

Transport for the North Monthly Operating Report November 2021



Contents

Introduction	Page
Summary from the Chief Executive	3
Programme Summary	
Northern Powerhouse Rail (NPR)	4-5
Strategic Rail	6-7
Strategic Transport Plan (STP)	8-9
Strategy, Policy, Research & Economics	10-11
Investment Programme	12-13
Major Road Network (MRN)	14-15
Operations Summary	16-18
Financial Performance	
Financial Update	19-20
Activity Dashboard	21
HR Update	22-23
KPIs (Key Performance Indicators)	24-28

Introduction

Summary from the Chief Executive

The Government's Integrated Rail Plan for the Midlands and the North (IRP) was finally published on 18 November 2021. The TfN Board was clear in its view that the Plan does not deliver the long-term transformation required to realise the North's economic potential. The Northern Powerhouse Independent Economic Review has previously established the evidence as to why such a transformation is required. However, there was also unanimous support from Board members to work with the Government to explore ways in which the long-term ambition underpinning its preferred Northern Powerhouse Rail (NPR) network might be realised.

Statutory advice from the Board in response to the IRP has been submitted to government and a response is now awaited. TfN officers are in discussions with DfT officials about the change in working arrangements for NPR moving forward, with TfN moving from a co-client to co-sponsor role. TfN officers are continuing to assess the IRP; in particular looking to understand its implications for the North's economic and decarbonisation strategies. Officers are also developing advice for the Board on how it might explore alternative funding mechanisms. Individual TfN workstreams are currently assessing the implications of the IRP for their programmes.

The TfN Decarbonisation Strategy was formally adopted by the TfN Board on the 26 November following the statutory consultation held during the summer. A number of targeted activities are now underway, including the development of an Electric Vehicle Charging Infrastructure Strategy for the North of England. The Major Roads Report was also agreed with the TfN Board and will be published in December.

Elsewhere TfN is continuing to contribute to the work of the Manchester Recovery Task Force, supporting work on identifying the need for investment in rail infrastructure and services in the Manchester area, including the Castlefield Corridor. We are also working with the industry to develop a more detailed proposal on how the Williams-Shapps plan might be delivered in the North, building on existing arrangements for the Rail North Partnership.

TfN responded positively to the publication of the final report of the Union Connectivity Review (UCR) led by Sir Peter Hendy. The Review proposes a UK Strategic Transport Network (UKNET) and a series of transport corridors for the UK which closely align to TfN's Strategic Transport Plan (STP). The Government now needs to respond to these proposals, and clearly TfN would welcome a strong role for Sub-national Transport Bodies in the development of the UKNET.

A major research study into transport related social exclusion (TRSE) has concluded and the emerging conclusions presented to the Partnership Board in November. Findings from this landmark study are expected to be published in early 2022. The TfN Investment Programme Benefits Analysis (IPBA) modelling work for IPBA is underway, and the project team is starting to prepare the interim Strategic Programme Outline Case (SPOC) with support from colleagues across TfN. The IPBA programme will require further work in 2022/23 to reflect the outcome of the IRP.

Northern Powerhouse Rail (NPR)

Monthly Summary

The Integrated Rail Plan (IRP) was published on 18 November 2021 and has significant implications for the NPR programme. Currently, the FY21/22 remit, which the NPR programme is delivering, remains unchanged and this update is provided in that context. Any changes to the FY21/22 remit will be communicated in future TfN Monthly Operating Reports (MOR). Key areas of focus in the month include the continuation of close working with DfT and Rotherham Metropolitan Borough Council (RMBC) to develop and receive feedback on the Rotherham Mainline (RML) station sift criteria. Additionally, GRIP (Governance for Rail Investment Projects) 2 activity is underway across all corridors and it remains a TfN and DfT requirement to deliver GRIP 2 in full within FY21/22. Model development to support Strategic Outline Case (SOC) delivery has continued with the progression of Northern Rail Modelling System (NoRMS) and Northern Economic Land Use Model (NeLUM) enhancements.

Activity Update

Business Case

The business case team has been working closely with the DfT and RMBC to develop and receive feedback on the RML station sift criteria. These criteria are required to produce the evidence base needed to undertake the completion of intermediate sift in early 2022 to identify the initial preferred station option. This is a critical step required to support RMBC's £10m funding provisionally granted via the Department of Levelling Up, Housing and Communities (DLUHC), with an initial deadline of 30 June 2022 for a land business case.

Infrastructure

GRIP 2 activities have now commenced on all corridors and are due to complete between December 2021 and April 2022. A key focus of activity has been scoping and developing impact assessment for the additional work, which was endorsed by TfN and DfT at the September 2021 NPR Programme Board. These were scope items which were deemed to be appropriate to proceed with in the absence of the IRP. Tenders have now been received for the land referencing and valuation services for Barnsley Dearne Valley (BDV) and Rotherham Main Line, with evaluations set to conclude by December.

Technical Assurance, Modelling and Economics (TAME)

Verbal agreement has been received from the DfT for the development of a light touch update to Northern Rail Modelling System (NoRMS) Iteration 2e. A NoRMS 2f would be developed in advance of the NPR SOC submission to address minor constraints with Iteration 2e. Progress on development of the Northern Economic Land Use Model 3 (NELUM) has been maintained through the period, with the completion of model development and submission of a final version to TAME and the DfT on track for early December.

Commercial Management

A briefing was provided to working level partners on 1 November 2021 on the pre-IRP cost tool work. The tool has been developed to enable quick analysis of the network capital costs.

Risks

The risks summarised below were assessed prior to the publication of the IRP are now live issues and are currently under review. An update is to be provided in the next Monthly Operating Report.

