

Transport for the North Monthly Operating Report April 2021



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Introduction

Summary from the Chief Executive

As of April 2021, the Business Plan and TfN's 26 new KPIs (covering the financial year 2021/22) are in place. This report covers progress in the first month of the new financial year against the programme set out in the 2021/22 Business Plan.

Rail service recovery continues to be a major priority with services being monitored by the Rail North Partnership (RNP). On 12 April restrictions were eased and non-essential retail and leisure reopened. This led to an increase in passenger demand, with Northern seeing an increase in demand to 30-40% of pre-Covid levels and TransPennine Express (TPE) an initial increase to 20-25%.

Transport for the North is also actively working on the actions flowing from the work of the Manchester Recovery Task Force to deliver the best possible outcome for passengers using the Central Manchester rail network. This has included a briefing for members of the Rail North Committee, and subsequently requesting and preparing for a meeting of the Northern Transport Acceleration Council (NTAC).

TfN's Northern Powerhouse Rail programme has continued at pace, focusing on work that is likely to be required irrespective of the outcome of the Integrated Rail Plan (IRP) expected to be published shortly. The Strategic Outline Case (SOC) has continued to be updated, and the Business Case team is progressing areas that will support a range of potential IRP outcomes in the longer term. The team has also continued to undertake stakeholder engagement, and the engagement plan will be updated after the publication of the IRP. Modelling work by TfN's TAME team has also progressed, including Iteration 2 of the Northern Rail Modelling System (NoRMS) and the new version of the Northern Economic Land Use Model "NeLUM3".

Work also commenced in April on the Investment Programme Benefit Analysis (IPBA) programme. The inception report has been received, and a baseline programme has been agreed. The first Technical Assurance Group (TAG) for IPBA has also been held.

Colleagues continue to prepare materials for TfN's Decarbonisation Strategy public consultation, with a consultation launch date set for 7 June and a planned run of 12 weeks. The Freight & Logistics Strategy continues to be developed, and we intend to seek approval from a future TfN Board following IRP publication. Work also continues in other key strategic areas including the Northern Transport Charter (NTC), the TfN research programme linked to the Strategic Transport Plan evidence base, and the research programme on Transport-Related Social Exclusion (TRSE) in the North of England.

In response to ongoing funding being withdrawn, the decision was taken by the Board on 18 February to close the IST programme. Activity is continuing to bring Phases 1 and 2 of the programme to a conclusion and we continue to monitor the delivery of this work, the details of which are included in the Operations section of this report.

Northern Powerhouse Rail (NPR)

Monthly Summary

The Strategic Outline Case (SOC) has continued to be updated by the Business Case team to include feedback from working group partners and the Department for Transport (DfT) Centre of Excellence (CoE). Uncertainty remains regarding the timeline and content of the Integrated Rail Plan (IRP) which makes longer term planning very challenging. The Business Case team is, however, progressing areas that will support longer term delivery and both the Infrastructure and Technical Assurance, Modelling and Economics (TAME) teams are progressing activity that has been endorsed by TfN and DfT at the NPR Programme Board in February 2021 for financial year (FY) 21/22. Engagement has continued in the month ensuring programme-wide understanding of currently endorsed activity, planning for future work and preparation for activity post IRP. Regarding the latter, the partner engagement plan will be reviewed and updated when the IRP has been published.

Activity Update

Infrastructure

The NPR team is currently reviewing evidence presented by HS2 in relation to Manchester Piccadilly underground station options to inform upcoming decisions. An instruction has been agreed by TfN and DfT to explore Manchester – Sheffield opportunities to accelerate some further design development of the Hope Valley Line and look at value engineering on the route. The remit was submitted to Network Rail (NR) on 23 April 2021 with work targeted to commence in May 2021. On the Manchester – Leeds corridor, the Bradford station location report was received in the month, which analysed potential costs and benefits of various station locations. The study has identified which options are most likely to be feasible from a cost and journey time perspective. The Leeds – Hull survey works have continued during the month with the forecast finish date of August 2021 being maintained. Further work on both Rotherham Mainline (RML) and Barnsley Dearne Valley (BDV) stations will be planned post IRP publication.

Technical Assurance, Modelling and Economics (TAME)

Work has progressed well on the Northern Rail Modelling System (NoRMS) Iteration 2 Model, with the model pending release following expert review this month. The updated model will support final drafting of the SOC. In addition to NoRMS development, the new version of the Northern Economic Land Use Model, NeLUM3, is continuing to be developed and will be available to support the SOC programme post IRP publication. Procurement for the remaining activity, which was endorsed by TfN and DfT in February 2021, is nearing completion with the Wider Economic & Social Impacts Partner and Stations Analysis partner contracts expected to be awarded in May 2021 and the two remaining contracts, Northern Rail Transport Modelling System (NoRTMS) Development Partner and Freight Partner, expected to be awarded by June 2021.

Commercial Management

The Estimating team has continued to support in the analysis of the costs to support decision-making on options for the Liverpool - Manchester corridor as well as providing support on the Manchester – Sheffield deep dive cost reduction exercise.

