

Transport for the North Monthly Operating Report May 2021



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Introduction

Summary from the Chief Executive

Transport for the North (TfN) welcomed the publication of the Williams-Shapps plan for rail White Paper on 20 May, calling it “a major national moment and a shift in how the railway is run.” The White Paper reflects many of the priority areas for reform identified in the TfN submission to the Williams Review. We will now work collaboratively with government and Network Rail to work through the detail of our role and drive positive change in the interest of passengers. We will develop a more detailed response to the White Paper following discussion with the TfN Board.

Focus also remains on the Manchester Recovery Task Force (MRTF) and securing a sustainable outcome for the restoration of services through the Manchester area. TfN Members met with ministers to discuss progress through the Northern Transport Acceleration Council (NTAC), and TfN officers are working closely with DfT to make the case for further investment. On rail service recovery, there was positive news in relation to the Northern rail network as Northern saw an increase in demand by the end of May to 50% of pre-Covid levels, while TransPennine Express (TPE) achieved 52%. During the late May Bank Holiday week demand on Northern increased to more than 60% of normal levels.

TfN continues to await the publication of the Integrated Rail Plan (IRP), with the timing and content of the Northern Powerhouse Rail (NPR) Strategic Outline Case (SOC) notably dependent on its publication. TfN members have called publicly for the publication of the IRP which was initially expected at the end of 2020. In the meantime, work continues on areas of the NPR programme that support long term delivery, while colleagues also continue to work closely with Network Rail (NR). Work also continues around modelling, with the NELUM (Northern Economic Land Use Model) being applied to data runs and wider analysis, and the significant improvements in modelled benefits being validated with DfT analysts.

Work on the Investment Programme Benefits Analysis (IPBA) programme continued with the reference case assumptions approved by Executive Board members on 27 May. The first draft of the Appraisal Specific Report (ASR) was also presented to TAG (Technical Assurance Group) for feedback on the same day, with TAG expected to review and agree the ASR in the near future. The Major Roads team are in the early stages of work on TfN’s Pan-Northern Electric Vehicle Charging Infrastructure Framework project and the Director is preparing to give evidence to the Transport Select Committee on EV charging infrastructure.

Preparation of materials for the public consultation on TfN’s Decarbonisation Strategy is now complete, with the consultation launch date set for 7 June 2021 and planned to run for 12 weeks. Work has also continued on the Freight and Logistics Strategy, and the roadmap to the Strategic Transport Plan (STP) continues to be developed. TfN’s innovative programme of research around the visitor economy is nearing completion. A roadshow was also hosted on 18 May with HM Treasury and Northern stakeholders to explore the revised Green Book.

Northern Powerhouse Rail (NPR)

Monthly Summary

The Business Case team has received feedback from the DfT on the SOC five cases which were discussed at a co-client workshop on 4 May 2021. The case feedback is focused on the sections which the NPR team doesn't expect to be affected by the IRP and updates are being made by the Business Case team to address the comments. A further SOC update is scheduled to be issued to the DfT on 1 June 2021. Although the delivery of the Business Case is dependent on the publication of the IRP, the Business Case team is continuing to progress areas that will support longer term delivery, such as identification of strategies required for the next stages of NPR.

Delivery of remitted items across Infrastructure and Technical Assurance, Modelling and Economics (TAME) has progressed well in the month. The Manchester – Sheffield Sprint, which will focus on value engineering journey times, has been endorsed by TfN and DfT and will commence on 21 June 2021 and cost reviews for Liverpool hub costs commenced in the month. The TAME team took receipt of the final Northern Rail Modelling System (NoRMS) iteration 2 (2e) model in the month and this is now being used for network testing to support SOC delivery post IRP.

