

Transport for the North Monthly Operating Report September 2021



Contents

Introduction	Page
Summary from the Chief Executive	3
Programme Summary	
Northern Powerhouse Rail (NPR)	4-5
Strategic Rail	6-8
Strategic Transport Plan (STP)	9-10
Strategy, Policy, Research & Economics	11-12
Investment Programme	13-14
Major Road Network (MRN)	15-16
Operations Summary	17-19
Financial Performance	
Financial Update	20-21
Activity Dashboard	22
HR Update	23-24
KPIs (Key Performance Indicators)	25-28

Introduction

Summary from the Chief Executive

A draft response to the Williams-Shapps Plan was presented to TfN Board in September 2021. TfN is now working with the Great British Railways (GBR) transition team on more detailed proposals as to how the White Paper might be delivered in the North. Our operational focus remains on working with the industry to support recovery - passenger demand has levelled off, with Northern reporting demand of 75% of pre-Covid levels and TransPennine Express (TPE) reporting 62.5%.

Collaboration between DfT and TfN through the Manchester Recovery Task Force continues to strengthen. This has led to bringing together infrastructure enhancements with a 'railmap' of future service enhancements in support of the second wave of public consultation on the proposed service changes for the December 2022 timetable.

The delay to the Integrated Rail Plan (IRP) continues to impact projects including Transpennine Route Upgrade (TRU) and Northern Powerhouse Rail (NPR), as many activities can only be undertaken after IRP publication. In the meantime, technical modelling continues with the improvement of the land use methodology, and improvements are being made to the OPEX (Operational Expenditure) cost model.

Long-term project-work has continued, with teams starting to develop a TfN Combined Train Service Specification, the publication of the Northern Transport Charter (NTC), and preparation of the TfN Freight & Logistics Strategy for consultation. Responses to the TfN Decarbonisation Strategy consultation have been assessed and are being reflected in the final version of the document being presented to Board for consideration/approval in November 2021.

TfN Board agreed TfN should start a new programme of work to update the Strategic Transport Plan (STP). The overall programme and approach to developing the STP was agreed by the TfN Board in September 2021. The programme will need to have some level of flexibility to respond to external events, and it will need to align to other significant activities including the creation of Great British Railways (GBR).

The Investment Programme Benefits Analysis (IPBA) has completed its pre-Gateway Project Review (GPR), with other aspects of the project also under way including freight modelling scheduled for completion in October 2021.

The Major Roads Report (MRR) has been finalised and being readied for Board approval in November.

Ahead of the Spending Review due to be published on the 27 October 2021, TfN submitted its funding requirements to the Department for Transport in early September, setting out the case for a multi-year funding settlement for the organisation. In addition, we are developing proposals in response to an offer of additional funding from DfT, working with other Sub-national Transport Bodies where appropriate.

Northern Powerhouse Rail (NPR)

Monthly Summary

Submission of the Strategic Outline Case (SOC) for NPR is awaiting publication of the Integrated Rail Plan, which was originally expected to be published in December 2020. TfN has not yet been informed of a revised publication date. Pending publication of the IRP, existing remitted activity is continuing, and co-clients and delivery partners (Network Rail and HS2) are reviewing opportunities for additional activity that will support the development of NPR. This work will help ensure the programme is in a stronger position for delivery of the Strategic Outline Case (SOC) after publication of the IRP and project Outline Businesses Cases (OBCs) which will then follow.

Activity Update

Infrastructure

Following NPR Programme Board agreement on 2 September 2021 regarding the next areas of focus for the Manchester – Sheffield corridor, delivery partners (Network Rail and HS2) have been asked to prepare impact assessments for further work on interventions at Chinley and New Mills, and the HS2 route connector. Phase 2 of the Leeds – Hull ground investigation surveys has been impacted by other work on the railway, which has restricted Network Rail access. The schedule of site visits is being revised with the new completion date now expected to be January 2022. While TfN awaits the publication of the IRP, discussions have commenced between TfN, DfT and Network Rail on planning for work to recommence on developing the business cases for Rotherham Midland Main Line (RML) and Barnsley Dearne Valley (BDV) stations. TfN is working with colleagues in Network Rail Eastern Region to develop a detailed remit, as well as investigating the legal and commercial agreement required to commence this work.

Technical Assurance, Modelling and Economics (TAME)

The improvement of the land use methodology is under way, with the initial focus on a review of the previous Jacobs approach. The team is now engaged with developing improvements to this process over the next period to prepare for a revised SOC and to provide the DfT with greater assurance on the benefits NPR is getting at Level 3 from the Northern Economic Land Use Model (NELUM). Following the DfT audit on the Northern Rail Modelling System (NoRMS) version 1d, a workshop was held in the period between TfN and modelling partners to address audit outcomes and agree next steps in the model's development. TAME is currently undertaking updates to the Operational Expenditure (OPEX) cost model, to reflect more up-to-date assumptions with work to be concluded in the coming weeks, subject to assurance review. Regarding stations analysis, the methodology for the multi-criteria assessment framework has been further revised following an internal review by TAME and NPR infrastructure team. This is to be shared with DfT, Network Rail and partners in October 2021. This will include outputs of an internal trial run of the methodology on data for Liverpool station hubs.

Commercial Management

The Commercial Management team has provided support on the Spending Review, looking at spend profiles based on the preferred network to feed into the DfT asks to HMT. Additionally, the team is providing estimating support on the business case for RML and BDV stations, which includes looking at the cost drivers of the stations, carrying out benchmarking, and reviewing the optimism bias application.

Business Case

Work has now completed on the SOC evidence directory, a single repository of sources that have been used in the development of the SOC for each case, and all five cases are now complete. Following a recent review of the new place-based analysis section of the economic case by the business case team, an overview of the content was delivered to working group on 19 August 2021. Place-based analysis shows how the impacts of NPR differ across places and different groups of society. It covers areas such as jobs, business, agglomeration, and user benefits.