Risks

Risk Summary	Summary of Mitigating Measures	KPI
<p>Integrated Rail Plan outcomes delay the next stage of the programme - The conclusions of the Integrated Rail Plan (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.</p>	<ol style="list-style-type: none"> 1. IRP response team to be created. A rapid review of IRP to take place to understand impact on the SOC and 21/22 Business Plan. 2. Work is underway on scope activity that has been agreed between co-clients. 3. Engagement with partner organisations on proposed programme team activity to take place for post IRP review (see item 1 above). 	7-10
<p>Integrated Rail Plan decision-making - 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 dependant). This may be different from TfN's preferred network and phasing, and therefore creates a risk that partners may not agree with the IRP outcomes. This could affect ways of working and result in programme delays.</p>	<ol style="list-style-type: none"> 1. IRP response team to be created. A rapid review of IRP to take place to understand impact to SOC and 21/22 Business Plan. 2. Scenario planning is underway to understand the implications of IRP scenarios on NPR and the SOC. 3. Subsequent briefings are to be planned between TfN and partners. 	7-10
<p>Co-client agreement of 2021/22 scope - There is a risk that TfN may be unable to agree as co-clients all the activity for 2021/22 scheduled to start from April 2021. This would result in delays to proposed programme activity for 21/22, as well as impacts to commissioning and mobilising programme teams.</p>	<ol style="list-style-type: none"> 1. Following the publication of IRP, review scope between co-clients with a view to instructing on hold items. 2. Ongoing discussions at a senior level. 3. Review impact of delays on each work package's ability to reach single option and develop response plan. 	9 & 10
<p>Infrastructure output to support decision-making - If further slippage within the Network Rail programme for single route option does occur, for example 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.</p>	<ol style="list-style-type: none"> 1. Ensure key milestones are being tracked and slippages challenged on a fortnightly basis. 2. Continued protection and refinement of delivery schedule to support decision-making timescales. 3. Review interdependent milestones following a confirmed new SOC date post IRP. 	7-10
<p>TRU integration - The NPR programme may become misaligned from the Network Rail Transpennine Route Upgrade (TRU) programme during Sequence 4.1 as a result of lack of integration between NPR and NR TRU programmes; irregular forums or channels of communication (facilitated through NR); no representation of opposite programme within governance, resulting in misalignment of designs/approaches, leading to rework or duplication of effort; negative impacts on benefits and business case development where programmes are working in silos.</p>	<ol style="list-style-type: none"> 1. Escalation to be tracked at the NPR Level-0 Board (Delivery team meeting). 2. Review NR TRU representation at governance groups following publication of IRP. 3. Review information shared by NR TRU and raise further requests to NR following this. 4. Preparing a proposal for how we integrate with NR TRU for agreement at Senior TfN/NR level – at least monthly. 5. Initial meeting held between NPR and TRU directors. This is to become a monthly reoccurrence. 	7 & 8

Programme and Look Ahead

TfN Board

The timing and content of briefings to TfN Board will be shaped by the eventual publication of the Integrated Rail Plan.

Investment Programme

Monthly Summary

Work is ongoing on the Investment Programme Benefit Analysis (IPBA) project. This 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 inception report for IPBA has been received for comment and the baseline programme has been agreed.
- The project team, including road and rail specialists, has reviewed 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 (SOG) members for agreement in May.
- The project team has held the first Technical Assurance Group (TAG), which sets out expectations and identified approaches to modelling, which will be recorded in the Appraisal Specification Report (ASR).

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<p>NPR alignment – Risk: 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 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. 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.</p>	<ol style="list-style-type: none"> 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. 2. Finalise IPBA reference case assumptions with partners in May, to ensure there is an agreed baseline to work with. 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. 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. 	12
<p>Managing interdependencies – Risk: 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. This could result in additional costs, programme delays, and not meeting the</p>	<ol style="list-style-type: none"> 1. Dedicated TfN resources in place to manage information on interdependencies. 2. Technical inception meeting agreed arrangements with the supplier to identify any outstanding interdependency 	12

commitments set in TfN's 2021/22 Business Plan, which could damage TfN's reputation.

challenges. Actions will filter through to weekly calls action log.

Programme and Look Ahead

- The Inception Report and Reference Case scheme assumptions will be agreed at SOG in May.
- TAG will agree the Appraisal Specification Report.
- We are continuing to monitor and prepare for the potential impact of the Integrated Rail Plan on the IPBA programme. The timing and scale of the impact is unknown.

