

If sensitive, protective marking

NOT PROTECTIVELY MARKED

<b>Board Meeting</b>	<b>Mar 19 ME</b>	<b>Meeting date</b>	<b>12/03/19</b>	<b>Agenda item</b>	<b>A 06.0</b>
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Purpose of submission	For information only	Type of submission	Report
<b>Report Title</b>	Finance Report		
<b>Sponsor</b>	Nigel Holden		
<b>Author(s)</b>	Nigel Holden		

**Summary**

Update on financial outturn for 2018-19 as the final February Management Accounts will not be available for the Board Meeting

**Recommendations (if decision or approval required)**

The Board are asked to note the following:

1. The January Management Accounts at Annex A
2. The provisional figures for February show:
  - Grant in aid funded Expenditure for Passenger representation and Road user representation are in line with the forecast and will remain within the agreed funding
  - The Project reserves for Passenger and Road user representation are now fully committed to projects to be completed before 31 March 2019
  - Income of £1,320,000 and net contribution of £73,000 from Additional activities. The change since January are some slippage in the project with Porterbrook and unanticipated additional income for the WiFi Connectivity project.
3. Risks and uncertainties:
  - We have now received the outstanding purchase orders from Network Rail totalling £83,000 for our work on the Route Supervisory Boards so this risk is now closed
  - There is uncertainty about the timing of the Network Rail Reliability project which has been included in the forecast outturn figures because formal agreement with Network Rail is outstanding. Income of £60,000, and contribution to staff and overheads of £15,000, are at risk from this project. The sums at risk can be managed within the current financial plans.

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<b>Further details</b>	
The January Management Accounts are included in Annex A	
<b>Background information (if available)</b>	<b>Link</b>

<b>Implications – financial / risk / legal / resourcing</b>
<p><b>1. Financial</b> The financial implications of this paper are set out above</p> <p><b>2. Risk</b> The main risk arising from this paper are the financial risk of unanticipated variances in income or expenditure in the final month. This risk will be managed by liaising closely with budget holders and project managers</p> <p><b>3. Legal</b> There are no legal issues arising from this paper</p> <p><b>4. Resourcing</b> There are no resourcing issues arising from this paper</p>

**Equalities Impact Assessment screen**  
Sometimes, an equalities impact assessment (EIA) is required. To help decide whether a full EIA is required, a screen must be undertaken. Please choose the correct impact value and, if **major**, link it to an explanation below.

Gender	Age	Sexual orient'n	Disability	Marital status	Political belief	Religious belief	Racial group
1. What is the likely impact on equality of opportunity for those affected by this policy, for each of the Section 75 equality categories?							
Minor	Minor	None	Minor	None	None	None	None
2. Are there opportunities to better promote equality of opportunity for people within the Section 75 equalities categories?							
Minor	Minor	None	Minor	None	None	None	None
3. To what extent is the policy likely to impact on good relations between people of different religious belief, political opinion or racial group?							
				None	None	None	None
4. Are there opportunities to better promote good relations between people of different religious belief, political opinion or racial group?							
				None	None	None	None

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*Conclusion*

Based on the information above, and having regard to the detailed guidance, the sponsor and author of this paper agree that in respect of a full equalities impact assessment (EIA):  
 A full EIA is not required



**Management Accounts**

**Expenditure Report for the Period to 31 January 2019**

**Summary Commentary** **1**

**Summary Income & Expenditure** **2**

**Projects** **3**

**Passengers** **4**

**Road users** **5**

**Additional funding** **6 / 7**

**Expenditure Charts** **8**

**Staff Numbers** **8**

**CURRENT PERIOD KEY VARIANCES**

**GRANT IN AID**

Income	Income is lower than forecast because grant in aid is drawn down against expenditure which has been lower than anticipated in the period
Pay	Fixed pay costs are largely in line with forecast.
Operating costs	Operating costs are lower than forecast expenditure on Training and development, Meeting room hire, ICT, Website maintenance and Legal Fees, offset by additional costs for the Social media audit.
Projects	Project costs are slightly lower than forecast due to later than anticipated costs to date for a number of projects.

