

# Transport for the North Quarterly Operating Report July to September 2022



# Contents

<b>Introduction</b>	<b>Page</b>
Summary from the Chief Executive	<b>3</b>
<b>Programme Summary</b>	
Strategic Rail	<b>4-5</b>
Strategic Transport Plan (STP)	<b>6-7</b>
Strategy, Policy, Research & Economics	<b>8-9</b>
Major Road Network (MRN)	<b>10-11</b>
<b>Operations Summary</b>	<b>12-14</b>
<b>Financial Performance</b>	
Financial Update	<b>15-16</b>
Activity Dashboard	<b>16</b>
<b>HR Update</b>	<b>17-18</b>
<b>KPIs (Key Performance Indicators)</b>	<b>19-21</b>

# Introduction

## Summary from the Chief Executive

TfN has welcomed the new Government's commitment to deliver Northern Powerhouse Rail (NPR) in full and the Chairman has written to the new Prime Minister and Secretary of State to set out the Board's preferred way forward on both NPR and HS2 with a clear offer of support. TfN also welcomed the publication of the Transport Select Committee's report on the Integrated Rail Plan that reflected many of the themes of TfN's evidence to the Committee's Inquiry.

Current issues on the rail network including readiness for December timetable changes have been a major priority for the Rail North Committee and the Executive. Members have expressed significant concerns about the passenger impact of ongoing resource shortages, industrial action and service cuts. A ministerial meeting took place in July and TfN will be making representation to government on the recovery of services on the West Coast Mainline. RNC will oversee work on shaping a growth strategy for rail in the North. TfN has established a rail reform Programme Board with GBR, DfT and TfN partners.

Work has continued at pace to prepare our second strategic transport plan (STP2) including the development of the case for change, vision and objectives and policy for places chapters. Further policy development has been focused on socially inclusive transport, International Connectivity, Freight Multi Modal Hubs and Local Connectivity policy positions. Work to refresh the Northern Powerhouse Independent Economic Review (NPIER) continued, specifically updating the evidence base on productivity gap and the development of a series of economic scenarios. Progress on the second Integrated Sustainability Appraisal (ISA2) has been aligned to STP2 development, with scoping documents now completed and consultation started in September.

Key activities within the policy and research programme included further progress on implementing the priorities set out within the TfN Transport Decarbonisation Strategy. The Transport-Related Social Exclusion (TRSE) research report has now been published and the socially inclusive transport policy presented to Board for approval.

In preparation for development of TfN's recommendations for the future Road Investment Strategy programme the team is engaging with National Highways on sharing data and insight on current performance and future challenges for the Strategic Road Network. TfN's Electric Vehicle Charging Infrastructure (EVCI) requirements tool has been published online for use by partners. TAME have made significant progress in developing the analytical evidence in support of Northern Powerhouse Rail, this included releasing a revised version of the Northern Economy and Land Use Model (NELUM) and commenced work on bringing buses into the TfN analytical framework to support local transport authorities on bus service improvements and TfN's work on connected mobility.

# Strategic Rail

## Quarterly Summary

The TfN Board meeting in September took stock of progress of the TransPennine Route Upgrade (TRU), Connected Mobility and an update following the Rail North Committee (RNC) September briefing where Members expressed concern about the passenger impact of ongoing resource shortages, industrial action and service cuts. A ministerial meeting took place in July and covering some of these points and TfN will be making representation on the Avanti West Coast performance issues. RNC will oversee work on shaping a growth strategy for rail in the North.

## Activity Update

### Rail Operations

Passenger demand on Northern and TransPennine Express (TPE) continues to recover at a rate faster and higher than the national average. TfN's Stations Strategy analysis has been shared with Northern, with a view to supporting their station investment programme and "Stations as a Place" initiative.

### Rail Strategy

TfN is continuing to develop more detailed proposals as to how rail reform should be implemented in the North with a further meeting of TfN's Rail Reform Programme Board having taken place on 20th September. Work to refresh the rail elements of the Strategic Transport Plan (STP) and produce a rail connectivity policy is underway.

### Rail Investment

In July a National Audit Office assessment of TRU concluded that the Programme is now in a good position to proceed with greater certainty. Department for Transport (DfT) also a trebling of overall investment on TRU from £2.9bn to £9bn. A major programme of work is already being delivered including work to complete electrification between Stalybridge and Manchester, with plans in place to ensure passengers and freight is kept moving while work takes place. This work is being supported by the TRU Stakeholder Forum which is chaired by TfN.

