

Transport for the North Monthly Operating Report April 2022



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Introduction

Summary from the Chief Executive

This month's report is the first of the 2022-2023 financial year.

TfN is now following an extended business planning process following changes to the organisation's responsibility and funding settlement. We remain on course to agree a full-year budget and business plan with the TfN Board in June, including the new KPIs for the organisation. Once the business plan has been agreed, we will report performance against our agreed KPIs.

The first Northern Powerhouse Rail (NPR) Sponsors Board took place in April, and we continue to work with DfT to develop the detail of the Sponsor Agreement for the NPR programme in preparation for the next Sponsors Board that is likely to take place in July. A new Stakeholder Forum for the TransPennine Route Upgrade (TRU), chaired by TfN, is set to meet for the first time in June.

TfN colleagues continue to implement priority activities set out in the Transport Decarbonisation Strategy, including work on an EV Charging Infrastructure Framework, hydrogen refuelling for heavy transport modes, and the Clean Mobility Vision (CMV) workstream. Recently completed pieces of work include the Transport-Related Social Exclusion research (with the report due for publication in June), Transport, Health, and Wellbeing research (with publication estimated for July), and rail customer insight research (which is expected to be published in May).

We continue our programme of work to update the policy positions originally set out in the 2019 Strategic Transport Plan (STP), with work in April including progress on the draft international connectivity position. A supplier for the next phases of the NPIER (Northern Powerhouse Independent Economic Review) refresh has also now been appointed.

TfN continues to develop more detailed proposals around how rail reform should be undertaken in the North of England, building on the devolution that already exists through the Rail North Partnership. A Programme Board is being established through which TfN will work with partners to develop the proposal. We are working closely with the Rail North Partnership (RNP) on train operator business plans for next year and a Rail North Committee (RNC) working group has been established to provide oversight. Work to clarify the scope of the Long-Term Rail Strategy (LTRS) refresh and its incorporation within the STP has begun.

We are finalising the material for the publication of the Electric Vehicle Charging Infrastructure (EVCI) evidence while also drafting the scope and programme of EVCI Phase 3. TfN and National Highways also jointly presented an updated to TfN Partnership Board on Road Investment Strategy (RIS) 3 progress.

Strategic Rail

Monthly Summary

TfN is continuing to develop more detailed proposals as to how rail reform should be undertaken in the North building on the devolution that already exists through the Rail North Partnership. The Great British Railways (GBR) Transition Team has contacted TfN in relation to our response to their call for evidence for their Whole Industry Strategic Plan (WISP). The TfN team is working closely with DfT through the Rail North Partnership (RNP) on train operator business plans for next year and a Rail North Committee (RNC) working group has been established to oversee this work and the proposed stations review. Work to agree how to update the Long-Term Rail Strategy (LTRS) is underway. The scope of the Connected Mobility Strategy was endorsed by TfN Board on 30 March and initial work on a 'State of the North' Report is underway.

Activity Update

Rail Operations

Passenger demand on Northern and TransPennine Express (TPE) is still increasing. The recovery is still significantly stronger in the North than the sector average nationally. Performance in the short-term is being impacted by higher rates of staff absence and industrial relations issues, leading to services being cancelled and/or reduced timetables across both operators. TfN is working with the operators and RNP to ensure robust recovery plans are in place. Following the RNP Board on 28 April initial work has begun developing five pilot schemes to support the industry's Rail Recovery programme;- testing a real price reduction in full/peak fares, testing leisure markets linked to service increments, testing a flexible and agile approach to timetabling, a pilot of more flexible ticketing and testing new flows and markets with 'Staycation Express Excursions'.

Rail Investment

A new Stakeholder Forum for the TransPennine Route Upgrade (TRU), chaired by TfN, is set to meet for the first time in June. Invitations to sit on the Forum are being issued to a number of organisations, including local authority partners.

A first iteration has been produced for an East Coast Main Line (ECML) 'blueprint' linking infrastructure and service enhancements following engagement with industry and local authority stakeholders.

Support continues to be provided to Network Rail and Bradford Council on delivering additional Bradford - London services. DfT has asked Network Rail to refresh the Strategic Advice for Sheffield, and TfN is seeking Network Rail advice on TfN input. A Network Rail and DfT-led workshop on the Cheshire Lines Committee (CLC) route took place on 29 April involving TfN and local authority partners to seek agreement on the requirements and constraints, as well as opportunities arising from planned renewals.

