

# Transport for the North

## Monthly Operating Report

### October 2020



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# Introduction

## Summary from the Chief Executive

Work on the Northern Powerhouse Rail (NPR) Strategic Outline Case (SOC) has continued and remains on track for submission to TfN Board in March 2021. Sift workshops were completed as scheduled, with several studies that could be used to support future option selection identified through the workshops. We have had discussions with the National Infrastructure Commission about their forthcoming Rail Needs Assessment report which will feed into the Government's Integrated Rail Plan. We remain concerned that the funding scenarios they are considering, bound by a fiscal remit set by HM Treasury, all fall short of what is needed for full funding of HS2 and NPR.

We continue to support the North's rail network around Covid-related recovery planning. TfN, Department for Transport (DfT), the Rail North Partnership (RNP) and the train companies are working through the newly formed Rail North Officer Group to 'build back better' and respond to the ongoing Covid situation. Timetable uplifts are still scheduled by Operators for December 2020 and May 2021, with TfN working with them to achieve these. Planning is also taking place for a post-Covid situation where changed work patterns and altered travel habits may mean lower passenger numbers than pre-Covid. The looming challenge is how, at the right time, we and the train operators persuade past users to return as well as enabling new users to switch to the railway from using a car. This will require a range of measures including offers, improved ticketing and marketing.

TfN's work on the Integrated & Smart Travel (IST) programme continues with some key upcoming actions; the Fares Tool is due to be handed to the DfT in December for national use, while the Disruption Messaging Tool (DMT) is planned to begin use by South Yorkshire Passenger Transport Executive (SYPTe) in November. Smart ticketing has made progress with further Platform Validators (PVals) having been installed in the past month, while Phase 3: (Contactless on Rail) and Phase 4: (Local Smart Schemes) continue to wait for the outcome of the Comprehensive Spending Review (CSR) before further progress can be made.

TfN has finalised the tender requirements for the Investment Programme Benefits Analysis (IPBA) programme, due to start in April 2021. This represents a crucial next step in building evidence behind the 30 year investment programme.

DfT announced a £12.7m investment to upgrade the A595 at Grizebeck to improve safety and enhance capacity on this key industrial route in Cumbria. In addition, the A19 improvement scheme would start six months ahead of schedule to improve journey times and cut congestion for people using busy Downhill Lane junction.

At TfN we continue to adhere to the Government's guidance around Covid-19. Colleagues will continue to work from home throughout the November lockdown, with the decision to continue remote working to early 2021 still in place.

# Northern Powerhouse Rail (NPR)

## Monthly Summary

Development of the Strategic Outline Case (SOC) has continued in the month and remains on track to submit to TfN Board in March 2021. The current draft of the SOC contains further development of the cases but remains partial, pending the decisions at the November TfN Board regarding shortlisting, the preferred network and phasing. Members of TfN's Executive Board and the NPR working group, which includes officials from our partner organisations, delivery partners and co-clients, have been invited to comment on this, and all developing drafts, and comments are being incorporated as appropriate. The programme intends to share the next draft of the SOC with TfN Board for comment ahead of the January Board meeting prior to the final draft being presented to the March 2021 Board meeting.

## Activity Update

**Infrastructure** Intermediate sift workshops were completed as scheduled with outcomes to be presented at the November TfN Board. Several studies were identified at the sift workshops that could support future option selection on the programme and the co-clients are to review these studies as part of a wider prioritisation exercise on activity for the remainder of this Financial Year (FY) and FY21/22. HS2's consultants have been instructed to proceed with work on Remit 6 Workstream 2 (Manchester approaches) following receipt of the revised quotation and discussion with DfT and TfN. Additionally, the scope of the integrated Manchester underground station has now been agreed by Manchester partners, co-clients and HS2 and has now been instructed. The co-clients have agreed a brief for the remainder of Pre-Sequence 5 (procurement strategy development). This assumes that throughout Pre-Sequence 5, Network Rail (NR) will be responsible for developing procurement strategies and documentation for on-network enhancements while HS2 will take forward the same for new lines. Work to challenge cost estimates continues and is due to report in December. Updated costs and appraisal information will be presented to the TfN Board in January.

**Technical Assurance, Modelling and Economics (TAME)** A review of the updated Northern Rail Modelling System (NoRMS) model (1D), which is to be used to support SOC development, took place between TfN and DfT in the month and the updates applied to the model have been approved by DfT. The model has now been formally handed over to the TfN Rail Modelling & Appraisal Partner (RMAP) for commencement of network testing. Whilst network testing is taking place on NoRMS 1D, Iteration 2 of NoRMS is in development and will complete the development of the NoRMS model in line with SOC delivery. Iteration 2 is scheduled to be delivered in December and is likely to be used for sensitivity tests for the SOC.

**Partner Engagement** The engagement schedule has included a series of short and informal meetings with partner senior officers: Transport for Greater Manchester (TfGM) (02 November), NEXUS (04 November), West Yorkshire Combined Authority (WYCA) (14 October and 11 November), Sheffield City Region (SCR) (27 October). Ahead of the TfN Board meeting in November, the following briefings have been scheduled; Mayor Andy Burnham and Sir Richard Leese (Greater Manchester Combined Authority (GMCA)) (05 November), Cllrs Judith

Blake and Susan Hinchcliffe (WYCA) (03 November), Cllr Craig Browne (Cheshire East) (17 November).