Risks

Risk Summary	Summary of Mitigating Measures	KPI
IRP delay and impact to co-clients' ability to agree current and future financial year scope. As a result of the programme's dependency on the publication of the IRP, the co-clients are unable to agree that all of the activity set out in the TfN Business Plan for 2021/22 should be taken forward. Further, continued delay may lead to a review of current instructed scope to ensure the programme reduces risk to abortive work and ensures value for money is maintained. This could result in delays to proposed programme activity for 21/22 and beyond, as well as impacts on commissioning and mobilising programme teams to deliver work in 21/22 and readiness for delivery in future years (e.g., OBC, FBC).	<ol style="list-style-type: none"> 1. Following the publication of the IRP, review scope between co-clients with a view to instructing on-hold items. 2. Ongoing discussions at a senior level regarding scope that can start in the absence of IRP. 3. Review impact of delays on each work package's ability to reach single option and develop response plan. 4. Paper to be presented to programme board requesting that co-clients instruct commencement of OBC/FBC preparation activity. 	9, 10
IRP conclusions and decision-making. IRP conclusions may impact SOC if recommendations on funding, phasing and/or route option specification are different from those agreed by TfN Board. This may result in partners not accepting the conclusions, which may impact ways of working as well as importing delays to SOC update and submission to TfN Board and Government.	<ol style="list-style-type: none"> 1. IRP response team has been created. A rapid review of the IRP to take place to understand impact on the SOC and 21/22 Business Plan. Engagement with partner organisations on proposed programme team activity to take place for post-IRP review. 2. Work is under way on scope activity that has been agreed between co-clients. 3. Scenario planning is underway to understand the implications of IRP scenarios on NPR and the SOC. 	7-10
Transpennine Route Upgrade (TRU) integration. There is a risk that the NPR programme may become misaligned from the TRU programme if there is a lack of integration between the programmes, such as irregular communication channels/forums, and if there is no/minimal reciprocal representation within each programme's governance. This may result in avoidable costs and delays as a consequence of duplication of effort, rework and strategic misalignment. In addition, the lack of integration may lead to missed opportunities for cross-programme assurance.	<ol style="list-style-type: none"> 1. An initial working level TRU meeting was held with Network Rail in August to discuss way forward on knowledge sharing between TfN and Network Rail. This has now become a regular monthly meeting, allowing for more collaboration on key infrastructure. TfN presence (NPR & Strategic Rail Director) at periodic TRU oversight and TRU Programme Board meetings is to take place going forward. The initiatives above allow discussions to take place at both working and strategic levels and ensures all areas of interest are known across appropriate organisations. 	7, 8

Programme and Look Ahead

TfN Board

The timing and content of briefings to TfN Board will be shaped by the eventual publication of the Integrated Rail Plan.

Strategic Rail

Monthly Summary

A draft formal response to the Williams-Shapps Plan published in May 2021 was presented to TfN's September Board. Some minor modifications to the response were agreed, including emphasising how the voice of business is represented through the LEPs on TfN's Board. TfN is now working with the GBR transition team on a more detailed proposal as to how the White Paper might be delivered in the North.

Collaboration between DfT and TfN through the Manchester Recovery Task Force continues to strengthen. This has led to bringing together infrastructure enhancements with a 'railmap' of future service enhancements in support of the second wave of public consultation on the proposed service changes for the December 2022 timetable.

Activity Update

Rail Operations

Passenger demand has levelled off with Northern reporting demand of 75% of pre-Covid levels and TransPennine Express (TPE) seeing a slight decrease to 62.5%. It will take several weeks to see the full impact of the September return to work and education. The operational focus remains on working with the industry to support the recovery and the message of 'travel with confidence'. Performance remains strong and has improved slightly since the summer period. The DfT has now confirmed that the East Coast Mainline (ECML) timetable due for implementation in May 2022 will be delayed by at least 12 months. TfN is working closely with the industry and DfT as alternative proposals are considered.

Rail Investment

Network Rail has confirmed that power supply modelling to support electrification of the Transpennine Route Upgrade (TRU) corridor will assess the needs of both passenger and freight services. A decision on the final outputs for TRU is anticipated to form part of the Integrated Rail Plan for the North and Midlands. Analysis is underway of the performance benefits of providing platforms 15/16 at Manchester Piccadilly station in parallel with works at Oxford Road. This will evidence their impact on a range of performance and demand-led train service requirements on the Castlefield Corridor. The contract between TfN and Network Rail to undertake a further two Theoretical Line Speed studies and validate the findings of the Hope Valley Study has commenced.

TfN attended Network Rail's (NR) joint industry investment planning in September for Liverpool City Region and Greater Manchester. NR is now collating the inputs and will arrange further engagement sessions on development of forward plans.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
Proposed timetable changes on the East Coast Main Line (ECML) in May 2023 and Manchester in December 2022 will have an impact on local connectivity, thereby reducing choice	1. TfN has appointed a consultant to explore how regional services that would be lost can be restored on ECML.	1

<p>for passengers. On the ECML, there is a risk of reduction in East-West connectivity to facilitate an additional North-South service from Newcastle to London. In relation to Manchester, a new timetable structure has been agreed from December 2022 to improve performance, but at the expense of some connectivity in the short-term pending infrastructure improvements.</p>	<ol style="list-style-type: none"> 2. TAME has been commissioned to produce economic impacts of the timetable change on the ECML. 3. A collaboration between DfT and TfN to develop a railmap of investment to support further capacity on the ECML will be established 4. Regarding Manchester, collaborative work continues with DfT. A railmap linking infrastructure to future service development has been developed. 	
<p>The publication of the Rail Reform White Paper has insufficient detail about the role of TfN and other devolved bodies to allow a clear appreciation of their future role. There is a risk that TfN could have a different role in service delivery following the publication of the Williams-Shapps review. The role of devolved bodies or Rail North Partnership is not outlined in the White Paper with current proposals showing rail contracts aligning under a new organisation (Great British Railways).</p>	<ol style="list-style-type: none"> 1. TfN has appointed a consultant to respond to the White Paper and put forward the role TfN can play in GBR in the future. This paper went to TfN Board on 29 September and was endorsement as the agreed position. 2. TfN through its role on the RNP continues to engage with the DfT at the highest level. 3. TfN is now working collaboratively with Network Rail and the transition team on a proposition for rail in the North under the White Paper proposals. 	3
<p>The long-term effect of Covid-19 on the viability of train services and future investment decisions. There is a risk that the current services could be cut due to the increased cost of the subsidy that is required from the Treasury. In addition, the reduced current services could further impact future schemes, making schemes less viable as they have to be assessed against lower demand forecasts. There is also a risk that the passenger enhancements (such as the completion of new infrastructure) will continue to be delayed with lower service offerings on routes which in turn will lead to weaker business cases.</p>	<ol style="list-style-type: none"> 1. Working with the industry to develop new innovative ways to reduce the level of subsidy including more agile timetable plans. 2. Use the Return to Rail campaign to increase the farebox revenues; using the Rail North Partnership as an avenue to influence change. 3. Provide viable value for money options to the funder that align with decarbonisation strategy, future growth and opportunities to improve connectivity. 4. Look at innovative solutions to working with the industry on initiatives and fares options that will increase demand on the network and appeal to new and existing customers. 	1
<p>TRU fit with the wider investment strategy in the North. There is a risk that the IRP reopens discussion on existing government commitments' including both legs of HS2 Phase 2b, NPR and TRU. Delivery of TfN's STP might be impacted. There is potential for severe adverse reputational impact for TfN and pressure from partners.</p>	<ol style="list-style-type: none"> 1. Strategic Rail, Strategy & Programmes, and NPR to continue to work together to identify potential integration between TRU, NPR and HS2 and understand how they best interface with other's programmes across the North (Manchester, Leeds/Sheffield/York etc). 2. TfN to continue to challenge the cost of major scheme projects and support the development of complementary and independent interventions on the classic network that can be delivered early subject to a suitable business case. 	6

