs is taking place to prevent poor quality outputs. Detailed timescales and deliverables are being developed with supplier at inception meeting. Project Manager is to monitor progress against these.</li> </ol>	10

## Programme and Look Ahead

- NPIER Economic Scenarios Development: scenario outputs will be socialised with external partners in January 2023, and consultations continue through final report drafting in February and a refreshed NPIER, collating evidence and workstreams, due for completion in Spring 2023
- Engagement activity with NP11 and wider Partners at the Convention of the North in January 2023
- Northern Transport Voices public engagement activities start in January 2023
- Freight and Logistics Policy Position publication – Spring 2023

# Major Road Network (MRN)

## Quarterly Summary

In preparation for development of TfN's recommendations for the future Road Investment Strategy programme the team is reviewing the data outputs with TAME on the current performance and future challenges for the Strategic Road Network. We are continuing to engage with local partners and National Highways but are waiting for the delayed publication of the SRN Initial Report before completing work on the recommendations.

TfN's Electric Vehicle Charging Infrastructure (EVCI) framework has been published online and gained considerable positive feedback from local and national Government, academia and other public and private sector bodies. Work is ongoing on the development of the Bus Service Improvement Plans (BSIP) analytical tools, and the team is engaging with local partners to share initial outputs.

## Activity Update

- The team are concluding work on developing the recommendations for future RIS investment; these will be shared with Partners for review in January.
- The BSIP project team have been engaging with select Partners to understand their requirements for developing improved data and insight on Bus accessibility and potential options for improved bus services.
- TfN published the Electric Vehicle Charging Infrastructure (EVCI) framework in November. The work has been presented at a number of industry events and stakeholder meetings, including the EV World Congress, the Royal Town Planning Institute and Institution of Civil Engineers.
- The team continue National Government engagements, presenting the EVCI Framework and future options for application to cross-government department officials, from Department for Transport, Business, Energy and Industrial Strategy, Office for Zero Emission Vehicles and Cabinet Office. TfN's EVCI work was a case study within the Geospatial Commission's (Cabinet Office) report on better use of location data in Electric Vehicle charge point rollout.
- Local Authorities have provided positive feedback and are applying the EVCI Framework evidence. Following feedback on future priorities, TfN are finalising procurement of targeted enhancements to build further on our evidence base, planning and monitoring capabilities (Phase 3).
- We have met with the National Infrastructure Commission's (NIC) team on the second NIC Interurban Transport Project. The core output from NIC's work on this will be an assessment of the connectivity benefits of up to six separate portfolios of inter – urban transport improvements.
- The Transport Select Committee have launched an enquiry into Strategic Road Investment in England. The team have started to draft a response, with a deadline of 6 February.
- The team attended and participated in a number of conferences and DfT sponsored events including the Highways UK, Smarter Transport Conference, Transport and Energy annual conference, DfT Road Scheme Business Case workshops and Improving Urban Transport workshops with DfT, local Authorities and industry experts.

## Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<b>Alignment with delivery partners.</b> 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"> <li>1. TfN to work with Partners to provide Road Investment Strategy (RIS3) recommendations to National Highways.</li> <li>2. TfN to manage expectations with partners at Strategic Oversight Group, Major Roads Group and Executive Board partner briefings.</li> <li>3. Implementing and updating the Joint Engagement and Action Plan (JEAP) with National Highways</li> <li>4. Facilitate risk workshop in relation to partner engagement.</li> </ol>	11
<b>EVCI stakeholder expectations and interaction.</b> 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"> <li>1. Engagements with stakeholders such as DfT, OZEV and the Northern electricity DNOs to ensure this work can support the national agenda and actions.</li> <li>2. The team are seeking new avenues to promote the work, including National Grid, OFGEM, Energy Saving Trust (a delivery body for Government regarding EVs), Green Finance Institute and the Infrastructure Bank. The team will also make the most of opportunities for good press/ advertising outcomes of work.</li> <li>3. Significant partner engagement to encourage and suggest uses of project outputs. This will be achieved through the steering group, one-to-one discussions, and the governance structure eg AAG/SOG.</li> </ol>	12

