

Transport for the North Monthly Operating Report May 2022



Contents

Introduction	Page
Summary from the Chief Executive	3
Programme Summary	
Strategic Rail	4-5
Strategic Transport Plan (STP)	6-7
Strategy, Policy, Research & Economics	8-9
Major Road Network (MRN)	10-11
Operations Summary	12-14
Financial Performance	
Financial Update	15
Activity Dashboard	16
HR Update	17
KPIs (Key Performance Indicators)	18

Introduction

Summary from the Chief Executive

TfN continues to follow an extended business planning process in light of its funding settlement and the change in role with regards to Northern Powerhouse Rail. 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 Rail North Committee met at the end of May with the discussion focused on current performance issues across the North, as well as updates on both East Coast Mainline (ECML) and the Castlefield Corridor. Short-term performance 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 despite a timetable designed to make the service more reliable for passengers. A meeting between the Chairman of TfN and the Rail Minister is being planned for June.

A new Stakeholder Forum for the TransPennine Route Upgrade (TRU), chaired by TfN, will meet for the first time in June. The Forum is a formal part of the governance framework for the project. TfN is committed to ensuring that the Forum strengthens the two-way flow of information with the wider stakeholder community. Work on a Connected Mobility Strategy also continues.

TfN has concluded the final planning phase for the second Strategic Transport Plan (STP2) with discussions convened through our internal governance groups and a series of one-to-ones with TfN partners. Technical work supporting STP2, including the scoping of Social Inclusion and Local Connectivity, has continued. A report to the TfN Board in June will set out the proposed structure and principles of STP2.

The Research team is currently scoping the Northern Powerhouse Independent Economic Review (NPIER) Economic Scenarios Development commission with the appointed suppliers, while Strategy colleagues progress the implementation of the priorities in the Transport Decarbonisation Strategy including supporting work on international connectivity, finalising the plans for TfN's hydrogen workstream with partner organisations, and working with DfT to help guide the development of upcoming DfT guidance on 'Quantifying Carbon Reductions' and Infrastructure Carbon.

Our Major Roads Team have worked with partner authorities to agree how TfN should set clear Northern priorities for the next Road Investment Strategy (RIS). Work is now underway to develop recommendations for Board agreement in the autumn. We continued to finalise material for the publication of the Electric Vehicle Charging Infrastructure (EVCI) evidence and provided initial feedback on early drafts of National Highways' Route Strategy reports.

Strategic Rail

Monthly Summary

Rail North Committee (RNC) was held on 31 May. Members discussed updates on the East Coast Main Line (ECML) and Central Manchester (including the Castleford Corridor). Operational updates were provided by the Rail North Partnership (RNP), the main train operators and Network Rail. Members expressed frustration with the current service performance. In particular concern was expressed that having agreed to a reduced timetable in order to make the service more reliable for passengers, that timetable was itself performing so poorly. The Chairman of TfN has written seeking a ministerial meeting with a view to exploring how TfN and DfT might work together to address the issues raised.

TfN is continuing to develop more detailed proposals as to how rail reform should be implemented in the North with the first meeting of TfN's Rail Reform Programme Board taking place this month. The TfN team is working closely with DfT through the RNP on train operator business plans for next year and a RNC working group met for the first time in May. Work to agree how to incorporate an updated rail strategy into the Strategic Transport Plan refresh is underway. Work continues in developing the Connected Mobility in the North report and the Connected Mobility Hub pilot began with engagement now underway with specific Local Transport Authorities.

Activity Update

Rail Operations

Passenger demand on Northern and TransPennine Express (TPE) continues to recover and continues to be faster and higher than the national average. Performance in the short-term is being impacted by higher rates of staff absence and local industrial relations issues, leading to services being cancelled and/or reduced timetables across both operators. TfN is working with the operators through the RNP to ensure robust recovery plans are in place and implemented. Following the national RMT ballot for industrial action, the North of England Contingency Group has been re-established to co-ordinate plans in the event of industrial action.

Rail Investment

A new Stakeholder Forum for the TransPennine Route Upgrade (TRU), chaired by TfN, will meet for the first time in June. The Forum is a formal part of the governance framework for the project. TfN is committed to ensuring that the Forum strengthens the two-way flow of information with the wider stakeholder community to inform, update and advise in identifying programme risks and opportunities to address them.