Programme and Look Ahead

- Working through the Rail North Committee and TfN Board, continue to consider the outcome of the Manchester Recovery Task Force consultation.
- Understand and disseminate the analysis of performance benefits of Piccadilly platforms 15 and 16.
- Support, monitor and assist the industry to rebuild services, passenger demand and confidence.

- Working with NR and the GB Railways transition team on a proposition for rail in the North under the White Paper proposals.
- Develop proposals for addressing network gaps linked to the Long-Term Rail Strategy (LTRS) and produce the next stage of the TfN Stations Strategy.
- Continue to support the TfN response to the anticipated Integrated Rail Plan.
- Continue to work closely with DfT and Network Rail to secure successful delivery of the TRU project objectives.
- Continue to work with NR to commission studies to assess the feasibility of interventions to improve resilience and reliability of the rail network.

Strategic Transport Plan (STP)

Monthly Summary

The TfN Board has agreed that TfN should commence work on a new programme of work to revise and update the STP and seek adoption of the new Plan no later than Spring 2024.

The STP programme will help guide and prioritise policy development, research and analysis within TfN as work on the STP progresses. The technical detail and scope of the activity will need to be scaled to TfN's overall funding level and agreed with the Board through the Business Plan for 2022/23. TfN will need to carefully manage uncertainties and external dependencies and create a flexible plan that can respond to events. We also need to align to Government and partner activities as well as industry processes, particularly the creation of Great British Railways (GBR).

Activity Update

- The overall programme and approach to developing the STP was agreed with the TfN Board at the end of September 2021. In agreeing the programme, the Board has asked officers to consider how the timetable for adopting the STP could be brought forward from Spring 2024.
- TfN is continuing its programme of work to update the policy positions in the 2019 STP, including initial draft policy position papers on spatial planning and multimodal hubs. Activity in September has been largely internal ahead of early engagement with partners that will lead to a presentation to TfN's Strategic Oversight Group in November 2021.
- An early step in updating TfN's strategic objectives is to refresh the Northern Powerhouse Independent Economic Review, first published in 2016. In support of the STP programme and in preparation for the full NPIER programme expected to commence in 2022, TfN is now commissioning initial research to revisit the central themes of the NPIER and review progress in growing the prime and enabling capabilities since 2016.

Programme and Look Ahead

Through the programme there will be a number of significant staging points and decisions, including:

- Autumn 2021: publication of the Integrated Rail Plan and Levelling Up White Paper, work commencing on the NPIER programme and initial STP planning activity starting.
- Mid/late 2022: agreeing a new NPIER and agreeing the objectives and outline scope of the next STP.
- Early 2023 agreeing the key road and rail investment priorities for the North, updating the Northern Infrastructure Pipeline, and the final evidence base for the STP.
- Spring/Summer: 2023 Board approval of the draft STP ready for consultation.
- Summer 2023: statutory public consultation on the draft STP.
- Autumn 2023: response to the consultation.
- February 2024: new STP adopted by Board.

In agreeing the high-level programme, the TfN Board has asked officers to produce a revised timeline so the new STP can be adopted sooner than 2024. The options for accelerating the programme will be presented to members at the November TfN Board meeting.

Strategy, Policy, Research & Economics

Monthly Summary

Key policy and strategy development activities include the finalising of the TfN Decarbonisation Strategy, preparation for the consultation on the TfN Freight & Logistics Strategy, and taking forward the next steps on the Northern Transport Charter, including the approach to citizen engagement and prioritisation.

The Research and Economics team's research programme continues. The primary research has been completed for the Transport-Related Social Exclusion (TRSE) project; the User Insight Phase 3 report was published; and a number of significant commissions are currently out to market. The team is consulting with partners on the next steps in the development of the Northern Powerhouse Independent Economic Review.

Activity Update

- The public consultation on TfN's Decarbonisation Strategy ran until 31 August 2021 and generated around 240 responses. The responses are currently being analysed and necessary updates being made to the strategy document before the TfN Board is asked to consider/approve the strategy in November 2021.
- Initial work on the early activities set out in the strategy has continued, including Clean Growth Visions (focusing on developing evidence-based demand management narratives), and consideration of embodied carbon assessment processes on our projects. Work on the Pan-Northern EVCI Framework (led by TfN's Major Roads team) and a research study examining a hydrogen refuelling network (the Athena project, led by Durham and Herriot Watt Universities) are now significantly advanced, with the former moving to Phase 2 by the end of 2021 and the latter due to report in February 2022.
- Work on the TfN Freight & Logistics Strategy has continued in preparation for consultation. The consultation draft has been updated to reflect DfT's Transport Decarbonisation Plan and a supplier is now in place to support the consultation process.
- Northern Transport Charter (NTC) work in September 2021 has focused on commissioning external specialist support to help develop and test approaches to citizen engagement within TfN's decision-making arrangements, and development of an Independent Advisory Group to provide advice to Board on specific topics.
- The team is starting to develop a TfN Combined Train Service Specification which would show the level of services that will be needed in 2050 to meet TfN's standards and to integrate Northern Powerhouse Rail, HS2 with the rest of the rail network. TfN partners will be fully involved in this work in the Autumn.
- The User Insight into Pan-Northern Travel (Phase 3) study is now complete. The study provides insights from business owners on recent and potential future commuting patterns, business-related travel, and demand for transport of goods; and explores the potential impact of transport investments on the North's business community. Key findings from the study

have been shared internally across TfN and will be shared with SOG and AAG partners once the report has been published on the TfN website.