## Programme and Look Ahead

- The team will be preparing a formal response to the Route Strategies Report and SRN Initial Reports, now expected to be published late January/February.
- TfN RIS recommendations, for review by the Board in March 2023.
- The team will complete procurement and begin Phase 3 of EVCI upgrades, including technical updates and working with local partners via the regional EV Steering Group.
- The team will continue discussions with National Government regarding national rollout of the EVCI Framework, and work with local partners and other stakeholders to refine options to enhance and apply the Framework through the 2022/23 business plan.
- The team will continue work with TAME on developing support for partners work on bus service improvements and engage with DfT on considering opportunities for further work in this area.
- The next Major Roads Group is on 10 January.
- The next STB Liaison meeting is on 26 January.

# Operations Summary

## Quarterly 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

Updates on key activities from TfN operational teams are as follows:

### Stakeholder Engagement & Communications Team (SECT)

- TfN Board met on 14 December. This was promoted in advance via internal and external channels, and to media. Key member comments were clipped and shared on our social channels. There was high engagement with this content with tagged members amplifying the messaging on their own feeds.
- We also launched the One Voice Podcast with Mayor Steve Rotherham and shared across our platforms.
- TfN launched the Socially Inclusive Transport Strategy Consultation in November and published two Insights pieces: our policy position for Rural Mobility and on Freight & Logistics strategy which was launched in December.
- Extensive external media activity included TfN responding to reports that Northern Powerhouse Rail is to be "axed", Socially Inclusive Transport Strategy Consultation, EVCI launch, A57 Links Road Project, Rail Professional Magazine Op-ed by Lord McLoughlin and new Director appointments. Coverage was received across various media outlets both print and online. TfN's Chair Patrick McLoughlin and Martin Tugwell giving evidence at the Transport Committee. There was also coverage in [Yorkshire Post](#), [The Guardian](#), **BBC Look North (Yorkshire)**, **Times Radio** and **BBC Radio Merseyside**. Clips from the session were shared on our Twitter channel.
- Several media enquiries were received and managed, relating to industrial relations, rail performance figures and service reductions on the Northern trains network and the joint statement by the Northern Mayors on the current rail 'chaos'. We also arranged for interviews on our response to the Autumn Statement.
- Martin Tugwell and TfN's Principal Environmental and Sustainability Officer Peter Cole both spoke at the Highways UK event in Birmingham. Martin also spoke at the Rail Industry Association North panel discussion.
- In October, TfN held a fringe event at the Conservative Party Conference in Birmingham promoting our TRSE report. The CEO had an interview with LBC

news and the topic of discussion was Northern Powerhouse Rail. We also shared clips from speakers on our social media channels.

- Lord McLoughlin was featured on [LBC](#) News and had an article in The Daily Telegraph on the aviation industry. We provided The Northern Agenda with a quote on the *Rail Academy of the North*. We sent a [press release on the North's rail network](#) and received coverage on [BBC](#), [York Press](#).

## **Finance, Procurement and Risk**

Normal operations have been delivered during the quarter with the following being prominent developments

- 2021/22 Statutory Accounts finalised and published with a clean audit report.
- 2023/24 budget and business planning commenced and will be finalised now the funding allocations have been confirmed.
- The updated Corporate Risk Register reflects the Key Performance Indicators (KPIs) and business objectives outlined in the Business Plan for Financial Year 2022/23. It was last presented to Audit and Governance Committee on 18 November.
- As a result of the RSM risk maturity audit in September four management actions are currently being worked through. These actions include Audit and Governance Committee performing deep dives into risk specific areas and TfN to establish a risk assurance framework.

## **Legal & Democratic**

- The team continues to provide support across TfN for all corporate meetings and operational legal advice including on areas including procurement and information law, the Strategic Transport Plan and prospective North West Regional Business Unit to support the work of the Rail North Partnership Board.
- Recruitment to permanent roles in the team is now complete.
- A review of the Constitution is being carried out to reflect the new structure and will be presented to General Purposes Committee prior to reporting to Board in due course.

