

# Transport for the North Quarterly Operating Report January to March 2023



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# Introduction

## Summary from the Chief Executive

As the financial year ended, we were pleased to secure TfN Board agreement to the draft Strategic Transport Plan (STP2) allowing us to commence a 12-week statutory consultation over the summer. Work is now underway in earnest to prepare for that consultation with partners and stakeholders across the North.

Alongside, and central to STP2 ambitions, our work on transport-related social exclusion will be published. Now the 'Connecting Communities' strategy, it sets an ambitious target for our region to reduce TRSE by 1.0 million people, against a current level of 3.3 million, by 2050. We've also completed our update to the Northern Powerhouse Independent Economic Review (NPIER) scenarios, which has informed STP2. The headline message is clear: the economic potential of the North remains huge and by pulling the right policy levers together, we can grow our economic and improve productivity.

More widely, poor rail performance (particularly by TransPennine Express ("TPE")) continued to be at the centre of the TfN Board's concerns on rail services. With a detailed recovery plan now in place, TfN – working through the Rail North Partnership continues to closely monitor TPE performance to ensure it meets the standards passengers expect and need. Elsewhere, there has been encouraging progress for customers as part of the Transpennine Route Upgrade ("TRU"), with the delivery of planned station improvements and more staff available to support users. Greater accessibility is a critical part of upgrading our rail infrastructure across the North, so more citizens and businesses can use our network.

Our Board also supported TfN's initial recommendations for future Road Investment Strategy (RIS) investments and our advice has been shared with the Department for Transport and National Highways. While we keenly await the Strategic Road Network ("SRN") Initial Report, Route Strategies Report and Connecting the Country vision this spring, we were able to share our perspective on road funding arrangements at the recent Transport Select Committee enquiry.

Within TfN, our new directors – Darren Oldham (Roads and Rail Director) and Katie Day (Director of Strategy, Analysis and Communications) joined us on 6 February – the final step in delivering our re-shaping programme. With our new Operational Business Team now fully resourced, we have finalised our business plan for 2023/24 and expect to publish that shortly.

And finally, I'd like to thank our partners and stakeholders for joining us on 6 February in Newcastle at our annual conference. Our best yet in my view, which gave us the opportunity to consider how, together, we can transform the North through an effective, efficient and sustainable transport system.

# Strategic Transport Plan (“STP”)

## Quarterly summary

Work has continued at pace to prepare our second STP (“STP2”), focused on three strategic ambitions: transforming economic performance; decarbonisation of the transport network; and significantly reducing social exclusion. This culminated in a full draft STP2 being endorsed by TfN Board on 23<sup>rd</sup> March 2023 to commence a 12-week statutory consultation over the summer.

Progress on the second Integrated Sustainability Appraisal (ISA2) has been aligned to STP2 development with an initial report being shared with partners as part of the Board papers.

## Activity update

- Following TfN Board in December we have continued to further refine the headline objectives and metrics we will use to support STP2, including developing a series of interim 2030 targets.
- On account of issuing the first draft STP2 with partners for feedback in December 2022 we received over 600 detailed comments from partners which we methodically assessed and considered as we prepared further iterations of the draft ahead of sharing with the Board in March.
- Throughout February and March, we undertook a series of pre-Board engagements with several stakeholders including DfT, TfN partnership Board, the Northern local enterprise partnerships (LEPs) and political leaders.
- The outputs from the Northern Powerhouse Independent Economic Review (“NPIER”) Scenarios Commission were incorporated into the draft STP2, and all necessary workstream reports are being prepared for publication alongside the ST2 for consultation in May 2023.
- In March we procured a supplier to support us running the statutory consultation and have begun detailed planning. We intend to update partners during April and early May on plans.
- Following a first initial appraisal of the evolving plan in November 2022, subsequent appraisals were carried out in January 2023 and again in March 2023 on later versions of the STP2, the full Integrated Sustainability Appraisal (“ISA”) report will be published for consultation in May 2023. The results of the full appraisal, conducted independently by external consultants (Arup), are currently being reviewed. The initial report shared with our Board in March, indicated that the STP objectives gave a good underpinning for sustainable performance. Given the STP a strategic document, there are some uncertain impacts, which would need to be considered at the more detailed, operational/project level in future. Following the consultation period, the ISA report will be updated to reflect any updates to the STP2 and published alongside an ISA Post Adoption Statement, at the same time as the STP2.

- A Habitat Regulations Assessment has also been prepared and will form part of the suite of consultation documents alongside the Full ISA Report. TfN is engaging with Natural England on this process.

## Risk

<i><b>Risk/Issue Summary</b></i>	<i><b>Summary of Mitigating Issues</b></i>	<i><b>KPI</b></i>
<p><b>Continued partner support.</b> Risk of lack of or insufficient partner support and alignment for the Strategic Transport Plan and the Investment Programme ambition and outcomes.</p>	<ol style="list-style-type: none"> <li>1. Continue stakeholder engagement on an ongoing basis via Strategic Oversight Group (SOG) and other mechanisms. Ensure visibility of STP2 and research programmes to partners with timely updates to allow officers to plan engagement and activity. Early discussions with partners as part of the STP2 programme development process.</li> <li>2. Liaison with TfN Comms &amp; Engagement Team providing relevant information to feed into the communications plan.</li> </ol>	14
<p><b>STP buy-in from Government.</b> Uncertainty whether central government (DfT) will consider/accept TfN's advice on proposed transport interventions for the North as set out in STP2.</p>	<ol style="list-style-type: none"> <li>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)</li> <li>2. Continue direct engagement with DfT and other relevant departments over TfN's objectives and engagement.</li> <li>3. Continue to refine and build the tools required to deliver the STP2 vision and secure Government buy-in</li> </ol>	14,15
<p><b>Developing the STP evidence base. This risk will now be retired, following completion of evidence base in time for presenting the draft STP2 to the TfN Board in March.</b></p>	<ol style="list-style-type: none"> <li>1. Clear STP programme established and visible to stakeholders.</li> <li>2. Regular ongoing engagement and dialogue with wide range of stakeholders and partners, including with TfN partners, DfT, National Highways and Network Rail through SOG; and with the NP11 and other Northern bodies.</li> <li>3. Publication of TfN research and analysis, and regular engagement with academics and analysts across the North and UK.</li> <li>4. Agree and revise the NPIER in advance of STP2 to secure agreement to the economic objectives.</li> <li>5. Ensure STP2 aligns with partners updated local transport plans and subsequent strategies/plans.</li> </ol>	5, 10, 14
<p><b>Appropriate Comms &amp; Engagement support to promote our policies and strategies.</b> Due to other demands/resource constraints, there is a risk of insufficient Comms &amp; Engagement support to promote our policies &amp; strategies</p>	<ol style="list-style-type: none"> <li>1. Development and communications of STP2 Comms &amp; Engagement Plan</li> <li>2. Regular TfN internal meetings to ensure appropriate prioritisation and progress is discussed and actioned.</li> </ol>	14