## Risks

Issue Summary	Summary of Mitigating Measures	KPI
<b>Issue: Infrastructure costs</b> – The infrastructure costs for route/hub options have increased through Sequence 4 (SOC) development. The increased costs are contributing to reduced Benefit Cost Ratio (BCR) values vs the same options at SOBC, and negatively impact the ability to make a positive case.	<ol style="list-style-type: none"> <li>1. TfN &amp; NR working on a series of reviews including tunnel rates, property cost estimates and schedule forecasts.</li> <li>2. TfN working on substantiating arguments around productivity on greenfield sites.</li> <li>3. Agreement with NR that all the retained options at sift to be re-assured and new assured cost plans to be created.</li> </ol>	2
Risk Summary	Summary of Mitigating Measures	KPI
<b>Risk: BCR development</b> - There is a risk that low BCRs might be generated, following further development since SOBC, across infrastructure and modelling and appraisal. This may result in NPR struggling to present a viable business case to Government.	<ol style="list-style-type: none"> <li>1. Iteration 1D to support SOC will provide further enhancements, alongside NeLUM (Northern Economy and Land-Use Model) which provides transformation Level 3 BCRs.</li> <li>2. A final iteration of NoRMS, Iteration 2, will include a 2018 demand uplift and should also increase overall benefits.</li> <li>3. The commercial team is continuing to work with Network Rail to interrogate costs. Work is being undertaken with the RMAP team to look at optimism bias in Operational Expenditure (OPEX).</li> </ol>	2
<b>Risk: Partner engagement</b> - There may be a lack of understanding and buy-in by partners of emerging and/or final information to support sifting and decision-making for SOC. This will impact on the time partners have available to fully review emerging final information and endorse/challenge to SOC submission timescales/failure to meet Board dates.	<ol style="list-style-type: none"> <li>1. Pre and post-sift engagement with partner organisations at a Member level, involving NPR working group throughout the sifting process.</li> <li>2. One-to-one briefings are taking place by the NPR Director, Tim Wood, with Leaders and Executive Board Members.</li> <li>3. NPR has extended the stakeholder management capacity within the NPR PMO to support partner engagement.</li> </ol>	2
<b>Risk: Integrated Rail Plan</b> –The outcome of the Integrated Rail Plan (IRP) could have consequences to the SOC if its recommendations on funding envelope/phasing/specifying route options that are different to those agreed by TfN Board. These recommendations may result in a need to review decisions and result in late submission of the SOC as well as resulting in a late start to the next stage of NPR delivery and the OBC.	<ol style="list-style-type: none"> <li>1. TfN has set up a working group to develop its response to the IRP and ensure that it is effectively communicated to Partners and stakeholders, and that interfaces and interdependencies between IRP and NPR (including SOC) are closely managed.</li> <li>2. Planning assumptions for FY 21/22 + are being used to develop plans for future year development of NPR. This will better prepare the programme to respond to the IRP conclusions and, hopefully, reduce re-work to Business Planning ahead of TfN Board in March 21.</li> </ol>	2

## Programme and look ahead

TfN Board	Recommendations
18.11.20	<b>Note</b> SOC 2 <sup>nd</sup> Partial Draft, <b>agree</b> shortlist of corridor options to be progressed, agree the current preferred way forward on the each of the corridors, agree the current NPR preferred network, subject to network-wide tests, agree, following initial agreement at September TfN Board, current preferred NPR phasing plan.
14.01.21	<b>Note</b> SOC Near Final Draft, <b>advise</b> on essential changes to support approval.
10.03.21	<b>Agree</b> SOC, <b>agree</b> submission of SOC to Government, <b>agree</b> statutory advice, agree comms strategy and handling.

# Integrated and Smart Travel (IST)

## Monthly Summary

Passengers continue to benefit from the rollout of flexi-season tickets. The Fares Tool has passed its Government department technical assessments and will subsequently be handed over to DfT in December for national use by operators and Local Transport Authorities (LTAs). South Yorkshire Passenger Transport Executive (SYPTe) is making final arrangements to start using the Disruptions Messaging Tool (DMT) in November. Procurement began seeking bidders to bring forward the innovation demonstrators to support the development of Phase 4 and inform future projects. *Update 3 November:* Following the announcement of a one-year Spending Review and in advance of the Government's decision, TfN have presented to DfT Phase 3 & 4 smart schemes that can be delivered and bring forward benefits within the year.

## Activity Update

**Phase 1:** (Smartcards on Rail): On-site Platform Validator (PVal) installation civils work (ready for PVal heads) for Northern (Phase 1) and Merseyrail are respectively approximately 93% complete and for Northern (Phase 2) is 18% complete. Northern have installed 56% of (Phase 1) PVal heads (devices which validate cards) and Merseyrail 82%. Smart flexi-seasons, which were already available for journeys between the two ends of the Skipton Leeds line, have been rolled out further and are now also available to stations in between.

**Phase 2:** (Improving Passenger Information) **Fares Tool:** The product has passed DfT Technical Governance and the Cabinet Office's Government Digital Services assessment. Facility to create Multi-Operator Tickets has been added to the tool's functionality. It has been agreed that the TfN contract for the tool will end on 11 December 2020 and the tool will be transitioned to DfT for national use by Operators and LTAs. **Disruption Messaging Tool (DMT):** The supplier remains on schedule with the final phase of development - social and reporting enhancements, which are due to 'go live' in January 2021. SYPTe is readying to publish its disruptions through the DMT in November, joining the four Northern City Regions that are embedding the tool within their respective organisations. Novation of the tools to LTAs continues to be paused pending the Spending Review decision as further development is proposed.

**Phase 3:** (Contactless on Rail) and **Phase 4:** (Local Smart Schemes) consideration of the North's proposal to accelerate the national rollout of Contactless On Rail and the SOC for local schemes (outstanding from June 2020) has been deferred until the outcome of CSR.

The main focus of activity has been procuring innovation demonstrators to support the development of Phase 4 and inform future projects. Following a webinar TfN received over 70 market-sounding questionnaires from interested parties, expressing mainly positive feedback. LTAs have shown a positive response and provided feedback on what type of innovations they would like to see and be involved in. On Monday 19 October TfN went out to market for interested bidders to come back with responses.

## Risks



<b>Risk/Issue Summary</b>	<b>Summary of Mitigating Measures</b>	<b>KPI</b>
<b>Risk: Phase 1</b> - The challenges faced with validation equipment may delay the introduction of smart flexi-seasons in Greater Manchester and the Bradford areas, which could result in not attaining the KPI and costs running into 2021/22.	<ol style="list-style-type: none"> <li>1. At each project board there will continue to be a specific agenda item dedicated to Northern presenting their progress and mitigations to potential delays in enabling smart flexi-seasons for Greater Manchester.</li> <li>2. Consents to listed buildings which are delaying Pval civils works and ultimately the roll out of flexi season in GM and Bradford areas are being escalated by Northern to TfN for us to raise with the relevant local authority.</li> <li>3. To continue to press TfGM for a completion date. for works to update their validators.</li> </ol>	3
<b>Risk: Phase 2</b> – Developers do not consume disruptions data in the Open Data Hub (ODH) and publish it in their live applications and as a consequence those LTAs who are currently using the Disruption Messaging Tool (DMT) and ODH do not use the tools in the long term.	<ol style="list-style-type: none"> <li>1. ITO World (DMT supplier) to reduce the amount of data intervention required for DMT messages before they pass through the ODH. They will work with LTAs to increase consistency and quality and automate a process to transfer data as part of the services they provide Google.</li> <li>2. Determine developer plans to integrate the Siri six data. Meeting set up between TfN &amp; LTAs with CityMapper about their interest in expanding to the North.</li> </ol>	4
<b>Risk: Phases 3 &amp; 4</b> – DfT Investment Committee has delayed a decision on progressing both Phases until the completion of the Comprehensive Spending Review. The government's confirmation of a one-year Spending Review has increased the uncertainty of whether the necessary funding will be secured in a timely manner to progress the Phases.	<ol style="list-style-type: none"> <li>1. Submission to fund delivery was included in the Spending Review submission.</li> <li>2. To ensure the delivery of the Innovation Pathfinders and to progress with LTAs submissions for local smart schemes (Phase 4). There is further work to support the extension of the ODH.</li> <li>3. In advance of a Spending Review decision, TfN to present to DfT some projects that could be delivered and bring benefits within the year.</li> </ol>	5

## Programme and look ahead

### Phase 1

- Merseyrail will complete and Northern will continue PVal installation civils work and fitting heads for Phase 1 & now Phase 2 (next tranche of stations).
- Focus of Northern activity over the month and up to Christmas will be enablement of Pvals along the Leeds-Hull line, including Selby, Brough and Hull as well as the Calder Valley line towards Manchester Victoria. The schedule will be shaped by the success in gaining planning consents.