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

- The majority of NPR Strategic Outline Business Case (SOBC) Programme analytical activities have been completed as per the programme agreed with DfT in June. The focus is now on completing relevant reporting activities in January to provide DfT with the final inputs for an Investment Portfolio Delivery Committee meeting in February.
- Analysis to investigate high levels of crowding in the NPR network tests is underway and to compare results with those in the Transpennine Route Upgrade business case.
- Northern Economy Land Use Model (NELUM) model runs have been undertaken for all NPR SOBC networks and TfN assurance completed. These build estimates of Level 3 benefits for the business case.
- NELUM outputs for all NPR SOBC networks have been shared for dependency analysis with Strategic Dimension workstreams such as Place Based analysis and Accessibility.



- The Northern Model Integration Tools (NorMITS) Demand contract partner continues to provide analytical and visualisation support in relation to the NPR SOBC programme.
- The NoRMS team have completed reviewing the NPR SOBC Committed Core Do Minimum (DM) and Do Something (DS) results.
- As part of the NPR SOBC contract an opportunity has emerged for TAME to provide analytical support to Rotherham Mainline Outline Business Case. Subject to DfT confirmation the work will commence early 2023.
- A round of recruitment has completed with four new starters joining TAME during the Autumn, and a fifth due to join in January 2023.
- Progress has been made on the TAME Data Sharing Strategy and is undergoing a final internal review prior to being agreed through governance.

## Financial Performance

### Financial Update

#### Summary

Expenditure incurred year-to-date (YTD): £11.00m

YTD budget: £11.34m

YTD variance against budget: £0.35m underspend (3%)

#### Headlines

- Actuals are monitored against the budget revision 2.
- Underspend YTD is driven by a mixture of phasing differences in externally contracted work, largely anticipated to catch up in Q4, and savings in relation to transition costs.

#### Hosted Services

- Expenditure of £4.96m YTD is in line with budget. Expenditure in these areas is subject to dedicated funding streams which cannot be repurposed.

#### NPR Programme Closure:

- YTD expenditure of £0.30m is aligned to the. Remaining expenditure in this area relates to contractual office infrastructure commitments which cannot be mitigated.

#### NPR Analytical Support:

- Expenditure of £3.64m YTD, represents a marginal overspend (1%) as the programme of work has developed. The work programme continues to evolve in discussion with the DfT, however full year expenditure is now forecast to be £0.34m below the funding envelope.

#### Rail North Partnership:

- Expenditure of £1.03m YTD, is £0.04m under budget. This relates to vacancies within the team during the last quarter, with recruitment activity ongoing for the remaining vacancy.

#### **Operational Areas**

- Expenditure of £2.44m YTD, represents an underspend of £2.65m (8%).

#### Strategy & Policy:

- Expenditure of £1.44m YTD against a budget of £1.55m, an underspend of £0.11m (7%). Underspend is due to phasing differences on several contracts, including a slight delay to the NPIER. The next phase of Clean Mobility work and Strategic Rail Analytical Support will commence in Q4.

#### Major Roads:

- Expenditure of £0.31m YTD, represents a marginal overspend of £0.02m (6%). This is due to the phasing of the next phase of the EVCI work, which has now been contracted and will commence in January.