- The supplier for the Transport-Related Social Exclusion (TRSE) research project has completed the majority of primary data collection, and the project is on track for completion to the revised November timeline.
- The team is currently consulting with partners on plans for the longer-term Northern Powerhouse Independent Economic Review (NPIER Programme), with the survey closing on 15 October 2021.
- A number of commissions are currently being procured, including Transport, Health & Wellbeing in the North of England; Citizen's Engagement development; NPIER - Capabilities, Local Data and Narratives; and Monitoring and Evaluation.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
STP Buy-in from Government. Risk central government (DfT) may not consider and/or listen, accept TfN's advice on proposed transport interventions for the North.	1. Regular engagement sessions with the appropriate leads within DfT to ensure a joined-up approach and have discussed both the draft Decarbonisation and Freight & Logistics Strategies with them for comment and feedback.	19 & 22
TfN embedding the STP across programmes. Risk regarding how the STP and policy positions are embedded across the organisation and how they are joined up across the programmes. If not managed well, a working siloed culture may be prevalent, causing a multitude of business issues to TfN.	1. TfN has recently completed work on the TfN Policy Development Framework which will ensure consistency across TfN workstreams. 2. Co-ordination mechanisms have been established within TfN and with partners (such as the Strategic Oversight Group) to facilitate the co-ordination of programmes of work. 3. A robust benefits realisation framework is being developed to enable the evaluation of programme KPIs and allow the assessment of outcomes in relation to STP objectives.	20
TfN Decarbonisation Strategy. TfN is unable to develop appropriate and timely policy positions, meaning the North fails to achieve close to zero carbon emission for surface transport by 2045.	1. Careful planning of TfN decarbonisation activities to ensure priority actions are given appropriate focus and resources. 2. Dedicated officer in post responsible for ensuring TfN adopts appropriate and timely policies across TfN workstreams. 3. Develop mechanisms to ensure decarbonisation and sustainability are reflected in project and strategy decision-making.	19
Economics and research programme. Timescale delay and poor-quality outputs from commissioned projects cause delay to inter-dependent projects and/or reputational damage to TfN.	1. High quality suppliers selected through rigorous procurement process 2. Weekly catch ups with suppliers to flag any potential timescale delays 3. Thorough discussion of methodology and approach and early sight of outputs to prevent poor quality outputs	19, 20

Programme and Look Ahead

- Finalisation of the Decarbonisation Strategy – November
- Completion of the Transport-Related Social Exclusion Research - November
- Initial piloting of citizen engagement approaches – Q4 2021/22.

Investment Programme

Monthly Summary

The Gateway Project Review (GPR) for the Investment Programme Benefits Analysis (IPBA) project has now been completed and the post-GPR modelling has started. This commission is critical to understanding the economic, social and environmental benefits of the TfN Investment Programme. The analysis will use DfT's conventional growth scenario, and TfN's four Future Travel Scenarios, to assess the Investment Programme against three different funding strategies. This work will enable TfN to make a strong evidence-based case for transport investment and provide a clear picture of the potential impact of the Investment Programme on carbon emissions.

Activity Update

- The project team presented the GPR report to Executive Board on 16 September 2021. The GPR has identified minor changes to be introduced to the project scope and re-baselining of the project programme.
- Freight modelling, by supplier MDS Transmodal, is ongoing and is due to finish early October 2021.
- The post-GPR modelling approach has been agreed and is detailed in the Appraisal Specification Report.
- The Investment Programme Scheduling Refinement Report was shared with the Strategic Oversight Group in September. This report seeks to provide the evidence base behind the sequencing decisions contained within the Gateway Review Report.
- The team has developed the outline and terms of reference for the Strategic Programme Outline Case (SPOC), with a workshop scheduled for October to assign chapter owners and develop a SPOC delivery programme.
- The team is continuing to monitor and manage the project risks, including ensuring a suitable level of engagement with partners.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
Variable Demand Modelling (VDM) – A suitable updated NorTMS VDM model, which has been tested sufficiently, may not be available for the post-GPR modelling work. This may impact on the project programme or quality of modelling outputs.	<ol style="list-style-type: none">1. Use the current version of NorTMS rather than the updated version, which was used for NPR, subject to further testing to check outputs meet the minimum requirements.2. If a suitable NorTMS model is not available, continue to use separate NoRMS (rail) and NoHAM (road) models.3. Draft the Strategic Programme Outline Case (SPOC) in parallel to the modelling work to save time.	13
Future Travel Demand Scenarios – The models may not converge under onerous future demand scenarios as the future networks may not have the capacity to accommodate the level of growth. The potential impact and implications for the project are not yet fully understood.	<ol style="list-style-type: none">1. Discuss with DfT and TAG to understand the implications.2. Dampen the elasticity (the extent to which a change in costs/time, represented in the model, leads to a change in demand) in the transport model so that demand is reduced to better meet supply requirements.	13

Programme and Look Ahead

- In accordance with the GPR recommendations, an additional sensitivity test that will consider the impacts of delaying delivery of the Investment Programme by five years is being added to the project scope.
- The project team will monitor and prepare for the potential impact of the Integrated Rail Plan on the IPBA programme. The timing and scale of the impact is unknown.

Major Road Network (MRN)

Monthly Summary

TfN has received the full 2020 dataset from the mobile device commission and is currently working with the supplier to develop the interface partners will use to access this. The team has agreed with the principles set out in a Sub-National Transport Body (STB) Engagement Framework with National Highways. The Major Roads Report (MRR) and key messages summary have been finalised and will be shared at Executive Board on 14 October 2021.