Activity Update

Infrastructure

Design development to achieve Network Rail standard GRIP 2 (Governance for Railway Investment Projects) on all single option corridors continued in the month and the NPR programme team is working closely with NR to optimise the delivery schedule to achieve a completion date of December 2021 for all corridors. Reaching GRIP 2 across single option corridors will support the programme to transition quickly, following IRP, from SOC to Outline Business Case (OBC) development. Ground investigation findings on the Leeds-Hull corridor suggest that ground conditions are better than expected, which is likely to result in savings to forecast construction costs. Savings will be confirmed once all surveys have been completed and final findings validated later in the year.

Technical Assurance, Modelling and Economics (TAME)

The Northern Economic Land Use Model (NELUM) is currently being applied in a programme of runs and wider analysis to support the NPR programme, including optioneering for NPR, testing the TfN Future Travel Scenarios, and assessing the value of additional land made available by different Manchester Piccadilly underground options. Discussions with DfT are ongoing and further testing of the functionality of the new Wider Impacts Calculator (WIC) are being conducted. The new WIC functionality is showing an uplift in Level 3 (transformational) benefits for NPR. The WIC now includes a valuation of the reduction in unemployment and an assessment of the additional welfare value placed on economic benefits that accrue to lower income households. TAME is currently in the process of finalising its review and signing off the work in the coming period.

Commercial Management

The Estimating team has continued to support the Manchester–Sheffield Infrastructure value engineering exercise, which includes review of HS2 and NR elements working with the NPR Infrastructure team in preparation for the sprint (as discussed in the summary section above).

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 under way 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 – The IRP is expected to recommend a way forward on the scope, phasing and sequencing of delivery of NPR (and other proposed rail investments upon which NPR is dependent). This may be different 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 - As a result of TfN’s dependency on the publication of the IRP, NPR is unable to agree as co-clients the remaining activities for 2021/22 which have commenced in April 2021. This could 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>Transpennine Route Upgrade (TRU) integration - If there is a lack of integration between NPR and NR TRU programmes or there are irregular forums or channels of communication (facilitated through NR) or there is no representation of opposite programme within governance in anticipation of IRP outcomes, the NPR programme may become misaligned from the Network Rail TRU programme during Sequence 4.1. This may result in the misalignment of designs and approaches, leading to rework, duplication of effort, negative impacts on benefits and the business case development.</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 Benefits 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 Executive Board approved the IPBA reference case assumptions on 27 May. This will provide a baseline for transport modelling.
- The project team has produced the first draft of the Appraisal Specification Report (ASR), which sets out the modelling assumptions and methodology. This was presented at the Technical Assurance Group (TAG) for feedback on 27 May.
- The team have reviewed the ‘NPR alignment’ risk, and within the context of the overarching Investment Programme Benefit Analysis, this is now considered to be a low risk to this project. We have recorded our assumptions in the Appraisal Specification Report and will review this risk and the Gateway Project Review.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<p>Partner feedback – Risk: If representatives from each of the local transport authorities and national delivery partners do not respond to requests for feedback on time, the review of products and overall programme may be delayed, which may incur further costs with our supplier. There is also a risk that the quality of reports is compromised if partners do not provide their input.</p>	<ol style="list-style-type: none"> 1. Produce a high-level timeline that explicitly references when input is required from partners (either via the Strategic Oversight Group (SOG) or TAG). 2. Where appropriate, identify design freeze points in the programme. 3. Manage expectations by making partners aware that no feedback will be accepted as their approval. 	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 commitments set in TfN’s 2021/22 Business Plan, which could damage TfN’s reputation.</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 challenges. Actions to be filtered through to weekly calls action log. 	12

Programme and Look Ahead

- TAG to agree the Appraisal Specification Report.
- The project team will 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.
- The project team will produce an outline structure of the Gateway Project Review process and report.

Major Road Network (MRN)

Monthly Summary

Work is progressing on track with development of the 2020 dataset monitoring performance of the MRN, initial outputs expected in September, and likewise the preparatory work to support the commission for an Electric Vehicle (EV) Infrastructure Framework is making good progress, with a strong cohort of partner organisations supporting the project.