### Phase 2

Fares Tool: Final development tasks in preparation for the tool to go into Beta public (openly available for use by any operator); and knowledge transfer to DfT.  
Disruptions Messaging Tool: SYPTE to start to use the tool.

### Phases 3 and 4

- Local Smart Schemes: A briefing note was prepared for LTAs summarising the key themes within their expressions of interest. LTAs are reviewing this to ensure that key aspirations are captured and this is informing the targeted one-year CSR to bring forward schemes that are most easily deliverable.
- Workshop with LTAs to explore a revised set of objectives for the IST programme going forward.



# Investment Programme

## Monthly Summary

We continue to prepare for next year's Investment Programme Benefit Analysis (IPBA) and through the road, rail and smart ticketing teams continue to pursue projects in the Economic Recovery Plan.

## Activity Update

In October TfN finalised the tender requirements, and associated procurement documents, for the IPBA project, so that suppliers can be commissioned by April 2021. The IPBA commission is critical to understanding the economic, social and environmental benefits of the Northern Investment Programme. The analysis will use DfT's conventional growth scenario, and the four future travel scenarios agreed by TfN Board in July, to assess the three investment programme strategies. This work will enable TfN to make a strong evidence-based case for transport investment and only through completing this analysis will we have a clear picture of the potential impact of the Investment Programme on carbon emissions. This includes reference case schemes including Northern Powerhouse Rail. During this month:

- Prospective suppliers attended a virtual project briefing for IPBA on 14 October, ahead of the project going out to tender on 5 November.
- Final comments from SOG members were incorporated into the document and the procurement forms were circulated to the relevant signatories for commissioning sign-off.
- Work on updating the TfN Interventions Log, which maps the road and rail schemes in the Investment Programme, is ongoing.

## Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<b>Innovative Modelling – Risk:</b> As the project team prepares the delivery of the IPBA in 2021, delay the IPBA project until 2021 however, it still relies on a set of innovative models to provide evidence for the North's business case, which require thorough testing and assurance. If the models are not ready on time, there is a risk that we might not meet the Business Plan commitments and the sequencing outputs may have low assurance.	<ol style="list-style-type: none"><li>1. To continue to hold monthly meetings to track interdependencies and monitor potential risks.</li><li>2. TAME to continue to provide monthly updates on the framework's development and state of readiness.</li><li>3. Hold point has been built into commission; a gateway allows TfN to review the scope of work against progress and need.</li></ol>	10
<b>NPR Alignment – Risk:</b> A number of interdependencies with NPR have been identified. – for e.g. ref case, model development, resource requirements, and freight modelling. If delivery of NPR and IPBA are not aligned: - There are potential financial and time risks (if rework is required);	<ol style="list-style-type: none"><li>1. To monitoring the NPR programme and implications for IPBA via monthly programme reviews.</li><li>2. To hold regular resource meetings with NPR managers to consider TAME resource requirements.</li><li>3. TAME to provide bi-monthly technical updates to ensure consistency of NPR and IPBA delivery.</li></ol>	10

-Potential programme delays (if IPBA has to wait for NPR to complete their programme first); -Resource implications if NPR's priority leaves skills gap (particularly within TAME) that prevents IPBA from proceeding, as well as reputational impacts if the technical assumptions are not consistent.	
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## Programme and look ahead

- IPBA tenders were issued to the market a month early, on 5 November 2020.

# Major Road Network (MRN)

## Monthly Summary

DfT announced a £12.7m investment to upgrade the A595 at Grizebeck to improve safety and enhance capacity on this key industrial route in Cumbria. In addition, the A19 improvement scheme would start six months ahead of schedule to improve journey times and cut congestion for people using busy Downhill Lane junction.

This month, TfN and partners continued to monitor the progress of Major Road Network and Large Local Major interventions. The team has also been working closely with Highways England (HE) to have greater engagement and collaboration in the development of Road Investment Strategy 3 and supported colleagues in the NPR team with discussions with partners on the highway implications of the proposals for station upgrades. TfN will also work with partners to identify those schemes in the Economic Recovery Plan (ERP) early wins that should be prioritised for a decision to proceed.

## Activity Update

- Partner engagement will continue to identify which schemes in the ERP should be prioritised for an early decision for funding. There is the opportunity for these schemes to be highlighted at Northern Transport Acceleration Council (NTAC) meetings with the Secretary of State and the newly created DfT Northern Transport Acceleration Unit, to aid prompt decisions to proceed as part of the Government's Operation Speed.
- The commission to acquire a 2020 set of mobile phone data that will provide useful monitoring information on the Major Road Network has now gone out to tender. Submissions are expected back by 4 December 2020.
- Work continues to update the Major Roads Report, which is planned to be published Spring 2021.
- The team attended two optioneering workshops, hosted by Highways England, for the South Manchester Highway Transport Study. This study will conclude in Spring 2021.
- The team is continuing to monitor the impacts of Covid-19 on travel, and is engaging with DfT, HE and TfN partners on sharing transport data. Updates are provided to partners at the Major Roads Group.
- The team shared a library of data and reports with HE to support their route strategies work. These are strategic studies that provide the evidence to support their development of the Road Investment Strategy, 2025-30 (RIS3).

## Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<b>Risk: Negative perceptions</b> - Due to the environmental and sustainability impacts of traffic and congestion, stakeholders might assume that road investments could	1. Working with the communications team (comms) to update the webpages and include FAQs that address these issues.	6

be worsening the situation e.g. greenhouse gas (GHG) emissions. As a result, there is a risk that the road schemes might not get the investment needed to deliver the Strategic Transport Plan.	<ol style="list-style-type: none"> <li>2. TfN is inputting into the review of national modelling appraisal guidance to include social inclusion etc.</li> <li>3. Work to address this topic in the Major Roads Report and work with comms to develop an appropriate comms plan.</li> <li>4. Await the outcome of DfT's decarbonisation plan (in autumn) and use this to develop TfN's Decarbonisation Pathway.</li> <li>5. To monitor impacts of Covid-19 on travel behaviours, patterns and flows, and use this to inform scenario work and communications.</li> </ol>	
<b>Risk: Major Roads Report (MRR) dependencies</b> The MRR update will be finalised following the completion of TfN's Decarbonisation Strategy work. Should the work on the strategy be delayed, we will need to push back completion of the updated MRR.	<ol style="list-style-type: none"> <li>1. If the inputs for the completion of the MRR update are delayed, TfN will consider delaying the publication of the MRR, noting that this will not have any negative implications for other programmes. In addition, TfN to keep partners informed in order to manage expectations. Furthermore, to keep in regular contact with the Strategy team to monitor any programme fluctuations.</li> <li>2. The technical work on the Decarbonisation Strategy is progressing which will support getting partners to endorse a "Northern" decarbonisation trajectory.</li> </ol>	6

## Programme and look ahead

- The team is creating the first draft of the public facing 'At A Glance' summary document that will focus on the key messages from the Major Roads Report.
- The team will continue to develop the Major Roads Business Plan for 2020-2021.
- The TfN Future Travel Scenarios Report will be published online in November. Further engagement such as a panel of technical experts discussing the draft report and assumptions within the future scenario modelling, are being planned.
- The team took part in several panels and presentations at this year's Highways UK event, a virtual two-day conference on 4-5 November, with the other Sub-national Transport Bodies.

# Strategic Rail

## Monthly Summary

The operational focus remains on supporting Covid-19-related work and recovery planning and the continued strong joint working between TfN, DfT, the Rail North Partnership (RNP) and the train companies working through the newly formed Rail North Officer Group (Operations) to 'build back better' and respond to the "second wave".

TfN continues to work closely with the DfT and Network Rail on investment plans across the North of England, including schemes to address congestion hotspots in Central Manchester, Train Lengthening (capacity) and Decarbonisation Industry Working Groups as part of the Manchester and North West Transformation Programme and also at Leeds.

Work has begun on developing the next stage of the TfN Economic Recovery Plan, which was submitted to Government in late July, focusing on "quick wins".

## Activity Update

Following a successful service uplift in early September work has been ongoing with operators for further timetable uplifts in December 2020 and May 2021. Following the end of the summer holidays and implementation of additional local Covid restrictions during October, TransPennine Express passenger numbers have declined from 27% to 25% of pre-Covid levels and Northern's from 30% to 25%. Strategic Rail and IST are working with Northern Trains on potential smart ticketing and fares initiatives as part of building back rail demand when appropriate.

Rail North Committee took place on 21 October 2020 and planning is underway for the next meeting on 12 January 2021. Agenda items will include an update on the next steps on central Manchester capacity issues.

Further development options for a potential May 2022 timetable change centred on central Manchester continues with analysis of options expected to be complete in November for consideration by Members – including any public consultation. TfN attended an industry workshop which took place in early October to review potential enhancements in and around Manchester to take forward through the DfT business case process.

An updated OBC for the re-opening to passengers of the Northumberland Line (Newcastle – Ashington) has been submitted to DfT by Northumberland County Council.

## Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
<b>Risk: The long-term effect of Covid-19 on viability of train services</b> – Following the announcement of a second national lockdown and tighter restrictions on travel, it will take time to recover to pre-Covid-19 levels, which may impact on the future of train service investment decisions which might affect	<ol style="list-style-type: none"><li>1. TfN is currently awaiting a response from DfT on the ambitious programme of work as part of the Economic Recovery Plan which was submitted in July 2020. Work to develop a "quick win" programme has begun.</li><li>2. Messaging and communications will continue to promote safe usage of public transport despite recent changes in Government strategy.</li></ol>	9

TfN's ability to achieve its ambition for the North of England.	<ol style="list-style-type: none"> <li>The next timetable uplift is scheduled for December 2020 where there will be a further uplift in services.</li> <li>Work with train companies using ticketing/marketing/offers to rebuild confidence, attract previous passengers back, and entice new passengers to the railway at the appropriate time.</li> </ol>	
<b>Risk: DfT reprioritisation and the Williams Review</b> - The coronavirus pandemic has meant DfT has had to focus its resources on responding to the pandemic. This has led to the delay in the publication of the Williams Review. In addition, the government may choose to focus on centrally deliverable initiatives such as franchise delivery and focus less on devolution. As a result, this may not align with the strategy of Members and would require a wider response from TfN.	<ol style="list-style-type: none"> <li>TfN will continue to make the case for reform that supports the North's ambitions and will respond to the Williams White Paper once published.</li> <li>To mitigate the risk further, TfN has allocated some resource in Quarter 3 FY 20/21 (October - December) to respond to any Williams and related policy proposals.</li> <li>The external support requirement has been through the procurement process and a contract was awarded at the end of October 2020.</li> </ol>	9
<b>Risk: The short-term effect of Covid-19 on the reintroduction of services on the network</b> – Services could be further impacted by resource levels among operators and restrictions around training for staff. This will impact on localised areas which will see reductions in direct connectivity and its frequency until driver training is delivered. Furthermore, the rollout of further new trains will also be delayed possibly leading to a reliance on older rolling stock.	<ol style="list-style-type: none"> <li>TfN to continue to work closely with operators to review timetables in advance of changes and to feed in key areas of concern to be addressed.</li> <li>Driver training has recommenced and TfN continues to work with operators to understand the impact and appropriate mitigations as a result of the backlog.</li> <li>TfN is working with operators to understand train crew sickness levels following the recent increase in Covid-19 cases and any regional impacts this could have on services.</li> </ol>	

## Programme and look ahead

- Support, monitor and help shape the industry recover from Covid-19 to rebuild services, demand and passenger confidence.
- Work with operators for further timetable uplifts in December 2020 and May 2021.
- Work with partners to develop the Economic Recovery Plan "quick win" programme.
- Working through the Rail North Committee and TfN Board, respond to industry proposals for mitigating cross-Manchester performance issues.
- Continue preparations for the anticipated Williams Review White Paper publication.
- Produce a draft report on how Strategic Rail can prioritise and develop proposals for addressing Network Gaps linked to the Long-Term Rail Strategy (LTRS).
- Produce a delivery plan for the TfN Stations Strategy.
- Continue to input to work on the Integrated Rail Plan (IRP) and Union Connectivity Review (UCR).
- Continue to work closely with the DfT and Network Rail to secure successful delivery of the TransPennine Route Upgrade (TRU) project.