## Look ahead

- May to August 2023: Statutory public consultation on the draft STP2 and ISA Report.
- September 2023: Board report providing overview of consultation feedback and our plans for amends.
- December 2023: New STP2 presented to TfN Board for adoption.



# Strategic Rail

## Quarterly summary

Continued poor performance with rail services - particularly by TPE - continued to be a focus of concern for the TfN Board and therefore a focus of the team's work. In this quarter, through the Rail North Partnership (RNP), we secured a detailed Recovery Plan from TPE, which is now being monitored closely by TfN. More positively substantial work on the TRU continued with major work enabled by blockades successfully completed at Morley and Stalybridge.

## Activity update

### Rail Operations

Services continued to be impacted by industrial action and disputes, although at the time of writing, strike action has been suspended. Despite this, passenger demand on Northern and TPE continues to recover at a faster rate than other parts of the country – particularly in leisure market, with revenues growing closer towards pre-covid levels.

### Rail Strategy

TfN is continuing to develop more detailed proposals as to how rail reform should be implemented in the North with an initial focus on changes that can be made building upon existing devolution through the RNP that do not require legislation or structural change. **A North-West Regional Business Unit was approved for implementation in early 2023/24, this will sit within the overall framework provided by RNP.**

The draft STP2, which was approved by our Board for consultation in March, will be accompanied by a Strategic Rail Report to provide more details and evidence on rail investment.

Our rail investment planning function is now fully resourced within the Strategic Rail team, enabling TfN to step-up engagement with the major infrastructure schemes across the North.

Through our Chairmanship of the TRU Stakeholder Forum, TfN has established areas for improvement by the rail industry in the planning and management of possessions. Recommendations have been agreed including: the need for better wayfinding signage for customers both on stations and on rail replacement services; and more rail replacement service co-ordinators and other customer service improvements. TfN will continue to support the industry to ensure customers are adequately provided for as delivery of this much needed rail infrastructure programme builds momentum.

We are also updating our Statutory Advice on Manchester to reflect the progress made by the Manchester Task Force (MTF) in delivering the December 2022 timetable and the development of the Manchester Blueprint. In parallel work continues on the Leeds Area Improvement Plan (LAIP), which includes the development of infrastructure to support additional Bradford to London services with a decision to deliver expected in summer 2023.

Network Rail is producing a Strategic Outline Business Case for Sheffield, seeking to bring together schemes likely to affect the station including 'Restoring Your Railways', Hope Valley Upgrade and Midland Mainline Electrification.

Work has begun to produce a Rail Investment Pipeline, in collaboration with TfN partners and the rail sector in the North, bringing together all planned and aspirational infrastructure development into one place to assist in the identification of synergies, opportunities for efficiencies, and to enable prioritisation of resources amongst the team.

### Connected Mobility Strategy

The Connected Mobility Manager post has been filled in the period. Consultancy support that was procured in the interim will continue to finish the current commission, to develop the Connected Mobility Strategy and completing work on the Connected Mobility Hub pilot with partners. The Connected Mobility Strategy will be reported to the TfN board in June for their consideration. Work has started on establishing the knowledge exchange network with a plan to publish documentation and findings from the hub support.

## Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<b>Future timetable changes in the North reduce rail connectivity.</b>	<ol style="list-style-type: none"> <li>1. TfN, working with Partners, will continue to convey to Operators and the Department for Transport (DfT) the key concerns of the region.</li> <li>2. Blueprint for both East Coast Mainline (ECML) and Manchester have been established and will be further developed and updated.</li> <li>3. Contribute and influence the work of the Leeds area study as part of the implementation of the Integrated Rail Plan (IRP) and linked to ECML-future timetables</li> </ol>	17/18
<b>There is a risk that TfN could have a reduced role in the rail industry</b> following the implementation of rail reform under Great British Railway	<ol style="list-style-type: none"> <li>1. TfN is working with the Great British Railways (GBR) Transition Team to work on a more detailed proposal as to how the White Paper might be delivered in the North and are working to develop a TfN proposition to define what our role would be in the rail industry going forward to present to the GBR Transition team.</li> <li>2. TfN has established a rail reform programme board from April 2022 chaired by TfN's CEO. The programme board provides a programme of work to develop the partnership between TfN and GBR, defining TfN's future role on rail and its interface with the whole industry strategic plan (WISP). TfN has responded to the DfT led consultation on the rail reform legislation. The team is exploring short term interventions that can be delivered within the existing RNP arrangement and do not need legislation or structural change.</li> </ol>	9
<b>The long-term effect of Covid-19 may impact on the viability of train services and future investment decisions.</b> The pandemic has changed travel patterns and behaviours and	<ol style="list-style-type: none"> <li>1. To continue to use TfN's influence in the monthly RNP Board and Rail North Committee to shape the re-introduction of services, and infrastructure developments and re-build passenger confidence.</li> </ol>	17/18