TfN continues to input to the Manchester programme development through industry workshops and development of a programme narrative by Network Rail. Work also continues on development plans to support additional Bradford -London services and TfN have re-stated their offer of support to Network Rail on the business case. TfN are investigating (with Network Rail) ways of taking forward the workstreams identified in TfN Strategic Rail team's Reliability and Resilience Delivery Plan.

### Connected Mobility Strategy

The Connected Mobility Manager left TfN in September and the recruitment process is underway. In the interim, consultancy support is being sought until the post can be filled.

## Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<p><b>Future timetable changes</b> 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"> <li>1. TfN, working with Partners, has outlined to Operators and the Department the key concerns of the region. TfN appointed a consultant who completed work to explore how regional services that would be lost can be restored on ECML. To support this TAME has produced economic impacts of the timetable change on the ECML</li> <li>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</li> <li>3. Contribute and influence the work of the Leeds area study as part of the implementation of the IRP and linked to ECML future timetables</li> </ol>	17/18
<p><b>There is a risk that TfN could have a reduced role in the rail industry</b> following the implementation of the Williams-Shapps review.</p>	<ol style="list-style-type: none"> <li>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.</li> <li>2. TfN has established a rail - reform programme board chaired by TfN's CEO.</li> </ol>	9
<p><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 therefore service and investment decisions will need to reflect new markets and emerging evidence of demand.</p>	<ol style="list-style-type: none"> <li>1. To continue to use TfN's influence in the monthly Rail North Partnership Board and Rail North Committee to shape the re-introduction of services, and infrastructure developments and re-build passenger confidence.</li> <li>2. Continue with the close working relationship and communication with TfN member authorities on deliverables and risks - feeding back information through TfN governance structures</li> <li>3. Strategic Rail 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>	17

## Programme and Look Ahead

- Work with RNP to respond to future service change plans and the reintroduction of services by TPE from December 2022.
- Progressing proposals for Rail Reform in the North through the Programme Board and Members' Working Group.
- Using TfN's Stations Strategy to shape the development of Northern's business plan and "Stations as a Place" initiative.
- Developing a "Rail Connectivity Policy" (as part of the STP) addressing many aspects of the passenger experience through a wide definition of connectivity.
- Completing the recruitment process for the Connected Mobility Manager and interim consultancy support to continue work on the Hub and Hub+ concept.
- Preparing reports for the future RNC and TfN Board meetings.



# Strategic Transport Plan (STP)

## Quarterly Summary

Work has continued at pace to prepare our second strategic transport plan (STP2) including the development of the case for change, vision and objectives and policy for places chapters. Further policy development has been focused on socially inclusive, International Connectivity, Freight Multi Modal Hubs and Local Connectivity policy positions. Work to refresh the Northern Powerhouse Independent Economic Review (NPIER) continued, specifically updating the evidence base on productivity gap and the development of a series of economic scenarios. Progress on the second Integrated Sustainability Appraisal (ISA2) has been aligned to STP2 development, with scoping documents now completed and scoping consultation started.

## Activity Update

- The overall programme and approach to developing the STP was agreed with the TfN Board at the end of September 2021 with a timeline to adopt a draft Strategy by Q4 in 2022/23, statutory consultation over Summer 2023 and adoption of the final Strategy by December 2023.
- In July we consulted with partners on the relevance of the original vision and objectives set out in our current STP and have used the feedback from that to inform the preparations for the vision and objectives chapter of STP2. This includes a revised vision, identifying three strategic outcome focused ambitions and 18 SMART (specific, measurable, achievable, realistic and timebound) objectives that clearly articulate the target or end state the North needs to achieve to deliver the collective pan northern vision. These have been developed iteratively in collaboration with our partners via the TfN Strategic Oversight Group, TfN Executive Board and were presented to TfN Partnership Board in September 2022.
- Over the summer work also began on the case for change and policy for places chapters of STP2, initial drafting of both has taken place and been through internal check and challenge before we share with partners in the Autumn for their input and feedback.
- Following appointment of a supplier (Arup) to support us in preparing the Integrated Sustainability Appraisal 2, work has been ongoing on updating the previous ISA baseline context and scoping documents. This update has included a full review of the previous ISA objectives in light of the updated baseline and also the greater range of policy positions, research and evidence that TfN has itself developed since 2019. The ISA scoping consultation was commenced on the 27<sup>th</sup> September and will run for 5 weeks, until 2<sup>nd</sup> of November. Following consultation and the finalisation of the ISA objectives, internal workshops with officers drafting the STP2 will be arranged to ensure the ISA objectives are considered during plan preparation.
- Work has continued at pace on the policy development that will underpin STP2 including the adoption of the Socially Inclusive transport strategy and International Connectivity policy position by TfN Board in September as well as initial scoping of two new policy positions, one focused on Freight Multi Modal Hubs and a second on Local Connectivity. The programme to refresh the