# Operations Summary

## Monthly Introduction

Operational teams in October have been mainly focused on: comms guiding the work of various teams around announcements, online events and other promotional activity; the continued support of procurement activity and business planning by Finance & Procurement; ongoing support of virtual public meetings by Legal; planning for the next Strategic Transport Plan (STP) and other projects including decarbonisation by Strategy; and continuing the development and application of analytical tools by TAME.

## Activity Update

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

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

- The SECT has continued to promote activity across channels and respond to regional and national events.
- Activity has included responding to several road infrastructure investment announcements including the A595; Poynton Relief Road, and the A630 in South Yorkshire. TfN also welcomed the start of works on the A19 in the North East.
- TfN has proactively taken part in the launch of HS2's latest design refinement consultation, including commenting on the media launch regarding links between HS2 and NPR and taking part in online events where appropriate.
- In other areas of external communications output, TfN also recognised the launch of the UCR and proactively promoted considerations of the Rail North Committee ahead of its latest meeting.
- Elsewhere, TfN has taken part in several online events, including the Great Northern Conference and Highways UK with planning underway for TfN's own online conference, which has been confirmed for 10am - 2pm on Monday 14 December, with invitations planned for release in early November.
- The team has supported the launch of the IST innovation procurement, with proactive comms, online content and facilitation of supplier engagement webinars.
- Engagement activity continues ahead of Board consideration of the NPR network in November, with scenarios for communicating the decision under consideration.



## **Finance & Procurement**

- The Procurement department continues to support the business around Covid-19 work activities.
- The team is working closely with TAME/NPR colleagues to manage the procurement pipeline and develop the long-term procurement strategy for the coming year and beyond. In addition, a number of procurements have been awarded including D-Log, External Forecast Systems, Strategic Rail Support and Risk Management Software. The following contracts are expected to be let in the near future: Mobile Device Data, Transport Related Social Exclusion, Wider Impact Calculator, Visitor Economy and IPBA.
- The Budget Revision 2 has been prepared for approval by TfN Board on 18 November 2020.
- TDF Funding Letter 18 is in the process of being drafted for submission in November.
- The business planning and budget processes for 2021/22 are currently underway.

## **Legal & Democratic**

- Virtual public meetings continue to be held, with the TfN Constitution updated to include formal procedure rules for this purpose. Current regulations allowing virtual meetings expire in May 2021 and the position continues to be monitored; the LGA supported by other local government organisations wrote on 16 October to the Secretary of State calling for the regulations to be made permanent.
- The TfN Modern.Gov website is now live and the first meeting papers for the Scrutiny Committee on 28 October were successfully sent out. As a result of this successful launch, papers for all corporate meetings as well as Executive Board and OBT will be circulated and (where the meeting is public) published through Modern.Gov. To build on this launch the team is beginning to work on giving Members and Officers access to the “restricted app”, which will allow them to securely access their papers. The app also allows the user to make annotations on their papers. The team is also working on rolling out the second phase of the system which will be the introduction of report writing and approval within the system.
- The team continues to support governance through input into a range of workstreams across TfN including the Innovation Partnership project.

## **Strategy, Policy, Economics & Research**

- The team has undertaken a final round of engagement with partners on the Integrated Rail Plan (IRP) for the North and Midlands to conclude the TfN work in anticipation of proposals from the National Infrastructure Commission from mid-November. Government is expected to publish the IRP by the end of 2020. The final position and advice to Government will be agreed at the TfN Board in November alongside decisions on NPR.

- TfN has responded to the “Planning for the future” consultation and contributed to a Sub-national Transport Body (STB) joint response calling for strengthened regional planning arrangements.
- The team is working with officers to develop a roadmap to the next Strategic Transport Plan in 2024 to support short-term and longer-term business planning, TfN’s revised submission to the Spending Review and prioritisation of activity in future business years.
- Development of TfN’s Decarbonisation Strategy continues on track to be agreed at the March TfN Board meeting. Initial proposals for the strategy will be considered at the Partnership Board in January. Work is also underway on the underpinning sustainability toolkit to help embed the agreed strategy in TfN programmes.
- A number of new research projects have been agreed with partners and are currently being commissioned. This includes work on transport-related social exclusion, a study on the Northern visitor economy, and further insight research. The team is also working towards publication of a number of completed research reports alongside the TfN Future Travel Scenarios publication.

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

- The TAME Assurance team is continuing to support the NPR team in the modelling and analysis of the NPR Strategic Outline Case (SOC). The corridor sift workshops finished in early October; since then members of TAME Assurance have been helping to finalise the Intermediate Sift Reports and the Options Appraisal Report.
- In parallel with the post-sift support, TAME is committed to a programme of network testing, using the Northern Rail Modelling System (NoRMS) and the Northern Economy and Land-Use Model (NELUM) to assess the economic benefits of the full NPR network. This programme of work feeds into the SOC drafting cycles and TfN Board meetings.
- Work is underway with the DfT to finalise the assumptions and model versions used in the SOC. This includes moving to a modelled opening year for NPR of 2040, to align with the Integrated Rail Plan, and ongoing discussions about how best to incorporate emerging economic forecasting post-Covid. DfT assurance activity has also ramped up, including a comparison between NoRMS and the DfT’s rail modelling software MOIRA. A deep dive on this subject is scheduled for early November where TAME and the DfT will work together to reach a conclusion.
- TAME and suppliers at WSP have recently completed work on the Northern Highway Assignment Model (NoHAM) base-year model for the IPBA in 2021/22, which reflects detailed Northern highway network conditions for 2018. The model has been through a peer review; and achieved sign-off for use within the IPBA and NPR programmes.
- A number of TAME-managed supplier contracts have recently started with the aim of bolstering the TAME in-house freight modelling capability, so that TAME can support the IPBA and NPR programmes into the future.
- TAME is preparing the Analytical Framework to provide support to Strategic Rail colleagues in developing a business case for a station hub study at Carlisle station.

- Procurement is now underway for a supplier to support a joint research project between TAME and the Economics Team to understand the role of transport in supporting the visitor economy and to integrate the findings of this research into business cases, such as NPR.
- TAME continues to support the finalisation of TfN's Future Travel Scenarios and Decarbonisation Strategy for publication in November and March respectively. TAME analysts are providing modelling support and data visualisation for publication documents.
- The TAME Systems Team is supporting the rollout of several interactive data products for use by partners and, in some cases, the general public. These include data dashboards for the Development Log (D-Log), the Major Roads Network (MRN) Monitoring Data and the Future Travel Scenarios.
- Progress has been made in business planning with TAME confirming support requirements from other TfN programmes and translating these into a list of activities for financial year 2021/22. Further work is planned during November.

