

Transport for the North Monthly Operating Report November 2019



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Introduction

Summary from the Chief Executive

During November, work has continued across TfN programmes in line with existing plans.

The Strategic Outline Case (SOC) programme in NPR is continuing at pace, while the remit for independent advice on Piccadilly Station has been agreed between Manchester partners, TfN, DfT and HS2, and the review is planned to complete within the 2019/2020 financial year. Uncertainty about HS2 remains a major issue and we would want a new government to bring clarity at an early date.

The delivery of the final element of Phase 1 of IST was delayed by train operators needing more time to award the PVal (Platform Validator) installation contracts. These contracts have now been signed and teams are looking at ways to minimise lost time. Meanwhile on Phase 2 the Fares Data Build contract has been signed, allowing the first stage of development in the Fares Data Build Tool to progress. On Phase 3 work has focused on preparing a recommended delivery option for the TfN Board.

Work is continuing on the second part of the Strategic Development Corridor activity (SDC2) which is currently on schedule, with the team engaging with local authorities and partners on the development of the sequencing framework. Meanwhile the Major Road Network (MRN) report is undergoing a refresh that will be presented to the TfN Partnership Board in summer 2020.

The Strategic Rail team has been closely monitoring operators plans for the change of timetables on 15 December. Individual projects such as developing the evidence base for the journey time improvement initiative (designed to improve cost effectiveness and strengthen investment business cases) and Central Manchester Capacity (looking at short-term changes to services through the corridor) continue to progress.

Work is ongoing on the development of the TfN Assurance Framework. In addition, TfN's modelling teams have participated in positive collaboration meetings with partners including Highways England, Network Rail, DfT, TfGM and Midlands Connect.

Programme Summary

Northern Powerhouse Rail (NPR)

Monthly Summary

The NPR Strategic Outline Case (SOC) Programme baseline activities (referred to as "Sequence 4") continue at pace, and despite some challenges as detailed below, overall the programme continues to plan. Additionally, the SOC partner contract was awarded to PA Consulting.

TfN is supporting WYCA in the delivery of the Leeds City Region ("LCR") Vision remit and delineation of responsibility has been defined. The remit continues to be delivered collaboratively between WYCA and TfN, and a project workshop took place in November to discuss potential connectivity scenarios.

Following the request by TfN Board for independent advice on Piccadilly station, the remit has been agreed between Manchester partners, TfN, the Department for Transport (DfT) and High Speed 2 (HS2). The contract has been agreed between Richard George and TfN and the work has commenced. The review is to be completed during Q4 of 2019/2020.

Activity Update

Progress across all areas of the programme continued in support of the SOC schedule. Infrastructure design development continued in line with the SOC critical path despite delivery challenges relating to the capacity analysis work, however these are being mitigated through the introduction of an agile approach to delivery.

The NPR Modelling activity remains on course despite supply chain contracting issues occurring in the period, which has prompted an increased focus on the integrated supply chain. Modelling requirements to support NPR sift will be delivered in January 2020.

TfN is working closely with DfT and Delivery Partners to define the required outputs in the next Financial Year and longer term in relation to OBC development.

Progress made in November continues to be discussed with Partners and a key tool for this is the concept corridor summary sheets developed for each corridor. Updated versions of the summary sheets are to be presented to Partners at the upcoming NPR Working Group on 6 December 2019. The summary sheets will be used to support engagement events with TfN members throughout development of the SOC in 2020.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	Link to KPI/ Objective
Piccadilly Station Options Issue: There is misalignment with local authority partners on proposed station options for Manchester Piccadilly.	Independent review of development work and conclusions to date by Richard George. Recommendations for next steps following the review will be presented to, and discussed, with Partners.	KPI 1
Stourton Junction Issue: NPR may not get the proposed Stourton junction in the HS2 Phase 2b Hybrid Bill, which means that NPR may struggle to make a positive business case.	The NPR programme team is working with WYCA (and York, Sheffield City Region and Leeds Chamber of Commerce) in the development and forums to deliver the Leeds City Region Vision remit and ensure alignment to remit delivery.	KPI 1
Oakervee Review Risk: A change in government priorities and a view for integration of rail programmes in the North means the network configuration of NPR is questioned and may need rework if HS2 Phase 2a/2b is not fully delivered.	Following September TfN Board, TfN sent letter confirming that there was a need for both NPR and HS2 to continue. Work underway by Richard George is to factor in the Oakervee review conclusions.	KPIs 1 & 2

Programme and look ahead

For programme milestones please see section *Programme Variance Dashboard* on page 18 of this report. The milestones listed below represent key decision points in the NPR SOC Programme.