Major Road Network (MRN)

Monthly Summary

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

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

Activity Update

- The team is continuing to track progress, via quarterly updates from Partners, 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 received Executive Board (29 April 2021) approval to proceed with our approach to develop a pan-Northern Zero Emission Vehicle Infrastructure Strategy, including the launch of external supplier procurement to deliver an Electric Vehicle Charging Infrastructure (EVCI) evidence base.
- The Mobile Device Data project started 6 April 2021, which will provide TfN with a 2020 dataset on the performance of the Major Road 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 inception report and programme have now been finalised.
- The team is working with Highways England and other Sub-national Transport Bodies (STBs) to agree an engagement framework setting out minimum expectations for two-way communication and involvement in scheme development.
- The team is attending discussions between DfT, HE and partners on potential trunking and de-trunking proposals across the North.
- The team has provided Highways England with feedback and evidence to feed into the SRN in Urban Area Strategic Study.
- The team has provided evidence and support for Tees Valley Combined Authority on its work to strengthen the Strategic Case for the new Tees Crossing.
- The management of long-term risks is ongoing and monitored on a regular basis with the project team and Risk Manager.
- The team is chairing the STB Liaison Group and following up meeting actions with other STBs, including joint working opportunities.
- The team is supporting TAME on the development of the Intervention Log through manually mapping schemes in GIS.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<p>Risk: Negative perceptions - 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).</p>	<ol style="list-style-type: none"> 1. Continuing work with the Stakeholder Engagement & 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. 2. Work to address this topic in the Major Roads Report and work with SECT to develop an appropriate comms plan. 3. Use our Future Travel Scenarios evidence to inform work and communications, and monitor impacts of Covid-19 on travel behaviours, patterns and flows. 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 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. 	18/21
<p>Risk: Major Roads Report - Should the work on the publication of the DfT Transport Decarbonisation Plan 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.</p>	<ol style="list-style-type: none"> 1. Monitor and apply decarbonisation work and delay the completion of the MRR if DfT's Transport Decarbonisation Plan 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 the MRR programme as changes are announced. 5. Cross-reference the MRR and TfN's Decarbonisation Strategy to ensure alignment, prior to publishing. 	18

Programme and Look Ahead

- TfN attended a workshop on 13 May 2021 to review evidence for the Trans-Pennine Tunnel (TPT) and discuss the next steps.
- The team is continuing to support the development of TfN's draft Freight & Logistics, 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.
- The team is continuing to engage on the RIS3 pipeline studies.
- The commission for the Electric Vehicle (EV) Infrastructure Strategy development project will be going out to tender on 18 May 2021, with a targeted project start date of 5 July 2021.

Strategic Rail

Monthly Summary

The team has been focusing on the actions flowing from the work of the Manchester Recovery Task Force, including preparing for a meeting of the Northern Transport Acceleration Council (NTAC) on 18 May 2021. Members are seeking re-assurance on the infrastructure roadmap with an 'end-state' that will be adequate to meet the need for reliability and future growth in the context of short-term service changes to support better reliability.

As the easing of lockdown restrictions continues, the operational focus remains on supporting Covid-19-related work and working with the industry to support the recovery.

TfN continues to work closely with DfT and Network Rail (NR) on a range of investment plans across the North of England, including train lengthening (capacity) and Network Rail's decarbonisation plan as part of the Manchester and North West Transformation Programme, and a number of projects around Leeds.

Activity Update

Rail Operations

On 12 April 2021 restrictions were eased to allow the reopening of non-essential retail and leisure which has led to an increase in passenger demand. Northern saw an increase in demand to 30-40% of pre-Covid levels and TransPennine Express (TPE) an initial increase to 20-25%. Services continue to operate at a high level of reliability compared to pre-Covid levels and demand and capacity are being closely monitored by the Rail North Partnership (RNP).

Rail Investment

A Transpennine Route Upgrade (TRU) officer briefing session was held on 21 April 2021 with presentations from NR and the DfT. The session provided an opportunity for our partner authorities to stress the importance of delivering an hourly freight path to support large intermodal container traffic, the need for further engagement on the timetable, and the need to ensure TRU and Northern Powerhouse Rail deliver their respective outputs without compromise.

TfN also continues to support partner authorities on local schemes, including the Energy Coast Rail Upgrade in Cumbria, a new Skelmersdale rail link, reinstatement of the Skipton-Colne line, and station capacity improvements at Darlington, Middlesbrough and Leeds.

A presentation of the TfN Stations Strategy - The Case for Inclusive and Sustainable Interventions, was given to TfN partner organisations in April and the next stage of the strategy is being progressed. 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 new station proposals using TfN's Northern Rail Model System (NoRMS).

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
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<p>Risk: The short-term effect of Covid-19 on the reintroduction of services on to the network – Services could continue to be impacted by resource levels among operators and restrictions around driver training. This will impact local areas which will see a reduced level of service frequency and potential reliance on older trains until driver training is delivered in full.</p>	<ol style="list-style-type: none"> 1. TfN continues to work closely with operators and partners to review timetables in advance of changes and to feed in key areas of concern to be addressed. 2. Driver training continues and operators are planning future service uplifts based on their known resource plans which RNP is keeping under review. 3. Now that a roadmap to lifting restrictions is being implemented 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. 	<p>1</p>
<p>Risk: The long-term effect of Covid-19 on viability of train services – The gradual lifting of restrictions on travel is likely to continue to 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"> 1. Messaging and communications will continue to promote safe use of public transport in line with Government guidelines. 2. 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. 	<p>1</p>
<p>Issue: Delayed publication of the Williams Review - 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"> 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. 2. To mitigate the risk further, TfN is working with partners and external consultants to shape our response when the White Paper is published. 3. TfN continues to work with RNP to shape the delivery commitments for the new service agreements. 4. To mitigate delays, TfN is working with partners to begin preparatory work in advance of expected publication in Q1 2021/22. 	<p>3</p>