# Financial Performance

## Financial Update

### Summary

Expenditure incurred in October: £4.64m

Variance to October monthly budget: Underspend of £2.04m

Year to-date expenditure: £30.91m

Year to-date variance to budget: Underspend of £5.15m

### Headlines

- Financial position for Period 7 is monitored against Revision 1 budget. The Revision 2 budget is scheduled for approval at TfN Board on 18 November.

### Programmes:

- Expenditure of £4.09m represented an underspend of £1.51m (27%) in the month.
- The majority of this variance is within NPR (1.07m) and IST Phase 1 (0.27m).

### **Integrated & Smart Travel:**

- Programme-wide expenditure of £0.86m with an underspend of £0.38m (31%) in the month.
  - Underspend is driven by Phase 1 (£0.27m) due to a reprofiling of Pval installation up to January 2021.
  - Lower than forecast development costs associated with the Fares Data Build Tool are the main driver of Phase 2 underspend (£0.07m).
  - Programme Team expenditure is lower than anticipated due to staff departures not being replaced.

### **Northern Powerhouse Rail**

- Expenditure of £3.19m represented an underspend of £1.07m (25%) in the month. YTD expenditure of £20.99m is 9% under budget.
  - Network Rail expenditure was £0.74m under budget in the month, due to anticipated ramp-up of activity not being achieved, with only a marginal increase in expenditure against the previous period.
  - Underspend on other programme and modelling work was £0.32m in the month, pending ramp-up of activity on new contracts.
  - Programme support costs were to budget.
  - No expenditure to date on communications & stakeholder engagement activity, pending commitment.

### **Strategic Development Corridors (SDC)**

- Expenditure of £0.04m in the month, underspend of £0.05m due to reprofiling of MRN Mobile Data purchase, with expenditure now forecast to straddle the current and next financial year.

### **Operations:**

#### **Rail Operations**

- Expenditure of £0.18m represented an underspend of £0.12m (40%) in the month. This is driven by a number of staff vacancies, some subject to additional funding streams, and delays to the Strategic Rail support contract.

#### **Operational Areas**

- Expenditure of £0.37m in the month, represented an underspend of £0.42m against budget (53%) reflecting continued savings and slipped activity.
  - £0.14m of slipped professional service activity in the Strategy & Policy area, reprofiled in Revision 2 budget.
  - £0.07m of underspend in the Communications & Stakeholder Engagement area due to a combination of reduced expenditure in the current environment and the postponement of the TfN Annual Conference to a later date in the year.
  - £0.06m ICT and accommodation costs postponed due to continued office closure.
  - £0.05m of savings due to the current recruitment freeze.
  - £0.02m of ongoing savings on ancillary costs such as travel.

# Activity Dashboard

TRANSPORT FOR THE NORTH FINANCE DASHBOARD					PERIOD BUDGET CYCLE	7 REVISION 1	OCT 2020/21																							
PERIOD ACTUALS VERSUS BUDGET																														
	Actuals £m	Budget £m	Var. £m	Var. %																										
Integrated and Smart Ticketing	£0.86	£1.25	£0.38	31%	<table><thead><tr><th>Category</th><th>Actuals (£m)</th><th>Budget (£m)</th></tr></thead><tbody><tr><td>IST</td><td>0.86</td><td>1.25</td></tr><tr><td>NPR</td><td>3.19</td><td>4.26</td></tr><tr><td>Major Roads</td><td>0.04</td><td>0.09</td></tr><tr><td>Rail Ops</td><td>0.18</td><td>0.30</td></tr><tr><td>Operational Area</td><td>0.37</td><td>0.79</td></tr></tbody></table>		Category	Actuals (£m)	Budget (£m)	IST	0.86	1.25	NPR	3.19	4.26	Major Roads	0.04	0.09	Rail Ops	0.18	0.30	Operational Area	0.37	0.79						
Category	Actuals (£m)	Budget (£m)																												
IST	0.86	1.25																												
NPR	3.19	4.26																												
Major Roads	0.04	0.09																												
Rail Ops	0.18	0.30																												
Operational Area	0.37	0.79																												
Northern Powerhouse Rail	£3.19	£4.26	£1.07	25%																										
Major Roads	£0.04	£0.09	£0.05	58%																										
Programmes	£4.09	£5.60	£1.51	27%																										
Rail Operations	£0.18	£0.30	£0.12	40%																										
Operational Areas	£0.37	£0.79	£0.42	53%																										
	£4.64	£6.69	£2.04	31%																										
PERIOD ACTUALS VERSUS BUDGET: PROGRAMMES																														
	Actuals £m	Budget £m	Var. £m	Var. %																										
IST: Phase 1	£0.57	£0.84	£0.27	32%	<table><thead><tr><th>Category</th><th>Actuals (£m)</th><th>Budget (£m)</th></tr></thead><tbody><tr><td>IST: P1</td><td>0.57</td><td>0.84</td></tr><tr><td>IST: P2</td><td>0.16</td><td>0.22</td></tr><tr><td>IST: P3</td><td>0.00</td><td>0.00</td></tr><tr><td>IST: P4</td><td>0.01</td><td>0.03</td></tr><tr><td>IST: Prog</td><td>0.13</td><td>0.16</td></tr><tr><td>NPR</td><td>3.19</td><td>4.26</td></tr><tr><td>Major Roads</td><td>0.04</td><td>0.09</td></tr></tbody></table>		Category	Actuals (£m)	Budget (£m)	IST: P1	0.57	0.84	IST: P2	0.16	0.22	IST: P3	0.00	0.00	IST: P4	0.01	0.03	IST: Prog	0.13	0.16	NPR	3.19	4.26	Major Roads	0.04	0.09
Category	Actuals (£m)	Budget (£m)																												
IST: P1	0.57	0.84																												
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IST: Phase 2	£0.16	£0.22	£0.07	30%																										
IST: Phase 3	£0.00	£0.00	£0.00	-																										
IST: Phase 4	£0.01	£0.03	£0.02	70%																										
IST: Programme	£0.13	£0.16	£0.03	20%																										
Northern Powerhouse Rail	£3.19	£4.26	£1.07	25%																										
Major Roads	£0.04	£0.09	£0.05	58%																										
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YEAR TO-DATE ACTUALS VERSUS BUDGET																														
	Actuals £m	Budget £m	Var. £m	Var. %																										
Integrated and Smart Ticketing	£5.49	£7.04	£1.55	22%	<table><thead><tr><th>Category</th><th>Actuals (£m)</th><th>Budget (£m)</th></tr></thead><tbody><tr><td>IST</td><td>5.49</td><td>7.04</td></tr><tr><td>NPR</td><td>20.99</td><td>23.12</td></tr><tr><td>Major Roads</td><td>0.31</td><td>0.38</td></tr><tr><td>Rail Ops</td><td>1.25</td><td>1.58</td></tr><tr><td>Operational Area</td><td>2.86</td><td>3.93</td></tr></tbody></table>		Category	Actuals (£m)	Budget (£m)	IST	5.49	7.04	NPR	20.99	23.12	Major Roads	0.31	0.38	Rail Ops	1.25	1.58	Operational Area	2.86	3.93						
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Rail Ops	1.25	1.58																												
Operational Area	2.86	3.93																												
Northern Powerhouse Rail	£20.99	£23.12	£2.13	9%																										
Major Roads	£0.31	£0.38	£0.07	19%																										
Programmes	£26.79	£30.55	£3.75	12%																										
Rail Operations	£1.25	£1.58	£0.33	21%																										
Operational Areas	£2.86	£3.93	£1.07	27%																										
	£30.91	£36.06	£5.15	14%																										
YEAR TO-DATE ACTUALS VERSUS FORECAST TO OUTTURN																														
	Actuals £m	F/cast £m	Var. £m	Var. %																										
Integrated and Smart Ticketing	£5.49	£9.77	£4.28	44%	<table><thead><tr><th>Category</th><th>Actuals (£m)</th><th>Fcst (£m)</th></tr></thead><tbody><tr><td>Operational Area</td><td>2.86</td><td>3.93</td></tr><tr><td>Rail Ops</td><td>1.25</td><td>1.58</td></tr><tr><td>Major Roads</td><td>0.31</td><td>0.38</td></tr><tr><td>NPR</td><td>20.99</td><td>23.12</td></tr><tr><td>IST</td><td>5.49</td><td>7.04</td></tr></tbody></table>		Category	Actuals (£m)	Fcst (£m)	Operational Area	2.86	3.93	Rail Ops	1.25	1.58	Major Roads	0.31	0.38	NPR	20.99	23.12	IST	5.49	7.04						
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Programmes	£26.79	£58.09	£31.29	54%																										
Rail Operations	£1.25	£2.46	£1.21	49%																										
Operational Areas	£2.86	£6.57	£3.71	56%																										
	£30.91	£67.12	£36.21	54%																										
FUNDING YEAR TO DATE					FUNDING FORECASTS TO OUTTURN																									
Funding Stream	Actuals £m	Budget £m	Var. £m	Var. %		Actuals £m	F/cast £m	Var. £m	Var. %																					
TDF - Rail	£20.44	£22.57	£2.13	9%	TDF - Rail	£20.44	£46.67	£26.23	56%																					
IST - Capital and Revenue	£5.48	£7.04	£1.55	22%	IST - Capital and Revenue	£5.48	£9.77	£4.29	44%																					
Core Grant	£4.10	£5.41	£1.31	24%	Core Grant	£4.10	£9.09	£4.99	55%																					
Rail North Grant & Contributions	£0.75	£0.82	£0.08	9%	Rail North Grant & Contributions	£0.75	£1.30	£0.55	42%																					
TDF - Roads	£0.00	£0.00	£0.00	-	TDF - Roads	£0.00	£0.00	£0.00	-																					
Trading Income	£0.14	£0.22	£0.08	37%	Trading Income	£0.14	£0.28	£0.14	51%																					
	£30.91	£36.06	£5.15	14%		£30.91	£67.12	£36.21	54%																					