**EXTERNAL PROJECTS**

Income	External income is in line with the forecast
Pay	Fixed pay costs are in line with the forecast costs
Operating costs	Operating costs are slightly lower than forecast because costs to date allocated to the Franchising programme, Great Western Rail and Rail passenger redress scheme projects have been lower than anticipated.
Projects	Project costs are slightly lower than forecast because costs for the Franchising programme and Great Western Rail have been slightly lower than anticipated to date.

**OUTTURN**

**GRANT IN AID**

Income	Income is higher than budgeted as the forecasts have been updated to reflect additional funding secured from partners for joint projects.
Pay	Fixed pay outturn is slightly lower than budget because we had an unfilled vacancy for a few months earlier in the year.
Operating costs	Operating costs outturn is lower than budget due mainly to lower than budgeted costs for lift maintenance in the London office and ICT costs following the migration to cloud based services. These lower costs have been slightly offset by higher than anticipated costs as a result of the regional workshops with bus stakeholders with the aim of improving the services and experiences of young bus passengers, the Euro Bus Expo and the Social Media Audit and Strategy which were not anticipated in the original budget.
Projects	The total forecast expenditure on projects is higher than budgeted because we have secured significant additional funding for projects, as well as making savings in operating costs which has released additional funds for projects.

**EXTERNAL PROJECTS**

Income	Outturn is significantly higher than budgeted because we have secured additional funding for a number of projects during the year, offset by lower than budgeted income from Network rail for the Route Supervisory Boards.
Pay	Fixed pay outturn is in line with forecast for the projects anticipated in the remainder of the year.
Operating costs	Operating costs outturn is in line with forecast.
Projects	The Project costs outturn is significantly higher than budgeted as a result of the higher level of income and activity than anticipated in the budgets. The forecast net contribution of £71,000 for the year is being utilised to fund additional transport user representation activities. More details are included in the Notes on page 5.

**RISK AND UNCERTAINTIES**

Ensuring the workplan commitments for the remainder of the year can be delivered within the agreed funding and that the project reserve budget is utilised for the most appropriate transport user priorities. This risk will be managed through regular reporting of expenditure and regular budget reviews to ensure any spending plans are affordable within the agreed funding for the year as well as reviewing priorities when projects are approved. We have in place an agreed programme of work for the remainder of the financial year which will deliver our workplan priorities within the agreed budgets.	
Project reserves for passenger activities of £27,000 and £8,000 for Road user activities were unallocated at 31 January. Since 31 January additional projects have been approved which will fully utilise the remaining Project reserve by the end of the financial year.	
We are still waiting for the Purchase order from Network Rail for our support work for their Route Supervisory Boards which means we are unable to invoice them for the costs to date. The funding of £83,000 for 2018-19 has been agreed, which is lower than the budgeted figure of £220,000 as a result of delays setting up the boards and changes to the board programme. The agreed level of funding of £83,000 is reflected in these accounts.	
Ensuring we have adequate levels of staff resource available to fulfil both our core grant in aid funding priorities and our externally funded commitments. The risk will be mitigated through regular reviews with managers.	
Costs for separately funded activities exceed the agreed funding for the year. We will continue to monitor this through the monthly financial reporting and regular budget reviews to ensure the forecast outturn will remain within the agreed funding.	
<b>Cash balance</b>	The cash balance at 31 January 2019 was £467,000.

**LONGER TERM OUTLOOK**

Although the Department have managed the shortfall in the passenger revenue against the forecast in the current year they are facing an even more substantial shortfall in 2019-20 of around £1 billion which will make it increasingly difficult to make a case for any additional grant funding, and may result in a request for further savings in 2019-20.	
A public sector spending review is scheduled for 2019 which would determine grant in aid funding over the next five years, but it appears that the current uncertainties regarding Brexit are likely to lead to an interim one year agreement rather than a multi-year budget agreement.	
We have submitted a case to the Department for continued funding for our work on Rail franchising, but it is not yet clear what level of funding may be available because the franchising programme is currently suspended pending the outcome of the Williams Rail Review	