Northern Powerhouse Independent Economic Review (NPIER), has now defined the economic scenarios for the future of the North’s economy with partners. The next series of consultations with partners will follow the delivery of the modelled outputs for the North in late-October. Internal discussions are progressing to translate the modelled outputs into the ambition for the STP.

## Risk

Risk/Issue Summary	Summary of Mitigating Issues	KPI
<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 SOG and other mechanisms. Ensure visibility of STP and research programmes to partners with timely updates to allow officers to plan engagement and activity. Early discussions with partners as part of the STP programme development process.</li> <li>2. Liaison with Comms &amp; Engagement Team providing relevant information to feed into the communications plan.</li> </ol>	14
<p><b>STP buy-in from Government.</b> There is still an uncertainty that central government (DfT) may not consider and/or listen, accept TfN’s advice on proposed transport interventions for the North as the TfN STP.</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 Government departments over TfN's objectives and engagement.</li> <li>3. Continue to refine and build the tools required to deliver the STP vision and secure Government buy-in.</li> </ol>	14, 15
<p><b>Developing the STP evidence base.</b> There is a risk that TfN's evidence base is not completed by December 22 and therefore cannot be included in STP2 and partners updated SEPs, LTPs, and other strategies and plans may not be aligned with the STP.</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 the Strategic Oversight Group; 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. To agree and revise the NPIER in advance of the revised STP to secure agreement to the economic objectives in the STP.</li> <li>5. Ensure STP2 to align with partners, updated LTP's and subsequent strategies and plans.</li> </ol>	5, 10, 14

## Programme and Look Ahead

Through the programme there will be significant decisions, including:

- October 2022 – Partner workshops on the policy for places chapter of STP2.
- October 2022 – Publication of the TfN Freight & Logistics & Inclusive Transport Strategies
- December 2022: Final evidence base 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

## Quarterly Summary

Key activities included further progress on implementing the priorities set out within the TfN Transport Decarbonisation Strategy. The Transport-Related Social Exclusion (TRSE) research report has now been published and the socially inclusive transport policy presented to Board for approval. The Citizens' Panel work has now been commissioned. The research team is about to complete defining the Northern Powerhouse Independent Economic Review (NPIER) Economic Scenarios Development project has established a set of scenarios for modelling, and a draft baseline scenario has been presented.

## Activity Update

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' (QCR) and Infrastructure Carbon as a part of the expected DfT Local Transport Plan (LTP) guidance
- TfN previously supported Network-H2, Northern Gas Networks and others in applying for funding from Ofgem and UK Research and Innovation (UKRI) to:
- developing a model based on transport flows and gas pipeline proposals for the phased location of hydrogen refuelling stations servicing heavy duty transport uses (and port equipment), and
- forming a consortium of suppliers and users to deliver a pipeline fed HRS on the ground. Unfortunately, the consortium was unsuccessful in this funding application. TfN is now liaising with the distribution gas networks (NGN and Cadent) to put together a smaller client group and funding for the independent delivery of stage 1 (Hydrogen Refuelling Station location modelling). If successful, this work would be scheduled for this financial year, and is aligned with ongoing prioritisation work being carried out by the NP11.
- The evidence review for TfN's Clean Mobility Vision workstream has now been completed, with focus now on phase 2: developing the most effective place-based policy packages for reducing vehicle mileage (based on the evidence review). 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 and QCR.
- The TRSE research report has been published, alongside a data tool to allow partners to access evidence on the risk of TRSE across local areas. The report received significant media coverage and was also presented at the Royal Geographical Society conference.
- The Socially Inclusive Transport Strategy will be taken to TfN Board in September to seek approval for publication and consultation. A revised version of the Strategy following consultation will be taken to TfN Board in early 2023.