Sift workshops complete – 01 June 2020

Sifting outcome update to TfN Partnership Board – 29 July 2020

Pre-governance engagement with Northern Leaders – June to August 2020*

Phasing scenarios update to TfN Partnership Board – 17 September 2020

SOC final endorsement governance:

OBT – 09 November 2020

Delivery Group – 19 November 2020

Programme Board – 26 November 2020

Executive Board – 20/21 Executive Board dates TBC by TfN Directorate Support Team

TfN Partnership Board – 14 January 2021

BICC – February 2021**

*Meetings between June and August are to be scheduled with Partners in Q4 FY19/20 and will be to discuss progress to date, sift outputs and emerging SOC development.

**Date to be confirmed

Integrated and Smart Travel (IST)

Monthly Summary

Phase 1: Merseyrail PVal contract has been signed after substantial delays. Northern PVal contract signature is imminent, again, following delays. In both cases delay was a consequence of extended contract negotiations.

Phase 2: Activities are on track this month, following delays earlier in the year. Certainty about LTA support for the products is increasing.

Phase 3: 'Active pause' until a delivery approach is agreed by TfN Board, January 2020

Activity Update

The delivery of **Phase 1 Smart Season Tickets** remains very successful with high adoption rates by customers moving from paper based tickets. The final element has been delayed by six months due to issues with agreeing the contracts for the installation of Platform Validators (PVals). Merseyrail and Init (the supplier) have now signed the PVal framework and the final contract should be completed shortly. Site visits with contractors have identified time savings in deployment which will help to mitigate against some of the time lost. Init are currently finalising the delivery plan for formal submission to Merseyrail, Merseytravel and TfN.

In relation to their PVal contract, Northern are awaiting receipt of the Parent Company Guarantee from Vix (the supplier) before signing the contract. Northern has also been delayed in resubmitting the business case to replace their onboard ticketing devices with new equipment that is Smartcard-enabled. However, the new equipment has been procured for other Arriva Group Rail Operators and this should allow procurement process for Northern to be expedited. The new target date for delivery is end of May 2020.

Phase 2 Customer Information - A contract has now been signed with Infinity Works (the supplier) to allow the first stage of development of a Fares Data Build Tool (FDBT). This followed a delay arising from the negotiation of contract terms. This work is now due to be completed by March 2020, 12 weeks behind schedule, with the result that the final expected delivery date is now December 2020.

The Open Data Hub (ODH) core hub development has been completed delivering all day-to-day account management features. The development of the Disruption Messaging Tool (DMT) is also progressing, the key remaining activity being to agree an ongoing commercial arrangement with LTA partners - acceptance criteria have been agreed with TfGM & WYCA and discussions are ongoing with other partners. The deployment of the DMT is now expected to be in February 2020, a delay of 5 weeks compared with the KPI.

Phase 3 Multi-mode multi operator ticketing - Work is focussed on preparing a recommended delivery option for the TfN Board.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	Link to KPI/Objective
Phase 1 - Northern PVals Supplier Delivery Timescales Risk: There is a risk that installation of the platform validators takes longer than anticipated and extends beyond 19/20 which will delay expanding the area of Flexi-Season availability.	Continue to work with Northern to progress their internal procurement processes and to offer further support on supplier management and delivery.	KPI - 7
Phase 2 - Local Transport Authorities Commercial Agreements Risk: Some LTAs do not use Disruptions Tool or Open Hub which could affect the sustainability of the long-term funding model.	Continue to work with the LTAs to agree on and deliver the Phase 2 acceptance criteria and agreements to use and fund the tools.	KPI - 8
Phase 3 - Delivery of IST ABBOT Infrastructure Risk: Without the participation of major bus operators, TfN cannot achieve the full customer proposition in the Outline Business Case (OBC). Therefore, the project may be undeliverable in its current form and may not be funded.	Develop and understand the feasibility of alternate delivery options before presenting and seeking TfN Board's approval of the recommended delivery approach.	KPI- 9

Performance Monitoring

Phase 1 - Delays in the procurement of Platform Validators for both Northern and Merseyrail networks is the principal reason for delays to the implementation plan. We continue to work closely with Northern, Merseyrail and Merseytravel to expedite these delays where possible. We are also exploring expediting the installation and commissioning works to recover an element of the delay.

Phase 2 - All projects have progressed this month as planned. The risk around LTA participation have substantially reduced in recent weeks.

Programme and look ahead

Key Upcoming Milestones are as follows:

Phase 1

- Merseyrail/Merseytravel to agree PVal supplier delivery plans - by end December 2019.
- Northern to conclude the Pval contract by end December 2019.
- TfN and Northern to agree Pval deployment plans (i.e. physical location of PVals) – by end January 2020.

Phase 2

- Complete DMT and ODH system and user acceptance testing by end of January 2020.

Phase 3

- Next steps will be set as a result of TfN Board's decision on 8 January 2020.

Major Roads and Strategic Development Corridors (SDCs)

Monthly Summary

Work on SDC2 is on schedule; TfN is engaging with Partners on the development of the sequencing framework. This will be presented at the next Partnership Board.