TRANSPORT FOCUS  
SUMMARY OF INCOME AND EXPENDITURE  
PERIOD TO 31 JANUARY 2019

	Year to date						Forecast outturn for year					
	Total	Passengers	Road users	External	Forecast Total	Variance	Total	Passengers	Road users	External	Budget Total	Variance
<b>Income</b>												
DfT - Grant in Aid income	4,117	2,936	1,181	-	4,200	83	6,131	4,396	1,735	-	6,133	2
DfT - Other income	397	177	-	220	397	-	461	208	-	253	253	208
Other income	1,110	230	145	735	1,097	13	1,941	371	578	992	664	1,277
Total income	5,624	3,343	1,326	955	5,694	70	8,533	4,975	2,313	1,245	7,050	1,483
<b>Expenditure</b>												
Staff costs	2,713	1,669	512	532	2,737	24	3,396	2,127	614	655	3,361	35
Operating costs	981	881	47	53	990	9	1,296	1,185	59	52	1,350	54
Project costs (gross)	1,930	1,054	648	228	1,967	37	3,841	1,939	1,498	404	2,339	1,502
Total expenditure	5,624	3,604	1,207	813	5,694	70	8,533	5,251	2,171	1,111	7,050	1,483
<b>Income less expenditure</b>	-	-	119	142	-	-	-	276	142	134	-	-
<b>Internal transfers</b>												
Overhead reallocation	-	178	119	59	-	-	-	205	142	63	-	-
Contribution from additional activities	-	83	-	83	-	-	-	71	-	71	-	-
Total internal transfers	-	261	119	142	-	-	-	276	142	134	-	-
<b>Net surplus / deficit</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Forecasts / Budgets</b>												
Total income	5,693	3,409	1,337	947			7,050	4,503	1,735	812		
Total expenditure	5,695	3,645	1,219	831			7,050	4,746	1,592	712		
Internal transfers	1	234	119	116			-	243	142	101		
<b>Variations</b>												
Total income	-	66	11	8			1,483	472	578	433		
Total expenditure	71	41	12	18			1,483	505	579	399		
Internal transfers	1	27	-	26			-	33	-	33		

	Total	Forecast year to date		Over two months	Notes
		One month or less	One to two months		
<b>Debtors at period end</b>					
Department for Transport	£ 1	£ -	£ -	£ 1	
Other	148,389	147,093	1,296	0	
Total	148,388	147,093	1,296	1	