Connected Mobility Strategy

The pilot Connected Mobility Hub communication and engagement began with the first guidance publication targeted for early May. Terms of Reference for a Light Rail Contactless Working Group have been defined, and an initial kick-off meeting is being scheduled. Initial work on a Connected Mobility in the North Report to support the Connected Mobility Strategy has started.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
Future timetable changes in Manchester and potential East Coast Main Line in May 2023 that reduces rail connectivity for the North	<ol style="list-style-type: none"> TfN, working with Partners, has outlined to Operators and the Department the key concerns of the regions. TfN has appointed a consultant to explore how regional services that would be lost can be restored on ECML. To support this TAME has produced economic impacts of the timetable change on the ECML A collaboration between DfT and TfN to develop a blueprint of infrastructure and services to support further capacity on the ECML will be established. Likewise, regarding Manchester, collaborative work continues with DfT to underpin a blueprint linking infrastructure to future service development 	Tbc
There is a risk that TfN could have a reduced role in the rail industry following the implementation of the Williams-Shapps review.	<ol style="list-style-type: none"> TfN is working with the GBR transition team to work on a more detailed proposal as to how the white paper might be delivered in the North TfN are establishing a programme board from April 22 chaired by TfN's CEO . 	Tbc
The long-term effect of Covid-19 may impact on the viability of train services and future investment decisions. The pandemic has changed travel patterns and behaviours and therefore service and investment decisions will need to reflect new markets and emerging evidence of demand.	<ol style="list-style-type: none"> To continue to use TfN's influence in the monthly Rail North Partnership Board, Rail North Committee to shape the re-introduction of services, and infrastructure developments and re-build passenger confidence Continue with the close working relationship and communication with TfN member authorities on deliverables and risks - feeding back information through TfN governance structures continue to track train service performance and delivery via regular reporting dashboards Strategic Rail and Rail North Partnership (RNP) to work together to support Network Rail and Operators in producing recovery plans that meet passengers' needs and rebuild confidence. 	Tbc

The risk relating to TRU fit within the wider investment strategy in the North has been closed and is being actioned as part of the co-sponsorship arrangement.

Programme and Look Ahead

- TfN is preparing for the next meeting of Rail North Committee on 31 May.
- Through RNC, TfN is ensuring the development of future timetables for ECML reflects agreed priorities and is leading the development of a 'blueprint' that aligns service improvements with infrastructure investment (the latter building on experience gained through the Manchester Recovery Task Force).
- Work is ongoing with RNP on influencing the train operator business plans for 2022/23 and the following two years to get the best outcomes for the North.
- TfN is establishing a Programme Board and Members' Working Group to steer the development of the North's proposition for implementing the rail reforms set out in Williams-Shapps Plan.
- TfN is reviewing and finalising the draft Stations Strategy.

Strategic Transport Plan (STP)

Monthly Summary

In April, work to complete the final phases of the planning for the second Strategic Transport Plan (STP2) concluded with a final report shared with TfN from our supplier. The Rural Mobility and Spatial Planning policies, presented to Partnership Board on 30 March 2022, have now been designed and are scheduled for publication in May. Work also continued on the draft International Connectivity policy position, including engagement with two independent experts to seek their views and undertake a check and challenge process before further revisions to the draft position are undertaken in May.

Activity Update

- The overall programme and approach to developing the STP was agreed with the TfN Board at the end of September 2021 with a timeline to adopt a draft Strategy by Q4 in 2022/23, statutory consultation over Summer 2023 and adoption of the final Strategy by December 2023.
- In January 2022 a supplier, Arup, was appointed to support the final phases of planning. This work built upon the agreed programme and makes recommendations on the proposed structure of the document as well as a suitable stakeholder engagement plan to ensure partner engagement and support throughout the development process.
- Work to complete the final phases of the planning for the second Strategic Transport Plan (STP2) concluded with a final report shared with TfN from our supplier (Arup). Throughout May and June TfN will be sharing the recommendations for the structure of STP2 and key design principles with colleagues and partners, seeking their comments.
- TfN is continuing its programme of work to update the policy positions originally set out in the 2019 STP. In February, the first set of policy positions, on active travel and multimodal hubs, were approved by TfN Board. In March, the second set of policy positions, on rural mobility and the role of spatial planning to develop and deliver the STP, were approved by TfN Partnership Board.
- Further work has continued in April on the draft international connectivity position including engaging two independent experts, Piers Forster and Chris Paling, to provide check and challenge before further revisions in May.
- An early step in updating TfN's strategic objectives is to refresh the Northern Powerhouse Independent Economic Review (NPIER), first published in 2016.
- TfN has been working with suppliers to update evidence on the prime and enabling capabilities, collate and review local partner evidence, and undertake a series of consultations with the Local Enterprise Partnerships (LEPs) and wider stakeholders to gather views on the shape of the NPIER refresh planned for 2022.
- A supplier for the next phases of the NPIER refresh has now been appointed, with work scheduled to start on the development of Economic Scenarios in May.