A presentation was made to Network Rail's Northwest and Central Industry Planning Advisory Group on 12 May on post-IRP changes to TfN and key infrastructure projects and priorities. A report was taken to the May RNC, with input from Local Authority partners, giving an update on development of a revised ECML timetable and on TfN's work with partners to develop a 'Blueprint' for the development of services and infrastructure on the ECML. This work adopts the same model that is being successfully applied by the Manchester Recovery Task Force. Discussions have begun with Northern as to how TfN's Stations Strategy analysis could support their station investment programme. A Network

Rail led workshop took place involving DfT, TfN, Local Authority partners and train operators on Manchester Piccadilly Throat to agree the issues that needed to be prioritised and the way forward. TfN continues to support Network Rail and Bradford Council on delivering additional Bradford - London services.

Connected Mobility Strategy

The pilot Connected Mobility Hub launched and partner engagement is now underway. The first guidance publication is due in July in support of Multi-Operator Ticketing schemes. The Light Rail Contactless Working Group has met and developed clear Terms of Reference. Work on our Connected Mobility report also continues.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<p>Future timetable changes in Manchester and potential East Coast Main Line in May 2023 that reduces rail connectivity for the North</p>	<ol style="list-style-type: none"> 1. TfN, working with Partners, has outlined to Operators and the Department the key concerns of the region. TfN has appointed a consultant to explore how regional services that would be lost can be restored on ECML. TfN has also produced economic impacts of the timetable change on the ECML 2. 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
<p>There is a risk that TfN could have a reduced role in the rail industry following the implementation of the Williams-Shapps review.</p>	<ol style="list-style-type: none"> 1. 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 2. TfN is establishing a programme board from April 2022 chaired by TfN's CEO. 	Tbc
<p>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.</p>	<ol style="list-style-type: none"> 1. 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 2. 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 3. 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

Programme and Look Ahead

- Through RNC, TfN is ensuring the development of future timetables for ECML reflects agreed priorities reflected in the 'blueprint' aligning service improvements with infrastructure investment.
- Work is ongoing through 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 progressing with the development of its proposals for Rail Reform in the North through the Programme Board and Members' Working Group.
- TfN is reviewing and finalising the draft Stations Strategy.
- TfN is preparing reports for the TfN Board on 30 June covering RNC feedback and Rail Reform.

Strategic Transport Plan (STP)

Monthly Summary

In May, we presented the findings from the final phase of the planning for the second Strategic Transport Plan (STP2) to TfN's Strategic Oversight Group and Executive Board for discussion. We went out to market to commission a supplier to prepare an Integrated Sustainability Appraisal for STP2. A series of one-to-ones were conducted with TfN partners to discuss the emerging plans for STP2 and to ensure TfN officers are well sited on local transport priorities. Work began to scope out further policy development work regarding Social Inclusion and Local Connectivity to support STP2. Further work to refine and revise the International Connectivity position was undertaken following review from the independent experts.

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.
- Engagement activity continues to focus on sharing the recommendations for the structure of STP2 and key drafting principles with partners, seeking their comments. To date this has included presentations to TfN's Strategic Oversight Group and Executive Board and in June we will present the work to TfN's Scrutiny committee and TfN Board.
- To ensure alignment between respective strategies, a series of one-to-ones between the Acting Head of Policy & Strategy and partners took place in May and will continue throughout June, to discuss the plans for STP2 and to understand local priorities.
- In May we went out to market to commission a supplier to support us in preparing an Integrated Sustainability Assessment of STP2. This is a key legal requirement for STP2 and integral to ensuring the STP2 is developed with due consideration of the full range of sustainability criteria.
- 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.
- The Rural Mobility and Spatial Planning policies have now been designed and are scheduled for publication in June.
- Further work has continued on the draft international connectivity position including further revision following check and challenge from two independent experts, Piers Forster and Chris Paling.
- Work has begun on the next round of policy development for STP2 which will focus on Social Inclusion and Local Connectivity. Initial scopes of work and draft papers for these policy areas will be shared with TfN partner officers over the summer for comment.
- On 12 May we held our Strategic Oversight Group with the strategy leads in our partner authorities. Highlights from the May meeting included updates on STP2 planning, Northern Powerhouse Independent Economic Review (NPIER) and

Monitoring & Evaluation Strategy, a discussion on TfN recommendations for Road Investment Strategy, a summary of the results from our research into Health & Wellbeing as well as an external presentation from North Yorkshire County Council on their YorBus scheme which is an innovative rural mobility case study.