Activity Update

- The MRR and a key messages summary have been finalised and are now being designed for publication. Partners have signed off the content and the report will be shared at Executive Board on 14 October 2021.
- Work continues on the Electric Vehicle Charging Infrastructure (EVCI) project, with the supplier team now embedded and building the EVCI model and evidence base. Productive meetings with the Regional Steering Group, the Office for Zero Emission Vehicles (OZEV), Electricity Distribution Network Operators (DNOs) and National Grid have taken place.
- TfN has received the full 2020 dataset on the performance of the MRN for the North project from the mobile device commission and is currently working with the supplier to develop the interface partners will use to access this.
- The team has agreed with the principles set out in a Sub-National Transport Body (STB) Engagement Framework with National Highways as well as the Route Strategies Regional Engagement Plan.
- A TfN multimodal hub policy position continues to be developed, and a call for evidence will be circulated to partners in early October 2021.
- TfN has supported National Highways with the statutory public consultation events for the A66 dualling project, which has now started. This includes advice on the approach and input into stakeholder communications.

Risks

Risk/Issue Summary	Summary of Mitigating Measures	KPI
Major Roads Network 1 (MRN1), 2020-2025 – There is a risk of lack of clarity around any decisions made regarding the proposed road investments for MRN1, which could lead to reputational risk and partners having less confidence in TfN if the DfT policy on MRN funding changes without a clear reason why.	<ol style="list-style-type: none">1. DfT to present regular updates at the Major Roads Group.2. Liaise with DfT if partners require further information around the decision-making process.3. Share monthly updates on MRN and SRN schemes with National Highways on progress.	18
EVCI stakeholder expectations and interaction – If there is any misalignment of objectives or miscommunication with key stakeholders, there is a risk that stakeholders might not be clear on the outputs to be delivered, it's uses, and their inputs required. This could lead to reputational risk, poor partner	<ol style="list-style-type: none">1. Host ongoing EVCI Steering Group to test and feedback on outputs.2. Ensure significant partner engagement during TfN governance sign-offs.3. 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.4. The suppliers are to support the partner agreement of inputs to the modelling tool.	17

relations, and project outputs that are not applied effectively.	5. The team is seeking new avenues to promote the work, including National Grid and the Energy Saving Trust (a delivery body for Government regarding electric vehicles).	
Mobile data outputs under-utilised - If partners do not have sufficient resources to utilise the MRN mobile datasets, or they do not find use in the outputs, there is a risk that the project outputs may be under-utilised. The value of the work may not be understood and likely to make further bids for future dataset projects more challenging.	<ol style="list-style-type: none"> 1. Develop a dashboard that will demonstrate the project outputs and examples of use for the data. 2. Provide support and training to partners including recorded webinars and step-by-step guidance. 3. Use the mobile dataset to strengthen the TfN evidence base for future Major Road Network intervention bids. 4. Atkins to present the outputs and outcomes of the project to the Major Roads Group, and produce an executive summary set of slides for sharing. 	14

Programme and Look Ahead

- The team, working with TAME, will review the EVCI model and reporting of outputs. This will be shared with the EV Steering Group to agree inputs, approach and outcomes with partners.
- The team will participate in Route Strategies workshops with National Highways due to take place over the autumn period.
- The team will be attending and hosting a stand at the annual Highways UK conference in November 2021.

Operations Summary

Monthly Introduction

TfN operational teams include teams and departments that are key to our success as a Sub-national Transport Body and the completion of our authority-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, 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)

- The team successfully delivered TfN's third Annual Conference in Leeds, with positive feedback from attendees, Team TFN colleagues, and Members. There was a wealth of media coverage and social activity in the run-up and throughout the day.
- Web traffic on the day of the conference was up 23% on conference day 2019, and 87% on conference day 2020. Overall, web traffic was up 16% on last August.
- Across social media, the conference also helped more than double profile visits for the month on Twitter (28k) and achieved our best ever month in terms of views and hours watched on YouTube.
- Continued our new Chief Executive, Martin Tugwell's, onboarding programme which has now incorporated more than 50 introductory meetings with key stakeholders as well as interviews with key journalists.
- Published podcasts with our Interim Chair and Northern Powerhouse Rail Director, which attracted almost 400 listens across the platforms.
- Supported the NP11 in promoting the economic benefits of Northern Powerhouse Rail. This –was supplemented by the launch of new statistics for NPR through a press release to media.
- Activity at party conferences, including successful fringe events at both Labour and Conservative conferences.
- Achieved 'Verified Status' on our Twitter channel, which increases brand authority.

Finance, Procurement & Risk

- The team is working closely with all directorates and programmes to manage the procurement pipeline and is seeking opportunities to expedite activity where possible. This includes taking steps to mitigate the

potential impact of the delayed IRP on TfN and in particular the NPR programme.

- TfN's Spending Review submission has been submitted to DfT setting out the case for a multi-year settlement for the organisation. The Statutory Accounts for 2020/21 were approved by the Board on 29 September. An unqualified audit report has been issued by TfN's external auditors and the signed accounts published on the TfN website in accordance with statutory deadlines.

Legal & Democratic

- The 29 September TfN Board and Partnership Board were held as a face-to-face meeting at Manchester Town Hall. The Scrutiny Committee meeting on 9 September was also "in person" in Manchester. The Audit & Governance meeting on 16 September was planned as "in person" but due to lack of quoracy was held as a consultation meeting. Pending any possible future change to legislation around the holding of local authority meetings, officers continue to work on developing options for presentation to, and agreement by, Members around meeting arrangements and venues.
- The TfN Modern.Gov website, system and "restricted app" are fully embedded and a new report template and system for report preparation was trialled for the 27 July 2021 Board Consultation meeting. Use of the system will continue to be further extended during coming months.
- The team continues to support procurement and governance and provide general legal advice across a wide range of areas within TfN, including the Strategic Transport Plan as work on it is developed.

TAME (Technical Assurance, Modelling & Economics)

- Calibration of Northern Economy and Land Use Model version 3 (NELUM) has been completed subject to peer assurance in the coming weeks. Demonstration testing as part of the NELUM 3 assurance has commenced and the results will be subject to peer review alongside the results of calibration testing.
- The wider impacts calculator, which was developed for common wider impacts appraisal across the analytical framework, is being integrated in Northern Transport Modelling System (NorTMS).
- NorTMS has been provided to the DfT Skipton - Colne study. This is seen as a positive step towards wider adoption of the Analytical Framework for scheme development and other studies.
- A workshop on model hierarchies to discuss options in response to the DfT commissioned Steer review of Northern Rail Modelling System (NoRMS) iteration 1d was attended by Systra, DfT, Expert Panel and TfN. A further session is required to conclude the response to the review findings.
- A paper outlining the options for which NoRMS Model should be used for NPR SOC has been produced for discussion with the NPR programme.