The team continues to engage with DfT and Highways England on inputting to the development of the SRN Route Strategies and RIS3 Programme, our aim being to ensure TfN's Vision, Objectives and Recommendations arising from the IPBA work strongly influence planning for future investment in the SRN.

Activity Update

- 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 commission for TfN's Pan-Northern Electric Vehicle (EV) Infrastructure Framework went out to tender 18 May 2021, with a closing date of 21 June 2021.
- The Mobile Device Data project, which will provide TfN with a 2020 dataset on the performance of the MRN for the North, is running on schedule. A statement of methodology has been finalised and following a workshop with local authority partners the project team is finalising the requirements for the API tool. The API is the interface partners will use to access data on the North's travel patterns, including the short and long-term impacts of Covid-19.
- 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 Major Roads Director is chairing the STB Liaison Group and following up meeting actions with other STBs, including joint working opportunities.
- The development of the Intervention Log, through manually mapping schemes in GIS, has been completed. This is being used to underpin work on the IPBA.
- TfN attended a workshop with DfT and Highways England on 13 May 2021 to review evidence for the Trans-Pennine Tunnel (TPT) and discuss the next steps.
- The management of long-term risks is ongoing and monitored on a regular basis with the project team and TfN Risk Manager.
- The team is continuing to engage with the DfT and our partners on monitoring and when required supporting progress, of MRN and Large Local Majors (LLM) projects. This includes initial discussion with DfT on capturing lessons learned and in future how to streamline the project lifecycle.

- The team plans to share a draft of the Major Roads Report (MRR) with the Major Roads Group and SOG in July, though publication of DfT's Transport Decarbonisation Plan and the outcome of TfN's Decarbonisation Strategy consultation must be seen before the report can be finalised.
- The 'negative perceptions of roads' risk, reported in the last few periods has not been recorded for this period due to its long-term risk proximity. The mitigation actions will continue to be an on-going exercise and monitoring.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
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.	<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
Risk: EV Framework under-engagement - If partners are unavailable or unable to actively engage with the project, the infrastructure framework may not be fully endorsed, and the quality of outputs could be compromised.	<ol style="list-style-type: none"> 1. Hold one-to-one meetings with partners during project conception and maintain engagement with partners through SOG. 2. Create an EV Steering Group including volunteers from local authorities to guide, test and feedback on outputs. 	17

Programme and Look Ahead

- The team is continuing to support the development of TfN's draft Freight & Logistics, and Decarbonisation Strategies, the latter of which will go to public consultation starting 7 June 2021.
- Peter Molyneux, the Major Roads Director, will be attending the Transport Select Committee on 9 June 2021 to provide evidence on Zero Emission Vehicles and road pricing.
- Highways England has asked TfN to support the statutory public consultation events for the A66 dualling project, which will take place late summer 2021. This includes advice on the approach and input into stakeholder communications,
- The team is continuing to engage on the RIS3 pipeline studies and has been invited to provide feedback to DfT on the RIS3 objectives by 11 June 2021.
- The tender bids for the Electric Vehicle (EV) Infrastructure Framework development commission will be reviewed after 21 June 2021, with a targeted project start date of 12 July 2021.

Strategic Rail

Monthly Summary

The Williams-Shapps White Paper was published on 20 May 2021 and it signals a fundamental change in the way rail services are planned and delivered. There are both risks and opportunities for TfN. The team arranged briefings for Board Members and prepared a Board report to map out the next steps for engaging with the implementation. TfN has submitted an initial 'offer' to the Secretary of State setting out the benefits to Government and the North that would arise from TfN being at the heart of the new model in the North helping Government deliver on the change plan. Following the Board discussion, the team will start to prepare a more detailed response and case for change.