- The programme to refresh the Northern Powerhouse Independent Economic Review (NPIER), first published in 2016, is moving from the capabilities commission to the development of the economic scenarios for the future of the North’s economy. The outputs of these modelled scenarios will underpin the narrative and evidence base to support the STP2. The outputs will be ready to input to the draft STP2 document in December 2022. The next series of consultations with partners, following on from the early-stage work, to inform the scenario development is currently being scoped with the supplier.

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

Programme and Look Ahead

Through the programme there will be significant decisions, including:

- 30 June 2022: Report to TfN Board setting out the proposed structure and principles of the next STP.
- July 2022: Discussion with TfN Partnership Board on International Connectivity policy position.
- September 2022: Discussion with TfN Partnership Board on Active Travel.
- 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 activities included further progress on implementing the priorities set out within the TfN Transport Decarbonisation Strategy and the initial scoping to support further policy development of two key areas focused on local connectivity and social inclusion. The research team is now scoping the Northern Powerhouse Independent Economic Review (NPIER) Economic Scenarios Development commission with suppliers and is developing policy positions relating to recently completed projects.

Activity Update

- In May TfN had an introductory meeting with officials from Active Travel England (ATE) to discuss the emerging body, TfN's Active Travel policy position and how we can collaborate to deliver our joint priorities moving forward.
- TfN continues to implement the priorities identified in the Transport Decarbonisation Strategy, including:
 - Working with DfT to help guide the development of upcoming DfT guidance on 'Quantifying Carbon Reductions' and Infrastructure Carbon as a part of the expected DfT Local Transport Plan (LTP) guidance;
 - Finalising our Electric Vehicle Charging Infrastructure (EVCI) Framework (led by the Major Roads team) including the release and socialisation of our EVCI online tool for use by our partners;
 - Finalising the Discovery Stage of TfN's hydrogen workstream, working alongside Network-H2, Northern Gas Networks and others and having successfully secured funding from Ofgem and UK Research and Innovation (UKRI) to progress this study further. A further stage of funding is being prepared with the Alpha phase bid submitted in May.
 - Continuing to finalise the procurement exercise related to TfN's Clean Mobility Vision work. 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.
- A revised draft policy position for International Connectivity and Aviation has been produced based on input from independent experts and comments received from engagement with airport/port operators and Environmental Transport Organisations (ETOs).
- Initial scoping has been undertaken for TfN's policy development around local connectivity. To support this, we held an initial internal workshop with colleagues, further scoping is now underway to identify the suitable structure for this work, as well as how it will align with the Strategic Transport Plan, in particular the 'Policies for Places Framework.'
- The Transport-Related Social Exclusion (TRSE) research report will be published in July and work continues on the development of a public-facing data tool for release in the autumn. The Transport, Health, and Wellbeing project is now complete and publication is expected later in the summer.

- The NPIER capabilities commission is almost complete, with final documents due for delivery at the beginning of June. The inception meeting for the new NPIER Economic Scenarios Development commission has been held with the suppliers and work has started scoping the workstream 1 consultations with partners.
- Work is continuing to finalise the Monitoring and Evaluation Strategy. The strategy forms a major building block for monitoring and evaluating the STP.
- The Economics and Research team’s Northern Evidence Hub now comprises 155 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
<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>	<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
<p>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.</p>	<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
<p>NPIER programme. Potential risk around timescales and quality of outputs which are crucial elements of the STP and wider TfN evidence base.</p>	<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 Freight & Logistics Strategy expected in June 2022
- Rural Mobility working group scheduled for June 2022
- Publication of the TRSE research in July 2022
- NPIER Economic Scenarios Development consultation phase with external partners starting June 2022
- Monitoring and Evaluation Strategy publication October 2022, following discussion at Partnership Board in September 2022

Major Road Network (MRN)

Monthly Summary

The team has started a round of engagement with partners on developing recommendations for the future Road Investment Strategy programme. 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