Risk Summary	Summary of Mitigating Measures	KPI
<p>IRP delay and impact to co-clients’ ability to agree current and future financial year scope. As a result of the programme’s dependency on the IRP, co-clients are unable to agree that all the activity set out in the TfN Business Plan for 2021/22 can be taken forward. Continued delay may lead to a review of instructed scope to ensure the programme minimises risk to abortive work and ensures value for money is maintained. This could result in delays to proposed programme activity for 21/22 and beyond, impact commissioning and mobilising programme teams to deliver work in 21/22, and readiness for delivery in future years.</p>	<ol style="list-style-type: none"> 1. Following the publication of the IRP, review scope between co-clients with a view to instructing on-hold items. 2. Ongoing discussions at a senior level between TfN, DFT, NR and HS2 regarding scope that can start in the absence of IRP. 3. Review impact of delays on each work package's ability to reach single option and develop response plan. 	<p>9, 10</p>
<p>IRP conclusions and decision-making. IRP conclusions may impact SOC if recommendations on funding, phasing and/or route option specification are different from those agreed by TfN Board. This may result in partners not accepting the conclusions, which may impact ways of working as well as importing delays to SOC update and submission to TfN Board and Government.</p>	<ol style="list-style-type: none"> 1. IRP response team has been created to review the IRP to understand impact on the SOC and 21/22 Business Plan. 2. Partner engagement to take place post-IRP. 3. Work is underway on scope activity that has been agreed between co-clients. 4. Scenario plans are in place to support a quick response to the IRP. 	<p>7-10</p>
<p>Transpennine Route Upgrade (TRU) integration. There is a risk that the NPR programme may become misaligned from the TRU programme if there is a lack of proper integration between the programmes, and if there is no/minimal reciprocal representation within each programme’s governance. This may result in avoidable costs and delays being incurred due to duplication of effort, re-work and strategic misalignment. In addition, the lack of integration may lead to missed opportunities for cross-programme assurance.</p>	<ol style="list-style-type: none"> 1. A regular monthly meeting, allowing for more collaboration on key infrastructure between NPR and TRU, is in place between TfN and Network Rail colleagues. 2. TfN presence (NPR and Strategic Rail directors) at periodic TRU oversight and TRU Programme Board meetings is to take place going forward. 	<p>7, 8</p>
<p>Amendment of HS2 powers at Piccadilly for higher output scenarios. A decision about proceeding with development of a Sheffield Connector requiring changes to the Hybrid Bill is likely to be required in the next 6-12 months to deposit before the end of 2023. NPR may therefore miss the opportunity to amend HS2 powers at Piccadilly for higher output scenarios, requiring a larger footprint for HS2 structures due to NPR development timescales not aligning with HS2 Western Leg hybrid Bill Additional Provision (AP) deadlines as well as possible IRP impacts. This may result in an AP taking 18 months to prepare.</p>	<ol style="list-style-type: none"> 1. NPR Infrastructure team to identify next steps for development of NPR designs at Piccadilly. 2. Discussions to take place between co-clients on scope of additional work on the HS2 connector – aiming towards instruction to HS2. 3. NPR to develop all proposals assuming that provisions in the HS2 Phase 2b Hybrid Bill are fixed. 	<p>7, 8</p>

Programme and Look Ahead

TfN Board

Future NPR agenda items will be confirmed following receipt of IRP appendices and response to TfN Members’ 29 November 2021 letter to the Secretary of State

Strategic Rail

Monthly Summary

TfN is working with the industry to develop a more detailed proposal as to how the Williams-Shapps plan might be delivered in the North, building on existing devolution arrangements as managed through the Rail North Partnership (RNP) and in line with the aspirations in the Northern Transport Charter. Following endorsement of the approach at the TfN Board in November, engagement will commence with the Great British Railways Transition Team and city region transport authorities.

TfN is continuing to shape the work of the Manchester Recovery Task Force, supporting work on both infrastructure and services. Operators are out to consultation on the detailed timetables for December 2022. The team is working closely with the RNP on train operator business plans and budgets for next year. TfN input is via the Rail North Committee.

Activity Update

Rail Operations

Passenger demand on Northern has levelled off, with demand figures at 73% of pre-Covid levels and TransPennine Express (TPE) has seen a slight decrease to 66%. Performance has been impacted by severe weather with services cancelled or a reduced timetable operated. The leisure market remains strong with some services reporting higher than pre Covid levels of patronage whilst the commuter and business travel market remains well below pre covid levels.

TfN is working with the DfT and industry on revised proposals for East Coast Main Line (ECML) services planned for introduction in May 2023. Avanti West Coast is planning timetable changes from December 2022.

Rail Investment

The Integrated Rail Plan (IRP) has indicated a preference by Government to progress development of an Option G for the TransPennine Route Upgrade (TRU) which will be delivered as part of Northern Powerhouse Rail (NPR) Phase 1 and Phase 2. Detail is awaited on the exact timescales for delivery, but we are aware that as part of the IRP announcement a further £625m has been secured by the TRU project to progress Option G to the next phase of the Programme Business Case by Autumn 2022.

In relation to central Manchester, the outputs of the analysis of the performance benefits of providing platforms 15/16 at Manchester Piccadilly station are being reviewed, in parallel with further development of proposals at Oxford Road. An update on this work will be provided to Rail North Committee in December.

Digital Strategy

A Policy Statement on contactless fare capping has been developed and endorsement is sought from Exec Board on 9 December 2021. Bus Service Improvement Plans across the North have been collated, and areas of digital collaboration identified.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
Proposed timetable changes on the East Coast Main Line (ECML) in May	1. TfN has appointed a consultant to explore how regional services that would be lost can	1