Risk

Risk/Issue Summary	Summary of Mitigating Issues	KPI
<p>Continued partner support. Risk of lack of or insufficient partner support for the Strategic Transport Plan and the Investment Programme ambition and outcomes.</p>	<ol style="list-style-type: none"> 1. Continue stakeholder engagement on an ongoing basis via SOG and other mechanisms. 2. Ensure visibility of STP and research programmes to partners with timely updates to allow officers to plan engagement and activity. 3. Early discussions with partners as part of the STP programme development process. 	Tbc
<p>STP buy-in from Government. Risk that central Government (DfT) may not consider and/or listen to or accept TfN's advice on proposed transport interventions for the North.</p>	<ol style="list-style-type: none"> 1. Continue to provide the coherent message that TfN case is grounded in evidence, whilst seeking to achieve change required to meet wider policy outcomes (e.g. decarbonization, levelling—up) 2. Continue direct engagement with Government departments over TfN's objectives and engagement. 3. Continue to refine and build the tools required to deliver the STP vision and secure Government buy-in. 	Tbc
<p>Developing the STP evidence base. Risk the STP does not include updated partner, industry evidence and internal TfN economic analysis and research at the right periods to ensure it is keeping up to date and adding value.</p>	<ol style="list-style-type: none"> 1. Clear STP programme established and visible to stakeholders. 2. Regular ongoing engagement and dialogue with wide range of stakeholders and partners, including with TfN partners, DfT, National Highways and Network Rail through the Strategic Oversight Group; and with the NP11 and other Northern bodies. 3. Publication of TfN research and analysis, and regular engagement with academics and analysts across the North and UK. 	Tbc

The risk to delay of adoption of STP now closed due to the IRP has now been published and can be incorporated into the second STP.

Programme and Look Ahead

Through the programme there will be significant decisions, including:

- June 2022: Report to TfN Board setting out the proposed structure and principles of the next STP.
- December 2022: Final evidence base and structure agreed with TfN Board.
- Spring 2023: Board approval of the draft STP ready for consultation.
- Summer 2023: Statutory public consultation on the draft STP.
- End 2023 or early 2024: New STP adopted by Board.

Strategy, Policy, Research & Economics

Monthly Summary

Key policy and strategy development activities included further progress on implementing the priorities set out within the TfN Transport Decarbonisation Strategy. Several of the research team's projects are now complete, with all remaining existing commissions due to complete in May, when the next commission of the Northern Powerhouse Independent Economic Review (NPIER) refresh is planned to start.