- The team presented TfN's proposed approach for making recommendations for the Road Investment Strategy (RIS) pipeline at Strategic Oversight Group and are now engaging with TfN partners on discussing their priorities for the 2025-30 RIS 3 Programme.
- Major Roads and TAME have completed an initial 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. Led by TAME, work is also progressing on integrating bus service data into the TfN Analytical Framework.
- TfN is finalising the material for the publication of the Electric Vehicle Charging Infrastructure (EVCI) evidence, including a position paper and interactive online tool. In March, the team presented the draft position paper to Strategic Oversight Group (SOG) and TfN Scrutiny Committee, with the TfN Board agreeing to its publication (later in Spring). TfN held an EV Steering Group session to outline our findings and capabilities with our local authority, Distribution Network Operators (DNO), National Government and other partners. This release will deliver on the Sub-national Transport Body (STB) requirements set out in the National Electric Vehicle (EV) Strategy in March.
- The team is finalising the scope and programme of EVCI Phase 3, which will aim to enhance our evidence base and further support the planning, delivery and monitoring of EV charging in response to additional funding provided by the Department for Transport (DfT).
- The team have provided initial feedback on early drafts of National Highways' Route Strategy reports, six of which cover areas of the North. National Highways plan to consult more widely on their Route Strategies Reports over the summer, at which point TfN will work with partners on preparing a formal response.
- 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. There is a risk that TfN and its Partners are not aligned in order to support the delivery of TfN's objectives. This would be due to an ineffective communication resulting in a lack of clarity and understanding of Partners' and/or Partners understanding of TfN's policy positions and priorities. This could lead to relationship challenges that would impact our credibility and affect our partnership working.</p>	<ol style="list-style-type: none"> 1. TfN to work with Partners to provide Road Investment Strategy (RIS3) recommendations to National Highways. 2. TfN to manage expectations with partners at Strategic Oversight Group, Major Roads Group and Executive Board partner briefings. 3. Implementing and updating the Joint Engagement and Action Plan (JEAP) with National Highways 	Tbc
<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.</p> <p>This could lead to reputational risk, poor partner relations, and project outputs that are not applied effectively.</p> <p>Risk of data sharing and licensing issues meaning TfN cannot share either the EVCI model / outputs / associated tools with Partners and other stakeholders. This includes confirmation that TfN can share the EVCI interactive tool through the Open Government License.</p>	<ol style="list-style-type: none"> 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. Engage with partners to encourage and suggest uses of project outputs. 5. The team is using the work to enhance collaboration with a number of partners, including other STBs, National Highways, Ofgem, National Grid, the Department for Business, Energy and Industrial Strategy (BEIS), Cabinet Office Geospatial team, CIHT, the Catapult Network, and the Energy Saving Trust. 6. TfN will demonstrate the outputs in a visually accessible way. 7. Advice on outputs and data sharing approaches was sought from the TfN Legal team. TfN have undertaken a thorough review of inbound data sources and licenses. All actions regarding the model data sources have been completed and confirmed. 8. TfN have requested confirmation from DfT that the EVCI interactive tool can be shared under the Open Government License. Awaiting confirmation. 	Tbc

Programme and Look Ahead

- The team will be preparing a formal response to the Route Strategies Report, to be published by National Highways, in Summer.

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)

- We drafted and launched the Connected Mobility and Hub pages on our website, along with the first run of social media assets to promote the programme. This will be built out further when the press release is launched.
- Edited and published two policy position videos featuring staff outlining the key points from the documents. These helped give a face and personality to our work on top of the previously launched content. Further policy position videos will be filmed in June.
- Worked to develop the Electric Vehicle Charging Infrastructure (EVCI) webpages and associated content. All drafted and awaiting sign off. The document has been sent to the designers ahead of publication and launch.
- TfN issued a statement welcoming the Queen's Speech which set out plans for rail reform. This received coverage both locally and nationally. We also issued releases to promote the Northern Evidence Academic Forum and the Rail North Committee.
- We attended the Sub-National Transport Body conference held at the NEC in Birmingham. Communications manned a well-attended stand and fielded many enquiries from delegates. Footage of TfN speakers was filmed, filed and uploaded to our social media channels.
- We have received several media enquiries relating to industrial relations, rail performance figures and service reductions on the Northern trains network. We also arranged for interviews on our response to the Queen's Speech.
- Internal comms during the month focused on keeping colleagues updated on the business planning process, with the weekly bulletins providing regular information and an all staff update at TfN Live.

- The internal comms team also continued to promote wellbeing resources to help ensure colleagues are aware of the support available, which is of particular importance during the ongoing uncertainty. Wellbeing sessions this month included *Yoga* and *Challenging Negative Thinking*.

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. A proposed budget for 2022/23 will be considered by the Board on 30 June.
- 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. A first draft of the accounts will be reviewed by the Audit & Governance Committee on 10 June.
- A comprehensive review of the Corporate Risk Register has been undertaken and will also be presented to the Audit and Governance Committee.
- 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 next Audit and Governance Committee meeting scheduled for 14 July. A Rail North Committee consultation call took place 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 report outlines the land use and economic growth impacts of the Integrated Rail Plan on the North of England.
- The WESIP supplier continues to address technical queries from DfT and TfN on the Northern Economy Land Use Model 3 (NELUM3), including

undertaking runs to explore the impact of separate model levers on scheme benefits.