<p>2023 and Manchester in December 2022 will have an impact on local connectivity, thereby reducing choice for passengers. On the ECML, there is a risk of reduction in East-West connectivity to facilitate an additional North-South service from Newcastle to London. In relation to Manchester, a new timetable structure has been agreed from December 2022 to improve performance, but at the expense of some connectivity in the short-term pending infrastructure improvements.</p>	<p>be restored on ECML. They are working with the industry on an alternative option.</p> <ol style="list-style-type: none"> 2. TAME has been commissioned to produce economic impacts of the timetable change on the ECML. 3. A collaboration between DfT and TfN to develop a railmap of investment to support further capacity on the ECML will be established. 4. Regarding Manchester, collaborative work continues with DfT and partners to identify and mitigate any severe impacts. 	
<p>The Rail Reform White Paper has insufficient detail about the role of TfN and other devolved bodies to allow a clear appreciation of their future role. There is a risk that TfN could have a different role in service delivery following the publication of the Williams-Shapps review. The role of devolved bodies or RNP is not outlined in the White Paper with current proposals showing rail contracts aligning under Great British Railways.</p>	<ol style="list-style-type: none"> 1. TfN through its role on the RNP continues to engage with the DfT at the highest level. 2. TfN is now working collaboratively with Network Rail and the transition team on a proposition for rail in the North under the White Paper proposals. 	3
<p>The long-term effect of Covid-19 on the viability of train services and future investment decisions. There is a risk that the current services could be cut due to the increased cost of the subsidy. There is also a risk that the passenger enhancements (such as the completion of new infrastructure) will continue to be delayed with lower service offerings on routes which in turn will lead to weaker business cases.</p>	<ol style="list-style-type: none"> 1. Working with the industry to develop new innovative ways to reduce the level of subsidy. 2. Use the Return to Rail campaign to increase the farebox revenues; use the RNP as an avenue to influence change. 3. Provide viable value for money options that align with decarbonisation aims, future growth, and opportunities to improve connectivity. 4. Working with the industry on initiatives and fares options to increase demand. 	1
<p>TRU fit with the wider investment strategy in the North. There is a risk that the IRP reopens discussion on existing Government commitments' including both legs of HS2 Phase 2b, NPR and TRU. Delivery of TfN's STP might be impacted. There is potential for severe adverse reputational impact for TfN and pressure from partners.</p>	<ol style="list-style-type: none"> 1. Strategic Rail, Strategy & Programmes, and NPR to continue to work together to review IRP outputs and consult with members to identify the way forward for programmes across the North. 2. TfN to continue to challenge the cost of major scheme projects and support the development of complementary and independent interventions on the classic network that could be delivered early. 	6

Programme and Look Ahead

- Working through the Rail North Committee on the Manchester Railmap linking service changes to infrastructure.
- ECML– working with industry and partners on an alternative proposal that better meets the needs of the North.
- Working with the GB Railways transition team and city region authorities on a proposition for rail under the Williams-Shapps White Paper proposals.
- 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 work closely with DfT and Network Rail to secure successful delivery of the TRU project objectives and establish a strong role for TfN in the light of the IRP publication and governance changes.

Strategic Transport Plan (STP)

Monthly Summary

In September 2021, TfN Board agreed that TfN should commence work on a new programme of work to revise and update the Strategic Transport Plan (STP) and seek adoption of the new plan no later than Spring 2024.

The STP programme will help guide and prioritise policy development, research and analysis within TfN as work on the STP progresses. The technical detail and scope of the activity will need to be scaled to TfN's overall funding level and agreed with the Board through the Business Plan for 2022/23. TfN will need to carefully manage uncertainties and external dependencies and create a flexible plan that can respond to events. We also need to align to Government and partner activities as well as industry processes, particularly the creation of Great British Railways (GBR).

Activity Update

- The overall programme and approach to developing the STP was agreed in principle with the TfN Board at the end of September 2021. In agreeing the programme, the Board has asked officers to consider how the timetable for adopting the STP could be brought forward from Spring 2024.
- A more detailed programme including options for accelerating elements of the process has been developed by officers and would see the adoption of the revised STP being brought forward to December 2023, subject to governance dates.
- The lead officer for the STP has also been working up a scope to bring in some external support to help complete the STP planning activities by year end. These additional activities will build from the agreed programme and start to consider the structure of the document as well as a suitable stakeholder engagement plan to support the development and adoption next financial year.
- TfN is continuing its programme of work to update the policy positions in the 2019 STP, including initial draft policy position papers on spatial planning and multimodal hubs. Activity in November has focused on revising the draft policy positions following feedback from partners via TfN's Strategic Oversight Group and industry bodies such as the Royal Town Planning Institute (RTPI). We intend to take the first wave of these positions, namely on active travel, spatial planning and multimodal hubs, through formal TfN governance for sign off in January 2022.
- Further policy development activity considering international connectivity and rural mobility is currently underway with further policy development work also required early in the 2022/23 financial year.
- Colleagues in Strategy and Strategic Rail have been working closely together throughout November to start to scope out what might be required to update the Long-Term Rail Strategy (LTRS) in advance of the revised STP. It is expected that an agreed scope and timeline will be in place by the end of the current financial year.
- An early step in updating TfN's strategic objectives is to refresh the Northern Powerhouse Independent Economic Review (NPIER), first published in 2016.

- In support of the STP programme and in preparation for the full NPIER programme expected to commence in 2022, TfN has recently commissioned a number of initial research projects to revisit the central themes of the NPIER and review progress in growing the prime and enabling capabilities since 2016.
- A longer-term programme of work to refresh the NPIER is being developed with Northern Local Enterprise Partnerships (LEPs).

Risks that may impact the STP are currently represented within the Strategy, Policy, Research & Economics section.

Programme and Look Ahead

Through the programme there will be a number of significant staging points and decisions, including:

- January 2022. Expected publication of the Levelling Up White Paper, work commencing on the NPIER programme and initial STP planning activity starting.
- February 2022: adoption of the first series of TfN policy positions that will feed into the revised STP.
- March 2022: adoption of the second series of TfN policy positions that will feed into the revised STP.
- Mid/late 2022: agreeing a new NPIER and agreeing the objectives and outline scope of the next STP.
- Early 2023: agreeing the key road and rail investment priorities for the North, updating the Northern Infrastructure Pipeline, and the final evidence base for the STP.
- Spring 2023: Board approval of the draft STP ready for consultation.
- Summer 2023: statutory public consultation on the draft STP.
- Early Autumn 2023: response to the consultation.
- End 2023 or early 2024: new STP adopted by Board.