The other main area of work was the Manchester Recovery Task Force (MRTF), including a meeting of the Northern Transport Acceleration Council (NTAC) on 18 May 2021. Following this, a further 'hothouse' session has been organised on 18 June 2021 to further progress the infrastructure roadmap and seek reassurances for future growth and capacity in lieu of short-term service changes to improve reliability. As part of the work on the Taskforce, the team has developed a 'roadmap to resolution' covering both the short-term service changes and the longer-term infrastructure through a much stronger collaboration with the DfT.

Activity Update

Rail Operations

On 17 May 2021 restrictions were eased to allow further reopening of non-essential retail and leisure, which has led to an increase in passenger demand. Northern saw an increase in demand by the end of May to 50% of pre-Covid levels, TransPennine Express (TPE) has also seen an increase to 52%. During the late May Bank Holiday week, demand on Northern increased to more than 60% of normal levels and was 'near normal' on some weekend services indicating that the leisure market has the potential to recover very quickly. As the easing of lockdown restrictions continues, the operational focus remains on working with the industry to support the recovery.

Rail Investment

It has been confirmed by the DfT that the Outline Business Case review and determination of the 'end state' for the TransPennine Route Upgrade (TRU) project will go ahead in June this year as planned, even if the IRP (which will have a bearing on all future major project investment decisions) is not published by Government. An announcement of funding to support initial phases of delivery for TRU was also made toward the end of May 2021. £317m will support delivery of works taking place this year between Church Fenton and York and Manchester and Stalybridge. TfN welcomed the announcement as a positive step.

TfN also continues to support partner authorities on local schemes, including the East 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. The extension of platform 2 at Middlesbrough station has been completed in readiness for the introduction of services between Middlesbrough and London Kings Cross to begin in December 2021. The TfN-initiated process that reduced the cost of the new station at Horden is now being applied by Network Rail to cut the capital cost of the new Thorpe Park station.

The team has developed a TfN Stations Strategy - The Case for Inclusive and Sustainable Interventions. This includes improving accessibility at stations in the North.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<p>Risk: The short-term effect of Covid-19 on the reintroduction of services on to the network – There remains a risk that passenger enhancements (such as the addition of new services) will be delayed due to delays in driver training and lower service offerings on routes. 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 via the North of England Recovery Group 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 Rail North Partnership (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. 	1
<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. 	1

Programme and Look Ahead

- Support, monitor and assist the industry to rebuild services, passenger demand and confidence.
- Prepare for a full response to the Williams-Shapps Plan by late summer 2021.
- Working through the Rail North Committee and TfN Board, continue to consider the outcome of the MRTF consultation and identify the right infrastructure and service package.
- Develop proposals for addressing network gaps linked to the Long-Term Rail Strategy (LTRS) and produce the next stage of the TfN Stations Strategy (with a particular focus on accessibility).
- Continue to support TfN input/response to the anticipated IRP.
- 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.
- Secure Rail Network Enhancements Pipeline (RNEP) funding for TfN's line speed improvement programme - through the Infrastructure Board on 24 June 2021.

Operations Summary

Monthly Introduction

During May, operational teams have been working on; communication around the retirement of John Cridland from the role of TfN Chairman to the media and stakeholders (Comms); agreeing Grant Funding Agreements with the DfT (Finance); ongoing monitoring of discussions around virtual formal meetings and how TfN can comply with current regulations while still working within Covid-19 restrictions (Legal); Decarbonisation Strategy & Freight and Logistics Strategy (Strategy); Transport-Related Social Research; Phase 3 of the User Insight into Pan-Northern Travel, which has completed its fieldwork stage (Research); and beginning to map how new TAME partner contracts e.g. Wider Impacts, Stations Analysis and NorTMS (Northern Rail Transport Modelling System) development can deliver new NPR SOC inputs (TAME).