- The NPIER Economic Scenarios Development commission has now outlined the scenarios that will be modelled for sign off by partners in early October. The modelling workstream has delivered draft baseline scenario. After consultation with partners a revised baseline will be delivered early October.
- The six-month Citizens’ Panel project has been commissioned and the inception work with the chosen supplier is underway. The current commission is expected to conclude in Spring 2023.
- Preparation of the scoping materials, including the updated baseline context and revised ISA objective, for the Integrated Sustainability Appraisal (ISA2) has been completed. The scoping consultation commenced on 27<sup>th</sup> September 2022 and will run for 5 weeks.

**Risk**

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<p><b>TfN embedding the STP across programmes.</b> 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"> <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. Continued cross team collaboration ensuring alignment of STP and programme activities with other 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> </ol>	15
<p><b>NPIER programme.</b> 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"> <li>1. Close monitoring of progress against programme timetable and weekly catch-ups with suppliers are taking place to flag any potential timescale delays.</li> <li>2. Thorough discussion of methodology and approach and early sight of outputs is taking place to prevent poor quality outputs. Detailed timescales and deliverables are being developed with supplier at inception meeting. Project Manager is to monitor progress against these.</li> </ol>	10

**Programme and Look Ahead**

- Publication of the Freight & Logistics Strategy and TRSE research expected October 2022
- NPIER Economic Scenarios Development: scenario outputs will be socialised with external partners starting late-October 2022, and consultations continue through final report drafting

# Major Road Network (MRN)

## Quarterly Summary

In preparation for development of TfN's recommendations for the future Road Investment Strategy programme the team is engaging with National Highways on sharing data and insight on current performance and future challenges for the Strategic Road Network. And working with TfN's TAME team on assessing potential RIS interventions utilising TfN's suite of transport modelling tools.

TfN's Electric Vehicle Charging Infrastructure (EVCI) requirements tool has been published online. TfN are collaborating with partners to support delivery actions and also shaping further advancements due March 2023.

Working jointly with TAME, the team has commissioned a supplier to help development of tools to support partners Bus Service Improvement Plans (BSIP).

## Activity Update

- The team continue to engage with TfN partners on discussing their priorities for the 2025-30 RIS3 Programme. A workshop took place on 30 September with National Highways and the Department for Transport (DfT), to discuss the approach to developing recommendations for the RIS Programme.
- The Major Roads and TAME team have reviewed the bids for the BSIP project. An inception meeting with the supplier has been scheduled for early October to discuss requirements, including the integration of bus service data into the TfN Analytical Framework.
- TfN has published the Electric Vehicle Charging Infrastructure (EVCI) interactive online tool and a supporting report will be published in October. The online tool delivers on the Sub-national Transport Body (STB) requirements set out in the National Electric Vehicle (EV) Strategy, which TfN's work has helped to shape. Published material is supporting Local Authorities planning and delivery for EV charging, and TfN are collaborating with National partners to inform policy and funding decisions. TfN's EVCI Framework has been shortlisted for the Public Sector Infrastructure Strategy of the Year at the Electric Vehicle Innovation and Excellence Awards (EVIES), hosted at the EV World Congress on 4<sup>th</sup> October.
- Following Local Authority partner feedback on priorities for a EVCI Phase 3, TfN are finalising delivery aspects with a view to completion in March 2023. Phase 3 aims to enhance our evidence base and further support the planning, delivery and monitoring of EV charging. Additional funding for Phase 3 has been provided by the Department for Transport (DfT).
- The team is leading TfN's input to the National Infrastructure Commission's (NIC) request for input to the second NIC Interurban Transport Project. The core output from NIC's work on this will be an assessment of the connectivity benefits of up to six separate portfolios of inter – urban transport improvements.
- The Major Roads and TAME teams continue to support Decarbon8, Stantec and other Northern partners with a study (funded by the Economic and Social Research Council, ERSC) 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><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. TfN to work with Partners to provide Road Investment Strategy (RIS3) recommendations to National Highways.</li> <li>2. TfN to manage expectations with partners at Strategic Oversight Group, Major Roads Group and Executive Board partner briefings.</li> <li>3. Implementing and updating the Joint Engagement and Action Plan (JEAP) with National Highways</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, it's uses, and their inputs required. This could lead to reputational risk, poor partner relations, and project outputs that are not applied effectively.</p>	<ol style="list-style-type: none"> <li>1. TfN is to host ongoing EVCi Steering Group to drive effective outputs and shape future work to enhance capabilities across the region.</li> <li>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.</li> <li>3. 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.</li> <li>4. Explore new avenues to promote the work where possible.</li> <li>5. Work with Partners to develop and agree the scope for Phase 3 work.</li> </ol>	12