Strategy, Policy, Research & Economics

Monthly Summary

Key policy and strategy development activities include the adoption of the TfN Decarbonisation Strategy, responding to the publication of the Integrated Rail Plan, preparation for the consultation on the TfN Freight & Logistics Strategy, external engagement with partners on draft spatial planning and multimodal hubs policy positions, and taking forward the next steps on the Northern Transport Charter, including the approach to citizen engagement and prioritisation.

The Economics and Research team continues to make progress with their research projects with inception meetings completed for all workstreams. Research on transport-related social exclusion has now been completed and initial findings presented to TfN Partnership Board in November. The team has hosted a number of internal Team Talks to raise awareness internally of our work and support evidence-based policy making.

Activity Update

- The updated Decarbonisation Strategy document and draft Consultation Analysis Report gained final approval from TfN Board on 24 November. The 'at a glance' version is being finalised in advance of the planned launch on Wednesday 8 December.
- Work on the TfN Freight & Logistics Strategy has also continued in preparation for a short consultation now due to commence in December. The final version of the strategy will be submitted to TfN Board in early 2022.
- TfN continues to develop a number of policy position statements to feed into the revised STP. Position statements on active travel, spatial planning and multimodal hubs have now been through the Strategic Oversight Group for feedback before they are agreed through TfN governance in early 2022.
- The Government's Integrated Rail Plan was published in November. The IRP proposes investment in the North including new lines but does not go as far as the TfN Board recommended in committing to HS2 and Northern Powerhouse Rail. In particular the proposals for NPR are substantially less than the Board's preferred network. The Board has issued statutory advice to the Government in response to the publication. The IRP sets out a change in TfN's role on NPR from co-client to co-sponsor. The implications of this are being discussed with the DfT. TfN is still intending to commence work in early 2022 on a Combined Train Service Specification to set out the vision as in the Long-Term Rail Strategy.
- The final report of the Union Connectivity Review, led by Sir Peter Hendy, was published on 26 November. It proposes a UK Strategic Transport Network (UKNET) and a series of transport corridors which in the North are similar to those in the Strategic Transport Plan. It aligns well with TfN's evidence submission, though the report itself is not clear as to the role that Sub-national Transport Bodies should play.
- Both the qualitative and commissioned transport-related social exclusion (TRSE) research projects are now complete, and findings have been shared with the TfN Partnership Board. Publication of the report and data tool for this research is due in February 2022.

- The team has been working with Ipsos MORI to develop proposals around TfN's approach to Citizen's Engagement with plans to present potential options to a NTC Member Working Group in January 2022.
- Work continues to progress on the transport, health and wellbeing project and the Monitoring and Evaluation Programme Benefits Mapping commission.
- The inception meetings for both Northern Powerhouse Independent Economic Review research projects have been completed with work progressing well in all areas.
- The Northern Evidence Academic Forum took place on the 16 November and was well received by attendees. A recording is available on the TfN website.

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<p>STP buy-in from Government. Risk central Government (DfT) may not consider and/or listen to or accept TfN's advice on proposed transport interventions for the North.</p>	<p>1. Regular engagement sessions with the appropriate leads within DfT to ensure a joined-up approach and regularly discuss the plans to revise the STP, the TfN Decarbonisation and draft Freight & Logistics Strategies with them for comment and feedback.</p>	19 & 22
<p>TfN embedding the STP across programmes. Risk regarding how the STP and policy positions are embedded across the organisation and how they are joined up across the programmes. If not managed well, a working siloed culture may be prevalent, causing a multitude of business issues to TfN.</p>	<p>1. TfN has recently completed work on the TfN Policy Development Framework which will ensure consistency across TfN workstreams. 2. Co-ordination mechanisms have been established within TfN and with partners (such as the Strategic Oversight Group) to facilitate the co-ordination of programmes of work. 3. A robust benefits realisation framework is being developed to enable the evaluation of programme KPIs and allow the assessment of outcomes in relation to STP objectives.</p>	20
<p>TfN Decarbonisation Strategy. TfN is unable to develop appropriate and timely policy positions, meaning the North fails to achieve close to zero carbon emission for surface transport by 2045.</p>	<p>1. Careful planning of TfN decarbonisation activities to ensure priority actions are given appropriate focus and resources. 2. Dedicated officer in post responsible for ensuring TfN adopts appropriate and timely policies across TfN workstreams. 3. Develop mechanisms to ensure decarbonisation and sustainability are reflected in project and strategy decision-making.</p>	19
<p>Economics and research programme. Timescale delay and poor-quality outputs from commissioned projects cause delay to inter-dependent projects and/or reputational damage to TfN.</p>	<p>1. High quality suppliers selected through rigorous procurement process. 2. Weekly catch ups with suppliers to flag any potential timescale delays. 3. Thorough discussion of methodology and approach and early sight of outputs to prevent poor quality outputs.</p>	19, 20

Programme and Look Ahead

- Completion of the transport-related social exclusion research – February 2022.
- Seeking sign off from TfN Board to the first round of TfN policy positions which will feed into the revised STP – Q4 2021/22.
- Initial piloting of citizen engagement approaches – Q4 2021/22.

Investment Programme

Monthly Summary

The modelling work for the Investment Programme Benefits Analysis (IPBA) project is fully underway and the project team is starting to prepare the interim Strategic Programme and Outline Case (SPOC). This will help us to understand 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

- Due to the significant changes in the rail network published in the Integrated Rail Plan (IRP), further work to assess the impacts of this on the TfN Investment Programme will be required next financial year, subject to business planning. The current IPBA project will deliver an interim SPOC setting out the benefits analysis of the current Investment Programme in Spring 2022. This will give substantial evidence to support TfN's Investment Programme, which will still be relevant, particularly for the highway network.
- The change control for an additional sensitivity test to consider the impact of a five-year delay to the delivery of the Investment Programme has been submitted to finance for approval.
- The freight modelling report, which will feed into the SPOC, have been completed by the supplier and approved by TfN's modelling and appraisal team.
- The team has started to draft the interim SPOC, with support from colleagues from the wider team.
- TfN has held briefings with new Department for Transport (DfT) technical representatives and ongoing engagement will take place via the Technical Assurance Group (TAG) meetings.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
Northern Economy and Land Use Model (NELUM) lead resilience: There is a risk that the NELUM model will not be ready and sufficiently tested in time for the IPBA programme. This could result in programme delays and further costs.	1. Monitor NELUM progress via the programme and weekly modelling calls.	13
Department for Transport (DfT) engagement: If DfT is unable to commit resources to attend meetings, particularly TAG, potentially due to changes in personnel or other priority work taking focus, there is a risk that we will not have enough engagement with DfT. This may result in DfT not having sufficient technical	1. Monitor DfT attendance at TAG meetings and offer one-to-one briefings, if necessary. 2. If this risk continues to escalate, discuss it with the DfT representative at the Strategic Oversight Group.	13

understanding of IPBA and may not endorse the outcomes of the work.