The four strategic road studies (three existing and the new M6 A1(M) project) are ongoing with no milestones programmed till Spring 2020.

Announcement of the RIS2 schemes, 2020-25, has been delayed until the New Year due to the General Election.

The Major Roads Report (MRR) is undergoing a refresh, which will be presented to TfN's Partnership Board in Summer 2020, rather than at the Board in Q4 2019/20 as originally envisaged.

Activity Update

Activity in November included the following:

The East and West SDC Strategic Programme and Outline Cases (SPOC) were approved at Executive Board on 31 October 2019.

Three SDC2 working groups were held with Partners and key strategic stakeholders to request feedback on the Investment Programme reference case, schemes to be assessed, and the draft sequencing framework tool.

Two future scenario workshops, with Partners and industry experts, took place in October and November. The outputs will be used to ensure the Investment Programme is resilient to different futures.

Atkins and EE/BT produced the first set out data outputs using mobile device data on 20 MRN links; these will now be reviewed with Partners.

Three MRN schemes have been announced by DfT for further development; A1079 improvement scheme (East Riding Council), Tyne Bridge and Central Motorway maintenance scheme (Newcastle/ Gateshead), and the A1237 Dualling Phase 1 (York City Council).

Current challenges:

- Developing the scope, with Partners, for the quantitative stage of sequencing the Investment Programme.
- Developing an ambitious but credible assumption of the infrastructure funding envelope for the Investment Programme.
- Developing the scope to identify 'no-regrets' packages of schemes for early delivery for Trans-Pennine Tunnel. These will be reported to BICC in Spring.
- Working with DfT and HE to influence route strategies.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	Link to KPI/ Objective
<p>Milestone Interdependencies There are several interdependencies between SDCs Phase 2A and 2B. There is the risk of reputational damage if team does not meet Business Plan commitments. Programme delays will potentially increase costs.</p>	<p>Qualitative and Quantitative SDCs project managers to identify dates for interdependent milestones.</p> <p>PMO to facilitate an Interdependency workshop to map out the interdependencies, mitigate uncertainty, and support resource managements.</p>	KPI 15
<p>Partners Input Partners slow to respond to requests over the status of 'their' schemes or provide insufficient detail. Partners may not be briefing senior officers and Members. This may lead to partners not endorsing the list of interventions in the ref case vs SOP list, which would prolong the SDC2 programme, resulting in financial and reputational challenges.</p>	<p>Outline partner requirements and a forward look at each SOG project board</p> <p>Circulate SOP list and sequencing framework for Partner comments as well as a comments log</p> <p>Make it clear in the reports that the reference case reflects a moment in time and will be reviewed</p> <p>Highlight the importance of Partner input in emails and at meetings, as well as the impacts of not receiving sufficient input.</p>	KPI 15
<p>DfT Announcements: delays announcing projects e.g. RIS 2 and MRN 1, will impact the delivery of SDC2. This could potentially impact on the schedule, cost/resources and TfN's reputation.</p>	<p>Identify cut off date to prevent critical delays to the programme.</p> <p>Revisit reference case at beginning of quantitative phase if delays are significant</p> <p>On-going regular engagement with DfT and HE.</p> <p>Raise the delay at SOG to manage expectations.</p>	KPI 13 and 15

Programme and look ahead

- Partners have been invited to comment on the draft Economic Narrative currently being developed to support the Sequencing work.
- TfN officers will be presenting the SDC2 qualitative sequencing framework to Scrutiny Committee in December and the next Partnership Board, 8 January 2020.
- A Supplier engagement day for the quantitative commission will be held on 9 December 19.
- The first draft of the Major Roads Report will be completed by the end of January 2020.

Strategic Rail

Monthly Summary

There has been a strong operational focus this month with detailed monitoring of operator's plans for the timetable change on 15 December. Performance has been extremely poor with the impacts of autumn compounded by a number of network issues and cancellations caused by staff shortages – partly caused by training for the introduction of new trains. TfN is working closely with the Rail North Partnership to challenge operators to take appropriate action and mitigations to reduce the passenger impact and improve performance back to acceptable levels. Where necessary and through close monitoring of operators, some risks to the December timetable have been identified and mitigated before the event.

The arrival of the new Head of Specification and Delivery has facilitated the start of the development of a programme for Long Term Rail Strategy Delivery Plans – supporting the development of an investment pipeline alongside work on the Strategic Development Corridors. Through the latter, strong progress has been made on a detailed evidence base for the journey time improvement initiative – necessary to improve cost effectiveness and strengthen investment business cases. The other key area of focus has been on Central Manchester Capacity with an officer/member working group established to review short-term changes to services through the corridor. The TfN Board will also consider a series of recommendations from the Rail North Committee about supporting development of infrastructure enhancements in the Manchester area about which TfN plans to issue statutory advice to the Secretary of State for Transport.