Programme and look ahead

- Support, monitor and assist the industry to rebuild services, passenger demand and confidence.
- Prepare for an initial response to the expected Williams White Paper.
- Working through the Rail North Committee and TfN Board, continue to 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 the next stage of 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.
- Draft priority interventions agreed with NR, TPE and Northern that will improve reliability and resilience and further work to secure funding to assess the feasibility of interventions.

Operations Summary

Monthly Introduction

Operational activities during April have included; the Communications Team confirming the appointment of Martin Tugwell as TfN's new Chief Executive across media channels; the upload of the 2021/22 budget to finance systems and implementation of a revised budget monitoring process; continuing work around the ongoing use of virtual meetings due to the current circumstances by the Legal and Democratic team; preparation of materials for the Decarbonisation Strategy public consultation, and involvement with a roadshow alongside the Treasury with Northern stakeholders to explore the revised Green Book by the Strategy team; and further work on various models including the Development Log, as well as continued work on outputs for NPR Strategic Outline Case (SOC) by TAME.

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 where possible, within constraints of it being both the pre-election period and observing the national mourning period for HRH Prince Philip.
- Proactive opportunities have included confirmation of Martin Tugwell as the permanent Chief Executive of Transport for the North. This was issued to the media and shared across TfN's channels following Board approval of the appointment.
- TfN's Business Plan for 2021/22 was finalised and published online, with supporting online content promoting the organisational objectives and activities for the year ahead.
- Elsewhere, the team has continued to promote ongoing initiatives externally, including research into the link between social exclusion and connectivity; human interest case studies on why infrastructure investment is essential; and an update on the use of more open data by Citymapper to enhance passenger information in Northern communities.
- Preparation is underway for several milestones in the coming months, including the launch of the consultation on the Decarbonisation strategy - currently scheduled for June - and the Integrated Rail Plan, anticipated to be published by the Government this spring. The latter will likely have an impact on the next stage of engagement regarding development of the Northern Powerhouse Rail Strategic Outline Case.
- The Engagement team is supporting work on the Northern Transport Charter, with an initial meeting of the re-formed Member Working Group to be held in early June. Elsewhere, planning is underway for hosting and

attending external conferences and speaking opportunities throughout the calendar year, including the TfN Annual Conference.

- Further updates have been made to TfN's website to improve visitor experience.
- Internally, SECT is working to support the embedding of TfN's new ways of working when the office spaces reopen this summer, with a focus on supporting successful implementation of the model through effective and engaging internal comms.

Finance & Procurement

- The team is working closely with all Directorates to manage the procurement pipeline and develop the long-term procurement strategy for the coming year and beyond. This has included awarding contract extensions for the new financial year where appropriate.
- The 2021/22 budget has been uploaded to the financial reporting systems and, reflective of discussions at TfN Board, we have implemented a revised budget monitoring and virement process.
- Statutory accounts year-end work has commenced that will continue for several months through to the approval of the accounts by the 30 September deadline.
- Following the successful implementation of Predict, the new risk management software, we have cleansed and migrated risk data into the system and are now providing system training to users.

Legal & Democratic

- Virtual public meetings have continued to be held. However, regulations expressly permitting virtual meetings expired on 7 May 2021 and reports to the 24 March 2021 and 16 April 2021 Board meetings have reported on the position and implications. Legal action seeking a declaration from the High Court to confirm that virtual meetings remained a choice under the existing Local Government Act 1972 was dismissed on 28 April 2021 when the High Court ruled that primary legislation would be needed to explicitly permit virtual meetings after 7 May. Government consultation on the issue remains open and TfN will contribute evidence to this. The implications of the judgment for the 9 June Board and future meetings, including any potential urgent meeting when the Integrated Rail Plan is published, are under consideration - contingency plans are being developed and Members will continue to be kept updated and consulted as necessary.
- The TfN Modern.Gov website, system and "restricted app" remain in place and working well and further benefits of the system to streamline internal processes are about to be introduced.
- The team continues to support procurement and governance and provide general legal advice across a wide range of areas within TfN.