Activity Update

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

Stakeholder Engagement & Communications Team (SECT)

- The SECT has promoted TfN's activity proactively across external and internal channels throughout the month.
- Opportunities and key moments included TfN's response to publication of the Williams-Shapps Review of the Railway and the Queen's Speech. Elsewhere, TfN proactively stressed the importance of publication of the IRP without delay.
- The decision by John Cridland to retire from the role of TfN Chairman was proactively communicated to the media and stakeholders.
- Internally, preparation is underway for the opening of TfN's offices, dependent on the Government roadmap, with new ways of working to be implemented with a comprehensive communications strategy.
- Materials are being prepared for the launch of the Decarbonisation Strategy consultation in June 2021, with SECT working with the Strategy team to deliver the programme that will span 12 weeks.
- The team has been supporting delivery of the current online events programme, with speaking slots at key events including the Northern Transport Summit; Rail APPG (All-Party Parliamentary Group); and planning underway for the TfN Annual Conference scheduled for September 2021.
- The first meeting of the Northern Transport Charter Member Working Group is scheduled for June, while SECT is supporting the creation of an initial narrative for TfN's Comprehensive Spending Review submission this summer.

Finance & Procurement

- The team is working closely with all directorates and programmes to manage the procurement pipeline and seeking opportunities to expedite activity where possible.
- Grant Funding Agreements for 2021/22 have been signed with the Department, and the NPR Funding Letter for the first quarter has been submitted. In addition, the draft Statutory Accounts for 2020/21 are being finalised ready for the external audit to commence on 7 June 2021.
- Following the successful implementation of Predict, the new risk management software, all risk data has been migrated into the system and the team is now providing system training to users.

Legal & Democratic

- Regulations expressly permitting virtual formal meetings expired on 7 May 2021 and legal action to establish that existing law allowed their continuation was unsuccessful, which means that unless and until the law is changed, Board and Committee meetings must be held “in person” and with facilities for the public to attend in person in order to have formal status as a meeting. Reports to Board on 24 March 2021 and 16 April 2021 explained the developing position and implications. Government consultation on the issue remains open and TfN is contributing evidence to this. Because Covid-19 legal restrictions also remain in place, the 9 June 2021 Board date has been converted to a “consultation meeting” to allow the Interim Chief Executive to use delegated powers to make any necessary decisions, as permitted by the Constitution. Because the 27 July 2021 Board meeting will potentially need to make some decisions which are reserved to Board itself, that meeting may need to be held “in person” and it will be important to ensure that at least a quorum of Members is present in person. The 9 June 2021 “consultation” meeting will be presented with a full update on the current and emerging position and the arrangements being made for future decision-making while Covid-19 restrictions remain in place.
- The TfN Modern.Gov website, system and “restricted app” are now embedded and roll out of further benefits of the system to streamline internal processes is currently taking place.
- 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 now complete, this follows extensive internal and external review including of the draft designed version of the Strategy document and the Communications and Engagement Plan. The consultation launch date has 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 for comments. Approval will be sought from TfN Board in July, with a consultation 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 May has focused on exploring project management and visualisation options and tools to support tracking progress and interdependencies across TfN programmes.
- Papers and slides have been prepared to present to the inaugural Northern Transport Charter (NTC) Member Working Group on the 3 June.
- The team hosted a roadshow on 18 May 2021 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 first draft of the final report from the Visitor Economy and Transport in the North of England study has been prepared, providing evidence for the importance of the visitor economy sector for the North, and setting out initial recommendations for transport solutions which can support the sustainable recovery and future growth of the sector. The draft report will be reviewed by TfN, project steering group and other partners/stakeholders before being finalised and published in July 2021, aligned with the Rail Tourism Action Plan led by TfN's Strategic Rail team.
- User Insight into Pan-Northern Travel (Phase 3) study has completed the fieldwork stage of the survey of 1,000 Northern business owners, which will provide insights on recent and potential future commuting patterns, business-related travel, and demand for transport of goods. Coupled with additional qualitative insights from focus groups with business owners, the study will develop a typology of business transport needs, behaviours and attitudes and explore the potential impact of transport investments on the North's business base.
- 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 May, the team presented the interim project report to the steering group, which included outcomes from the literature review, a secondary research plan, and an outline of the primary research phase. Alongside this, the Economics & Research team mapped the areas gathered through the qualitative survey. The analysis of this survey will continue in June 2021 and July 2021.