- Activity planning is underway for 2022/23 Rail Modelling & Appraisal Partner (RMAP) contract. Current activities are limited awaiting publication of the Integrated Rail Plan, but a neutral set of tasks has been prepared and presented to DfT for approval.
- Work with the Stations Analysis Partner continues, with a session held to review risk and milestones and focus the project team on next steps including land use methodology.
- A consortium of Atkins and MDS Transmodal has been awarded the NPR Freight Partner Contract. An inception meeting is due to be held in the coming weeks, but the bulk of the work is not expected to commence until after the IRP has been received.

Financial Performance

Financial Update

Summary

Expenditure incurred in September 2021: £3.96m

Variance to monthly budget: Underspend of £0.78m (16%)

Year-to-date (YTD) expenditure incurred: £26.68m

Underspend to date: £1.56m (6%)

Headlines

- September 2021 actuals have been monitored against the Revision 1 budget, reflecting reprofiled expenditure and approved virements.
- The underspend in the month and year-to-date are principally driven by NPR programme activity.

Programmes

- Expenditure of £3.15m represents an underspend of £0.81m (20%) in the month.
- Year-to-date expenditure of £22.53m is £1.26m behind budget (5%) and is driven by underspend on the NPR programme.

Integrated & Smart Travel

- Expenditure of £0.04m was incurred in the month. YTD expenditure of £1.0m is £0.03m under budget (3%).
 - The IST office space was vacated at the end of September, ending overhead costs in relation to the programme.
 - Remaining expenditure is limited to minimal residual Phase 1 delivery costs and continued operational costs for Phases 1 and 2 through to the end of the financial year.

Northern Powerhouse Rail

- Expenditure of £3.06m represents an underspend of £0.76m (20%) in the month. YTD expenditure of £21.11m is £1.2m under budget (5%).
 - As in previous months, the run rate on the NPR programme remains under forecast pending IRP publication.
 - Modelling work continues to progress ahead of forecast due to additional modelling requirements from DfT.

IPBA (Investment Programme Benefits Analysis)

- Expenditure of £0.06m in the month was under budget, due to some modelling delays. YTD expenditure of £0.42m is £0.04m under budget but is anticipated to catch up.

Operations:

Rail Operations

- Expenditure in the month of £0.27m is £0.01m (6%) over budget. YTD expenditure of £1.26m is £0.02m under budget (2%).
 - Underspend is driven by vacancies in the RNP team in relation to the TRU programme of work which has its own discrete funding stream.
 - Expenditure by the Strategic Rail team has accelerated further as several key contracts ramp up. An overspend of £0.02m in the month has compensated for underspend in prior months, with YTD expenditure broadly on budget.

Operational Areas

- Expenditure of £0.53m in the month is within 2% of budget. YTD expenditure of £2.89m is £0.27m under budget (9%).
 - Underspend of £0.22m in the Strategy & Policy area, where professional services expenditure continues to be behind schedule, is anticipated to catch up as a result of actions that are currently underway. Two further contracts were let in the month, with activity commencing in October. A further four tenders are currently out to market or at evaluation stage.
 - £0.07m underspend in Business Capabilities where several areas of saving have been identified: £0.01m office refurbishment, £0.03m savings on both the TfN annual conference and party conference attendance. Savings identified in the SECT area are being redeployed to fill current staff vacancies on an interim basis.

Expenditure Control

- Through the monthly budget virement process, new opportunities identified as supportive of the delivery of the 2021/22 Business Plan are reviewed by OBT. In September the following activities were approved:
 - Manchester Business Case work
 - Decarbonisation consultation response
 - Decarbonisation modelling support
- In addition to utilisation of the strategic risk allocation, realised savings continue to be reallocated, to date £0.39m of new activities have been approved.

Activity Dashboard

TRANSPORT FOR THE NORTH FINANCE DASHBOARD					PERIOD BUDGET CYCLE	6 REVISION 1	SEPTEMBER 2021/22		
PERIOD ACTUALS VERSUS BUDGET									
	Actuals £m	Budget £m	Var. £m	Var. %					
Integrated and Smart Ticketing	£0.04	£0.05	£0.01	21%	<div>■ Actuals ■ Budget</div>				
Northern Powerhouse Rail	£3.06	£3.82	£0.76	20%					
IPBA	£0.06	£0.09	£0.04	39%					
Programmes	£3.15	£3.96	£0.81	20%					
Rail Operations	£0.27	£0.26	-£0.01	-6%					
Operational Areas	£0.53	£0.52	-£0.01	-2%					
	£3.96	£4.74	£0.78	16%					
YEAR TO-DATE ACTUALS VERSUS BUDGET									
	Actuals £m	Budget £m	Var. £m	Var. %					
Integrated and Smart Ticketing	£1.00	£1.03	£0.03	3%	<div>■ Actuals ■ Budget</div>				
Northern Powerhouse Rail	£21.11	£22.31	£1.20	5%					
IPBA	£0.42	£0.45	£0.04	8%					
Programmes	£22.53	£23.79	£1.26	5%					
Rail Operations	£1.26	£1.29	£0.02	2%					
Operational Areas	£2.89	£3.16	£0.27	9%					
	£26.68	£28.24	£1.56	6%					
YEAR TO-DATE ACTUALS VERSUS FORECAST TO OUTTURN (REVISION 1)									
	Actuals £m	F/cast £m	Var. £m	Var. %					
Integrated and Smart Ticketing	£1.00	£1.52	£0.52	34%	<div>■ Fcst ■ Actuals</div>				
Northern Powerhouse Rail	£21.11	£48.48	£27.37	56%					
IPBA	£0.42	£0.89	£0.48	53%					
Programmes	£22.53	£50.90	£28.37	56%					
Rail Operations	£1.26	£3.19	£1.93	60%					
Operational Areas	£2.89	£6.10	£3.21	53%					
	£26.68	£60.18	£33.50	56%					
FUNDING YEAR TO DATE					FUNDING FORECASTS TO OUTTURN (REVISION 1)				
Funding Stream	Actuals £m	Budget £m	Var. £m	Var. %		Actuals £m	Budget £m	Var. £m	Var. %
TDF - Rail	£21.11	£22.31	£1.20	5%	TDF - Rail	£21.11	£48.48	£27.37	56%
IST - Capital and Revenue	£1.00	£1.03	£0.03	3%	IST - Capital and Revenue	£1.00	£1.52	£0.52	34%
Core Grant	£3.75	£4.05	£0.30	7%	Core Grant	£3.75	£8.42	£4.66	55%
Rail North Grant & Contributions	£0.69	£0.70	£0.01	2%	Rail North Grant & Contributions	£0.69	£1.44	£0.74	52%
Trading Income	£0.12	£0.14	£0.02	13%	Trading Income	£0.12	£0.33	£0.20	62%
	£26.68	£28.24	£1.56	6%		£26.68	£60.18	£33.50	56%