Activity Update

- TfN continues to implement the priorities identified in the Transport Decarbonisation Strategy, including work on an EV Charging Infrastructure Framework (led by the Major Roads team), hydrogen refuelling for heavy transport modes, aviation, and the Clean Mobility Vision (CMV) workstream, with consultancy support for the latter to be procured by the end of May 2022.
- In relation to the CMV development, TfN is liaising with both Midlands Connect (who are developing a parallel carbon reduction calculator tool) and DfT to ensure that similar workstreams are nested and complementary to each other. DfT is keen to utilise TfN's outputs, alongside their own, as part of the suite of tools to be provided to local authorities in relation to the development of their Local Transport Plans.
- TfN's hydrogen workstream successfully secured funding from Ofgem and UKRI to progress this study further alongside Network-H2, Northern Gas Networks and others. The first phase of the project concluded at the end of April 2022 with final reports now being drafted. The consortium is now seeking to progress to the next project stage via a further funding bid.
- The DfT has now become sole client for NPR and TfN staff employed on NPR were transferred under TUPE (Transfer of Undertakings, Protection of Employment) to DfT on 1 April. TfN is now a co-sponsor of the NPR programme and the first NPR Sponsor Board took place on 29 April attended by DfT, TfN, Network Rail and HS2 Ltd. TfN and DfT will prepare a new Sponsor Agreement which will formalise arrangements before the next meeting of the Sponsor Board (likely to be in July).
- The Transport-Related Social Exclusion research report is finalised. Publication will be in June. Further research to develop a public-facing and England-wide Transport Related Social Exclusion (TRSE) data tool is underway, and will be completed in September 2022. The first draft of the Inclusive Transport Policy Position has been circulated to colleagues for comment.
- The Transport, Health, and Wellbeing project is complete and publication expected later in the summer. Results will be presented SOG and AAG in May. Further research on community severance, the impact of road and rail infrastructure on connections between communities, is currently underway.
- The rail customer insight research is now complete. The final report is expected to be published in May.
- The NPIER capabilities commission is drawing to a close. The final reports remain on track for scrutiny at AAG and SOG meetings in May. The draft output of the final workstream, Insights, Issues and Choices, was forwarded to NP11 for discussion at the Chief Executives' meeting on 9 May to gain strategic input

to the refresh commission. Cambridge Econometrics/SQW have been appointed to deliver the NPIER refresh commission.

- The Programme Benefits Mapping commission has completed and the final report shared with partners. The final Monitoring and Evaluation Strategy is now being prepared for scrutiny and Partnership board in September 2022, with the strategy forming a major building block for monitoring and evaluating the STP.
- The Economics and Research team continues to add resources to the Northern Evidence Hub, which has now reached 150 pieces of evidence to underpin the case for investment and economic development in the North of England.

Risk

Risk/Issue Summary	Summary of Mitigating Measures	KPI
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.	<ol style="list-style-type: none"> 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. 	Tbc
Within its Decarbonisation Strategy, TfN and its partners have committed to achieving close to zero emissions for surface transport in the North by 2045. TfN is unable to deliver its contribution to achieving this target.	<ol style="list-style-type: none"> 1. Careful programme planning to ensure TfN activities proposed in the Strategy are accommodated in business planning up until 2025 to ensure priority activities are given appropriate focus, resourcing, and funding. 2. Develop mechanisms to ensure decarbonisation and sustainability are reflected in project and strategy decision-making 3. Continue to influence and engage with stakeholders and maintain reputational credibility 4. Embedding decarbonisation into wider TfN workstreams including freight and social inclusion and testing the interdependencies 	Tbc
NPIER programme. Potential risk around timescales and quality of outputs which are crucial elements of the STP and wider TfN evidence base.	<ol style="list-style-type: none"> 1. Close monitoring of progress against programme timetable and weekly catch-ups with suppliers are taking place to flag any potential timescale delays. 2. Thorough discussion of methodology and approach and early sight of outputs is taking place to prevent poor quality outputs. 3. Detailed timescales and deliverables are being developed with supplier at inception meeting. Project Manager to is to monitor progress against these. 	Tbc

Programme and Look Ahead

- Publication of the TRSE research now expected June 2022
- NPIER Economic Scenarios Development (refresh) to commence May 2022
- Monitoring and Evaluation Strategy publication October 2022, following discussion at Partnership Board in September 2022

Major Road Network (MRN)

Monthly Summary

TfN and National Highways jointly presented an updated to TfN Partnership Board on likely timescales and process associated with the Road Investment Strategy (RIS) 3, which was positively received. Elsewhere work has continued to finalise the publication material for the Electric Vehicle Charging Infrastructure (EVCI) evidence base, and further development of TfNs work with partners on Bus Service Improvement Plans (BSIP).