- A revised scope has been developed for the Clean Mobility Visions project – a research workstream linked to TfN’s Decarbonisation Strategy. The revisions to the scope reflect further engagement with the research literature and input from TfN colleagues. This project is planned to begin in July 2021, following engagement with AAG (Analytical Assurance Group) and SOG.
- Work on defining TfN’s role in promoting environmental net gain and enhancing natural capital continues, with a presentation to partners.
- The team continues to develop TfN’s Monitoring and Evaluation Framework, an update on the latest phase of development was presented to AAG, SOG, and TfN colleagues at a Team Talks session.

TAME (Technical Assurance, Modelling & Economics)

- The Northern Rail Modelling System (NoRMS) iteration 2e documentation has been shared with TfN’s expert panel and DfT reviewers, and the comments received have been addressed. The 2e acceptance pack was presented at Programme Board and there are high levels of confidence in the performance of the model.
- Testing of the NoRMS 2e in a localised context on the Skipton-Colne corridor is indicating excellent levels of validation including at low usage stations, and this augurs well for application of the model in non-NPR environments.
- The Northern Economy and Land Use Model (NELUM) development is continuing with new functionality being tested. The TAME Team has made good progress on the NELUM NPR Future Travel Scenarios runs and completed the most recent series of NPR network tests.
- The TAME Team received positive feedback from DfT regarding a range of NPR SOC (Strategic Outline Case) information which was provided for use in the IRP. Positive discussions have been held with DfT relating to feedback on the suite of SOC documentation prepared, and the outcomes will inform planning of refreshed SOC.
- The team is beginning to map how the new TAME partner contracts such as Wider Impacts, Stations Analysis and NorTMS (Northern Rail Transport Modelling System) development can deliver new SOC inputs.
- TAME staff continue to support the IPBA with various activities including technical management of the work programme, preparation of Future Travel Scenario matrices, and further improvements to strategic assignment models.
- The Development and Intervention Logs, which TAME staff have been involved in, have now been completed and are being utilised across TfN programmes and by partners.
- Appointments for the two Principal Analyst Roles have been confirmed with expected start dates in August.
- The TAME Analysis Support Partner contract has gained approval at both NPR Programme and Executive Boards and will be released to the market on 2 June.

Financial Performance

Financial Update

Summary

Expenditure incurred in May 2021: £4.97m

Variance to monthly budget: Overspend of £0.18m (4%)

Year to date expenditure incurred: £9.55m

Underspend to date: £0.21m (materially on target)

Headlines

- May actuals have been monitored against the initial 2021/22 budget.
- The overspend in the month is principally driven by programme activity.

Programmes:

- Expenditure of £4.33m represented an overspend of £0.23m (6%) in the month – this was principally driven by the NPR programme.
- Year to date expenditure of £8.28m is generally on target but delays like IRP publication could have a material impact soon.

Integrated & Smart Travel:

- Programme-wide expenditure of £0.23m in the month represented an overspend of £0.08m.
 - The rephasing of residual Phase 1 activity has led to a catch up of expenditure forecast in the prior month. Remaining Northern activity is now forecast to complete in June 2021.
 - Several staff departures have resulted in the crystallisation of redundancy costs that were originally budgeted for later in the year.

Northern Powerhouse Rail

- Expenditure of £4.01m represented an overspend of £0.14m (4%) in the month. YTD expenditure of £7.68m is to budget.
 - NR expenditure on both the design and survey work is ahead of budget.
 - There was an underspend in the TAME team charges to NPR pending the start of new modelling and analysis partners recently contracted.
 - Underspends across programme support reflect a reduced use of business case support and several vacancies in the modelling team.