<p>therefore service and investment decisions will need to reflect new markets and emerging evidence of demand.</p>	<ol style="list-style-type: none"> <li>2. Continue with the close working relationship and communication with TfN member authorities on deliverables and risks.</li> <li>3. TfN's Strategic Rail team and RNP to work together to support Network Rail and Operators in producing recovery plans that meet passengers' needs and rebuild confidence.</li> <li>4. Continue to track train service performance and delivery via regular reporting dashboards.</li> </ol>	
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## Look ahead

- Monitoring and reporting on train performance and operator recovery plans.
- Influencing the train operator business plans for 2024/25 (through the RNP) and making the case for continued investment in rail in the North.
- Progressing proposals for rail reform in the North and developing a proposal for the TfN Board.
- Using TfN's Stations Strategy to shape the development of Northern's business plan and "Stations as a Place" initiative.
- Revising the Statutory Advice for Manchester to ensure it is aligned with industry activity and relevant for the future.
- Progressing the Connected Mobility programme with a focus on providing support for TfN partners through the 'Hub'.
- Preparing reports for the future RNC and TfN Board meetings.



# Strategy, Policy, and Research

## Quarterly summary

We made further progress in implementing the priorities set out within our Transport Decarbonisation Strategy, in-particular on the tools to assist partners with the upcoming Quantified Carbon Reduction (“QCR”) requirements expected within the new Local Transport Plan (LTP) guidance.

Following the public consultation on the socially inclusive transport strategy, we have made some revisions and the ‘Connecting Communities’ strategy, which underpins the STP2 ambition to reduce transport related social exclusion (TRSE), is ready for publication.

TfN’s new citizens’ panel, Northern Transport Voices, launched in January, and engagement activities with participants from the general public are underway. The Panel is intended to give us better perspectives on our work and the North’s transport needs.

The NPIER Scenario outputs have been fully socialised with partners, and we expect to publish the final report when the STP2 consultation begins in spring. Alongside, we are now preparing a full refresh of the 2016 NPIER, using the updated economic scenarios. We expect to publish that later this year.

## Activity update

TfN continues to implement the priorities identified in the Transport Decarbonisation Strategy and has started to plan for the next update of the Strategy, due in 2025. Recent work has included:

- Working with DfT to help guide the development of upcoming DfT guidance on QCR and Infrastructure Carbon as a part of the expected LTP guidance.

Complementing this guidance, we are developing:

- An online QCR Dashboard for use by partners, providing baseline carbon emission forecasts for local authority areas within the North, along with a various ‘slice and dice’ analysis of relevant local authority level surface transport data. This dashboard is expected to be complete in May 2023.
- An interactive visualisation tool as part of our Clean Mobility Visions workstream, through which partners will be able to access place-based policy recommendations for vehicle reduction policies, along with accompanying evidence. The visualisation tool is expected to be functional by the end of May 2023.

This work involves collaboration with the DfT and other sub-national transport bodies (STBs), including Midlands Connect who are developing a carbon reduction calculator tool (the ‘Decarbonisation Policy Playbook’). The intention is to bring complementary workstreams together to create a national suite of tools for local authorities to aid the development of their LTPs and QCRs.

- We have been building on previous work undertaken alongside Network-H2, Northern Gas Networks and others to develop a model based on transport flows and hydrogen gas pipeline proposals for the phased location of hydrogen

refuelling stations servicing heavy duty transport uses (and port equipment). We are working with Northern Gas Networks to obtain funding to further develop the model and produce a visualisation tool for use by the gas networks and our partners. Having been recently successful in obtaining this funding, this work is scheduled for April to September 2023, and is aligned with ongoing prioritisation work being carried out by the NP11. Workshops with potential tool users, to better define the visualisation tool outputs, are being planned for summer 2023.

- TfN has been supporting Nature North in the development of their Connected Green Pathways investable proposition, looking at opportunities for nature recovery along our linear infrastructure networks. TfN has been helping Nature North with data and stakeholder co-ordination.
- The public consultation for 'Connecting Communities' (TfN's socially inclusive transport strategy) was completed in January, the responses have been analysed internally, and the strategy has been revised. Additional analytical work has meant that the revised strategy now commits to reducing the size of the population at high risk of transport-related social exclusion by 1,000,000 by 2050. It also reflects the actions TfN will take and the wider policy outcomes needed to achieve this ambition. An update on the strategy consultation outcomes was provided to TfN Board in March.
- Scoping is underway on the first action from 'Connecting Communities' – a research project on the impacts of the current cost of living and inflationary pressures on populations affected by TRSE.
- Alongside the new strategy, we will also publish our Transport and Health policy position. It explains how TfN will act on the evidence gathered over the last year, which quantified the diverse and complex set of impacts the transport system has on the health and wellbeing of people in the North.
- The NPIER economic scenarios development commission is in its final stages, with the consultants responding to a few remaining queries. The modelling outputs have been shared with the LEPs and other partners, providing the opportunity to review and feedback throughout. An outline plan to deliver the full refresh document is being discussed with the project Steering Group.
- TfN has supported the development of NP11's Northern Evidence Network, specifically the workstream for a future research programme.
- TfN's new citizens' panel, named 'Northern Transport Voices', launched in January and has recruited over 500 members across the North. Several engagement activities are underway, including surveys on sustainable last-mile freight delivery solutions, and on electric vehicles, as well as a task to complete a rural travel diary. The Panel will provide insight and research to inform our evidence base and offer different perspectives and views on transport.
- Following TfN's rural mobility 'call for evidence' with our partners to identify best practice for rural interventions, we have now developed an interactive GIS tool showcasing case studies across the North to enable sharing of good practice amongst partners and stakeholders. This will be published alongside a wider communication and engagement programme to showcase our work in rural mobility.