Strategy & Policy

- Preparation of materials for TfN's Decarbonisation Strategy public consultation is ongoing. The draft designed version of the Strategy document and the Communications and Engagement Plan have been sent out for comment to partners and are also being internally reviewed. The consultation launch date has now been set for 7 June 2021 and will run for 12 weeks.
- Work on a number of activities falling out of the Strategy has commenced, including Pan-Northern Electric Vehicle Charging Infrastructure Framework (led by TfN's Major Roads Team), Clean Growth Visions (focusing on developing evidence-based demand management narratives), consideration of embodied carbon assessment processes on our projects and facilitating a partnership examining hydrogen refuelling networks (through the North of England Hydrogen Forum).
- Work on the Freight & Logistics Strategy has continued. The technical documentation has now been finalised and the draft strategy is due to be issued to partners shortly for comments. We will be seeking approval from a future TfN Board following publication of the Integrated Rail Plan, with a consultation to then be planned to follow from the summer of 2021.
- Work continues to map out a roadmap to a revised Strategic Transport Plan (STP) for publication in February 2024. The activity in April has focused on engagement with TfN Strategic Oversight Group (SOG) to understand how it wishes to manage the programme, and exploring technical options and tools to support tracking progress and interdependencies across TfN programmes.
- Scoping work continues to develop options and recommendations on the initial outline programme for the Northern Transport Charter (NTC) development for 2021/22 in advance of the inaugural NTC Member Working Group meeting scheduled for 3 June.
- The team is hosting a roadshow with HM Treasury and Northern stakeholders to explore the revised Green Book and how it can be used by policy makers to deliver a range of outcomes.

Economics & Research

- 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 has established the size, profile and value of the Northern visitor economy and the travel patterns it generated pre-pandemic. Primary research is now underway with Northern residents and tourism and transport stakeholders to explore recent visitor travel patterns and identify transport solutions which could support the visitor economy.
- User Insight into Pan-Northern Travel (Phase 3) study has completed secondary data analysis of commuting patterns, other business travel and transport of goods in the North. A survey of 1,000 Northern business owners is being delivered during May to provide additional primary

insights which will support the development of a typology of business transport needs, behaviours and attitudes.

- TfN's research programme on Transport-Related Social Exclusion (TRSE) in the North of England continues. This programme has two parts: (1) a commissioned mixed-methods research project, and (2) a qualitative research project delivered by the Economics & Research Team. In April, the team finalised the plan for the secondary data analysis stage of the project, and presented initial outcomes for the literature review to the steering group. Alongside this, the qualitative survey closed on the 29 April 2021 with 312 responses. Analysis of this dataset will take place between May and July 2021.
- A scope has been developed for the Clean Mobility Visions project – a research workstream linked to TfN's Decarbonisation Strategy. This will involve a Rapid Evidence Assessment (REA) of policies to achieve a shift away from carbon-intensive forms of transport, and of the impacts of doing so on health, local economic growth, and social inclusion.
- Work on defining TfN's role in promoting environmental net gain and enhancing natural capital continues, with a presentation to partners.

TAME (Technical Assurance, Modelling & Economics)

- The Northern Rail Modelling System (NoRMS) iteration 2 model has been through a programme of testing to assure and verify the model updates and its subsequent results. An initial draft of the iteration 2 Model Development Report is being peer reviewed by industry specialists. Consolidated comments from the TAME team, DfT and specialist reviewers will be issued to the supplier to inform the final version. A meeting will be convened with DfT in May for a presentation.
- The Northern Economy and Land Use Model (NELUM) outputs were provided in response to DfT requests related to the IRP and Manchester Piccadilly. New Wider Impacts Calculator functionality has been finalised and development reports with preliminary results sent to DfT for review. TAME continues to provide analysis of NPR SOC outputs for a range of IRP-related queries from DfT. Feedback has now been received from DfT on the technical work produced for the original SOC deadline. Comments can be addressed ahead of the next SOC.
- TAME staff have started to support the Investment Programme Benefits Analysis (IPBA) and are finalising technical work requirements for the 2021/22 financial year.
- TAME staff have been involved with the Development Log system and Interventions Log system projects which are nearing completion. A wrap-up session was held providing comments and a final session is expected in May to close out these projects.
- Procurement activities have been progressing - Wider Impacts Partner and Stations Analysis Partner have been identified and are moving towards contract award. Bids have been received for the NorTMS Development Partner contract and are being assessed.
- Applications for the two Principal Analyst Roles have been processed and interviews completed. Appointments are to be announced in May.

- The TAME team has been working on the requirements for the Staffing Partner Contracts which are expected to start in August. The procurement of these contracts is now underway.

Integrated and Smart Travel (IST)

The TfN Board approved the closure of the IST Programme on 18 February 2021. This was formally put into effect by the IST Programme Board on 21 April 2021, and handover arrangements have been agreed with DfT. The Programme Board noted the arrangements for handover of any residual activity as follows:

- Phase 1 (Smartcards on Rail) residual activity includes management of Train Operating Companies (TOC) infrastructure procured or upgraded via the project; delivery of TransPennine Express (TPE) customer app, and final permissions for platform validator (P-Val) installations and overseeing completion of civils works; monitoring of benefits.
- Completion of Phase 1 will be overseen by Rail North Partnership as part of its regular 'scorecard' approach to franchise management (and future management).
- Phase 2 (Improving Passenger Information) - DfT has adopted the Disruptions Messaging Tool (DMT) to roll out nationally as part of the suite of tools available through its Bus Open Data Service (BODS) platform. Final contractual questions and service management have been agreed.
- The service management of the Open Data Hub contract has been transferred to the TfN IT team, with notice of cancellation for March 2022 having been issued to the supplier. The BODS platform will take over this role during this financial year.
- Finance approvals for any outstanding work have been agreed, and the Major Roads Director will act as budget holder.
- Monitoring and benefits management (over that noted above) will be undertaken by the Strategy team, to take place over one year only. Residual risks have been handed over to the Strategic Rail team. All documents have been retained and archived. Key documents have been gathered onto a register and may be made available to TfN Members if required.