Activity Update

- Major Roads and TAME have completed a round of engagement with partners to scope out how TfN can support work on BSIPs and are waiting for feedback from partners on specific BSIP interventions where they would like analytical support from TfN.
- TfN is finalising the material for the publication of the EVCI evidence, including a position paper and interactive online tools. In March, the team presented the draft position paper to Strategic Oversight Group and TfN Scrutiny Committee, with the TfN Board agreeing to its publication (later in Spring). There will be an Electric Vehicles (EV) Steering Group session to launch these tools with our local authority, Distribution Network Operators (DNO) and other partners. This release will deliver many of the Sub-national Transport Body (STB) requirements set out in the National EV Strategy in March.
- The team is drafting the scope and programme of EVCI Phase 3 with the support of partners, in response to the Department for Transport (DfT) funding.
- National Highways presented an update to partners on the Route Strategies at Major Roads Group, 26 April 2022.
- TfN and National Highways jointly presented an updated to TfN Partnership Board on likely timescales and processes for Road Investment Strategy (RIS).
- The team presented TfN’s proposal for making recommendations for the Road Investment Strategy pipeline, at Major Roads Group.
- The Major Roads and TAME teams are supporting an Economic and Social Research Council (ERSC) funded study aimed at better understanding what is required of transport/land use when considering people and place, to support the net zero transport decarbonisation target. This is using evidence from and building upon TfN’s Future Travel Scenarios work and will involve one or more case studies in the North.

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 (e.g. Local Transport</p>	<p>1. TfN to provide Road Investment Strategy (RIS3) recommendations to National Highways.</p>	<p>Tbc</p>

<p>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>	<p>2. TfN to manage expectations with partners via the Strategic Oversight Group.</p>	
<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>	<p>1. TfN is to host ongoing EVCI Steering Group to drive effective outputs and shape future work to enhance capabilities across the region. 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 using the work to enhance collaboration with a number of partners, including Ofgem, National Grid, the Department for Business, Energy and Industrial Strategy (BEIS), the Catapult Network, and the Energy Saving Trust. 5. TfN will demonstrate the outputs in a visually accessible way. 6. Advice on outputs and data sharing approaches will be sought from the TfN Legal team. 7. Engage with partners to encourage and suggest uses of project outputs.</p>	<p>Tbc</p>

Risk relating to MRN1 programme has now been closed as it has been superseded by business as usual activities.

Programme and Look Ahead

- TfN will be reviewing National Highways' draft strategic narrative for the Route Strategies in May.
- The team will be sharing mobile data outputs for the performance of the Major Roads Network with partners. This includes data supporting partner studies on MRN routes in Stockport and in NE Lincolnshire.
- Confirmation of EVCI Phase 3 scope, identifying the key next steps we wish to pursue from the list of options presented in our EVCI position paper, which have been identified through EV Steering Group engagement to date.

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

Activity Update

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

Stakeholder Engagement & Communications Team (SECT)

- Due to pre-election period restrictions for the local elections output this month is down compared to the previous month.
- Nevertheless, we worked closely with the Democratic Services team to update key details for Members on our website. This included updating the register of interests as well as refreshing the Our Board page with deputies and additional links. We sourced and edited Member images and uploaded meeting dates to our website for the year ahead.
- Coverage of our visits to Southport and County Durham across our social media channels received huge engagement, despite there being no official media activity alongside it. Images and content from the two trips gained more than 29k impressions across LinkedIn alone.
- Our Charts of the Week included coverage of EV charging data and access to public transport. Since the series launched, we have now had more than 125k impressions on the content across Twitter.
- We edited, published and promoted two podcasts ahead of the pre-election period. The episodes featured Mayor Andy Burnham and Emma Lewell-Buck MP. The podcast passed the milestone of 8,000 lifetime listens across all platforms.
- Internal communications during the month focused on keeping colleagues updated on the business planning process, with the weekly bulletins providing regular information and the TfN Live briefing session dedicated to the topic.
- The internal communications team also continued to promote wellbeing resources to help ensure colleagues are aware of the support available, which is of particular importance during the current challenges.
- Several members of Team TfN attended the CIHT North West Awards in Warrington, and were awarded two certificates – Highly Commended for

the Transport Decarbonisation Strategy in the Environmental/Sustainability Award, and Highly Commended for our Ways of Working approach in the Covid-19 Response Award.

- A handful of media enquiries were received, with interview opportunities agreed for the Chief Executive and Strategic Rail Director with trade publications.
- Planning continued for the national STB Conference on 26 May, working with through the STB liaison group to prepare graphics and confirm speakers and attendees.
- Attended meetings with partner organisations including Highways UK, Midlands Connect, to discuss forthcoming events.
- Support was provided for the CEO's appearance before the Built Environment Committee's Inquiry into Public Transport in Towns and Cities, with briefing sessions and documents; we further circulated a readout following its streaming internally and promoted his attendance on our social media channels.
- Desktop research and analysis of the local elections in the North of England was provided to OBT in advance of pre-election period, providing insight and expectations.
- Planning and preparation has taken place for the next series of #TfNtalks and TfN podcasts to be recorded next month and in June, with invitations and briefings prepared and issued.