Activity Update

As set out above, Northern and TPE performance continues to be a significant concern and is being closely monitored by the team. Operators are being challenged to improve the current situation and have been asked to attend Rail North Committee in January. In November, Committee received an update from the operators on their readiness for the December 2019 timetable change (15 December) including where they have taken mitigating actions to decouple the timetable change from the introduction of new trains.

TfN is in discussion with DfT on the Transpennine Route Upgrade scheme and specifically on how a stronger role for TfN, supplemented by adequate resources, could be taken forward to help foster a more open and productive relationship between TfN, Network Rail and Department for Transport (DfT). A further report has been prepared for the next TfN Board meeting to which DfT are expected to respond. Work continues on industry plans to minimise the disruption from construction of the project.

The theoretical line speed methodology for defining line speeds has been completed and tested on the York – Scarborough route. This has identified that through signalling design and speed board changes benefit of up-to 2 minutes

could be secured. Network Rail have been asked to embed the process as business as usual. TfN's Strategic Rail team continues to work with North Yorkshire County Council to develop additional train frequency on the Esk Valley line from Middlesbrough to Whitby over and above the additional 2 trains per day (in each direction) which will operate from the December timetable change. The team is also working with Cumbria LEP/Council on a number of projects including the Lakes Line and Energy Coast Rail Upgrade.

Work commenced on the Blake Jones Action Plan including the Passenger Promise. A resource plan has now been developed for discussion with DfT – this identifies a significant staffing uplift across the Strategic Rail and Rail North Partnership teams to facilitate delivery of the actions.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	Link to KPI/Objective
<p>Underperformance of Franchisees Risk: There is a continued underperformance of the rail franchises, particularly around delivery of committed enhancements to services.</p>	<p>There is a continued close monitoring of franchisees including provision of additional resource to the Rail North Partnership. New more passenger focussed public measures of performance reported through Rail North Committee.</p>	KPI4
<p>December Timetable Risk: There is a possible failure to deliver the outputs of the December 2019 timetable change including new trains by Northern and TPE.</p>	<p>There is a continued close monitoring of the train operator's programmes and pushing them to call contingency plans when needed (e.g. retention of some pacers with appropriate dispensation and timetable changes). Reporting to the Rail North Committee.</p>	KPI4

Programme and look ahead

Continued preparation to act on recommendations of the 'Williams Review' including scoping finance and risk, geographical interfaces, and vertical integration (joining up of track and train), to develop the proposition for greater devolution of the governance of railways in the North.

Work continues on industry plans to minimise the disruption from construction of the first tranche of TRU works in 2020 and agree suitable mitigation measures. Proposal to DfT for Blake Jones funding to be submitted prior to Christmas.

Operations Summary

Monthly Introduction

Operational teams across TfN continue to support individual programmes and ongoing initiatives in addition to ensuring compliance with TfN's statutory obligations. Current areas of focus include NPIER (Economics team), Assurance Framework (Strategy), stakeholder events (Comms), continuing work on technical modelling and participation in collaboration meetings with multiple partner organisations (TAME), ongoing improvements to internal processes (Finance & Procurement) and the procurement of new tools (Portfolio Office).

Activity Update

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

Stakeholder Engagement & Communications

- Events led by TfN have brought together key stakeholders, including the Rail User Stakeholder Event – with representatives from community rail and passenger groups across the North attending – as well as the Open Data workshop in Leeds, with attendees including industry leaders such as Google and Moovit.

Finance & Procurement

- Work continues to implement improvements to the Commissioning process, with a specification for system changes provided to the ERP implementation team. The Commissioning process discharges the financial governance obligations set out in the Scheme of Delegation.
- Joint HR and Finance Business Planning Challenge Sessions have been held with all teams. Team budgets arising from these sessions have been consolidated, with a first cut to be delivered to OBT on the 5th December for review.
- Planning has started to implement a system-based asset-register for TfN kit and equipment ahead of the ICT/mobile device refresh. The mobile device refresh contract has been signed whilst the laptop refresh contract is in the final stages of contract award.
- The Revision 2 budget was presented to the Audit and Governance Committee on the 22nd November following its review with the Department in October. The budget will go forward to Board in January.
- A working group consisting of Finance, Risk, and Legal officers has started work on reviewing Corporate Governance arrangements as part of the work required to prepare the Annual Governance Statement. The Audit and Governance Committee will review the group's work at its next meeting.

Strategy & Policy

- Assurance Framework (KPI 18): Internal review of the draft framework is underway. The target date for sharing with Partnership Board is by December 2019. However the meeting is delayed therefore the Assurance Framework will be shared in January 2020.

- Northern Transport Charter (KPI 19)– The November Member Working Group has met and continues to develop the thought process around the new ways of working giving further clarity around TfN’s main ambitions.