Human Resources Update

Salaried Establishment as at **7 October 2021**

Established Permanent/Fixed-term Posts

Area	Permanent Posts (Over 2 years)	Fixed-term Posts (Up to 2 Years)	Total Establishment
CEO Office	2 (2.00 FTE)	-	2 (2.00 FTE)
Support Services	25 (25.00 FTE)	2 (2.00 FTE)	27 (27.00 FTE)
Operational & Delivery	73 (71.84 FTE)	18 (18.00 FTE)	91 (89.84 FTE)
Rail North Partnership (Hosted)	13 (13.00 FTE)	3 (3.00 FTE)	16 (16.00 FTE)
Total Establishment	113 (111.84 FTE)	23 (23.00 FTE)	136 (134.84 FTE)
Strength (in post)	105 (103.84 FTE)	15 (15.00 FTE)	120 (118.84 FTE)
Appointed (start date pending)	-	-	-
Active/Pending Recruitment	1 (1.00 FTE)	1 (1.00 FTE)	2 (2.00 FTE)
Vacant – On-hold	7 (7.00 FTE)	7 (7.00 FTE)	14 (14.00 FTE)

Agency/Consultancy Resource – Covering Vacant Established Posts

Area	Posts (FTE's)
Support Services	2 Posts (2.00 FTE)
Operational & Delivery	9 Posts (9.00 FTE)
Total	11 Posts (11.00 FTE)

Consultancy Resource – Contracts for Service (TDF Funded)

Area	Current Strength Posts (FTE's)	Year-End FY21/22 Projected Posts (FTE)
Support Services	0 Post (0.00 FTE)	0 Post (0.00 FTE)
Operational & Delivery – NPR	47 Posts (47.00 FTE)	101 Posts (101.00 FTE)
Total	47 Posts (47.00 FTE)	101 Posts (101.00 FTE)

The above are all NPR related posts and due to the nature of the funding (one-year only) and technical skills required, have been engaged via the contract for service route. Further roles (circa 54 posts) are anticipated to be brought in throughout the forthcoming year, with actual plans for this resource to be finalised once the IRP reports and a revised date for the submission of the NPR SOC is agreed.

Resourcing Update – For Information

TfN Board & Partnership Board Chair Vacancy – the recruitment process for a replacement TfN Chair is now on-going. The closing date for applications is 27 October 2021, with final selection interviews scheduled for 16/17 November 2021.

HR Metrics – 2021/22 Year-To-Date:

Corporate Sickness Level:	1.3%
Employment Policy Application:	1.5%
Rolling 12 Month - Employee Turnover (Voluntary Leavers):	17.1%
% of Employees from an Ethnic Minority Background:	17%
% of Employees declaring a Disability:	21%
Gender Mix - % of Female Employees:	38%
% of Male Employees:	62%

KPIs

Key Performance Indicators

Transport for the North's Key Performance Indicators (KPIs) are outlined in the published Business Plan for 2021-22. The below table outlines the programme and organisational KPIs and provides a summary of the year-end position.

Key	Number of KPIs with this status	
Achieved (complete)		5
On Track (in progress, no delays)		11
In Progress (in progress, may become delayed)		5
Delay (has missed a key deadline)		1
Delay BTYE – delayed beyond this year end		0
Not Started		4

Area	KPI	Detail	Progress	Status
Strategic Rail	1	Demonstrate clear Northern input in supporting and developing return to rail initiatives across the North to rebuild passenger numbers and aid economic recovery. March 2022	On Track Messaging and communications will continue to promote safe use of public transport. The team is working with train operating companies identifying ticketing/marketing/offers to rebuild confidence, attract passengers back, and entice new passengers when appropriate.	
Strategic Rail	2	Deliver plans for rail hub enhancements around two major stations to maximise the potential of the network. October 2021/February 2022	On Track Work has continued on developing a Strategic Outline Business Case for a radical plan for Leeds Station, with the delivery of an economic case by Atkins.	
Strategic Rail	3	Demonstrate meaningful and beneficial engagement for the North on rail reform within three months of publication of the Williams White Paper. September 2021	Achieved A draft formal response has now been produced, and agreed with slight modifications by TfN Board in September.	
Strategic Rail	4	Further embed the TfN rail journey time improvement initiative with Network Rail to deliver better reliability on at least two rail routes during 2021/22. March 2022	On Track Network Rail is now fully engaged with the Theoretical Line Speed process and is progressing the delivery of the Darlington – Bishop Auckland findings and implementation. The development of the York – Scarborough findings is delayed and TfN is working with NR to find ways of resolving the delay.	
Strategic Rail	5		In Progress	