TRANSPORT FOCUS  
SUMMARY OF GRANT IN AID FUNDED PASSENGER PROJECTS  
PERIOD TO 31 JANUARY 2019

Project	Income		Direct costs		Year to date			Forecast Outturn			Budget for year			Forecast		
	Income	Staff	Direct costs	Staff	Total Direct costs	Gross contribution / cost	Overhead allocation	Net contribution / cost	Forecast Net contribution / cost	Total Direct costs	Gross contribution / cost	Overhead allocation	Net contribution / cost	Total Direct costs	Gross contribution / cost	Forecast Gross Contribution Variance
002	-	-	14,833	-	14,833	14,833	-	14,833	15,000	45,420	-	-	-	65,000	-	19,580
45N	-	-	377,688	-	377,688	377,688	-	377,688	376,000	767,800	-	-	-	763,000	-	4,800
51R	-	-	84,559	-	84,559	84,559	-	84,559	84,621	174,621	-	-	-	180,000	-	12,179
28R	20,260	-	20,302	-	20,302	42	-	42	2,150	22,410	2,150	-	-	5,000	-	2,850
32X	-	-	125,949	-	125,949	125,949	-	125,949	124,800	134,800	-	-	-	134,800	-	-
39X	-	-	38,835	-	38,835	38,835	-	38,835	37,500	37,500	-	-	-	37,500	-	-
44R	67,419	-	81,644	-	81,644	14,225	-	14,225	14,000	95,500	28,000	-	-	30,000	-	2,000
56R	50,000	-	50,006	-	50,006	6	-	6	-	52,600	2,600	-	-	61,950	-	650
57R	16,068	-	16,068	-	16,068	-	-	-	-	16,000	-	-	-	2,000	-	2,000
58R	-	-	-	-	-	-	-	-	-	-	-	-	-	40,700	700	700
001	4,000	-	3,305	-	3,305	695	-	695	950	4,050	50	-	-	8,000	-	50
009	-	-	5,093	-	5,093	5,093	-	5,093	8,000	8,000	8,000	-	-	-	-	8,000
011	-	-	2,498	-	2,498	2,498	-	2,498	2,834	2,834	2,834	-	-	-	-	2,834
013	40,000	-	40,129	-	40,129	129	-	129	-	63,250	4,000	-	-	4,000	-	4,000
014	-	-	-	-	-	-	-	-	-	108,000	9,020	-	-	-	-	9,020
020	-	-	1,295	-	1,295	1,295	-	1,295	4,138	4,138	4,138	-	-	-	-	4,138
026	-	-	3,000	-	3,000	3,000	-	3,000	3,000	13,059	13,059	-	-	-	-	13,059
029	-	-	3,000	-	3,000	3,000	-	3,000	-	76,999	76,999	-	-	-	-	76,999
033	-	-	-	-	-	-	-	-	-	39,740	39,740	-	-	-	-	39,740
037	-	-	1,576	-	1,576	1,576	-	1,576	-	45,460	45,460	-	-	-	-	45,460
038	-	-	-	-	-	-	-	-	-	2,300	2,300	-	-	-	-	2,300
15R	-	-	585	-	585	585	-	585	-	-	-	-	-	-	-	-
18R	17,700	-	21,572	-	21,572	3,873	-	3,873	3,900	22,900	6,900	-	-	-	-	6,900
34A	-	-	5	-	5	5	-	5	-	5,000	5,000	-	-	-	-	5,000
36A	-	-	4,784	-	4,784	4,784	-	4,784	5,000	-	-	-	-	-	-	-
38A	-	-	1,733	-	1,733	1,733	-	1,733	-	-	-	-	-	-	-	-
49R	-	-	647	-	647	647	-	647	-	-	-	-	-	-	-	-
50R	-	-	4,225	-	4,225	4,225	-	4,225	10,225	10,225	10,225	-	-	-	-	10,225
52R	154,603	-	154,114	-	154,114	489	-	489	606	178,000	7,526	-	-	-	-	7,526
59R	33,540	-	31,830	-	31,830	1,710	-	1,710	850	34,390	850	-	-	-	-	850
CAA	2,700	-	-	-	-	2,700	-	2,700	2,700	-	2,700	-	-	-	-	2,700
N80	-	-	136	-	136	136	-	136	-	-	-	-	-	-	-	-
NPS	-	-	909	-	909	909	-	909	-	-	-	-	-	-	-	-
PXX	-	-	34,734	-	34,734	34,734	-	34,734	32,500	26,227	26,227	-	-	22,772	-	48,999
<b>Total</b>	<b>406,290</b>	-	<b>1,052,574</b>	-	<b>1,052,574</b>	<b>646,284</b>	-	<b>646,284</b>	<b>655,262</b>	<b>1,938,769</b>	<b>1,360,173</b>	-	-	<b>1,342,722</b>	<b>1,242,722</b>	<b>117,451</b>