Economics & Research

- Completion of the technical update of the Northern Powerhouse Independent Economic Review (NPIER) with the revised projections are available for internal use by TfN programmes (KPI10). The written report is with partners for review, with the intention to publish in the spring once members have considered. A forward workplan for economic research is now being developed jointly with the NP11.
- Completion of the Monitoring and Evaluation framework that will support the TfN Assurance Framework and ensure a systematic approach to monitoring and evaluation.
- Launch of the pan-Northern academic network on decarbonisation with the N8 group of Northern universities as a key part of TfN’s work on decarbonisation and sustainability.

Portfolio Office

- The Portfolio Office continue work on the PPPMS (KPI 22) with work beginning on the Metadata Filing system, the Benefits Management tool and Risk Management tool currently going through the procurement process and work underway on securing the new Primavera P6 licenses. The tools will be delayed past the original December deadline as we continue to evaluate our requirements against the evolving context of TfN to ensure that tools are still appropriate and fit for purpose.

TAME (Transport Analysis, Modelling and Economics)

- The Analytical Framework delivery is on programme except NoRMS (Northern Rail Modelling System) Tranche 3 as indicated in KPI 10.
- Completion of NoRMS Tranche 2 involving the externalising of station choice building on lessons learnt from HS2.
- There has been a delay to NoRMS Tranche 3 due to the need to resolve contractual matters. The delay on Tranche 3 has been accommodated within the NPR programme as their January modelling needs will be met by NoRMS work that is currently due to complete in January 2020.
- Completion of NoHAM (Northern Highway Assignment Model) Minimal Viable Product (MVP) including a fixed speed model. NoHAM provides more robust forecasts of highway travel costs that feed into the NPR passenger choice between road and rail, and freight choice between road, rail and sea. It also provides more accurate estimates of congestion at traffic junctions, which is particularly important for NPR parkway verses urban centre locations.
- Scenario planning workshops completed. The vision defined in the Strategic Transport Plan and Northern Transport Charter help steer investment and policy direction as far as 2060. Working with partners the travel scenario planning exercise has helped develop key drivers of uncertainty out to 2060. These drivers of uncertainty will then be used to develop a range of travel forecasts to better understand the impacts of investment and policy direction against a range of plausible futures.

- Freight modelling roadmap for improvements defined by global industry expert Ian Williams, requires 'collaborative' research to implement, with discussions with DfT and Highways England underway.
- Development Log 2019 complete including mapping solution for integration of development sites, requires partner input to ensure correct developments accounted for in Investment Programme Evidence.
- Positive collaboration meetings with DfT, Highways England, Network Rail, Midlands Connect and TfGM, seeking to find significant efficiencies and provide best value.
- The Rail Modelling & Appraisal Partner (RMAP) contract in support of NPR is now forecast to finish around 3 months later than scheduled. This is principally due to delays to the delivery of NoRMS tools and supplier capacity issues. Some activity has also been deferred pending the release of the Oakervee HS2 review. These delays have moved c. £0.59m of activity into the new financial year.
- The below table summarises the Analytical Framework (AF) downside risks and the consequential effects it might cause in the achievement on TAME's Key Performance Indicators; and the NPR and SDC business plan objectives.

Risk/Issue Summary	Summary of Mitigating Measures	Linkage to KPI/Objective
<p>Delayed Development and Application of Analytical Framework (NoRMS)</p> <p>Risk: Due to several issues, NoRMS Tranche 3 has been re-scheduled to be delivered in April 2020. Any further delays will cause significant impact to the NPR full network testing, which is scheduled in May 2020.</p>	<p>There is continued close working with the programme team to keep updated the plans and the quality of the work. The TAME team is developing an interim update on the Analytical Framework interdependencies to the new methodology and establish the working template and codes in advance of NoRMS T3 finalisation.</p>	<p>KPI10 /NPR KPI1</p>
<p>Delayed Development and Application of Analytical Framework (NorMITS Freight)</p> <p>Risk: TAME is developing the NorMITS freight tools in-house. These tools will be used to deliver the freight analysis for the SDC2b and the NPR second phase of sequencing, which is scheduled in late April.</p>	<p>The team continues to find ways to speed-up the sign-off processes and work with IT to monitor the model runtimes, IT storage availability and use of VMs. In addition, there is an on-going research on ways to sufficiently improve quality of data and code to enable open source to support on maintaining standards.</p>	<p>KPI10 / SDC KPI15 (SDC2b) /</p>