## Programme and Look Ahead

- Preparing a formal response to the Route Strategies and SRN Initial Reports, expected to be published by National Highways, in Autumn 2022.
- The EVCi project has been shortlisted by the Electric Vehicle Innovation and Excellence Awards for the Public Sector Infrastructure Strategy of the Year award. The awards will be announced in October.
- The team will be attending DfT Road Scheme Business Case workshops in October. These are aimed at supporting TfN partners with their business case development.
- The team will update Major Roads Group in October on work developing the RIS recommendations, on the TfN Monitoring and evaluation framework and on next steps for the EVCi and BSIP projects.  
The team will be attending the annual Highways UK conference, 2 and 3 November.

# Operations Summary

## Quarterly 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)

- Our Transport Related Social Exclusion (TRSE) report was launched on the 23<sup>rd</sup> September with significant media coverage across broadcast, online and print publications.
- We also launched a video explaining the key elements of the research and edited explainer videos to accompany the content moving forward.
- We held a fringe at the Labour Conference in Liverpool promoting our TRSE report. The session on 25 September was "*Better connected communities: Unlocking economic growth and levelling up the North.*" We shared clips from speakers on our social media channels.
- TfN Board met on 29 September in Manchester. This was promoted in advance via internal and external channels, and to media. We recorded, edited and published clips featuring the authors of papers to be presented to increase awareness and access to the meeting.
- Released our Business Plan for 2022/23. This included a press release and new brand video. A dedicated page was created on our website and social media assets were shared to drive organic engagement with the messaging.
- Launched our 'North Based' campaign to support the four areas in the region shortlisted to be the home of Great British Railways. The campaign featured media coverage, podcast episodes with regional leaders, and social media support.
- Launched the 'One Voice' podcast series with Mayor Jamie Driscoll, Mayor Oliver Coppard and Cllr Keith Aspden and shared the content on our social platforms.

- Across our digital channels, we published and promoted our latest research looking at the impact of our travel choices. The content proved popular on LinkedIn, reaching almost 4500 users.
- Published an article and shared social media content outlining progress on the latest phase of National Highways' work on the A66 Northern TransPennine route
- Internal comms continued to focus on keeping colleagues updated on the business planning process, continuing to promote wellbeing resources including dealing with the summer heatwave, and a focus on climate change with the internal Carbon Footprint survey and promoting Net-Zero week in July.

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

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

- 2021/22 statutory accounts have been drafted, audited and approved by the Board. They will be published when audit certification has been completed, probably in the third quarter.
- A revised forecast is now being prepared which will provide key information on progress to the end of September.
- Updates have been made to the Risk Management Strategy following a thorough review, which includes TfN's risk appetite statement. Training will be rolled out to staff in October.
- The updated Corporate Risk Register ("CRR") which reflects the Key Performance Indicators (KPIs) and business objectives outlined in the Business Plan for Financial Year 2022/23 was presented to Audit and Governance Committee and TfN Board in September.
- RSM have undertaken an audit of TfN's risk maturity in September.

### **Legal & Democratic**

The team continues to provide support across TfN for all corporate meetings and operational legal advice including on procurement and information law. Recruitment to permanent roles in the team is ongoing. A review of the Constitution will be carried out to reflect the new structure and will be presented to Board in due course.

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

- Recalibration of the Northern Economy Land Use Model 3.1 (NELUM3.1) has been completed and the model is now officially under application on the NPR SOBC programme
- A supplier has been appointed to the Northern Model Integration Tools (NorMITs) Demand contract. They will be supporting TAME with analytics related to the NPR SOBC programme. The inception meeting was held in August and the team are now progressing with work which was scoped and agreed with DfT.
- Work has completed building 2042 and 2052 Wider Impacts in Transport Appraisal (WITA) inputs for the Northern Rail Modelling System (NoRMS). These include GDP, employment and productivity inputs and help to forecast economic benefits of NPR network tests