- Ongoing engagement with other STBs has included support on Western Gateway’s Rural Case for Investment piece and sharing with other STBs our rural focus within the Northern Transport Voices. We have also replicated this engagement with our local partners via the Northern Rural Working Group, sharing our work on Northern Travel Voices and alternative fuels.
- Following the launch of the TfN Freight and Logistics Strategy in December 2022, we are now preparing a policy position to set out the actions TfN will take, in line with STP2 ambitions, to support the sector.

**Risk**

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<p><b>TfN embedding the STP across programmes</b> and how we ensure TfN policy development is compliant with the STP and policy development framework.</p>	<ol style="list-style-type: none"> <li>1. Adoption and in-bedding TfN's policy development framework across the organisation to streamline how we develop policies at TfN.</li> <li>2. Ensuring alignment of STP and programme activities with other core functions within TfN.</li> </ol>	14
<p><b>Within its Decarbonisation Strategy, TfN and its partners have committed to achieving close to zero emissions for surface transport in the North by 2045.</b> TfN is unable to deliver its contribution to achieving this target.</p>	<ol style="list-style-type: none"> <li>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.</li> <li>2. Develop mechanisms to ensure decarbonisation and sustainability are reflected in project and strategy decision-making.</li> <li>3. Continue to influence and engage with stakeholders and maintain reputational credibility.</li> <li>4. Embedding decarbonisation into wider TfN workstreams including freight and social inclusion and testing the interdependencies.</li> <li>5. Refocusing on emerging decarbonisation priorities for TfN and its partners for the development of the decarbonisation strategy update 2025.</li> </ol>	15
<p><b>NPIER programme.</b> The NPIER scenarios are a key piece of evidence for the STP2, which have informed the ambitions.; there is now a need for TfN to produce a refreshed NPIER document in agreement with Northern partners.</p>	<ol style="list-style-type: none"> <li>1. Assurance processes, such as weekly progress calls and steering groups built into the project to ensure the outputs are high quality are being held.</li> <li>2. We have sought to develop a collaborative process for refreshing the NPIER through the stakeholder workshops and will keep TfN and Northern partners involved throughout the project; however, the NPIER will cover sensitive policy areas such as population, migration, housing and spatial planning which may make it challenging to agree a consensus across all Northern partners. To mitigate this risk we will take the steps set out above to keep stakeholders involved in the development of the work, but also ensure our comms and engagement team are involved to help manage stakeholder relations. The external and internal project steering groups will play a key role in providing direction and taking decisions in instance where consensus among the wider stakeholder group is difficult to establish.</li> </ol>	10

## Programme and look ahead

- Further engagement with Northern Partners on the development of the NPEIR refresh publication.
- Northern Transport Voices public engagement activities for the pilot phase will continue through to June.
- Hydrogen refuelling network potential user workshop expected in summer 2023.
- Scoping and commencement of new workstream: Research into the proportionate costs of our different travel choices.
- TfN response (and possibly Select Committee evidence) for the Government's National Networks National Policy Statement consultation.
- Scoping of Decarbonisation Strategy update.
- Publication of rural mobility 'call for evidence' and supporting case study GIS tool through our various communication channels in spring 2023.
- Engagement with airport and ports operators across April and May 2023 to discuss current priorities since publication of International Connectivity and Aviation policy position and introduce forthcoming consultation on STP2.

# Major Road Network (MRN)

## Quarterly summary

Our recommendations for future Road Investment Strategy (RIS) investments were endorsed by the TfN Board, and these have been shared with DfT and National Highways, and the team will continue to work on influencing plans for the RIS Programme. The Strategic Road Network (SRN) Initial Report, Route Strategies Report and Connecting the Country vision are expected to be published for consultation in Spring 2023; TfN will work with partners on preparing a response.

The team submitted written evidence to the Transport Select Committee inquiry into Strategic Road Investment in England, and TfN attended a Select Committee hearing on 29 March 2023<sup>1</sup>.

We are undertaking enhancements to TfN's Electric Vehicle Charging Infrastructure (EVCI) framework, working closely with partners, the energy sector, National Highways and Government. We are also developing plans for roll out of our EVCI tool to other STBs, where appropriate.

Work on the first phase of development of the Bus Service Improvement Plans (BSIP) analytical mapping tool is now complete. Based on evidence from the tool, we have shared tailored feedback to the four local authority partners participating in this initial work.

## Activity update

- We provided a response to the Transport Select Committee inquiry on Strategic Road Investment in England and attended the Committee's Inquiry on 29 March 2023.
- Our recommendations for future Road Investment Strategy (RIS) investments were endorsed at TfN Board.
- We began Phase 3 of EVCI evidence upgrades and are working with local partners via the regional EV Steering Group and other stakeholders to refine options to enhance and apply the Framework in support of EVCI delivery.
- A phased approach to the national roll out of the EVCI Framework has been agreed, with Midlands Connect and Transport for the South East, expected to be the first STB's to collaborate with us.
- We are planning the approach towards updating TfN's Future Travel Scenarios during 2023/24, which will include local and national partner engagement to ensure TfN's 'decide and provide' approach is captured in TfN workstreams and is an effective enabling tool to support our objectives.
- Working across TfN, with WSP, we have completed work developing a tool that integrates bus and light rail timetables into TfN's Analytical Framework. This mapping tool allows users to analyse bus services against accessibility data to demonstrate potential demand for future bus services.
- We have shared tailored feedback to the four local authorities, who volunteered to be case studies, including suggestions for future BSIPs.