- Application of NELUM 3 in the NPR Strategic Outline Business Case (SOBC) has been progressed through internal DfT Analytical Governance Groups.
- 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 an Analytical Framework wide Quality Assurance process which will be used as an independent check and review on NPR Strategic Outline Business Case (SOBC) related analysis.
- 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 (DM) and working through technical challenges to the specification. Specification of the DM now largely complete and coding underway
- RMAP is currently scoping updates to the NPR operating cost (OPEX) and capital cost (CAPEX) models to align with latest guidance, rolling stock and other assumptions to be delivered to DfT by 17 June
- 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.
- The first quarterly Analytical Steering Group was held on 27th May, between DfT and TfN to agree prioritisation of TAME technical input into the NPR programme.
- 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. A draft of this is expected to be ready by 10 June
- 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 May: £1.14m

Expenditure incurred year-to-date (YTD): £2.10m

Q1 total budget: £3.90m

Remaining Q1 budget: £1.81m (46%)

Headlines

- Pending the completion of a full business planning and budgeting exercise, TfN is currently operating with an interim Q1 budget.
- During this period our focus is upon the position compared to the approved level expenditure for the first quarter for the whole organisation. Therefore, actuals to date 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 £0.47m in the month, £0.77m YTD, against a Q1 total budget of £1.62m. Includes both costs associated with the closure of the NPR programme (£0.09m) and continued analytical support provided to the NPR by the TAME team (£0.67m).
 - Expenditure is below the assumed run rate pending full instruction from the DfT regarding modelling requirements.

Rail Operations:

- Expenditure of £0.18m in the month, £0.37m YTD, against a Q1 total budget of £0.58m. This is predominantly staff costs with some external expenditure carried over from the previous financial year and run rates are in line with the Q1 budget.

Operational Areas:

- Expenditure of £0.43m in the month, £0.96m YTD, 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.
 - The run rate of operational expenditure is slightly behind the Q1 budget as discretionary activity will pick up to the end of the quarter as new work commences. Several procurements have recently completed with work intended to commence in June.

Activity Dashboard

TRANSPORT FOR THE NORTH FINANCE DASHBOARD					PERIOD BUDGET CYCLE		2 Q1 INTERIM BUDGET		MAY 2022/23	
YTD ACTUALS VERSUS Q1 BUDGET - BY ACTIVITY					YTD ACTUALS VERSUS Q1 BUDGET - BY FUND					
	Actuals £m	Budget £m	Var. £m	Var. %		Actuals £m	Budget £m	Var. £m	Var. %	
NPR Programme Closure	£0.09	£0.20	£0.10	52%	TDFRail	£0.09	£0.20	£0.10	52%	
NPR Analytical Support	£0.67	£1.42	£0.75	53%	NPR Analytical Support	£0.67	£1.42	£0.75	53%	
Rail Operations	£0.37	£0.58	£0.21	36%	Rail North Grant & Contributions	£0.23	£0.36	£0.14	38%	
Operational Areas	£0.96	£1.71	£0.75	44%	Trading Income	£0.03	£0.08	£0.05	68%	
					Additional STB Grant	£0.00	£0.00	£0.00	-	
					Core Grant	£1.08	£1.85	£0.77	42%	
	£2.10	£3.90	£1.81	46%		£2.10	£3.90	£1.81	46%	

Human Resources Update

Salaried Establishment as at **8 June 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	45 (44.04 FTE)	5 (5.00 FTE)	50 (49.04 FTE)
DfT Data Services (Hosted)	13 (12.80 FTE)	11 (11.00 FTE)	24 (23.80 FTE)
Rail North Partnership (Hosted)	14 (14.00 FTE)	3 (3.00 FTE)	17 (17.00 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

Business Planning – A temporary pause on permanent recruitment to core budget funded roles remains in place whilst 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 2022/23 Business planning process, to be presented at the June TfN Board meeting – resource planning is an integral part of this. Due to the 2022/23 core budget reduction the organisation has opened its Voluntary Redundancy process and is currently feeding back on VR applications – an update will be given to Board

Additionally, given the change to the organisations scale and size a job grade evaluation exercise is currently being undertaken, Board will be kept updated.

HR Metrics – 2022/23 Year-to-Date:

Corporate Sickness Level:	5.7%
Employment Policy Application:	0%
Rolling 12 Month - Employee Turnover (Voluntary Leavers):	29.1%
% 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	



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