IPBA (Investment Programme Benefits Analysis)

- Expenditure of £0.09m in the month £0.01m (13%) ahead of budget.

Operations:

Rail Operations

- Expenditure in the month of £0.19m is £0.02m (11%) under budget. This was driven by vacancies in the RNP and TRU teams, where roles are funded from discrete grant.
 - .
- Core savings generated by the vacant IST role, in the Strategic Rail team, have been reallocated via the budget virement process.

Operational Areas

- Expenditure of £0.44m in the month was an underspend of £0.0m (6%), driven by the following:
 - £0.02m of underspend in Business Capabilities, is primarily due to phasing differences in SECT.
 - A net underspend of £0.02m in the Strategy & Policy team, with some accelerated activity in Policy offsetting underspends on modelling contractors and infrastructure. Underspends in the current month will allow for the extended use of contractors pending the arrival of recruited staff.

Expenditure Control

- Following the implementation of the monthly budget virement process, several new opportunities have been identified as supportive of the delivery of the 2021/22 Business Plan and were approved by OBT in May:
 - Enhanced NoRMS preparation
 - Bradford local connectivity assessment
 - Bradford St James Market assessment
- The total value of these activities is £0.06m. Funding of these opportunities has come from the reallocation of savings generated by delayed recruitment to the new IST role and utilisation of the strategic risk allocation.

Activity Dashboard

TRANSPORT FOR THE NORTH FINANCE DASHBOARD				PERIOD BUDGET CYCLE	2 BASE BUDGET	MAY 2020/21		
PERIOD ACTUALS VERSUS BUDGET								
	Actuals £m	Budget £m	Var. £m	Var. %				
Integrated and Smart Ticketing	£0.23	£0.15	£-0.08	-51%				
Northern Powerhouse Rail	£4.01	£3.87	£-0.14	-4%				
IPBA	£0.09	£0.08	£-0.01	-13%				
Programmes	£4.33	£4.10	£-0.23	-6%				
Rail Operations	£0.19	£0.22	£0.02	11%				
Operational Areas	£0.44	£0.47	£0.03	6%				
	£4.97	£4.79	£-0.18	-4%				
PERIOD ACTUALS VERSUS BUDGET: PROGRAMMES								
	Actuals £m	Budget £m	Var. £m	Var. %				
IST: Phase 1	£0.06	£0.04	£-0.02	-58%				
IST: Phase 2	£0.00	£0.01	£0.01	67%				
IST: Programme	£0.17	£0.10	£-0.07	-64%				
Northern Powerhouse Rail	£4.01	£3.87	£-0.14	-4%				
IPBA	£0.09	£0.08	£-0.01	-13%				
	£4.33	£4.10	£-0.23	-6%				
YEAR TO-DATE ACTUALS VERSUS BUDGET								
	Actuals £m	Budget £m	Var. £m	Var. %				
Integrated and Smart Ticketing	£0.48	£0.56	£0.08	14%				
Northern Powerhouse Rail	£7.68	£7.71	£0.03	0%				
IPBA	£0.13	£0.12	£-0.01	-5%				
Programmes	£8.28	£8.39	£0.10	1%				
Rail Operations	£0.39	£0.43	£0.05	11%				
Operational Areas	£0.88	£0.94	£0.06	6%				
	£9.55	£9.76	£0.21	2%				
YEAR TO-DATE ACTUALS VERSUS FORECAST TO OUTTURN (BASE BUDGET)								
	Actuals £m	F/cast £m	Var. £m	Var. %				
Integrated and Smart Ticketing	£0.48	£1.52	£1.04	68%				
Northern Powerhouse Rail	£7.68	£48.48	£40.80	84%				
IPBA	£0.13	£0.89	£0.77	86%				
Programmes	£8.28	£50.90	£42.61	84%				
Rail Operations	£0.39	£3.16	£2.77	88%				
Operational Areas	£0.88	£6.13	£5.25	86%				
	£9.55	£60.18	£50.63	84%				
FUNDING YEAR TO DATE				FUNDING FORECASTS TO OUTTURN (BASE BUDGET)				
Funding Stream	Actuals £m	Budget £m	Var. £m	Var. %	Actuals £m	Budget £m	Var. £m	Var. %
TDF - Rail	£7.68	£7.71	£0.03	0%	£7.68	£48.48	£40.80	84%
IST - Capital and Revenue	£0.48	£0.56	£0.08	14%	£0.48	£1.52	£1.04	68%
Core Grant	£1.13	£1.20	£0.07	6%	£1.13	£8.56	£7.43	87%
Rail North Grant & Contributions	£0.23	£0.24	£0.01	4%	£0.23	£1.29	£1.07	82%
Trading Income	£0.04	£0.05	£0.01	25%	£0.04	£0.33	£0.29	88%
	£9.55	£9.76	£0.21	2%	£9.55	£60.18	£50.63	84%