Financial Performance

Financial Update

November Summary

Expenditure incurred: £3.93m

Variance to monthly Revision 2 budget: £1.40m underspend

Cumulative expenditure year to-date: £26.15m

Cumulative variance to Revision 2 budget: £2.19m underspend

Headlines

- Organisation wide underspend for the month of November against the Revision 2 budget of £1.40m
- 91% of the variance has accrued in the programme areas (£1.28m)
- As in October, underspend is principally driven from Phase 1 of IST (£0.59m in October, £0.62m in November):
 - Expenditure fell short of forecasts for platform validator installation across all TOCs, but principally Northern (£0.21m) and Merseytravel (£0.37m) due to delays in contract conclusion with hardware providers
- NPR underspend stands at £0.46m
 - TAME commissions accounted for £0.18m, with RMAP accounting for £0.06m and 3 further commissions not starting in month as forecast
 - The Sequence 4 Network Rail contract accounts for £0.23m following an in-month underspend and adjustment to prior month actuals

Key Challenges

To meet Revision 2 budgets all areas will need to deliver a material increase in activity:

- The latest NPR forecast requirements for TDF resource suggest a £0.96m lower full-year drawdown. This is principally driven by TAME (£0.93m) of which the single largest movement relates to the RMAP contract (£0.59m)
- Following learning from FY 2019/20 and indicative support from the Department, a readiness exercise is being considered to mobilise the NPR programme in Q3/4 ahead of their budgetary and activity growth in 2020/21
 - This will require a delivery model to be settled on and early contracting/recruitment exercises identified
- Whilst the TOCs are now moving towards the finalisation of platform validator purchase and implementation an exercise will review the extent of any slippage into financial year 2020/21.

Activity Dashboard

TRANSPORT FOR THE NORTH FINANCE DASHBOARD					PERIOD BUDGET CYCLE	8 REVISION 2	NOVEMBER 2019/20		
PERIOD ACTUALS VERSUS BUDGET									
	Actuals	Budget	Var.	Var.					
	£m	£m	£m	%					
Integrated and Smart Ticketing	£0.68	£1.45	£0.77	53%					
Northern Powerhouse Rail	£2.44	£2.90	£0.46	16%					
Major Roads	£0.25	£0.28	£0.03	10%					
Programmes	£3.37	£4.62	£1.26	27%					
Totals	£3.93	£5.31	£1.38	26%					
PERIOD ACTUALS VERSUS BUDGET: PROGRAMMES									
	Actuals	Budget	Var.	Var.					
	£m	£m	£m	%					
IST: Phase 1	£0.19	£0.81	£0.62	77%					
IST: Phase 2	£0.22	£0.28	£0.07	23%					
IST: Phase 3	£0.08	£0.17	£0.09	54%					
IST: Programme	£0.19	£0.19	£0.01	-4%					
Totals	£3.37	£4.62	£1.26	27%					
YEAR TO-DATE ACTUALS VERSUS BUDGET REVISION 2									
	Actuals	Budget	Var.	Var.					
	£m	£m	£m	%					
Integrated and Smart Ticketing	£7.26	£8.68	£1.42	16%					
Northern Powerhouse Rail	£13.61	£14.10	£0.49	3%					
Major Roads	£1.06	£1.08	£0.02	2%					
Programmes	£21.93	£23.85	£1.92	8%					
Totals	£26.15	£28.31	£2.16	8%					
FORECAST TO OUTTURN VERSUS ACTUALS									
	Actuals	F/cast	Var.	Var.					
	£m	£m	£m	%					
Integrated and Smart Ticketing	£7.26	£14.06	£6.80	48%					
Northern Powerhouse Rail	£13.61	£28.88	£15.26	53%					
Major Roads	£1.06	£1.86	£0.80	43%					
Programmes	£21.93	£44.79	£22.86	51%					
Totals	£26.15	£52.85	£26.71	51%					
FUNDING YEAR TO DATE					FUNDING FORECASTS TO OUTTURN				
Funding Stream	Actuals	Budget	Var.	Var.	Actuals	F/cast	Var.	Var.	
	£m	£m	£m	%	£m	£m	£m	%	
TDF - Rail	£12.98	£13.46	£0.48	4%	TDF - Rail	£12.98	£27.92	£14.94	54%
IST - Capital and Revenue	£7.26	£8.68	£1.42	16%	IST - Capital and Revenue	£7.26	£14.06	£6.80	48%
Core Grant	£5.25	£5.19	£0.06	-1%	Core Grant	£5.25	£9.69	£4.44	46%
Rail North Grant & Contributions	£0.65	£0.98	£0.33	34%	Rail North Grant & Contributions	£0.65	£1.18	£0.53	45%
TDF - Roads	£0.01	£0.01	£0.00	0%	TDF - Roads	£0.01	£0.01	£0.00	0%
Reserves	£0.00	£0.00	£0.00	-	Reserves	£0.00	£0.00	£0.00	-
Totals	£26.15	£28.31	£2.17	8%	Totals	£26.15	£52.85	£26.71	51%