Finance, Procurement and Risk

- Business planning activities are in progress to ensure that we meet all statutory obligations and continue to provide the best service possible for the funding available.
- The process of closing the 2021/22 accounts and drafting the statutory accounts for audit is in progress with the audit being undertaken in June and July.
- The team is ensuring the finance, procurement and risk processes continue to operate effectively during this transitional period. This includes interim cost control measures.

Legal & Democratic

- The next TfN Board will be in Harrogate on 30 June, with the Scrutiny Committee meeting taking place on 15 June in Manchester and the Audit and Governance Committee also taking place in Manchester on 10 June. The Rail North Committee meeting will be a consultation call on 31 May.
- Following the local elections the Democratic Services Team is working with all constituent authorities who have Members appointed to Board, Partnership Board, General Purposes Committee, Scrutiny Committee and Rail North Committee. It is hoped these will be received following constituent authorities Annual meetings and prior to the TfN Annual

Meeting on June 30. Training for new members on TfN's Constitution will be offered.

- The Legal team continues to advise on matters across the authority and has supported compliance with legal requirements enabling TAME data to begin to be shared with partners.

TAME (Technical Assurance, Modelling & Economics)

- The Wider Economics & Social Impacts Partner (WESIP) contract supplier has delivered an Urbanisation and Decarbonisation report.
- The WESIP contract supplier has responded to DfT queries on Northern Economy Land Use Model 3 (NELUM3), including undertaking runs to explore the impact of separate model levers on scheme benefits.
- TfN has agreed a work programme for the WESIP supplier for financial year 2022/2023. The programme focuses on delivery of NELUM3 for the NPR SOBC.
- Application of NELUM 3 in the NPR Strategic Outline Business Case (SOBC) was discussed at DfT Northern Rail Analytical Group (NRAG) ahead of the next Rail Infrastructure Group-Analytical Group (RIG-AG) meeting. These are internal DfT governance sessions where analytical approaches are endorsed.
- TAME continues to work on investigations into the outturn elasticities in Northern Rail Modelling System (NoRMS) iteration 2f and how these compare with the results from the DfT MOIRA model. The aim is to build further confidence in the quality of NoRMS.
- TAME has started to map out a Quality Assurance process which will be used as an independent check and review on NPR Strategic Outline Business Case (SOBC) NoRMS runs.
- TAME staff are familiarising themselves with the process to create NoRMS station access costs which are derived from the Northern Highway Assignment Model (NoHAM). These are required for the NPR SOBC.
- The Rail Modelling and Appraisal Partner (RMAP) is progressing with the initial specification tasks for the NRP Do-Minimum and working through technical challenges to the specification.
- RMAP is currently scoping updates to the OPEX and CAPEX models to align with latest guidance, rolling stock and other assumptions.
- The TAME team is developing a master schedule for NPR SOBC activity. Once completed the master schedule will identify all activities required to achieve the DfT's delivery requirements.
- The task commissioning process developed for the RMAP contract has now been rolled out for use on all contracts. This means all tasks will now be approved by TfN and can be monitored more efficiently.
- Under the Analyst Support Partner (ASP) contract a new analyst will join the Systems team in early May to replace the existing member who is leaving.
- Meetings have taken place with the Major Roads team to discuss TAME analytical support into RIS3 prioritisation. The objective is to use TAME analytical tools to build evidence of scheme impacts across the North.

Financial Performance

Financial Update

Summary

Expenditure incurred in April: £1.01m

Q1 total budget: £3.90m

Remaining Q1 budget: £2.90m (74%)

Headlines

- Pending the completion of a full business planning and budgeting exercise, TfN is currently operating with an interim quarter 1 budget.
- During this interim period our focus is upon the position compared to the approved level expenditure for the first quarter for the whole organisation. Therefore, April actuals are monitored against the full quarter budget. Monthly monitoring will resume when we have an approved budget for the year.