HR Update

Human Resources Update

Salaried Establishment as at **7 June 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	73 (71.64 FTE)	18 (18.00 FTE)	91 (89.64 FTE)
Rail North Partnership (Hosted)	13 (13.00 FTE)	3 (3.00 FTE)	16 (16.00 FTE)
Total Establishment	113 (111.64 FTE)	23 (23.00 FTE)	136 (134.64 FTE)
Strength (in post)	103 (101.64 FTE)	13 (13.00 FTE)	116 (114.64 FTE)
Appointed (start date pending)	5 (5.00 FTE)	0 (0.00 FTE)	5 (5.00 FTE)
Active/Pending Recruitment	2 (2.00 FTE)	2 (2.00 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 Consultation 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 to act as Interim Chief Executive until that time.

HR Metrics – 2021/22 Year-To-Date

Corporate Sickness Level:	0.6%
Employment Policy Application:	0%
Employee Turnover (Voluntary Leavers):	2.9%
% 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 2021-22. 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)	6
Delay (has missed a key deadline)	0
Delay BTYE – delayed beyond this year end	0
Not Started	4

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 is 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 through collaboration and	On Track	
			A scoping report for this programme has been prepared by the Integrated & Smart	

		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 the Digital Strategy Lead is currently being recruited.
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 Appraisal Specification Report 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		On Track

		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	The Mobile Data project is running on schedule.
Major Roads	15	Publish the updated Major Roads Report, following DfT publication of the national Transport Decarbonisation Plan and TfN's 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 RIS3, 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 commission is currently out to tender.
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	On Track Preparation of consultation materials and website complete. 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 Northern Powerhouse Independent Economic Review (NPIER) programme as a first step. October 2021	On Track Work continues to map out a roadmap to a revised STP for publication in February 2024. May activities have focused on exploring project management and visualisation tools to provide partners a regular update on progress.
	21		On Track

Strategy, Policy and Research		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	Initial scoping work exploring potential methodologies underway.
Strategy, Policy and Research	22	Consult and adopt the TfN Freight & Logistics Strategy and work with the industry to agree implementation arrangements. December 2021	In progress
			Draft strategy will be submitted to the July Board for consideration ahead of consultation on the content.
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, contact has been made with the team supporting the review to understand any emerging findings and how TfN can support. A response is awaited.
Corporate	24	Develop and provide a Comprehensive Spending Review submission to Government. In line with timetable set by Government	In Progress
			Initial preparatory work now underway. Detailed planning work will commence following the June Board meeting.
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 three 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 offices between mid-July and early-August 2021. The physical re-design of the Manchester office will be fully complete by the end of July and this will be followed by the Leeds office by the end of September.



Transport for the North
2nd Floor
4 Piccadilly Place
Manchester
M1 3BN



Transport for the North
Ground Floor
West Gate
Grace Street
Leeds
LS1 2RP



0161 244 0888



info@transportforthenorth.com