#### Strategic Rail:

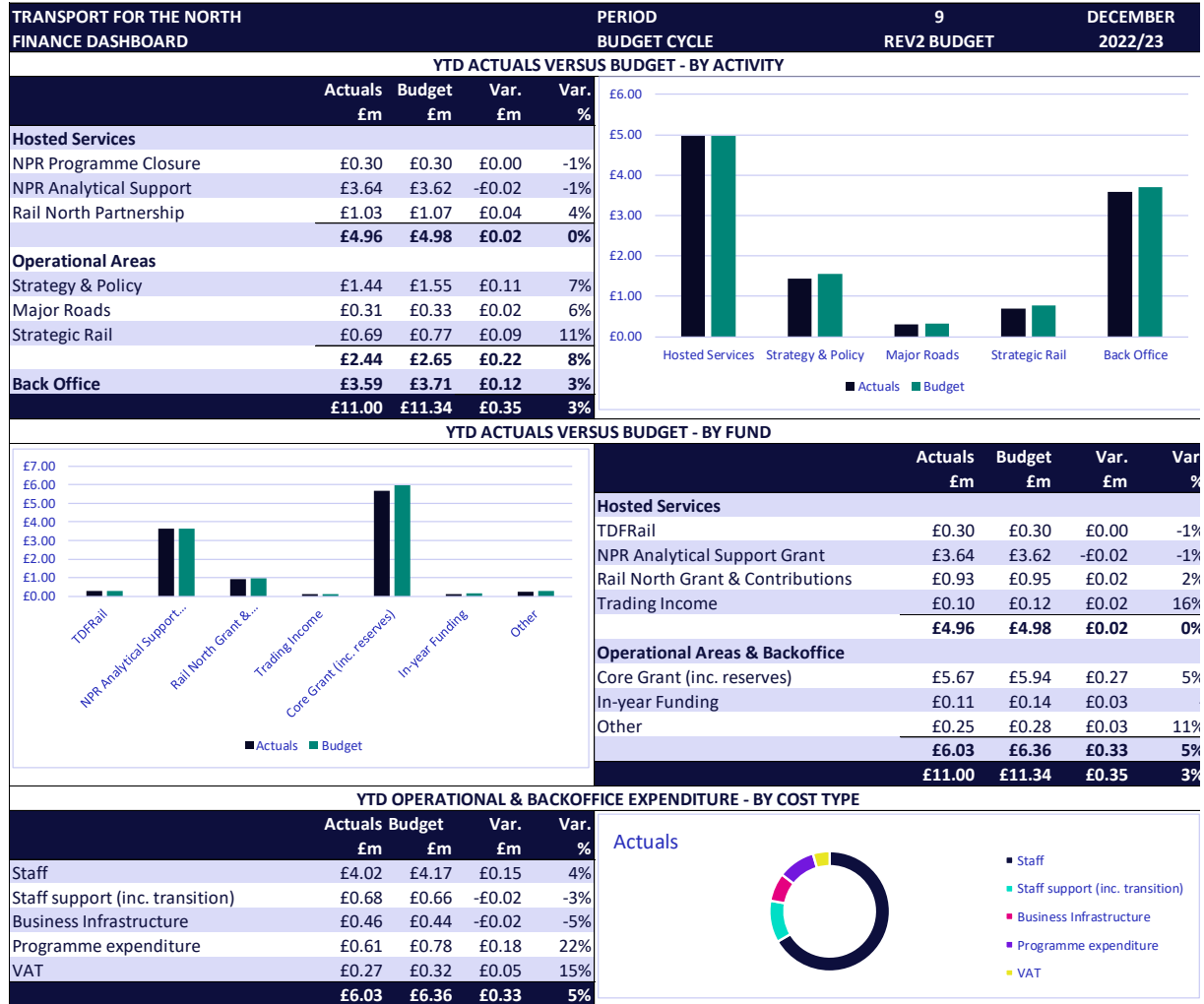
- Expenditure of £0.69m YTD, represents an underspend of £0.09m (11%). This underspend is in part due to phasing differences in external contracts, with the Strategic Rail advice work now having commenced in December and further work in relation to and Rail Reform the Digital Mobility Hub now contracted and commencing in January.

#### Backoffice:

Expenditure of £3.59m YTD against a budget of £3.71m, an underspend of £0.12m (3%)

- Savings of around £0.04m have been made in relation to the recruitment of directors, reducing the overall transition budget.
- An underspend of £0.05m in the HR business area is driven by lower recruitment fees, a mixture of saving and phasing, due to the timing of new appointments.
- An underspend of £0.02m in Stakeholder Engagement in relation to the TfN Annual Conference. This activity has now been contracted and the full expenditure will be incurred in Q4.