TRANSPORT FOCUS  
SUMMARY OF GRANT IN AID FUNDED ROAD USER PROJECTS  
PERIOD TO 31 JANUARY 2019

Project	Income		Staff		Direct costs		Year to date			Forecast Outturn			Budget for year			Forecast			
	Income	Staff	Direct costs	Total Direct costs	Gross contribution / cost	Overhead allocation	Net contribution / cost	Variance	Income	Total Direct costs	Gross contribution / cost	Overhead allocation	Net contribution / cost	Income	Total Direct costs	Gross contribution / cost	Overhead allocation	Net contribution / cost	
30B NRUSS (2018-19 wave)	-	-	222,488	222,488	222,488	-	222,488	-	-	317,000	-	317,000	-	-	317,000	-	317,000	-	-
37B SRUS Delivery	-	-	267,653	267,653	267,653	-	267,653	154	-	404,000	-	404,000	653	-	404,000	-	404,000	-	-
29B Road User srvc surv	-	-	1,688	1,688	1,688	-	1,688	3,188	-	1,500	-	1,500	1,500	-	20,000	-	20,000	-	18,500
43B Tracker surveys data	-	19,275	5,250	24,505	24,505	-	24,505	495	-	25,000	-	25,000	25,000	-	25,000	-	25,000	-	-
008 RIS2 user testing	20,208	-	43,678	43,678	23,470	-	23,470	1,580	20,208	45,258	-	25,050	25,050	-	25,050	-	25,050	-	25,050
012 MSUS Wave 3	54,452	-	191	191	54,261	-	54,000	261	163,625	153,370	-	10,255	10,255	-	12,250	-	12,250	-	10,255
015 M4 Smart Motorway	20,325	-	43,074	43,074	22,749	-	23,550	801	81,300	93,550	-	12,250	12,250	-	12,250	-	12,250	-	12,250
021 Road user Info	-	-	-	-	-	-	-	-	45,000	79,913	-	34,913	34,913	-	-	-	-	-	34,913
023 HE Bus demo project	22,635	5,845	17,000	22,845	210	-	-	210	89,110	89,110	-	-	-	-	-	-	-	-	-
028 Cyclists Ped Wave2	-	-	30,006	30,006	30,006	-	30,000	6	-	69,920	-	69,920	69,920	-	69,920	-	69,920	-	69,920
032 Data Hub Phase 2	-	2,965	-	2,965	2,965	-	2,965	2,965	-	44,480	-	44,480	44,480	-	44,480	-	44,480	-	44,480
17B Tunnel Vision	-	-	1,255	1,255	1,255	-	-	1,255	-	-	-	-	-	-	-	-	-	-	-
24B SRUS mobilisation	-	-	524	524	524	-	-	524	-	-	-	-	-	-	-	-	-	-	-
27B Disabled drivers	-	-	4,676	4,676	4,676	-	-	4,676	-	-	-	-	-	-	-	-	-	-	-
31B MSUS Wave 2	27,034	-	16,214	16,214	10,821	-	11,000	179	178,350	178,350	-	-	-	-	-	-	-	-	-
35B Pedest.Equest 2017	-	-	5,733	5,733	5,733	-	4,000	1,733	-	4,000	-	4,000	4,000	-	-	-	-	-	4,000
B32 NRUSS	-	-	2,388	2,388	2,388	-	-	2,388	-	-	-	-	-	-	-	-	-	-	-
D90 SRS-logistics&coach	-	-	1,415	1,415	1,415	-	-	1,415	-	-	-	-	-	-	-	-	-	-	-
RXX Project Reserve	-	-	10,120	10,120	10,120	-	10,120	0	8,200	8,200	-	8,200	8,200	-	166,350	-	166,350	-	174,550
<b>Total</b>	144,654	28,085	648,669	676,754	532,099	-	523,314	8,785	577,593	1,497,251	-	919,658	919,658	-	932,350	-	932,350	-	12,692