NPR Analytical support and TfN Programme closure:

- Expenditure of £0.39m, against a Q1 total budget of £1.62m, includes both costs associated with the closure of the NPR programme (£0.05m) and continued analytical support provided to the NPR by the TAME team (£0.34m).

Rail Operations:

- Expenditure of £0.19m, against a Q1 total budget of £0.58m. This is predominantly staff costs with some external expenditure carried over from the previous financial year.

Operational Areas:

- Expenditure of £0.43m, against a Q1 total budget of £1.71m.
 - In addition to staff costs and overheads, high priority activities that support our statutory duties have also commenced.
 - There also continues to be some residual expenditure for the completion of work commenced in the previous financial year.

Activity Dashboard

TRANSPORT FOR THE NORTH FINANCE DASHBOARD					PERIOD BUDGET CYCLE	1 Q1 INTERIM BUDGET	APRIL 2022/23			
PERIOD ACTUALS VERSUS Q1 BUDGET - BY ACTIVITY					PERIOD ACTUALS VERSUS Q1 BUDGET - BY FUND					
	Actuals £m	Budget £m	Var. £m	Var. %		Actuals £m	Budget £m	Var. £m	Var. %	
NPR Programme Closure	£0.05	£0.20	£0.14	73%	TDFRail	£0.05	£0.20	£0.14	73%	
NPR Analytical Support	£0.34	£1.42	£1.08	76%	NPR Analytical Support	£0.34	£1.42	£1.08	76%	
Rail Operations	£0.19	£0.58	£0.39	68%	Rail North Grant & Contributions	£0.11	£0.36	£0.25	69%	
Operational Areas	£0.43	£1.71	£1.28	75%	Trading Income	£0.01	£0.08	£0.07	84%	
					Additional STB Grant	£0.00	£0.00	£0.00	-	
					Core Grant	£0.49	£1.85	£1.36	74%	
	£1.01	£3.90	£2.90	74%		£1.01	£3.90	£2.90	74%	

Human Resources Update

Salaried Establishment as at **9 May 2022**

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	46 (45.04 FTE)	5 (5.00 FTE)	51 (50.04 FTE)
DfT Data Services (Hosted)	13 (12.80 FTE)	11 (11.00 FTE)	24 (23.80 FTE)
Rail North Partnership (Hosted)	13 (13.00 FTE)	3 (3.00 FTE)	16 (16.00 FTE)
Total Establishment	99 (97.84 FTE)	21 (21.00 FTE)	120 (118.84 FTE)
Strength (in post)	78 (76.84 FTE)	8 (8.00 FTE)	86 (84.84 FTE)
Appointed (start date pending)	-	-	-
Active/Pending Recruitment	-	-	-
Vacant – On-hold	21 (21.00 FTE)	13 (13.00 FTE)	34 (34.00 FTE)

Agency/Consultancy Resource – Covering Vacant Established Posts

Area	Posts (FTE's)
Support Services	3 Posts (3.00 FTE)
Operational & Delivery	8 Posts (8.00 FTE)
Total	11 Posts (11.00 FTE)

Resourcing Update – For Information

Permanent Recruitment Pause – A temporary pause on permanent core budget recruitment remains in place while business planning for FY2022/23 is completed. Any vacancies that arise continue to 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.

The organisation is currently working through its FY2022/23 Business planning process, to be presented at the June TfN Board meeting – resource planning is an integral part of this.

Due to FY2022/23 core budget reduction the organisation has opened its Voluntary Redundancy process.

HR Metrics – 2022/23 Year-to-Date:

Corporate Sickness Level:	6.8%
Employment Policy Application:	0%
Rolling 12 Month - Employee Turnover (Voluntary Leavers):	27%
% of Employees from an Ethnic Minority Background:	12%
% of Employees declaring a Disability:	21%
Gender Mix - % of Female Employees:	42%
% of Male Employees:	58%

KPIs

Key Performance Indicators

KPIs for 2022/23 will be agreed through the business plan with progress presented in this section of the Monthly Operating Report.

Key	Colour	Number of KPIs with this status
Achieved (complete)		0
On Track (in progress, no delays)		0
In Progress (in progress, may become delayed)		0
Delay (has missed a key deadline)		0
Delay BTYE (delayed beyond this year end)		0
Not Started		0

Area	KPI	Detail	Progress	Status
Tbc	Tbc	Tbc	Tbc	
			Tbc	



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