Programme and Look Ahead

- Continue modelling and appraisal work in accordance with the Appraisal Specification Report.
- Continue to develop the interim SPOC for completion in April 2022.
- Due to the significant changes in the rail network published in the Integrated Rail Plan (IRP), further work to assess the impacts of this on the TfN Investment Programme will be required next financial year, subject to agreement in the TfN business planning process. The current IPBA project will deliver an interim SPOC setting out the benefits analysis of the current Investment Programme in Spring 2022.

Major Road Network (MRN)

Monthly Summary

The Major Roads Report (MRR) was approved at TfN Board on 24 November. Accelerated delivery of the 2021 mobile dataset, demonstrating the performance of the Major Road Network, has been approved, and the first nine months of data (Jan – Aug 2021) have been received for review.

Activity Update

- The Major Roads Report (MRR) was approved at TfN Board on 24 November and will be published mid-December.
- The Electric Vehicle (EV) charging infrastructure model has been built and initial outputs shared with the EV Steering Group. An update on development to date, outputs and proposed next steps were shared with Strategic Oversight Group (SOG) members on 11 November.
- Accelerated delivery of the 2021 mobile dataset, demonstrating the performance of the Major Road Network, has been approved, and the first nine months of data have been received for review.
- TfN hosted Application Programming Interface (API) training sessions with partners, which will allow them to access the 2020 and 2021 mobile dataset for the MRN.
- The final draft of TfN's multimodal hub policy position was presented to SOG members on 11 November, this will be taken through TfN governance in the New Year.
- TfN coordinated a joint Sub-national Transport Body (STB) response to the Future of Transport Regulatory Review consultation, which closed on 22 November.
- The Major Roads and TAME met with National Highways colleagues to discuss potential ways TfN can support the development of business cases for the Road Investment Strategy (RIS)3, using the Analytical Framework.
- The team has participated in four Route Strategies workshops with National Highways.
- TfN responded to the National Highways' statutory public consultation events for the A66 Northern Trans-Pennine project, which closed on 6 November.
- TfN met with National Highways on 23 November to discuss the strategic and economic dimensions of the business case for the Doncaster – Darrington scheme.
- The team hosted a stand at the annual Highways UK conference on 3 and 4 November 2021 and team members participated in a number of the technical events, promoting TfN's work and supporting the conference programme.
- The team is continuing to monitor and manage the Major Road Network 2020-2025 Programme risk on a regular basis to ensure there is clarity around any decisions made on proposed MRN1 road investments.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<p>Alignment with delivery partners - The Investment Programme will be directly affected by other delivery partners (eg. Local Transport Authorities, National Highways, etc) and unplanned announcements could impact TfN work. There is a risk that the recommendations of the Investment Programme do not complement the strategies of other organisations. This could result in a reputational impact, as well as the financial and programme implications of any additional work that is required in response to this risk occurring.</p>	<ol style="list-style-type: none"> 1. TfN to provide RIS3 recommendations to National Highways 2. Manage expectations with partners at IPBA partner briefings. 	16
<p>EVCI stakeholder expectations and interaction – If there is any misalignment of objectives or miscommunication with key stakeholders, there is a risk that stakeholders might not be clear on the outputs to be delivered, it's uses, and their inputs required. This could lead to reputational risk, poor partner relations, and project outputs that are not applied effectively.</p>	<ol style="list-style-type: none"> 1. Host ongoing EVCI Steering Group to test and feedback on outputs. 2. Engagement with the DfT and the Office for Zero Electric Vehicles to ensure clear understanding of how this work can support the national agenda and actions. 3. The suppliers are to support the partner agreement of inputs to the modelling tool. 4. The team is seeking new avenues to promote the work, including National Grid and the Energy Saving Trust (a delivery body for Government regarding electric vehicles). 5. Demonstrate the outputs in a visually accessible way. 6. Engage with partners to encourage and suggest uses of project outputs. 	17
<p>Mobile data outputs under-utilised - If partners do not have sufficient resources to utilise the MRN mobile datasets, or they do not find use in the outputs, there is a risk that the project outputs may be under-utilised. The value of the work may not be understood and likely to make further bids for future dataset projects more challenging.</p>	<ol style="list-style-type: none"> 1. Develop a dashboard that will demonstrate the project outputs and examples of use for the data. 2. Provide support and training to partners including recorded webinars and step-by-step guidance. 3. Use the mobile dataset to strengthen the TfN evidence base for future Major Road Network intervention bids. 4. Atkins to present the outputs and outcomes of the project to the Major Roads Group, and produce an executive summary set of slides for sharing. 	14

Programme and Look Ahead

- The team, working with TAME, will review the full Electric Vehicle Charging Infrastructure (EVCI) model and reporting of outputs. We will also finalise scope for Phase 2 of the project, with a view to agree inputs, approach and outcomes with TfN Executive Board.

Operations Summary

Monthly Introduction

TfN operational teams include teams and departments that are key to our success as a Sub-national Transport Body and the completion of our authority-wide KPIs, but who are not responsible for the completion of individual projects or programmes. These teams provide support for programmes through specialist skills and knowledge in their relevant areas. Teams included under the operations section include the Stakeholder Engagement & Communications Team (SECT), Finance, Procurement & Risk, and Technical Assurance, Modelling & Economics (TAME). Other teams within TfN may also be referenced under this section when they undertake important activities relevant to the pursuit of TfN's success and wider goals.