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<sup>1</sup> The Strategic Director for Rail & Road provided oral evidence at the inquiry on 29<sup>th</sup> March:  
<https://committees.parliament.uk/event/17356/formal-meeting-oral-evidence-session/>

- TfN is in the process of developing scope for the next stage of work in supporting local partners with their BSIPs. This will include providing further analytical services and developing a TfN bus policy, which will detail how TfN can provide added value to the region in supporting plans for improved bus services.
- TfN had a further meeting with the National Infrastructure Commission's (NIC) team who are leading work on the second NIC Interurban Transport Project. The NIC have since published interim advice to Government on roads in April.
- We submitted a TfN response to National Highways' Simister Island Interchange public consultation.
- We had a paper published in the Journal of Urban Regeneration and Renewal, 'How Road investment can improve economic prosperity: The case for Northern England'<sup>2</sup>

## Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<p><b>Alignment with delivery partners.</b> There is a risk that TfN and its partners may not have an effective relationship that supports the delivery of TfN's objectives. This could be due to ineffective communication that causes a lack of clarity and understanding of partners and/or partners understanding of TfN's policy positions and priorities. This would lead to relationship challenges that would impact our credibility and affect our partnership working.</p>	<ol style="list-style-type: none"> <li>1. Continue to influence National Highways in planning future RIS investments.</li> <li>2. Manage expectations with partners at SOG, Major Roads Group and Executive Board partner briefings.</li> <li>3. Implement and update the Joint Engagement and Action Plan (JEAP) with National Highways.</li> <li>4. Facilitate a risk workshop around partner engagement to discuss how to improve engagement with partners that can feed into workstreams.</li> <li>5. Respond to consultations when National Highways publish the SRN Initial report, Route Strategies report and Connecting the Country report.</li> </ol>	11
<p><b>EVCI stakeholder expectations and interaction.</b> If there is any misalignment of objectives or miscommunication with key stakeholders, there is a risk that stakeholders may not be clear on the outputs to be delivered, its 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"> <li>1. Significant partner engagement during TfN governance sign offs of products and to encourage and suggest uses of project outputs. This will be achieved through the steering group, one-to-one discussions, and the governance structure.</li> <li>2. The team is seeking new avenues to promote the work, including National Grid, Office of Gas and Electricity Markets (OFGEM) and the Energy Saving Trust (a delivery body for Government regarding electric vehicles)</li> <li>3. Work with TfN legal/TAME to ensure Phase 3 outputs can be shared.</li> <li>4. Engagements with stakeholders such as DfT, Office for Zero Emission Vehicles (OZEV) and the Northern electricity Distribution Network Operators (DNOs) to ensure this work can support the national agenda and actions.</li> <li>5. TfN will seek to make the most of opportunities for good press/ advertising outcomes of work.</li> </ol>	12

<sup>2</sup> Journal of Urban Regeneration and Renewal Volume 16 Number 2 (2023).



## Programme and look Ahead

- Now the Business Plan 2023/24 has been endorsed at TfN Board, we are confirming the resources available, programme and any risks or opportunities to be managed across each workstream for the upcoming year in major roads.
- The next Major Roads Group will be held 18 April 2023.
- We are planning workshop with National Highways in early May, further inputting to the development of plans for the RIS programme.
- We expect to complete one-to-one calls with local authority sponsors of MRN/LLM schemes in April/May, gathering partner feedback on lessons learned to inform planning for improved delivery of business cases.
- We are scoping BSIP work with TAME colleagues, and partners, aiming to start the next phase of work in June.
- We will be presenting an updating on the EVCI project at National Highways' Network Planning Directorate Regional Insights event on 20 April.
- Completion of EVCI phase 3 planned for end-June 2023.
- We are finalising the scope and will then initiate 2023/24 EVCI enhancements. We will trial new developments via a Northern tool in the first instance.
- We expect to agree delivery programme and partnership agreements to begin STB roll out with identified regional partners. We will continue maintaining engagement with STB EV group to understand future extensions to other regions and opportunities for STBs to support national and local authority delivery of EVCI.
- We plan to finalise the scope and then begin our Future Travel Scenarios update.

# Operations summary

## Quarterly introduction

Our operational teams are key to our success as a STB 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

Updates on key activities from TfN operational teams are as follows:

### **Stakeholder Engagement & Communications Team (SECT)**

#### **March 2023**

- We held our Annual Conference in Newcastle which saw nearly 200 attendees attend. We surpassed media coverage from 2021 and generated high levels of traffic to website and social channels.
- Other engagement activities included our fringe at the Liberal Democrat Spring Conference, which was well-attended, and we are finalising plans for our All party Parliamentary (APPG) AGM and continued working on our plans for Party Conferences later in the year.
- We held our Board meeting in Leeds on 23<sup>rd</sup> March and following this we circulated a letter from Lord McLoughlin to the Secretary of State for Transport.
- We supported our appearance at the Transport Select Committee with briefing and preparation.
- We received, and responded as appropriate, to external media enquiries on topics such as HS2 delays, Mayor Ben Houchen's comments about TfN and post-conference requests.
- Internally, we held an online TfN Live session on 14<sup>th</sup> March and supported internal campaigns such as Women in Transport. Other internal communications included blogs about health and wellbeing, and decarbonisation.
- We led on the collation of the TfN Business Plan, drafting forewords for the Chair, Vice-Chair and LEPS.

#### **February 2023**

- External media activity included our annual conference set for Newcastle on Monday 6 March, and we received media queries about the RNC meeting on 22 February, as well as relating to industrial relations, TPE and rail performance figures.

- Lord McLoughlin was featured on a number of regional BBC radio stations.
- Published an Insights piece on our [International Connectivity and Aviation policy position](#).
- Martin Tugwell and Lord McLoughlin spoke at The Northern Transport Summit in Liverpool on Thursday 23 February.
- Owen Wilson featured in the Journal of Urban Regeneration and Renewal while Lucy Hudson's article on Freight appeared in Rail Director magazine.
- Amplified National Highways partner content promoting the A66 consultation and outlined our position on the benefits of the scheme.
- We held our first 2023 in-person TfNLive event on February 14 at the Hilton.
- Total channel views on YouTube passed 50k and total followers on LinkedIn passed 12k.