- The updated NoRMS Catalog, with User Benefits, Segmentation and Rail Eval revisions has been issued to the RMAP team. This provides a number of marginal improvements to the quality of NoRMS
- TAME and The Rail Modelling and Appraisal Partner (RMAP) has submitted an updated Operating Cost Model v25 to the DfT for review.
- Regular NPR Analytical Steering Group meetings have been established and the next is on the 14 October. At this session TAME will present the first economic results from the NPR Committed Core network.
- The TAME Team completed a dry-run of the SOBC analytical programme at the end of September. This has helped identify programme risks and opportunities for efficiencies in advance of the main SOBC analysis.
- Lessons learned sessions took place following the dry-run. Actions were compiled and the workstream leads have discussed where improvements can be made and implemented in future.
- A mechanism to prioritise TAMEs work programme has been established to help provide direction for TAME resourcing.
- Three new members of TAME joined the team in July and August providing support across the teams NPR SOBC programme.
- The next round of recruitment is underway with job adverts placed and interviews scheduled for October. This campaign is targeting five new recruits to take the team up to full strength.

# Financial Performance

## Financial Update

### Summary

Expenditure incurred year-to-date (YTD): £7.58m

YTD budget: £8.74m

YTD variance against budget: £1.16m underspend (13%)

### Headlines

- Actuals are monitored against the base budget.
- Underspend YTD is driven by lower run rates in areas of hosted services and lower than forecast transition costs.

### Hosted Services

- Expenditure of £3.23m YTD, represents an underspend of £0.50m (13%). Expenditure in these areas is subject to dedicated funding streams which cannot be repurposed.

### NPR Programme Closure:

- YTD expenditure of £0.23m is £0.04m below budget. This reflects mitigation of closure costs due to redeployment of personnel and reduction in infrastructure costs where contractual terms have allowed.

### NPR Analytical Support:

- Expenditure of £2.31m YTD, represents an underspend of £0.32m (12%). This is predominantly due to a lower than anticipated run rate on the RMAP contract. Discussions are on-going with the DfT regarding additional analysis requirements to make best use of available funding.

### Rail North Partnership:

- Expenditure of £0.69m YTD, is £0.14m under budget. This predominantly relates to the TRU contract where there have been two vacancies since the start of the year, one of which has been recruited in September.

### Operational Areas

Expenditure of £4.35m YTD, represents an underspend of £0.66m (13%).

### Strategy & Policy:

- Expenditure of £0.95m YTD, is in line with budget.

### Major Roads:

- Expenditure of £0.19m YTD, represents a marginal overspend of £0.01m (5%) due to activity slipped from the prior financial year.

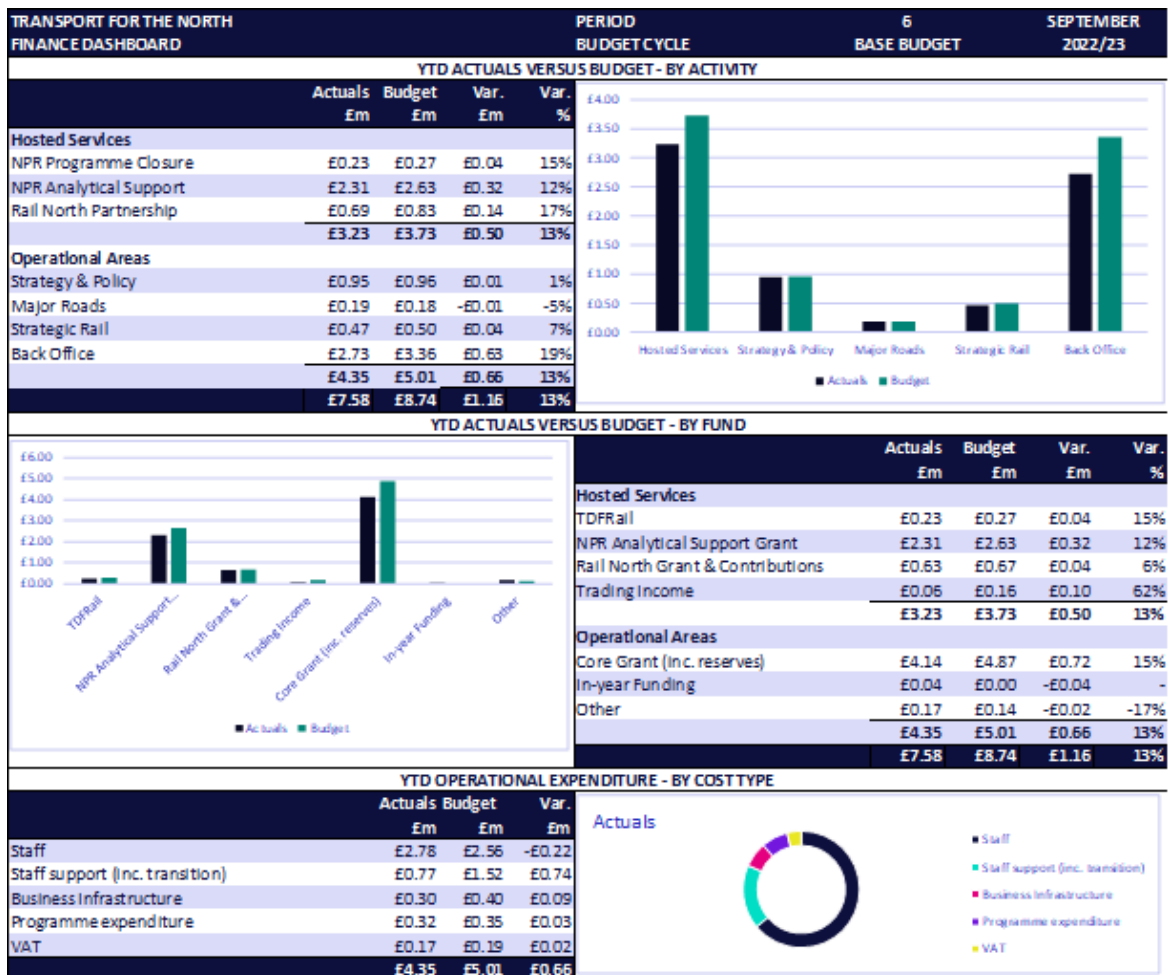
### Strategic Rail:

- Expenditure of £0.47m YTD, represents an underspend of £0.04m (7%) due to phasing differences, with several pieces of work due to start in Q3.

**Backoffice:**

- Expenditure of £2.73m YTD, against a budget of £3.36m, an underspend of £0.63m (19%).
- Underspend is driven by lower than anticipated transition costs. These are partially offset by increased staff costs with the continuation of interim and agency staff while recruitment to the new organisational structure continues. Although further transition costs are pending, it is anticipated that there will be a net underspend in relation to staff and transition of c. £0.30m.

## Finance Dashboard



## Human Resources Update

Salaried Establishment as at **5 October 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	19 (19.00 FTE)	-	19 (19.00 FTE)
Operational & Delivery	43 (43.00 FTE)	1 (1.00 FTE)	44 (44.00 FTE)
DfT Data Services (Hosted)	24 (23.80 FTE)	-	24 (23.80 FTE)
Rail North Partnership (Hosted)	14 (14.00 FTE)	3 (3.00 FTE)	17 (17.00 FTE)
<b>Total Establishment</b>	<b>102 (101.80 FTE)</b>	<b>4 (4.00 FTE)</b>	<b>106 (105.80 FTE)</b>
Strength (in post)	77 (76.80 FTE)	2 (2.00 FTE)	79 (78.80 FTE)
Appointed (start date pending)	3 (3.00 FTE)	-	3 (3.00 FTE)
Active/Pending Recruitment	18 (18.00 FTE)	1 (1.00 FTE)	19 (19.00 FTE)
Vacant – On-hold	4 (4.00 FTE)	1 (1.00 FTE)	5 (5.00 FTE)

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

Area	Posts (FTE's)
Support Services	2 Posts (2.00 FTE)
Operational & Delivery	8 Posts (8.00 FTE)
<b>Total</b>	<b>10 Posts (10.00 FTE)</b>

### Resourcing Update – For Information

Aligned to the circa 37% reduction in the 2022/23 core budget, it is projected that TfN's establishment will reduce to 104 posts (31 posts removed to date) alongside the implementation of our revised operating model (Senior Management Structure).