Activity Update

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

Stakeholder Engagement & Communications Team (SECT)

- The publication of the Integrated Rail Plan was a key communications and engagement priority during November. We published an initial response, which was then followed by a press conference after Board and publication of the statutory advice. The interim Chair, Chief Executive and Board Members, were interviewed by a number of outlets, including Sky News, BBC, ITV, GB News, Times Radio.
- The press conference gained more than 500 views across our platforms. The broadcast of the Board meeting has received almost 1,000 views to date, making it one of our most viewed ever. Profile visits and mentions on Twitter more than doubled month-on-month due to the increased interest around our IRP messaging. The TfN website received more than 31,000 page views, which was a 7% uplift year-on-year.
- The internal Team Talks series resumed and we continued to promote activities and information from across the organisation.
- Our stakeholder engagement activities supporting the Transport Across the North APPG, which is due to have its AGM in December.
- Our interim Chair and IPPR North led a fringe event on the Northern Transport Charter at the Labour North West Conference. The Chief Executive visited Tees Valley and the North East to meet with stakeholders and met with the North East Joint Transport Committee about their transport plans for the region.
- We supported the creation of digital content assets for the #ReturnToRail campaign with an external agency and our #NorthStats and 'Chart of the Week' offerings also grew in interactions and views. We filmed our Journeys Back story with Paralympian Ellis Palmer that will go out on our channels over the coming weeks.

Finance, Procurement & Risk

- Budget Revision 2 was submitted and considered by Scrutiny, Audit & Governance and TfN Board.
- We are awaiting a response from DfT regarding NPR funding letter 22 (for quarter 3 2021/22).
- The IRP was received and its implications are being considered. Any incremental activity will be captured in Budget Revision 3.
- Following engagement with DfT and discussion at Executive Board, a bid for additional grant, representing incremental activity over the current budget, was submitted to DfT on 20 October 2021. We are still awaiting confirmation of any grant allocation.

Legal & Democratic

- The 29 September and 24 November TfN Boards and Partnership Boards were held as face-to-face meetings in Manchester and Leeds. The January 2022 Board meeting will need to be held face-to-face to appoint a new Independent Chair, so subject to Government advice on pandemic developments, arrangements are being made for a venue in Manchester. Following Board's desire to hold "hybrid" meetings and agreement on the principle of at least two in-person meetings per year in Manchester and Leeds, arrangements to allow hybrid meetings continue to be developed.
- Three online sessions offering updated Constitution training for Members have recently been held; attendance was light, so Members are to be contacted offering the arrangement of bespoke sessions if any Member who would have wished to attend was unable to do so.
- The team continues to support procurement and governance and provide general legal advice across a wide range of areas within TfN, including the Strategic Transport Plan as work on it is developed.

TAME (Technical Assurance, Modelling & Economics)

- Early NPR tests of The Northern Economy and Land Use Model 3 (NELUM 3) have been completed and results are under review to determine if they are reliable enough for release into the NPR programme.
- The DfT has shared the final draft of the Northern Rail Modelling System (NoRMS) iteration 1d Discovery Report. TAME has assembled a programme of future work to address the relevant recommendations and will provide a response to the report in early December.
- The NorTMS Development Partner has started work developing NoRMS Iteration 2f, which is intended for use on the NPR SOC submission. The development work is expected to be completed in four to five weeks.
- NorTMS has been successfully run in dynamic highway cost mode on the IPBA programme. This integrates the rail and highway models into a unified platform enabling improved multimodal modelling
- The Rail Modelling and Appraisal Partner (RMAP) contract team is progressing with tasks unaffected by the IRP.

- The 2022/23 RMAP Contract Invitation to Tender (ITT) has gone to market and responses are expected by mid-December.
- TAME continues to support the development of an Electric Vehicle Charging Infrastructure modelling tool.
- The team now has a full complement of consultants under the Analyst Support Partner Contract and plans to retain these resources until the contract expires end of March 2022, or until notified otherwise by the DfT.

Financial Performance

Financial Update

Summary

Expenditure incurred in November: £4.21m

Variance to monthly budget: Underspend of £0.50m (11%)

Year-to-date (YTD) expenditure incurred: £35.12m

Underspend to date: £0.47m (1%)

Headlines

- November actuals have been monitored against the Revision 2 budget, which was prepared prior to the publication of the Integrated Rail Plan (IRP).
- The underspend in the month and year-to-date are principally driven by the NPR programme and Strategic Rail activity.

Programmes

- Expenditure of £3.35m represents an underspend of £0.30m (8%) in the month.
- Year-to-date expenditure of £29.32m is £0.32m behind budget (1%) and is driven by underspend on the NPR programme.

Integrated & Smart Travel

- Expenditure of £0.03m was incurred in the month. Year-to-date expenditure of £1.04m is £0.01m under budget (1%).

Northern Powerhouse Rail

- Expenditure of £3.26m represents an underspend of £0.24m (7%) in the month. Year-to-date expenditure of £27.70m.
 - Underspend is driven by lower use of contractor resources in the month, both in programme support and modelling.

IPBA (Investment Programme Benefits Analysis)

- Expenditure of £0.05m in the month was under budget. Year-to-date expenditure of £0.58m is £0.07m under budget (11%). This is due to modelling work being behind schedule but is still expected to catch up before the end of the financial year.

Operations:

Rail Operations

- Expenditure in the month of £0.26m is £0.14m (34%) under budget. YTD expenditure of £1.52m is £1.78m. Underspend is driven by lower than forecast expenditure on several professional services contracts.
 - The contribution to capacity analysis on the East Coast Main Line will now be spread over several months, rather than as a one off payment.
 - Business case work has been paused while the work programme is re-assessed following the publication and content of the IRP.
 - Delays to the rail recovery work due to increasing uncertainty in relation to the pandemic and the potential for changes in guidance which could impact train usage.