### **January 2023**

- External media activity included our [International Connectivity and Aviation](#) policy position and we secured an interview with Bradford radio.
- TRSE research featured in Impact Magazine.
- The team supported Martin Tugwell on his visit to Warrington and Chester.
- Published an Insights on TfN's [2023 forward look](#).
- We had a stall at the Convention for the North in Manchester.
- We received, and responded as appropriate to, several media enquiries relating to industrial relations, TPE and rail performance figures.
- Internally, we continued to promote wellbeing resources.
- Shared partner information on social channels in relation to the ongoing disruption caused by industrial action.
- Amplified our Freight and Logistics strategy through a series of animations and graphics on our social media channels.

### **Finance, Procurement and Risk**

Normal operations have been delivered during the quarter with the following being prominent developments.

- 2023/24 final budget and draft business plan submitted to and approved by the Board in March 2023.
- The corporate risk register was presented to the Audit and Governance Committee on 17 February and TfN board on 23<sup>rd</sup> March.
- A risk deep dive process has now been implemented at Audit and Governance Committee meetings.

### **Legal & Democratic**

The team continues to provide support across TfN for all corporate meetings and operational legal advice including on areas including procurement and information law, the Strategic Transport Plan, North West Regional Business Unit and Centre of Excellence. Recruitment to the vacant Senior Lawyer role is under way. The Constitution is being updated following the report to March Board.

## **TAME (Technical Assurance, Modelling & Economics)**

### **NPR Strategic Outline Business Case (SOBC)**

- The NPR SOBC analytical and reporting programme has been completed in accordance with the programme agreed with DfT. This provides the necessary set of input into the SOBC for DfT internal governance. A further two months of sensitivity testing and responding to any DfT queries as the SOBC is taken through governance.
- Analysis to investigate high levels of crowding evident in NPR network tests was completed and presented findings to the DfT.
- The Model Development Report (MDR) for the Northern Economy and Land Use Model 3 has been reviewed as part of the SOBC programme.
- Analytical work has commenced to test further network and local ambition sensitivities to provide a wider range of benefit and economic forecasts for the scheme.
- The Northern Model Integration Tools (NorMITS) Demand contract partner have provided all commissioned analytical and visualisation support in relation to the NPR SOBC programme.
- The inception meeting for provision of analytical support to Rotherham Mainline Outline Business Case has taken place and work has commenced on this project. This will see TAME working with Network Rail and Fore Consulting to provide inputs the OBC.
- Planning is underway for the next round of recruitment, due to take place in May 2023. Role Profiles have been provided to HR for review and five roles will be advertised, growing TAME to 35 FTE.
- Progress has been made on planning TAME activities for the new financial year. A new TAME Master Programme is being developed to identify all activities where the team will be providing support to the wider business alongside any NPR work planned.
- The team is engaging with other STBs to prepare tailored offers of analytical support, via a Common Analytical Framework. A roadmap of potential support to local transport Authorities has also been prepared and will be discussed with partners in the spring.

# Financial performance

## Financial Update

### Summary

Expenditure incurred year-to-date (YTD): £14.84m

YTD budget: £16.52m

YTD variance against budget: £1.6m underspend (10%)

### Headlines

- Actuals are monitored against the budget revision.
- Underspend YTD is driven by hosted activities. Underspend in operational and backoffice areas relates to transition cost savings, staff savings due to the timing of onboarding to new roles and phasing differences in externally contracted work, with the completion of some work slipping into the new financial year.

### **Hosted Services:**

- Expenditure of £6.78m YTD is £0.89m (12%) under budget. Expenditure in these areas is subject to dedicated funding streams which cannot be repurposed.

### NPR Programme Closure:

- YTD expenditure of £0.39m is broadly aligned to the budget. Remaining expenditure in this area relates to contractual office infrastructure commitments which cannot be mitigated.

### NPR Analytical Support:

- Expenditure of £5.00m YTD, represents an underspend of £0.66m (12%). The work programme has evolved in discussion with the DfT and as previously forecast the full funding envelope has not been required.

### Rail North Partnership:

- Expenditure of £1.39m YTD, is £0.21m under budget. Underspend is driven by staff vacancies, £0.15m in the TRU team, where one position remains unfilled. The remainder relates to vacancies in the RNP team, all of which have now been filled.

### **Operational Areas:**

Expenditure of £3.45m YTD, represents an underspend of £0.46m (12%).

### Strategy & Policy:

- Expenditure of £1.98m YTD against a budget of £2.12m, an underspend of £0.14m (7%). The majority of this variance relates to slippage where activity underway will complete in Q1 of the new financial year.

### Major Roads:

- Expenditure of £0.44m YTD, represents a marginal underspend of £0.03m (7%). This is due to the phasing of the next phase of the EVCI work, which will now complete in the new financial year.