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

Corporate Sickness Level:	<b>3.0%</b>
Employment Policy Application:	<b>0%</b>
Rolling 12 Month - Employee Turnover (Voluntary Leavers):	<b>33.5%</b>
% of Employees from an Ethnic Minority Background:	<b>14%</b>
% of Employees declaring a Disability:	<b>22%</b>
Gender Mix - % of Female Employees:	<b>38%</b>
% of Male Employees:	<b>62%</b>
















# Key Performance Indicators

## Key

## Colour

## Number of KPIs with this status

Achieved (complete)		<b>2</b>
On Track (in progress, no delays)		<b>4</b>
In Progress (in progress, may become delayed)		<b>12</b>
Delay (has missed a key deadline)		<b>2</b>
Delay BTYE (delayed beyond this year end)		<b>0</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	In Progress	
			The reshaping of the organisation was completed in August and the recruitment of new Directors commenced in September with appointments due in October/November.	
<b>CEO/Rail</b>	4	Implement effective governance arrangements for the Co-Sponsor Board.	In Progress	
			The NPR Sponsor Board met in July. The development of the Sponsorship Agreement has been progressed and is expected to be agreed with ministers and TfN Board by the end of the calendar year.	
<b>Strategy</b>	5	Publish the TfN Freight and Logistics Strategy	In Progress	
			Publication has been delayed due to staff availability and is now expected to take place in October or November.	
<b>Strategy</b>	6	Establish the agreed NPR analytical work programme for DfT through TAME.	In Progress	
			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.	
<b>Finance/Strategy</b>	7	Develop an autumn submission to Government	In progress	
			Initial advice to DfT was provided in September in response to a DfT commission on Regional Centres of Excellence. Further	

		that identifies opportunities to build on TfN's technical capabilities	discussions are expected to take place during the next quarter.
<b>CEO/Strategy</b>	8	Develop the business model that enables TfN to support its partners across the north	In Progress 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	In Progress Work is continuing to develop more detailed proposals of how rail reform should be implemented in the North with the most recent meeting of TfN's Rail Reform Programme Board having taken place in September.
<b>Strategy</b>	10	Publish a refreshed Northern Powerhouse Independent Economic Review	On track A work programme has been established and technical modelling work is underway, with initial outputs expected in November.
<b>Road</b>	11	Identify investment priorities for consideration as part of Road Investment Strategy (RIS3)	In Progress The team continue to engage with TfN partners on discussing their priorities for the 2025-30 RIS3 Programme.
<b>Road</b>	12	Use the EV Charging Infrastructure framework to support partners – nationally and across the North	In Progress Following Local Authority partner feedback on priorities for a EVCI Phase 3, TfN are finalising delivery aspects with a view to completion in March 2023. Phase 3 aims to enhance our evidence base and further support the planning, delivery and monitoring of EV charging.
<b>Strategy</b>	13	Make the Clean mobility visions outputs available for use by partners – nationally and	In Progress The development of CMV evidence base is nearing completion and suitable options for dissemination are being considered.

		across the North	
<b>Strategy</b>	14	Prepare a draft Strategic Transport Plan and secure TfN Board agreement to consult	On Track <span style="float: right;">■</span>
			A work programme has been agreed with the TfN Board and significant progress to complete the evidence base is on track. In September the Board agreed the international connectivity policy position.
<b>Strategy</b>	15	Complete an Integrated Sustainability Appraisal of the revised Strategic Transport Plan	On Track <span style="float: right;">■</span>
			Work is underway with Arup as the appointed consultants.
<b>Rail/Road</b>	16	Develop a draft Connected Mobility Strategy and secure TfN Board agreement to publish	Delay <span style="float: right;">■</span>
			The Connected Mobility manager has left TfN, and the recruitment process is underway. Commissioning interim consultancy support is underway. An interim update was provided to Board in September.
<b>Rail</b>	17	Develop and implement the Manchester Recovery Taskforce 'Blueprint' and apply the same approach to the East Coast mainline	In Progress <span style="float: right;">■</span>
			The Manchester Task, with input from TfN, continue to develop and deliver the Blueprint for Manchester with the next step being delivery of the Dec 22 timetable. The Blueprint for the ECML (North) has been developed by TfN, shared with industry including Network Rail and DfT, and is being 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	Delay <span style="float: right;">■</span>
			Network Rail has been asked to lead the Leeds Area Study, which will examine HS2 connections to Leeds and connections between Bradford and Leeds. The terms of reference for the Study have not yet been published.
<b>Strategy/Road/Rail</b>	19	Deliver projects on BSIP's, hydrogen and local mobility in support of partners	In Progress <span style="float: right;">■</span>
			Working jointly with TAME, the team has commissioned a supplier to help development of tools to support partners Bus Service Improvement Plans. The inception meeting has been scheduled for early October.
<b>Road</b>	20	Submit to DfT an update on progress with the implementation of the Major Road Network Programme	On Track <span style="float: right;">■</span>
			To be completed Q4 of 2022/23.



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