Operational Areas

- Expenditure of £0.60m in the month represents an underspend of 11%. YTD expenditure of £4.02m is £0.02m behind budget.
 - Underspend to date is concentrated in the modelling business area. A discrete data purchase was delayed and is now forecast to occur in December, and expenditure on the Strategic Rail Business Case modelling support contract is lower than anticipated following the publication of the IRP.

Expenditure Control

- Through the monthly budget virement process, new opportunities identified as supportive of the delivery of the 2021/22 Business Plan are reviewed by OBT. No new activities were approved in November.

Activity Dashboard

TRANSPORT FOR THE NORTH FINANCE DASHBOARD					PERIOD BUDGET CYCLE		8 REVISION 2		NOVEMBER 2021/22	
PERIOD ACTUALS VERSUS BUDGET (REVISION 2)										
	Actuals £m	Budget £m	Var. £m	Var. %						
Integrated and Smart Ticketing	£0.03	£0.05	£0.01	30%						
Northern Powerhouse Rail	£3.26	£3.50	£0.24	7%						
IPBA	£0.05	£0.10	£0.05	48%						
Programmes	£3.35	£3.65	£0.30	8%						
Rail Operations	£0.26	£0.39	£0.14	34%						
Operational Areas	£0.60	£0.67	£0.07	11%						
	£4.21	£4.71	£0.50	11%						
YEAR TO-DATE ACTUALS VERSUS BUDGET (REVISION 2)										
	Actuals £m	Budget £m	Var. £m	Var. %						
Integrated and Smart Ticketing	£1.04	£1.05	£0.01	1%						
Northern Powerhouse Rail	£27.70	£27.94	£0.24	1%						
IPBA	£0.58	£0.65	£0.07	11%						
Programmes	£29.32	£29.64	£0.32	1%						
Rail Operations	£1.78	£1.92	£0.14	7%						
Operational Areas	£4.02	£4.03	£0.02	0%						
	£35.12	£35.59	£0.47	1%						
YEAR TO-DATE ACTUALS VERSUS FORECAST TO OUTTURN (REVISION 2)										
	Actuals £m	F/cast £m	Var. £m	Var. %						
Integrated and Smart Ticketing	£1.04	£1.23	£0.19	15%						
Northern Powerhouse Rail	£27.70	£45.62	£17.92	39%						
IPBA	£0.58	£0.86	£0.28	33%						
Programmes	£29.32	£47.71	£18.39	39%						
Rail Operations	£1.78	£3.10	£1.32	43%						
Operational Areas	£4.02	£6.23	£2.21	35%						
	£35.12	£57.03	£21.92	38%						
FUNDING YEAR TO DATE					FUNDING FORECASTS TO OUTTURN (REVISION 2)					
Funding Stream	Actuals £m	Budget £m	Var. £m	Var. %	Actuals £m	Budget £m	Var. £m	Var. %		
TDF - Rail	£27.70	£27.94	£0.24	1%	TDF - Rail	£27.70	£45.62	£17.92	39%	
IST - Capital and Revenue	£1.04	£1.05	£0.01	1%	IST - Capital and Revenue	£1.04	£1.23	£0.19	15%	
Core Grant	£5.27	£5.49	£0.21	4%	Core Grant	£5.27	£8.48	£3.21	38%	
Rail North Grant & Contributions	£0.93	£0.95	£0.01	1%	Rail North Grant & Contributions	£0.93	£1.44	£0.50	35%	
Trading Income	£0.17	£0.17	£0.00	0%	Trading Income	£0.17	£0.26	£0.10	37%	
	£35.12	£35.59	£0.47	1%	£35.12	£57.03	£21.92	38%		

Human Resources Update

Salaried Establishment as at **6 December 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 (71.84 FTE)	18 (18.00 FTE)	91 (89.84 FTE)
Rail North Partnership (Hosted)	13 (13.00 FTE)	3 (3.00 FTE)	16 (16.00 FTE)
Total Establishment	113 (111.84 FTE)	23 (23.00 FTE)	136 (134.84 FTE)
Strength (in post)	104 (102.84 FTE)	15 (15.00 FTE)	119 (117.84 FTE)
Appointed (start date pending)	1 (1.00 FTE)	-	1 (1.00 FTE)
Active/Pending Recruitment	1 (1.00 FTE)	1 (1.00 FTE)	2 (2.00 FTE)
Vacant – On-hold	7 (7.00 FTE)	7 (7.00 FTE)	14 (14.00 FTE)

Agency/Consultancy Resource – Covering Vacant Established Posts

Area	Posts (FTE)
Support Services	5 Posts (5.00 FTE)
Operational & Delivery	10 Posts (10.00 FTE)
Total	15 Posts (15.00 FTE)

Consultancy Resource – Contracts for Service (TDF Funded)

Area	Current Strength Posts (FTE)	Year-End FY21/22 Projected Posts (FTE)
Support Services	0 Post (0.00 FTE)	0 Post (0.00 FTE)
Operational & Delivery – NPR	46 Posts (46.00 FTE)	101 Posts (101.00 FTE)
Total	46 Posts (46.00 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 55 posts) are anticipated to be brought in throughout the forthcoming year, with actual plans for this resource to be finalised once the IRP has been fully considered and a revised date/arrangements for the submission of the NPR SOC agreed.

Resourcing Update – For Information

Permanent Recruitment Pause - given current uncertainties facing TfN, we have temporarily paused permanent contract recruitment. Any vacancies that arise will be resourced using fixed-term contracts, acting-up arrangements or contractor resources, additionally, there is a by-exception process where a risk to business plan delivery is identified, permanent recruitment will be permitted.

TfN Board & Partnership Board Chair – as reported to the TfN Board in November, two closely matched candidates have been taken through to a second stage selection process. It is intended that a preferred candidate for appointment will be presented to the January 2022 TfN Board meeting for approval.