TRANSPORT FOCUS  
SUMMARY OF EXTERNALLY FUNDED  
ADDITIONAL ACTIVITIES  
PERIOD TO 31 JANUARY 2019

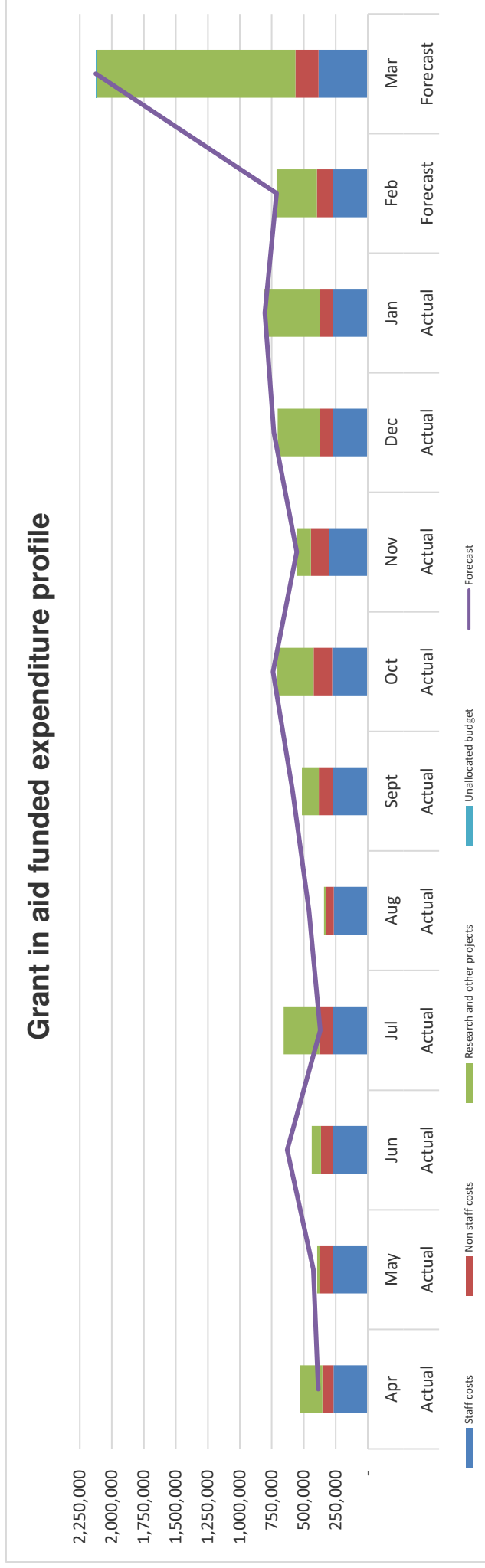
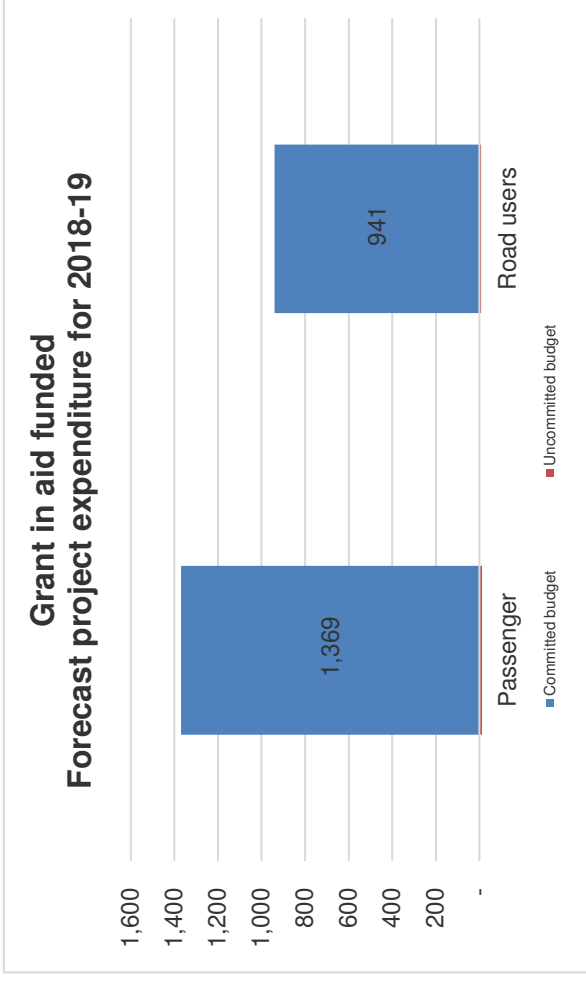
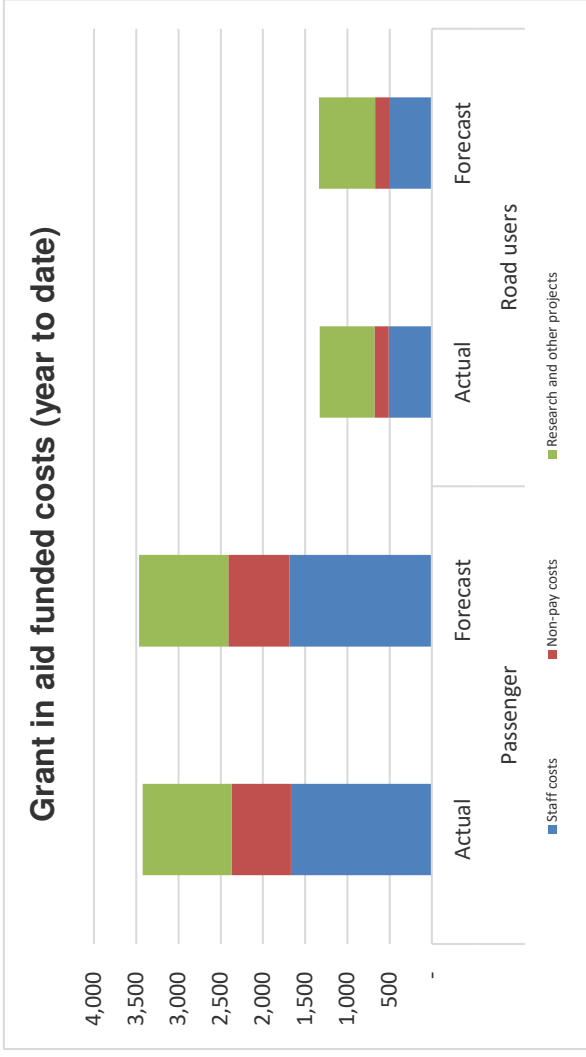
Project	Year to date				Forecast Outturn				Budget for year			Forecast		
	Income	Staff	Direct costs	Total Direct costs	Gross contribution / cost	Overhead allocation	Net contribution / cost	Variance	Income	Total Direct costs	Gross contribution / cost	Overhead allocation	Net contribution / cost	Gross Contribution Variance
EXT Externally Funded	-	-	6,229	6,229	6,229	36,820	6,229	2,729	-	4,200	4,200	-	4,200	-
FRN Franchising	166,844	116,844	7,463	124,307	42,537	36,820	5,717	8,656	200,000	159,266	40,734	37,302	3,432	1,646
GAR Greater Anglia Railw	31,720	26,759	2,388	29,147	2,573	1,595	2,573	978	36,000	34,367	1,633	-	1,633	2,033
GWR Great Western Railwa	73,750	53,176	6,572	59,748	14,002	7,370	6,632	5,917	87,200	77,676	9,524	8,626	898	984
HS2 HS2	110,461	37,768	38,896	76,664	33,797	14,720	19,077	1,642	127,950	88,313	39,637	17,558	22,079	21,437
NTP Nithm/Trans Pennine	37,542	34,449	3,092	37,541	1	-	1	1,051	44,000	43,657	343	-	343	243
RED Rail PAX Redress	93,000	68,150	6,959	75,109	17,891	-	17,891	7,000	93,000	97,643	4,643	-	4,643	3,233
RSB Route Supervisory Br	69,092	89,366	-	89,366	20,274	-	20,274	382	82,910	106,431	23,521	-	23,521	61,121
SEQ South East Quadrant	35,640	36,364	1,680	38,044	2,404	-	2,404	676	40,760	44,046	3,286	-	3,286	3,086
003 C Sleeper GSS Wave2	20,333	-	-	20,333	20,333	-	20,333	3	25,420	4,050	21,370	-	21,370	21,370
025 Porterbrook refurb	-	-	-	-	-	-	-	-	41,540	26,500	15,040	-	15,040	15,040