A digital strategic role was identified in the business plan and has been established within the Strategic Rail team. A scoping document has been drafted which will act as a transitional document between the work of the IST team and that taken forward by the new postholder. Future IST updates will appear in the Strategic Rail section of this report.

Financial Performance

Financial Update

Summary

Expenditure incurred in April: £4.58m

Variance to monthly budget: Underspend of £0.38m (8%).

Headlines

- April actuals have been monitored against the initial 2021/22 budget.
- Underspend to date is principally driven by programme activity.

Programmes:

- Expenditure of £4.01m represented an underspend of £0.32m (8%) in the month.

Integrated & Smart Travel:

- Programme-wide expenditure of £0.25m represented an underspend of £0.16m in the month and is driven by residual Phase 1 activity. P-Val installation work is pending completion, notably at the listed building stations where planning consent was delayed and it is expected that the charges for this work will arise in later periods.

Northern Powerhouse Rail

- Expenditure of £3.67m represented an underspend of £0.17m (4%) in the month.
 - Network Rail expenditure on both the DSA and survey work was ahead of budget, although both applications were underspent against the most recent forecasts.
 - Underspends across other areas of the programme reflected the lower number of billable days in the month due to the Easter weekend and annual leave taken.

Major Roads (Strategic Development Corridors)

- Expenditure of £0.09m in the month is on budget. Both the Investment Programme Benefits Analysis (IPBA) and mobile data contracts commenced on schedule in April.

Operations:

Rail Operations

- Expenditure in the month of £0.19m is £0.02m under budget. This is driven by vacancies in the Rail North Partnership team - where interim

cover has not yet been filled – and the new IST role in the Strategic Rail team, the recruitment for which is now underway.

Operational Areas

- Expenditure of £0.38m in the month was an underspend of £0.03m.
 - £0.04m of underspend in Business Capabilities, is primarily due to phasing differences, with some savings in relation to ICT licence costs.
 - An overspend of £0.01m in the Strategy & Policy area is the net effect of both an increase in expenditure due to rephased activity which commenced at the end of the last financial year and marginal underspends in external consultancy.

Expenditure Control

- The 2021/22 budget has been uploaded to the financial reporting systems and, reflective of discussions at TfN Board, we have implemented a revised budget monitoring and virement process.
- This will provide earlier identification of slipping activity or cost savings, and also identify opportunities for new or additional activity to support the delivery of the TfN business plan.
- Reallocation or virement of resources will be reported each month in the MOR and will also be reflected in the quarterly Budget Revisions that are presented to the Board for approval.

Activity Dashboard

TRANSPORT FOR THE NORTH FINANCE DASHBOARD					PERIOD BUDGET CYCLE		1 BASE BUDGET		APRIL 2020/21	
PERIOD ACTUALS VERSUS BUDGET										
	Actuals	Budget	Var.	Var.						
	£m	£m	£m	%						
Integrated and Smart Ticketing	£0.25	£0.41	£0.16	38%						
Northern Powerhouse Rail	£3.67	£3.84	£0.17	4%						
Major Roads	£0.09	£0.09	£0.00	2%						
Programmes	£4.01	£4.34	£0.33	8%						
Rail Operations	£0.19	£0.21	£0.02	10%						
Operational Areas	£0.38	£0.42	£0.03	8%						
	£4.58	£4.97	£0.38	8%						
PERIOD ACTUALS VERSUS BUDGET: PROGRAMMES										
	Actuals	Budget	Var.	Var.						
	£m	£m	£m	%						
IST: Phase 1	£0.05	£0.25	£0.20	82%						
IST: Phase 2	£0.09	£0.05	-£0.03	-61%						
IST: Programme	£0.12	£0.11	-£0.01	-11%						
Northern Powerhouse Rail	£3.67	£3.84	£0.17	4%						
Major Roads	£0.09	£0.09	£0.00	2%						
	£4.01	£4.34	£0.33	8%						
FUNDING YEAR TO DATE					FUNDING FORECASTS TO OUTTURN (BASE BUDGET)					
	Actuals	Budget	Var.	Var.	Actuals	Budget	Var.	Var.		
	£m	£m	£m	%	£m	£m	£m	%		
TDF - Rail	£3.67	£3.84	£0.17	4%	TDF - Rail	£3.67	£48.48	£44.81	92%	
IST - Capital and Revenue	£0.25	£0.41	£0.16	39%	IST - Capital and Revenue	£0.25	£1.52	£1.27	84%	
Core Grant	£0.53	£0.57	£0.04	7%	Core Grant	£0.53	£8.54	£8.00	94%	
Rail North Grant & Contributions	£0.11	£0.12	£0.01	5%	Rail North Grant & Contributions	£0.11	£1.32	£1.20	91%	
Trading Income	£0.02	£0.03	£0.01	26%	Trading Income	£0.02	£0.33	£0.31	94%	
	£4.58	£4.97	£0.38	8%	£4.58	£60.18	£55.60	92%		