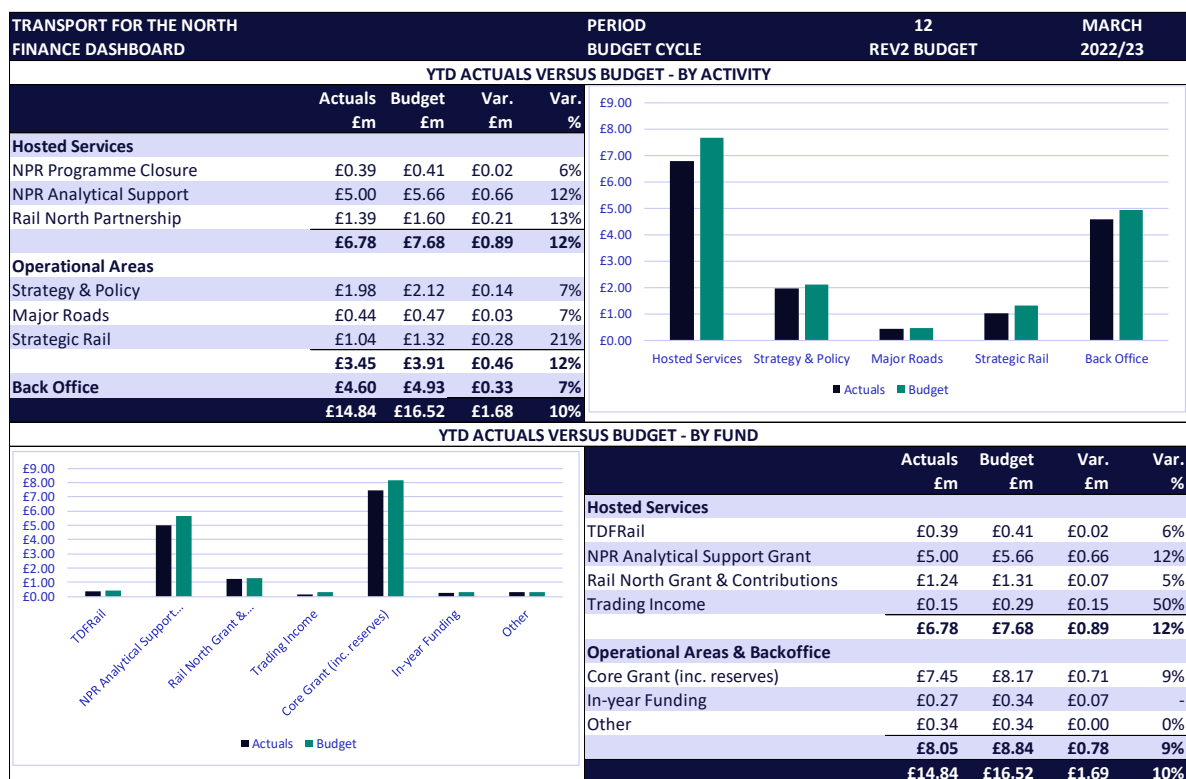
## Strategic Rail:

- Expenditure of £1.04m YTD, represents an underspend of £0.28m (21%). The underspend is driven by several vacancies in the team in Q4, all have which have been filled for the beginning of the new financial year. Further underspend in professional services is a mixture of savings and slippage of some activity into the new financial year.

## Backoffice:

- Expenditure of £4.60m YTD against a budget of £4.93m, an underspend of £0.33m (7%)
- Savings of £0.40m have been made against the original transition budget of £1.44m.
- A number of small variances across backoffice areas representing a total overspend of £0.07m.

## Finance Dashboard





## Human Resources update

Salaried Establishment as at **11 April 2023**

### 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	18 (18.00 FTE)	-	18 (18.00 FTE)
Operational & Delivery	48 (47.84 FTE)	1 (1.00 FTE)	49 (48.84 FTE)
DfT Data Services (Hosted)	24 (23.69 FTE)	-	24 (23.69 FTE)
Rail North Partnership (Hosted)	15 (15.00 FTE)	3 (3.00 FTE)	18 (18.00 FTE)
<b>Total Establishment</b>	<b>107 (106.53 FTE)</b>	<b>4 (4.00 FTE)</b>	<b>111 (110.53 FTE)</b>
<b>Strength (in post)</b>	<b>90 (89.53 FTE)</b>	<b>2 (2.00)</b>	<b>92 (91.53 FTE)</b>
Appointed (start date pending)	-	-	-
Active/Pending Recruitment	10 (10.00 FTE)	-	10 (10.00 FTE)
Vacant – On-hold	7 (7.00 FTE)	2 (2.00 FTE)	9 (9.00 FTE)

### Agency/Consultancy Resource – Covering Vacant Established Posts

Area	Posts (FTE's)
Support Services	2 Posts (1.60 FTE)
Operational & Delivery	7 Posts (7.00 FTE)
<b>Total</b>	<b>9 Posts (8.60 FTE)</b>

### HR Metrics – 2022/23 Year-to-Date:







Corporate Sickness Level:	<b>3.1%</b>
Employment Policy Application:	<b>3%</b>
Rolling 12 Month - Employee Turnover (Voluntary Leavers):	<b>21.4%</b>
% of Employees from an Ethnic Minority Background:	<b>14%</b>
% of Employees declaring a Disability:	<b>23%</b>
Gender Mix - % of Female Employees:	<b>39%</b>
% of Male Employees:	<b>61%</b>







# Key Performance Indicators

## Key

## Colour

## Number of KPIs with this status

Achieved (complete)		<b>15</b>
On Track (in progress, no delays)		<b>0</b>
In Progress (in progress, may become delayed)		<b>0</b>
Delay (has missed a key deadline)		<b>0</b>
Delay BTYE (delayed beyond this year end)		<b>5</b>
Not Started		<b>0</b>