# HR Update

## Human Resources Update

Salaried Establishment as at **6 November 2020**

### Established/ Fixed-term (Transition) Posts

Area	Established Posts (Over 2 years)	Fixed-term (Transition) Posts (Up to 2 Years)	Total
CEO/Chair	2 (1.17 FTE)	-	2 (1.17 FTE)
Support Services	30 (29.32 FTE)	7 (6.60 FTE)	37 (35.92 FTE)
Operational & Delivery	94 (91.90 FTE)	40 (40.00 FTE)	134 (131.90 FTE)
<b>Total Establishment</b>	<b>126 (122.39 FTE)</b>	<b>47 (46.60 FTE)</b>	<b>173 (168.99 FTE)</b>
Strength (in post)	111 (109.07 FTE)	31 (30.60 FTE)	142 (139.67 FTE)
Appointed (start date pending)	0 (0.00 FTE)	1 (1.00 FTE)	1 (1.00 FTE)
Active/Pending Recruitment	0 (0.00 FTE)	1 (1.00 FTE)	1 (1.00 FTE)
Vacant – On-hold	15 (13.32 FTE)	14 (14.00 FTE)	29 (27.32 FTE)

*Barry White, Chief Executive has resigned and will leave TfN in May 2021, arrangements to secure a replacement are currently being considered.*

*David Hughes, Strategy & Programme Director, has resigned and will leave TfN at the end of December 2020. Interim cover arrangements have been agreed; Tim Foster will take over the role of Interim Strategy & Programme Director from December 2020.*

### Agency Resource - Covering Vacant Posts

Area	Posts (FTE's)
Support Services	3 Post (2.12 FTE)
Operational & Delivery	2 Posts (2.00 FTE)
<b>Total</b>	<b>5 Posts (4.12 FTE)</b>

### Consultancy Resource - Covering Vacant Posts

Area	Posts (FTE's)
Support Services	0 Post (0.00 FTE)
Operational & Delivery	9 Posts (8.80 FTE)
<b>Total</b>	<b>9 Posts (8.80 FTE)</b>



### **HR Metrics – 2020/21 Year to Date**

Corporate Sickness Level:	<b>3.0%</b>
Employment Policy Application:	<b>3.7%</b>
Employee Turnover (Voluntary Leavers):	<b>9.0%</b>
% of Employees from an Ethnic Minority Background:	<b>15%</b>
% of Employees declaring a Disability:	<b>11%</b>
Gender Mix - % of Female Employees:	<b>40%</b>
% of Male Employees:	<b>60%</b>

# KPIs

## Key Performance Indicators

Transport for the North's Key Performance Indicators (KPIs) are outlined in the published Business Plan for 2020-21. The below table outlines the programme and organisational KPIs and provides a summary of the year-end position.