HR Metrics – 2021/22 Year-To-Date:

Corporate Sickness Level:	1.8%
Employment Policy Application:	1.5%
Rolling 12 Month - Employee Turnover (Voluntary Leavers):	16.2%
% of Employees from an Ethnic Minority Background:	13%
% of Employees declaring a Disability:	22%
Gender Mix - % of Female Employees:	39%
% of Male Employees:	61%

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)	8
On Track (in progress, no delays)	5
In Progress (in progress, may become delayed)	5
Delay (has missed a key deadline)	5
Delay BTYE (delayed beyond this year end)	0
Not Started	3

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	On Track
			Messaging and communications will continue to promote safe use of public transport. The team is working with Train Operating 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	Delay	Delay
			Work was undertaken on developing a Strategic Outline Business Case for a radical plan for Leeds station, with the delivery of an economic case by Atkins. However, following publication of the IRP, this workstream will now be incorporated into a larger study of Leeds led by Network Rail. A second Hub Delivery Plan (for Carlisle) is being scoped at present.	
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	Achieved	Achieved
			A draft formal response has now been produced, and agreed with slight modifications by TfN Board in September. The TfN Board agreed that TfN's future role in the railway should be centred on four pillars where TfN adds the most value to the industry structure. This has already formed the basis of discussion between TfN officers and the industry to shape the next	

			phase of work with the GBR transition team.
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	<p>Delay</p> <p>Network Rail is now fully engaged with the Theoretical Line Speed process and is progressing the delivery of the Darlington – Bishop Auckland findings. The development of the York – Scarborough findings is delayed, and will not be delivered by March 2022. TfN continues to work with NR to resume work in 2022/23.</p>
Strategic Rail	5	Pursue the digital transformation of fares, ticketing and information through collaboration and the development of business cases across the North and/or through national rail reform. March 2022	<p>In Progress</p> <p>A scoping report for this programme was prepared by the Integrated & Smart Travel (IST) team as part of the project closedown. Policy statement on contactless capping endorsed by OBT in November and endorsement is sought from Exec Board on 9 December. Bus Improvement Plans collated, and areas of digital collaboration identified. Plans for Northern Digital Mobility Strategy is targeted for TfN Board in January.</p>
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	<p>On Track</p> <p>TfN is actively using its powers and voice to get a better outcome for passengers in central Manchester, for example by working collaboratively with DfT to secure the right infrastructure and services for Manchester.</p>
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	<p>In Progress</p> <p>The Department has now said it intends to complete the SOC in 2022. Further discussions are required to determine what support is required from TfN.</p>
Northern Powerhouse Rail	8	Reconfirm NPR phasing plan in response to Government’s Integrated Rail Plan. TBC post-IRP	<p>Not Started</p> <p>Final phasing position in the SOC is awaiting clarification of the IRP conclusions and subsequent agreements between TfN and DfT.</p>
Northern Powerhouse Rail	9	Complete initial survey work and commence OBC on early accelerated projects to start construction in FY 2024/25. September 2021	<p>Delayed</p> <p>Current survey works were due to conclude in Q2 21/22, however issues with possessions/site access has resulted in required surveys now scheduled to conclude in January 2022. The programme of activity post-surveys is dependent on IRP conclusions and subsequent agreements between TfN and DfT.</p>
	10		Not Started

Northern Powerhouse Rail		Initiate additional survey work and commence Outline Business Case on early accelerated projects to enable delivery partners to start construction in 2024/25. January 2022	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	In progress The IRP sets out the government's intention to replace co-clienting with a co-sponsorship governance arrangement. Further detail is awaited and the executive will seek early steers from the TfN Board in January.
Investment Programme Benefits Analysis	12	Commission the Investment Programme Benefit Analysis work and deliver the programme up to the Gateway Review. September 2021.	Achieved The GPR is now complete. The GPR has identified minor changes to be introduced to the project scope and re-baselining of the project programme.
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	Delay Due to the significant changes in the rail network published in the Integrated Rail Plan (IRP), further work to assess the impacts of this on the TfN Investment Programme will be required next financial year, subject to business planning. The current IPBA project will deliver an interim SPOC setting out the benefits analysis of the current Investment Programme in Spring 2022.
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	Achieved The mobile data project for the 2020 dataset is complete.
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	Achieved The MRR was approved at TfN Board on 24 November.
Major Roads	16	Use our evidence base to work with National Highways 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 National Highways to develop the Route Strategies, which will feed into RIS3, is ongoing. National Highways commenced engagement with stakeholders on Route Strategies in October 2021.
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,	On Track Work continues on the Electric Vehicle Charging Infrastructure (EVCI) project, with EVCI model outputs being shared with partners.

		supporting all communities in the adoption of low and zero emission vehicles. March 2022	
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	Achieved Strategy adopted by TfN Board on 24 November. Publication due on Wednesday 8 December.
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	Achieved Principals of the proposed programme were taken through TfN governance in September 2021 and agreed by the TfN Board on 29 September 2021.
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 TfN Board agreed to the NTC development plan at July 2021 board, including the progression of advanced prioritisation mechanisms and independent assurance arrangements. Further internal work is now underway and will be presented to the NTC Member Working Group in January 2022.
Strategy, Policy and Research	22	Consult on and adopt the TfN Freight & Logistics Strategy and work with the industry to agree implementation arrangements. December 2021	Delayed The consultation on the strategy will commence in December. The Board will consider the final version of the strategy in early 2022.
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. The report was delayed and published in late November 2021. Government has not yet responded to the recommendations. Officers are preparing advice for TfN Board in January.
Corporate	24	Develop and provide a Comprehensive Spending Review submission to Government. In line with timetable set by Government	Achieved TfN's Spending Review submission was made to DfT on 9 September 2021.
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. The Procurement team is supporting running a pilot scheme to trial Social Values considerations with

			the D&I (Diversity & Inclusion) Working Group.
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	<p>Achieved</p> <p>TfN fully implemented its agreed hybrid ways of working to time and budget. Our new ways of working have been underpinned by the physical re-design to our Manchester and Leeds offices which was fully completed September 21. TfN constitutional meetings in the main moved to "in-person" meetings from September 21.</p>



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



TRANSPORT FOR THE
NORTH