Area	KPI	Detail	Progress	Status
<b>Rail</b>	1	Establish the Stakeholder Forum for Trans-Pennine Route Upgrade	Achieved	
			The stakeholder forum for TRU has been set up and is chaired by TfN, with the inaugural meeting having taken place in June.	
<b>Strategy</b>	2	Publish the TfN work on Transport Related Social Exclusion	Achieved	
			The TRSE research and mapping tool was published on the 22 September. The inclusive transport strategy was agreed by the Board on the 29 September.	
<b>CEO</b>	3	Complete the reshaping of TfN and implement new operating model	Achieved	
			The reshaping of the organisation was completed in August and the recruitment of new Directors concluded in November with new Directors arriving in February.	
<b>CEO/Rail</b>	4	Implement effective governance arrangements for the Co-Sponsor Board.	Delay BTYE	
			The NPR Sponsor Agreement has now been agreed by DfT Ministers. The Sponsor Agreement was discussed at the TfN Board in March 2023 however deferred pending further discussion and consultation. Further discussions planned with DfT and Network Rail on TfN and Partner engagement. TfN has agreed that going forward, one of its seats on the NPR Sponsor Board will be filled by a senior Partner representative, with Executive Board agreement that this should be the Chief Executive of WYCA.	
<b>Strategy</b>	5	Publish the TfN Freight and Logistics Strategy	Achieved	
			The Strategy was published in December 2022.	
<b>Strategy</b>	6	Establish the agreed NPR analytical work programme for DfT through TAME.	Achieved	
			The Grant Funding Agreement between TfN and DfT was agreed in June 2022. An initial work programme for 2022/23 has been agreed with DfT and analytical steering group now established. The majority of the analytical programme has been completed in support of the SOBC programme.	


<b>Finance/Strategy</b>	7	Develop an autumn submission to Government that identifies opportunities to build on TfN's technical capabilities	Achieved	
			Additional funding has been allocated to TfN for 2023/24 and 2024/25 to build our capabilities for support to local authority partners and other STBs.	
<b>CEO/Strategy</b>	8	Develop the business model that enables TfN to support its partners across the north	Delay BTYE	
			initial development work and discussions with Partners commenced in September and will continue in the next quarter.	
<b>Rail</b>	9	Working with partners, prepare a Northern proposition for the implementation of the Williams-Shapps rail reforms	Achieved	
			Work is continuing to develop more detailed proposals of how rail reform should be implemented in the North. Initial focus on areas that can be taken forwards within existing RNP agreement and do not require legislative or structural change. Consultants appointed to develop a business case for various options for TfN involvement in future scenarios, all of which build on the existing RNP arrangement. Discussions with GBRTT now being progressed following the Secretary of State's confirmation that he intends to proceed with establishing Great British Railways. Additional post recruited to take forwards Rail reform work from April 2023. North West Business Unit agreed by RNC in February 2023.	
<b>Strategy</b>	10	Publish a refreshed Northern Powerhouse Independent Economic Review	Achieved	
			The NPIER economic scenarios have been updated and informed STP2. A full refresh document will be delivered during 2023.	
<b>Road</b>	11	Identify investment priorities for consideration as part of Road Investment Strategy (RIS3)	Achieved	
			Informed through engagement with partners and supported by TAME, the team have completed an initial evidence-based assessment of the need for interventions in the RIS Programme. This work will underpin ongoing engagement with National Highways / DfT on influencing plans for RIS3 and help inform TfN's response to the SRN Initial Report, and National Highways RIS documents, when published.	

<b>Road</b>	12	Use the EV Charging Infrastructure framework to support partners – nationally and across the North	Achieved	
			TfN launched the EVCI Framework and online toolkit in 2022 and the team are now progressing work to further enhance the EVCI evidence based on local authority partner feedback regarding priorities.	
			TfN’s EVCI work has attracted significant interest from the public and private sector, including from National Government (DfT, OZEV and Geospatial Commission), indicating appetite to extend the evidence capabilities nationally and further integrate with other sectors (spatial and energy planning).	
<b>Strategy</b>	13	Make the Clean mobility visions (CMV) outputs available for use by partners – nationally and across the North	Achieved	
			The development of CMV evidence base is now complete and work is underway on a suitable dissemination model.	
<b>Strategy</b>	14	Prepare a draft Strategic Transport Plan and secure TfN Board agreement to consult	Achieved	
			The Board approved the draft STP2 for consultation at its March meeting. Consultation is expected to begin in May 2023.	
<b>Strategy</b>	15	Complete an Integrated Sustainability Appraisal (ISA) of the revised Strategic Transport Plan	Achieved	
			ISA was shared with Board, with the draft STP. The final ISA will be published with the STP2 for consultation.	
<b>Rail/Road</b>	16	Develop a draft Connected Mobility Strategy and secure TfN Board agreement to publish	Achieved	
			Internal work completed, as planned. and a report will be presented to TfN Board in June 2023. A draft Connected Mobility Strategy has been developed, with the newly appointed Connected Mobility Manager to review.	
<b>Rail</b>	17	Develop and implement the Manchester Recovery Taskforce ‘Blueprint’ and apply the same approach to the East Coast mainline	Delay BTYE	
			Delayed due to staff vacancy. The Manchester Task, with input from TfN, continue to develop and deliver the Blueprint for Manchester following delivery of configuration state one in December 2022. The Blueprint for the ECML (North) has been refreshed and was presented to Rail North Committee in February 2023 and will continue to be used in engagement with Network Rail and DfT to pursue the	

			enhancements and services required for the north.
<b>Rail</b>	18	Contribute to the work of the Leeds Area Study as part of the implementation of the IRP	<p>Delay BTYE</p> <p>Delayed as DfT has not published the Terms of Reference. Network Rail has been asked to lead the Leeds Area Study, which will examine HS2 connections to Leeds and connections between Bradford and Leeds. These should be funded from the overall IRP budget. TfN input is to be provided. Terms of Reference still awaited.</p>
<b>Strategy/Road/Rail</b>	19	Deliver projects on BSIP's, hydrogen and local mobility in support of partners	<p>Delay BTYE</p> <p>The team is making good progress in concluding the EVCI, hydrogen and connected mobility schemes, and having discussed with DfT, these schemes will be concluded early in 2023.</p>
<b>Road</b>	20	Submit to DfT an update on progress with the implementation of the Major Road Network Programme.	<p>Achieved</p> <p>TfN submitted a report to DfT in 2022. DfT has not requested a report in 2022/23, however we maintain an ongoing engagement through the Major Roads Group and keep a record of progress with delivery of the MRN programme.</p>



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