### Key

Achieved	
On Track	
In Progress	
Delay	
Delay – beyond this year end (BTYE)	

Area	KPI	Detail	Progress	Status
Corporate	1	<b>Agree with Government the phasing and prioritisation of the Integrated Rail Plan for High Speed North. December 2020</b>	In Progress	
			An initial TfN position was agreed at Board in September. Final round of engagement with partners now completed. Further advice to Government to be agreed alongside NPR decisions at November Board.	
Northern Powerhouse Rail	2	<b>Agree and submit Strategic Outline Case to Government. January 2021</b>	Delay	
			The SOC timeline has been rephased due to the impacts of Covid-19 and was approved at TfN Board on 29 April 2020. The revised SOC submission date is March 2021.	
Integrated and Smart Travel	3	<b>Complete the delivery of the Integrated and Smart Travel on Rail Project (Phase 1). November 2020</b>	Delay	
			Northern and Merseyrail have reported delays to completion resulting from a three-month delay to on-site works as a consequence of Covid-19. Risks are being robustly managed and it is believed that the KPI will be achieved this financial year.	
Integrated and Smart Travel	4	<b>Complete the delivery of Phase 2 of the Integrated and Smart Travel Programme (informed customers). March 2021</b>	On Track	
			The phase remains on track to meet the KPI. DMT (Disruption Messaging Tool) and ODH (Open Data Hub) are now in BAU with the core development work now complete. Further enhancements to DMT have been commissioned for delivery in December 2020. The prototype of the Fares Tool has passed its governmental technical assessments and is now preparing to move into the third stage (beta public) and to be handed over to DfT.	
	5		Delay	

<b>Integrated and Smart Travel</b>		<b>Agree a plan for the delivery of contactless payments on rail, in collaboration with the DfT and Rail Delivery Group (Phase 3). December 2020</b>	A paper outlining the North's proposals to accelerate contactless on rail in the North has been presented to the June's meeting of DfT's Investment Committee but a decision on future funding has been deferred until the outcome of the Comprehensive Spending Review (CSR). A proposal of what TfN can achieve in the one-year CSR period is being submitted to DfT in advance of the CSR decision.	
<b>Major Roads</b>	6	<b>Agree and approve the Transport for the North Major Roads Report. March 2021</b>	On track	
			The technical report has been completed and the Major Roads Report will be updated following the completion of the decarbonisation workstream.	
<b>Strategic Rail</b>	7	<b>Implement the recommendations in the Blake-Jones review. June 2020</b>	Achieved	
			The Blake-Jones Action Plan was presented and approved at the 12 May 2020 Rail North Committee meeting and a final report was approved at Rail North Committee in July 2020 and the team is now embedding the actions into the business as usual operating model. The slight delay was due to attention focused on responding to the rail operational aspects of the Covid-19 crisis. There are longer-term issues on funding for additional resource, and a response is awaited from DfT, anticipated after the Comprehensive Spending Review.	
<b>Strategic Rail</b>	8	<b>Develop a TfN response to the Williams Review. Within three months of publication</b>	On Track	
			A response to the Williams Review will be developed within three months of its publication; the date of which is yet to announced.	
<b>Strategic Rail</b>	9	<b>Support the industry and Rail North Partnership in the response to and recovery from COVID-19, including a strong focus on the needs of passengers and businesses, together with the short-term investment needed to support the recovery. March 2021</b>	In Progress	
			Strategic Rail is proactively supporting the industry through the crisis and recovery, for example through the newly formed Rail North Officer Group (Operations). A plan to support the economic recovery by investment in infrastructure has been developed and submitted to DfT as part of the TfN Economic Recovery Plan (ERP) in July 2020. Work has begun on developing an ERP "quick win" programme.	
<b>Investment Programme</b>	10	<b>Update and refresh the TfN Investment Programme, based on an agreed Assurance Framework and using the outputs of the SDC Qualitative Sequencing process. September 2020</b>	Achieved	
			The update of the Investment Programme following the qualitative sequencing process, and applying the developing Assurance Framework, has been achieved.	
<b>Strategy</b>	11		On Track	

		<b>Develop a Decarbonisation Strategy for approval by the TfN Board and ensure that this is embedded in TfN's Investment Programme Assurance Framework. March 2021</b>	Analytical work on Decarbonisation Pathways is completed and work on strategy underway. Initial version of the Decarbonisation Strategy will be considered by TfN Partnership Board in January.
Strategy	12	<b>Develop an inclusive and sustainable growth framework that will sit alongside the Strategic Transport Plan and ensure that this is embedded in TfN's Investment Programme Assurance Framework. March 2021</b>	<div>In Progress</div> <div>Following completion of KPI 16, work is ongoing to finalise the approach to the assessment of the TfN Investment Programme using the Decarbonisation Pathways developed by TAME.</div>
Strategy	13	<b>Develop a Freight Strategy for approval by the TfN Board and ensure that this is embedded in TfN's Investment Programme Assurance Framework. March 2021</b>	<div>On Track</div> <div>Additional resources to support the development of the TfN Freight Strategy are now in place and work is in progress. An update was provided to the Strategic Oversight Group in October and the initial draft will be provided to Members at January Partnership Board.</div>
Modelling and Analysis	14	<b>Complete and deploy the Analytical Framework throughout TfN's programmes. March 2021</b>	<div>In Progress</div> <div>Substantial progress has been made in preparation of the Analytical Framework for NPR and IPBA programmes, with the programme of activities to March 2021 fully mapped. Delivery is still subject to risk, as evidenced by the recent change to the NPR open-year assumption which creates a number of remedial tasks. These risks are being proactively managed by TAME programme leads.</div>
Organisation	15	<b>Develop and provide a Comprehensive Spending Review submission to Government. At date set by HMT</b>	<div>Achieved</div> <div>A CSR submission was provided to the DfT on 28 August in line with departmental deadlines. On 21 October the Chancellor announced a revised one-year process to conclude at the end of November. TfN submitted a supplemental CSR submission to the Department, reflecting the move to a single year settlement, on 6 November.</div>
Organisation	16	<b>Develop and adopt the Northern Transport Charter. June 2020</b>	<div>Achieved</div> <div>The team completed work on the remaining Northern Transport Charter (NTC) proposals which were endorsed and adopted by the Board in July. There is now ongoing follow-on work about how to best to progress these proposals with Government.</div>



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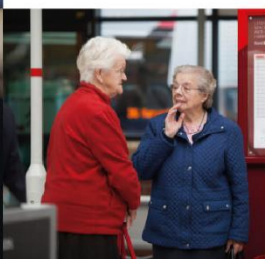
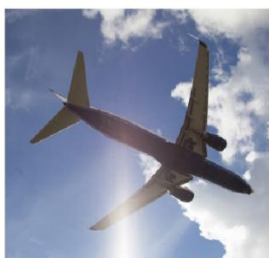
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