HR Update

Human Resources Update

Salaried Establishment as at **7 May 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	84 (83.12 FTE)	24 (24.00 FTE)	108 (107.12 FTE)
Total Establishment	111 (110.12 FTE)	26 (26.00 FTE)	137 (136.12 FTE)
Strength (in post)	100 (99.12 FTE)	17 (17.00 FTE)	117 (116.12 FTE)
Appointed (start date pending)	5 (5.00 FTE)	0 (0.00 FTE)	5 (5.00 FTE)
Active/Pending Recruitment	3 (3.00 FTE)	1 (1.00 FTE)	4 (4.00 FTE)
Vacant – On-hold	3 (3.00 FTE)	8 (8.00 FTE)	11 (11.00 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)
Total	10 Posts (10.00 FTE)

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)
Total	49 Posts (49.00 FTE)	101 Posts (101.00 FTE)

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

TfN Board & Partnership Board Chair – John Cridland – is to retire from his role following the TfN Board Meeting on 27 July 2021. A paper will be presented to the TfN Board in June for members to consider the approach to appointing a successor.

Permanent Chief Executive Recruitment - Martin Tugwell – will officially join TfN on Monday, 2 August 2021. Tim Wood will continue as Interim Chief Executive until that time.

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; their redundancy notice runs to 31 May 2021.

HR Metrics – 2021/22 Year-To-Date

Corporate Sickness Level:	1.1%
Employment Policy Application:	0%
Employee Turnover (Voluntary Leavers):	0.7%
% of Employees from an Ethnic Minority Background:	16%
% of Employees declaring a Disability:	12%
Gender Mix - % of Female Employees:	40%
% of Male Employees:	60%

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 (complete)	0
On Track (in progress, no delays)	16
In Progress (in progress, may become delayed)	5
Delay (has missed a key deadline)	0
Delay BTYE – delayed beyond this year end	0
Not Started	5

Area	KPI	Detail	Progress	Status
Strategic Rail	1	Demonstrate clear Northern input in supporting and developing return to rail initiatives across the North to rebuild passenger numbers and aid economic recovery. March 2022	On Track Messaging and communications will continue to promote safe use of public transport in line with Government guidelines. The team is working with train companies identifying ticketing/marketing/offers to rebuild confidence, attract passengers back, and entice new passengers when appropriate.	
Strategic Rail	2	Deliver plans for rail hub enhancements around two major stations to maximise the potential of the network. October 2021/February 2022	On Track Work has continued on developing a Strategic Outline Business Case for a radical plan for Leeds Station, with the delivery of an economic case by Atkins.	
Strategic Rail	3	Demonstrate meaningful and beneficial engagement for the North on rail reform within three months of publication of the Williams White Paper. September 2021	On Track Tender documents are being prepared for consultancy support on this issue.	
Strategic Rail	4	Further embed the TfN rail journey time improvement initiative with Network Rail to deliver better reliability on at least two rail routes during 2021/22. March 2022	On Track Network Rail is now fully engaged with the Theoretical Line Speed process and are progressing the delivery of the York – Scarborough and Darlington – Bishop Auckland findings. Implementation is expected by March 2022.	
Strategic Rail	5	Pursue the digital transformation of fares, ticketing and information	On Track A scoping report for this programme has been prepared by the Integrated & Smart	

		through collaboration and the development of business cases across the North and/or through national rail reform. March 2022	Travel (IST) team as part of the project closedown and a role profile has been prepared for the new post.
Strategic Rail	6	Continue to use TfN's existing powers and role in the Rail North Partnership to deliver the best outcomes for passengers, within the financial and legacy infrastructure constraints, by influencing train operators and major programmes including TRU and Central Manchester. March 2022	On Track TfN is actively using its powers and voice to get a better outcome for passengers on Central Manchester - for example by seeking a meeting of NTAC to discuss investment for Manchester.
Northern Powerhouse Rail	7	Completion and submission of the Strategic Outline Case, timescale to be agreed following publication of the Government's Integrated Rail Plan. TBC Post IRP	In Progress Timings depend on IRP. Completion and submission dates dependant on IRP publication and subsequent agreements between TfN and DfT.
Northern Powerhouse Rail	8	Reconfirm NPR phasing plan in response to Government's Integrated Rail Plan. TBC Post IRP	Not Started Final phasing position in the SOC is dependent on the IRP conclusions and subsequent agreements between TfN and DfT.
Northern Powerhouse Rail	9	Complete initial survey work and commence OBC on early accelerated projects to start construction in FY 2024/25. September 2021	In progress Current survey works due to conclude in August 2021 as scheduled. However, the programme of activity post-surveys is dependent on IRP conclusions and subsequent agreements between TfN and DfT.
Northern Powerhouse Rail	10	Initiate additional survey work and commence Outline Business Case on early accelerated projects to enable delivery partners to start construction in FY 2024/25. January 2022	Not Started Further surveys and pace of commencing OBCs are dependent on IRP conclusions and subsequent agreements between TfN and DfT.
Northern Powerhouse Rail	11	Agree NPR governance arrangements with DfT as programme transitions to the next stage. TBC Post IRP	Not Started Not started. Awaiting publication of the Integrated Rail Plan.
Investment Programme Benefits Analysis	12	Commission the Investment Programme Benefit Analysis work and deliver the programme up to the Gateway Review. September 2021.	On Track Programme is on track with Inception Report and ASR in development.
Investment Programme Benefits Analysis	13	Subject to Gateway Review complete work on the Investment Programme Benefit Analysis which will be used as the evidence base for the next STP. March 2022	On Track Project baseline programme has been agreed and project is on schedule.