# Finance Dashboard



## Human Resources Update

Salaried Establishment as at **9 January 2023**

### 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	17 (17.00 FTE)	-	17 (17.00 FTE)
Operational & Delivery	43 (42.84 FTE)	1 (1.00 FTE)	44 (43.84 FTE)
DfT Data Services (Hosted)	24 (23.69 FTE)	-	24 (23.69 FTE)
Rail North Partnership (Hosted)	15 (15.00 FTE)	3 (3.00 FTE)	18 (18.00 FTE)
<b>Total Establishment</b>	<b>101 (100.53 FTE)</b>	<b>4 (4.00 FTE)</b>	<b>105 (104.53 FTE)</b>
Strength (in post)	88 (87.53 FTE)	2 (2.00)	90 (89.53 FTE)
Appointed (start date pending)	6 (6.00 FTE)	-	6 (6.00 FTE)
Active/Pending Recruitment	6 (6.00 FTE)	1 (1.00 FTE)	7 (7.00 FTE)
Vacant – On-hold	1 (1.00 FTE)	1 (1.00 FTE)	2 (2.00 FTE)

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

Area	Posts (FTE's)
Support Services	2 Posts (2.00 FTE)
Operational & Delivery	8 Posts (8.00 FTE)
<b>Total</b>	<b>10 Posts (10.00 FTE)</b>

### HR Metrics – 2022/23 Year-to-Date:

Corporate Sickness Level:	3.5%	3.0%
Employment Policy Application:	0%	0%
Rolling 12 Month - Employee Turnover (Voluntary Leavers):	30.5%	33.5%
% of Employees from an Ethnic Minority Background:	13%	14%
% of Employees declaring a Disability:	22%	22%
Gender Mix - % of Female Employees:% of Male Employees:	38% 62%	38% 62%

# Key Performance Indicators

## Key

## Colour

## Number of KPIs with this status

Achieved (complete)		2
On Track (in progress, no delays)		4
In Progress (in progress, may become delayed)		12
Delay (has missed a key deadline)		2
Delay BTYE (delayed beyond this year end)		0
Not Started		0

Area	KPI	Detail	Progress	Status
Rail	1	Establish the Stakeholder Forum for Trans-Pennine Route Upgrade	Achieved	
			The stakeholder forum for TRU has been set up and is chaired by TfN, with the inaugural meeting having taken place in June.	
Strategy	2	Publish the TfN work on Transport Related Social Exclusion	Achieved	
			The TRSE research and mapping tool was published on the 22 September. The inclusive transport strategy was agreed by the Board on the 29 September.	
CEO	3	Complete the reshaping of TfN and implement new operating model	On track	
			The reshaping of the organisation was completed in August and the recruitment of new Directors concluded in November with new Directors arriving in February.	
CEO/Rail	4	Implement effective governance arrangements for the Co-Sponsor Board.	In Progress	
			The NPR Sponsor Board met in July. The development of the Sponsorship Agreement has been progressed and is expected to be agreed with ministers and TfN Board by the end of the financial year.	
Strategy	5	Publish the TfN Freight and Logistics Strategy	Achieved	
			The Strategy was published in December 2023.	
Strategy	6	Establish the agreed NPR analytical work programme for DfT through TAME.	On track	
			The Grant Funding Agreement between TfN and DfT was agreed in June 2022. An initial work programme for 2022/23 has been agreed with DfT and analytical steering group now established. The majority of the analytical programme has been completed in support of the SOBC programme.	
Finance/Strategy	7	Develop an autumn submission to Government that identifies	In progress	
			Initial advice to DfT was provided in September in response to a DfT commission on Regional Centres of Excellence. Further	