		Pursue the digital transformation of fares, ticketing and information through collaboration and the development of business cases across the North and/or through national rail reform. March 2022	A scoping report for this programme was prepared by the Integrated & Smart Travel (IST) team as part of the project closedown. An appointment has been made to the Head of Digital Strategy who has now started in post and will produce an initial scoping report by December 2021.	
Strategic Rail	6	Continue to use TfN's existing powers and role in the Rail North Partnership to deliver the best outcomes for passengers, within the financial and legacy infrastructure constraints, by influencing train operators and major programmes including TRU and central Manchester. March 2022	On Track	
			TfN is actively using its powers and voice to get a better outcome for passengers in central Manchester, for example by working collaboratively with DfT to secure the right infrastructure and services for Manchester.	
Northern Powerhouse Rail	7	Completion and submission of the Strategic Outline Case, timescale to be agreed following publication of the Government's Integrated Rail Plan. TBC post-IRP	In Progress	
			Timings depend on IRP. Completion and submission dates dependant on IRP publication and subsequent agreements between TfN and DfT.	
Northern Powerhouse Rail	8	Reconfirm NPR phasing plan in response to Government's Integrated Rail Plan. TBC post-IRP	Not Started	
			Final phasing position in the SOC is dependent on the IRP conclusions and subsequent agreements between TfN and DfT.	
Northern Powerhouse Rail	9	Complete initial survey work and commence OBC on early accelerated projects to start construction in FY 2024/25. September 2021	In Progress	
			Current survey works were due to conclude in Q2 21/22, however issues with possessions/site access has resulted in required surveys now scheduled to conclude in January 2022. The programme of activity post-surveys is dependent on IRP conclusions and subsequent agreements between TfN and DfT.	
Northern Powerhouse Rail	10	Initiate additional survey work and commence Outline Business Case on early accelerated projects to enable delivery partners to start construction in 24/25. January 2022	Not Started	
			Further surveys and pace of commencing OBCs are dependent on IRP conclusions and subsequent agreements between TfN and DfT.	
Northern Powerhouse Rail	11	Agree NPR governance arrangements with DfT as programme transitions to the next stage. TBC post-IRP	Not Started	
			Not started. Awaiting publication of the Integrated Rail Plan.	
Investment Programme Benefits Analysis	12	Commission the Investment Programme Benefit Analysis work and deliver the programme up to the Gateway Review. September 2021.	Achieved	
			The GPR report is now complete. The GPR has identified minor changes to be introduced to the project scope and re-baselining of the project programme.	
	13		On Track	

Investment Programme Benefits Analysis		Subject to Gateway Review, complete work on the Investment Programme Benefit Analysis which will be used as the evidence base for the next STP. March 2022	The project programme has been re-baselined, following the outcome of the project review (GPR).	
Major Roads	14	Produce a robust evidence base monitoring performance and types of journey on the MRN. This will support analysis of the impacts of Covid-19 to monitor and evaluate outcomes including changes in travel patterns and behaviours. October 2021	On Track	
			The mobile data project is running on schedule with final deliverables due in November.	
Major Roads	15	Publish the updated Major Roads Report, following DfT publication of the national Transport Decarbonisation Plan and TfN's Decarbonisation Strategy. October 2021	On Track	
			Final draft report is on track to be considered at Executive Board in October and presented to Board in November.	
Major Roads	16	Use our evidence base to work with Highways England and DfT to identify TfN's priorities to be considered as part of DfT's Road Investment Strategy 3. March 2022	In Progress	
			Work with National Highways to develop the route strategies, which will feed into RIS3, is ongoing. National Highways will commence next stage of engagement on Route Strategies in autumn 2021.	
Major Roads	17	Work with our partners and DfT to scope out how TfN can best support plans for an integrated electric vehicle and/or hydrogen charging infrastructure network, supporting all communities in the adoption of low and zero emission vehicles. March 2022	On Track	
			Work continues on the Electric Vehicle Charging Infrastructure (EVCI) project, with the supplier team now embedded in the work and building the EVCI model and evidence base.	
Major Roads	18	Continue to work with DfT's Acceleration Unit to ensure their awareness of the schemes identified in TfN's Economic Recovery Plan for their consideration of accelerating delivery. March 2022	In Progress	
			Engagement with DfT and the Acceleration Unit is ongoing.	
Strategy, Policy and Research	19	Consult on the draft Decarbonisation Strategy and seek adoption by the TfN Board in autumn 2021. November 2021	On Track	
			Consultation successfully launched on 7 June and ran for 12 weeks, finishing on 31 August with around 240 respondents. The responses are currently being analysed, and the strategy updated with the objective of taking back to TfN Board in November.	
	20		Achieved	

Strategy, Policy and Research		Agree a plan to adopt a new Strategic Transport Plan by 2024, and commence a new Northern Powerhouse Independent Economic Review (NPIER) programme as a first step. October 2021	Principals of the proposed programme were taken through TfN governance in September 2021 and agreed by the TfN Board on 29 September 2021.	
Strategy, Policy and Research	21	Progress the advanced prioritisation mechanisms set out in the Northern Transport Charter, including analytical tools to allow prioritisation on a wider basis (economic, social, and decarbonisation) and independent assurance arrangements. March 2022	On Track	
			TfN Board agreed to the NTC development plan at July 2021 board, including the progression of advanced prioritisation mechanisms and independent assurance arrangements. Further internal work is now underway.	
Strategy, Policy and Research	22	Consult and adopt the TfN Freight & Logistics Strategy and work with the industry to agree implementation arrangements. December 2021	On Track	
			TfN Board agreed for the strategy to progress to consultation. A supplier has been appointed to support the consultation process in October and finalise the strategy in November.	
Strategy, Policy and Research	23	Provide input into the final stages of the Union Connectivity Review and respond on its publication. September 2021	Delayed	
			TfN submitted a formal response into the Call for Evidence in December 2020. Following that, contact has been made with the team supporting the review to understand any emerging findings and how TfN can support. A response is awaited. The findings of the Union Connectivity Review have not yet been published.	
Corporate	24	Develop and provide a Comprehensive Spending Review submission to Government. In line with timetable set by Government	Achieved	
			TfN's comprehensive spending review submission was made to DfT on 9 September 2021.	
Corporate	25	Feed into emerging procurement practice as the UK's current 'EU style' regime is updated and look at opportunities to further increase social value. March 2022	Not Started	
			Not started. Will begin once revised procurement guidance starts to emerge. The Procurement team is supporting running a pilot scheme to trial Social Values considerations with the D&I (Diversity & Inclusion) Working Group.	
Corporate	26	Implement and further develop the agreed new Ways of Working, to include physical office design, office and remote working, corporate and constitutional meetings and IT strategy. Within three months of return to office	Achieved	
			TfN fully implemented its agreed hybrid ways of working to time and budget. Our new ways of working have been underpinned by the physical re-design to our Manchester and Leeds offices which was fully completed September 21. TfN constitutional meetings in the main move to "in person" meetings from September 21.	



Transport for the North
2nd Floor
4 Piccadilly Place
Manchester
M1 3BN



Transport for the North
Ground Floor
West Gate
Grace Street
Leeds
LS1 2RP



0161 244 0888



info@transportforthenorth.com