040 Reliability HF route	-	-	-	-	-	-	-	-	60,000	45,350	14,650	-	14,650	14,650
13E C Sleeper GSS	4,990	-	-	4,990	4,990	-	4,990	10	5,000	5,000	-	-	5,000	5,000
53E NRPS Scotland 18-19	67,770	-	65,770	65,770	2,000	-	2,000	0	67,770	65,770	2,000	-	2,000	2,000
60E Northern Pax Survey	24,730	-	23,730	23,730	1,000	-	1,000	6	49,460	47,472	1,988	-	1,988	1,988
E67 MerseyTravel	37,344	-	20,453	20,453	16,891	-	16,891	609	37,344	37,344	-	-	-	-
NP0 NPS-TfL Rail	9,795	-	9,795	9,795	-	-	-	-	13,516	13,516	-	-	-	-
NP1 NPS-Network Rail	35,130	-	47,166	47,166	12,036	-	12,036	406	69,448	73,324	3,876	-	3,876	3,876
NP2 NPS-Grand Central	17,084	-	10,587	10,587	6,498	-	6,498	6,498	9,795	9,795	-	-	-	-
NP3 NPS-Heathrow Connect	8,542	-	5,293	5,293	3,249	-	3,249	0	9,617	6,368	3,249	-	3,249	3,249
NP4 NPS-Heathrow Express	17,084	-	10,587	10,587	6,498	-	6,498	100	17,084	10,686	6,398	-	6,398	6,398
NP5 NPS-Hull Trains	17,084	-	10,587	10,587	6,498	-	6,498	100	17,084	10,686	6,398	-	6,398	6,398
NP6 NPS-MerseyTravel	5,020	-	5,020	5,020	-	-	-	-	5,020	5,020	-	-	-	-
NP8 NPS-TfGM	277	-	277	277	-	-	-	-	277	277	-	-	-	-
NP9 NPS - HS1	-	-	450	450	450	-	450	450	-	-	-	-	-	-
SST Sheffield Supertram	1,500	-	-	1,500	1,500	-	1,500	-	-	-	-	-	-	-
SWR South Western Railwa	20,075	24,450	138	24,588	4,513	-	4,513	2,499	40,500	42,986	2,486	-	2,486	2,486
WMT West Midlands Trains	50,028	44,526	-	44,526	5,502	-	5,502	940	63,925	54,944	8,981	-	8,981	8,981
<b>Total</b>	<b>954,836</b>	<b>531,854</b>	<b>283,129</b>	<b>814,982</b>	<b>139,853</b>	<b>58,910</b>	<b>80,943</b>	<b>23,624</b>	<b>1,244,620</b>	<b>1,109,688</b>	<b>134,932</b>	<b>63,486</b>	<b>71,446</b>	<b>34,322</b>