HR Update

HR Update

Salaried Establishment as at **29 November 2019**

Established / Transition Posts

Area	Established Posts (Over 2 years)	Transition Posts (Up to 2 Years)	Total
CEO/Chair	2 (1.17 FTE)	-	2 (1.17 FTE)
Support Services	27 (26.12 FTE)	8 (7.60 FTE)	35 (33.72 FTE)
Operational & Delivery	83 (82.92 FTE)	34 (34.00 FTE)	117 (116.92 FTE)
Total Establishment	112 (110.21 FTE)	42 (41.60 FTE)	154 (151.81 FTE)
Strength (in post)	102 (100.89 FTE)	40 (39.60 FTE)	142 (140.49 FTE)
Appointed (start date pending)	2 (2.00 FTE)	0 (0.00 FTE)	2 (2.00 FTE)
Active/Pending Recruitment	8 (7.32 FTE)	2 (2.00 FTE)	10 (9.32 FTE)

Agency Resource - Covering Vacant Posts

Area	Posts (FTE's)
Support Services	3 Post (2.32 FTE)
Operational & Delivery	3 Posts (3.00 FTE)
Total	6 Posts (5.32 FTE)

Consultancy Resource - Covering Vacant Posts

Area	Posts (FTE's)
Support Services	0 Post (0.00 FTE)
Operational & Delivery	1 Posts (1.00 FTE)
Total	1 Posts (1.00 FTE)






HR Metrics – 2019/20 Year-to-Date






Corporate Sickness Level:	0.89%
Employment Policy Application:	2.9%
Employee Turnover (Voluntary Leavers):	9.3%
% of Employees from an Ethnic Minority Background:	8%
% of Employees declaring a Disability:	6%
Gender Mix - % of Female Employees:	41%
% of Male Employees:	59%

Key Performance Indicators

Transport for the North's Key Performance Indicators (KPIs) are outlined in the published Business Plan for 2019-20. The below table outlines the programme and organisational KPIs and provides a monthly progress update and risk status.

Key

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

Area	KPI	Detail	Progress	Rag Status
Northern Powerhouse Rail	1	Fully agree NPR provision within the HS2 Phase 2b Hybrid Bill by June 2019.	Delay	
			TfN is continuing to work closely with DfT and HS2 and is awaiting the output of the Oakervee review in the Autumn. TfN and Partner led development, in relation to Stourton and Piccadilly is underway and once the timescales of, and any possible amendments to the HS2 programme are understood this KPI will be rephased.	
Northern Powerhouse Rail	2	Agree indicative delivery phasing for the NPR network by February 2020. NB. TfN Board Meeting is now scheduled for 12th March	On Track	
			By Q4 FY19/20, NPR will have completed the first round of engagement with Partners regarding phasing timeline / requirements / decision schedule. This will present a key step in the final agreement to the overall phasing strategy for inclusion in SOC Dec 2020.	
Northern Powerhouse Rail	3	Prepare a mid-way point NPR progress report for Board by February 2020. NB. Board Meeting is now scheduled for 12th March	On Track	
			Q4 FY19/20 remains realistic.	
Strategic Rail	4	Hold the industry to account for the delivery of Franchise commitments and the recovery of acceptable levels of performance.	In Progress	
			Work continuing to use all possible levers to improve performance. Train operator progress being impeded by delayed driver training and new trains programmes.	
Strategic Rail	5	Publish the Long-Term Rail Strategy (LTRS) by July 2019 and begin delivery of the LTRS including input to the Trans-Pennine Route Upgrade.	Achieved	
			The LTRS was integrated into the STP and the focus is now on developing Delivery Plans. Input / advice in relation to TRU has been submitted through communications with Ministers and at a local level.	

Strategic Rail	6	Input TfN view to the Williams Review. Follow up to implement the recommendations on the Joint Rail North Partnership review.	Delay	
			Input to Williams Review complete. Full implementation of Joint Rail North Partnership review delayed until funding has been secured meet the cost of the required resources.	
Integrated and Smart Travel	7	Complete the delivery of the integrated smart ticketing on Rail programme (Phase 1) by September 2019.	Delay BTYE	
			A delay by Northern and Merseyrail in executing the contracts to procure platform validators has delayed this activity. The current target completion date is June 2020.	
Integrated and Smart Travel	8	Deliver Phase 2 – 'informed customers' - of the IST programme by December 2019.	Delay	
			The most significant elements – the disruption messaging tool and open data hub will go live in February 2020. The data to run the tool will flow throughout 2020 via LTA. The third element, fares tool, was due to go live in September 2020, now planned for December 2020.	
Integrated and Smart Travel	9	Complete the procurement of the Phase 3 ABBOT back office by December 2019.	Delay BTYE	
			Delay - Phase 3 is current on an 'active pause' pending TfN Board's decision on 8th January 2020 as to how best to proceed.	
Modelling & Analysis	10	Develop analysis and modelling capability so that we can accurately represent the economic ambition of the North in our business case submissions by March 2020.	Delay BTYE	
			Technical update of the Independent Economic Review projections completed by Oxford Economics. Current delays experienced in one Feature of the Analytical Framework have delayed the overall programme until the end of April. The programme encompasses significant areas of innovation thus is subject to close monitoring.	
Modelling & Analysis	11	Consolidation / Quality Assurance of Analytical Framework by March 2020.	Delay	
			There is a delay to quality assurance activity that is a consequence of the delay to the overall delivery of the Analytical Framework. Significant areas of innovation require close involvement with DfT and external reviewers throughout development activities and remaining areas of uncertainty keeping the programme as red status.	
Major Roads	12	Input to three strategic road studies by March 2020.	On Track	
			TfN attend Stakeholder Reference Group meetings for Manchester North West Quadrant (MNWQ) and A66. Work is on-	