		opportunities to build on TfN's technical capabilities	discussions are expected to take place during the next quarter.
<b>CEO/Strategy</b>	8	Develop the business model that enables TfN to support its partners across the north	<div>In Progress</div> <div>initial development work and discussions with Partners commenced in September and will continue in the next quarter.</div>
<b>Rail</b>	9	Working with partners, prepare a Northern proposition for the implementation of the Williams-Shapps rail reforms	<div>In Progress</div> <div>Work is continuing to develop more detailed proposals of how rail reform should be implemented in the North with the most recent meeting of TfN's Rail Reform Programme Board having taken place in September.</div>
<b>Strategy</b>	10	Publish a refreshed Northern Powerhouse Independent Economic Review	<div>On track</div> <div>A work programme has been established and technical modelling work is underway, with initial outputs produced in November and final outputs due to be reviewed in January 2023.</div>
<b>Road</b>	11	Identify investment priorities for consideration as part of Road Investment Strategy (RIS3)	<div>In Progress</div> <div>The team are working with TAME to develop an evidence-based assessment of the need for interventions in the RIS Programme and continue to engage with TfN partners on discussing their priorities for the 2025-30 RIS3 Programme Further delay to publication of the SRN initial report and National Highways Route Strategies may impact on the timeline for completing this work.</div>
<b>Road</b>	12	Use the EV Charging Infrastructure framework to support partners – nationally and across the North	<div>On track</div> <div> <p>TfN launched the EVCI Framework and online toolkit in 2022 and the team are now progressing work to further enhance the EVCI evidence based on local authority partner feedback regarding priorities.</p> <p>TfN's EVCI work has attracted significant interest from the public and private sector, including from government, indicating appetite to extend the evidence capabilities nationally and further integrate with other sectors (eg spatial and energy planning).</p> </div>

<b>Strategy</b>	13	Make the Clean mobility visions outputs available for use by partners – nationally and across the North	On track	
			The development of CMV evidence base is now complete and work is underway on a suitable dissemination model.	
<b>Strategy</b>	14	Prepare a draft Strategic Transport Plan and secure TfN Board agreement to consult	On Track	
			The Board approved the outline approach, vision and objectives in December, and an initial draft shared with officers. TfN remains on track to present a draft Plan to the March meeting of TfN Board.	
<b>Strategy</b>	15	Complete an Integrated Sustainability Appraisal of the revised Strategic Transport Plan	On Track	
			Work is underway with Arup as the appointed consultants in line with the STP programme.	
<b>Rail/Road</b>	16	Develop a draft Connected Mobility Strategy and secure TfN Board agreement to publish	Delay	
			The Connected Mobility manager has left TfN, and the recruitment process is underway. Commissioning interim consultancy support is underway. An interim update was provided to Board in September.	
<b>Rail</b>	17	Develop and implement the Manchester Recovery Taskforce 'Blueprint' and apply the same approach to the East Coast mainline	In Progress	
			The Manchester Task, with input from TfN, continue to develop and deliver the Blueprint for Manchester. The Blueprint for the ECML (North) has been developed and is currently being updated.	
<b>Rail</b>	18	Contribute to the work of the Leeds Area Study as part of the implementation of the IRP	Delay	
			Network Rail has been asked to lead the Leeds Area Study, which will examine HS2 connections to Leeds and connections between Bradford and Leeds. The terms of reference for the Study have not yet been published.	
<b>Strategy/Road/Rail</b>	19	Deliver projects on BSIP's, hydrogen and local mobility in support of partners	On Track	
			The team is making good progress on developing analytical tools to support partners with their Bus Service Improvement Plans. Funding for the Hydrogen work has been secured and delivery now starting.	
<b>Road</b>	20		On Track	

		Submit to DfT an update on progress with the implementation of the Major Road Network Programme.	TfN submitted a report to DfT in 2022. DfT has not requested a report in 2022/23, however we maintain an ongoing engagement through the Major Roads Group and keep a record of progress with delivery of the MRN programme.
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**Transport for the North**  
2nd Floor  
4 Piccadilly Place  
Manchester  
M1 3BN



0161 244 0888



info@transportforthenorth.com