Major Roads	14	Produce a robust evidence base monitoring performance and types of journey on the MRN. This will support analysis of the impacts of Covid-19 to monitor and evaluate outcomes including changes in travel patterns and behaviours. October 2021	On Track	
			The project inception meeting for acquiring the 2020 MRN mobile device data has been scheduled for 6 April.	
Major Roads	15	Publish the updated Major Roads Report, following DfT publication of the national Transport Decarbonisation Plan and TfN Decarbonisation Strategy. October 2021	On Track	
			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 the TfN Decarbonisation Strategy, and DfT's delayed Transport Decarbonisation Plan. This will not have any negative implications for other programmes.	
Major Roads	16	Use our evidence base to work with Highways England and DfT to identify TfN's priorities to be considered as part of DfT's Road Investment Strategy 3. March 2022	In Progress	
			Work with Highways England to develop the route strategies, which will feed into RIS 3, is ongoing.	
Major Roads	17	Work with our partners and DfT to scope out how TfN can best support plans for an integrated electric vehicle and/or hydrogen charging infrastructure network, supporting all communities in the adoption of low and zero emission vehicles. March 2022	On Track	
			The scope for this project is in development and will be presented to Executive Board in April.	
Major Roads	18	Continue to work with DfT's Acceleration Unit to ensure their awareness of the schemes identified in TfN's Economic Recovery Plan for their consideration of accelerating delivery. March 2022	In Progress	
			Engagement with DfT and the Acceleration Unit is ongoing.	
Strategy, Policy and Research	19	Consult on the draft Decarbonisation Strategy and seek adoption by the TfN Board in Autumn 2021. November 2021 Oct	On Track	
			Preparation of consultation materials and website on going. Consultation launch date set for June 7, to run for 12 weeks.	
Strategy, Policy and Research	20	Agree a plan to adopt a new Strategic Transport Plan by 2024, and commence a new NPIER programme as a first step. October 2021	On Track	
			Work continues to map out a roadmap to a revised Strategic Transport Plan (STP) for publication in February 2024. April activities have focused on engagement with TfN partner officers and technical development.	

Strategy, Policy and Research	21	Progress the advanced prioritisation mechanisms set out in the Northern Transport Charter, including analytical tools to allow prioritisation on a wider basis (economic, social, and decarbonisation) and independent assurance arrangements. March 2022	On Track	
			Initial scoping work exploring potential methodologies underway.	
Strategy, Policy and Research	22	Consult and adopt the TfN Freight and Logistics Strategy and work with the industry to agree implementation arrangements. December 2021	In progress	
			Technical work complete and strategy now being finalised. Completion and agreement with TfN Board will depend on publication of the Integrated Rail Plan.	
Strategy, Policy and Research	23	Provide input into the final stages of the Union Connectivity Review and respond on its publication. September 2021	On Track	
			TfN submitted a formal response into the Call for Evidence in December 2020. Following that we have made contact with the team supporting the review to understand any emerging findings and how TfN can support and are currently awaiting a response.	
Corporate	24	Develop and provide a Comprehensive Spending Review submission to Government. In line with timetable set by Government	Not Started	
			Not started. Will begin once the Government has set out the timetable and scope of the Spending Review..	
Corporate	25	Feed into emerging procurement practice as the UK's current 'EU style' regime is updated and look at opportunities to further increase social value. March 2022	Not Started	
			Not started. Will begin once revised procurement guidance starts to emerge.	
Corporate	26	Implement and further develop the agreed new ways of working, to include physical office design, office and remote working, corporate and constitutional meetings and IT strategy. Within 3 months of return to office	On Track	
			Subject to emerging Government guidance on the lifting of current lockdown/social distancing restrictions, TfN remains on-track to fully implement its agreed new ways of working and reopen both our Offices between mid-July and early-August 2021. The physical re-design of our Manchester office will be fully complete by the end of July and this will be followed by our Leeds office by the end of September.	



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