			<p>going, MNWQ is due to report to BICC in Spring 2020.</p> <p>TfN represented on Project Board for Trans-Pennine Tunnel. In September, BICC agreed to further analytical work, including sequencing development and delivery of some elements of the package within the future RIS periods. There will be report back to BICC in Spring 2020.</p> <p>In Spring 2019 DfT announced funding for a feasibility study for upgrading road connectivity between the M6 and A1(M). TfN and local partners are represented on the study project Board. The study is due to report in Spring 2020.</p>
Major Roads	13	Act as an advocate for northern investment and critical friend on RIS2 by November 2019.	<p>In Progress</p> <p>TfN has shared its Investment Programme with Highways England and DfT to inform the RIS2 programme.</p> <p>There will be no announcement on RIS2 until after the election.</p>
Major Roads	14	Working with partners submit priorities for investment through the National Roads Fund' by 'Summer 2019.	<p>Achieved</p> <p>TfN worked with partners to submit 16 Major Road Network and Large Local Major schemes for funding from the National Roads fund, as was agreed by TfN Partnership Board on 31 July 2019.</p>
Strategic Development	15	Complete the Strategic Development Corridor studies, to at least Option Assessment stage, by September 2019. Monitor and refresh the TfN Investment Programme by February 2020.	<p>Delay</p> <p>Strategic Programme Outline Cases (SPOCs) have been completed for all of the SDCs. The SDC SPOCs for East Coast and West Coast – Sheffield City Region will be published after the general election. Work is underway on SDC Phase 2 to sequence and profile the Investment Programme. A qualitative sequencing exercise is due to complete in Spring 2020. The quantitative analysis is being prepared for procurement and results will be reported in Q4 2020/21.</p>
Strategic Development	16	Develop an Inclusive and Sustainable Growth Framework that will sit alongside the Strategic Transport Plan by February 2020.	<p>Delay</p> <p>This has been included as one of four ambitions that form part of the Northern Transport Charter that is under development. Significant work has also been undertaken on decarbonisation to provide a framework for activity in 2020/21.</p>

Strategic Development	17	Prepare Freight and Logistics and International Connectivity Progress Reports that will reflect how these important areas have been embedded in the TfN Investment Programme and work programmes by July 2019.	<p>Achieved</p> <p>Freight and logistics has been embedded alongside the International Connectivity work within TfN's work programme and the outputs have been published.</p> <p>The approach to freight is being developed in light of the discussion at the September 2019 TfN Board.</p>
Strategic Development	18	Develop and adapt an Assurance Framework to inform the development of the Investment Programme by February 2020.	<p>Delay</p> <p>TfN has developed a draft Assurance Framework. This is under review and partners will be updated on progress once officers have completed an internal review. The Assurance Framework will be presented to the Partnership Board in March 2019.</p>
Organisational	19	Develop a 5-year corporate strategic plan / develop a spending review submission by September 2019.	<p>In progress</p> <p>As was presented to the TfN Board in September 2019, the intended corporate planning activity has been superseded by the work on the Northern Transport Charter (NTC). NTC principles were agreed at September Board to allow business planning process to take place. The NTC activity continues. The government deferred the spending review.</p>
Major Roads	20	Building on the published STP, the Major Roads Report will be updated in February 2020. Board Meeting is now schedule for 12th March.	<p>Delay BYTE</p> <p>TfN is currently completing the update to the Major Roads Report but it is likely that the presentation to the board for approval will be delayed until Q1 2020/21.</p>
Rail Fares	21	A Long-Term Fares Strategy, identifying short-term opportunities to provide enhancement of the current franchises and providing a long-term plan for the next round of franchises, will be published by June 2019.	<p>Delay</p> <p>The fares delivery plan is being presented to the January TfN Board meeting for approval, having been deferred from previous meetings.</p>
PMO	22	A Portfolio, Programme and Project Management System (PPPMS), including a formal assurance framework, will be implemented by December 2019.	<p>Delay</p> <p>PPPMS tools are currently being procured. These were originally scheduled to be delivered in December 2019 and will therefore be delayed.</p>



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