**Notes**

- 1 Significant contributions to staff costs and operating costs are forecast for Caledonian Sleeper, Porterbrook rolling stock refurbishment, Reliability on high frequency routes and HS2.
- 2 These contributions are largely due to the staff costs and overheads being recovered from the funding partner but the matching costs are not included in the costs shown in the list above.
- 3 These contributions have been offset by an apparent net cost for the Route Supervisory Board project because Income reflects the actual board programme whereas the staff costs allocation is based on the budget assumptions for the more anticipated, and more significant, programme board programme

## TRANSPORT FOCUS

### Expenditure for the Period to 31 January 2019

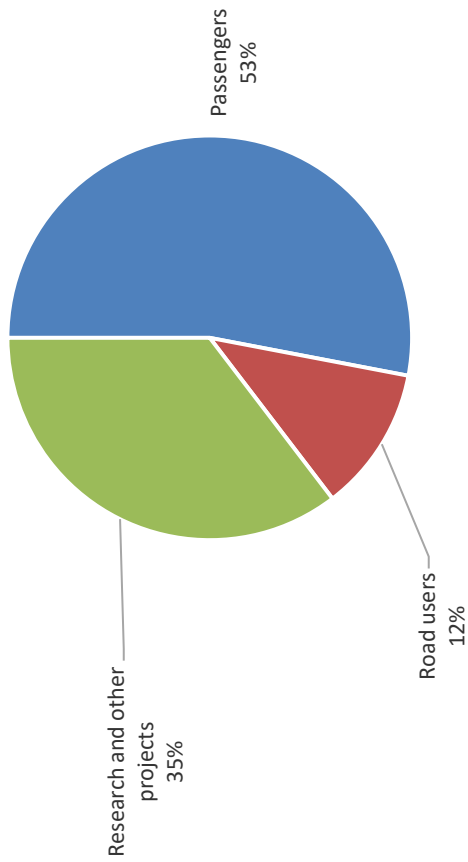


\*A number of large research projects including the spring wave of NRPS are due to be completed in March resulting in a large spike in expenditure in the month.

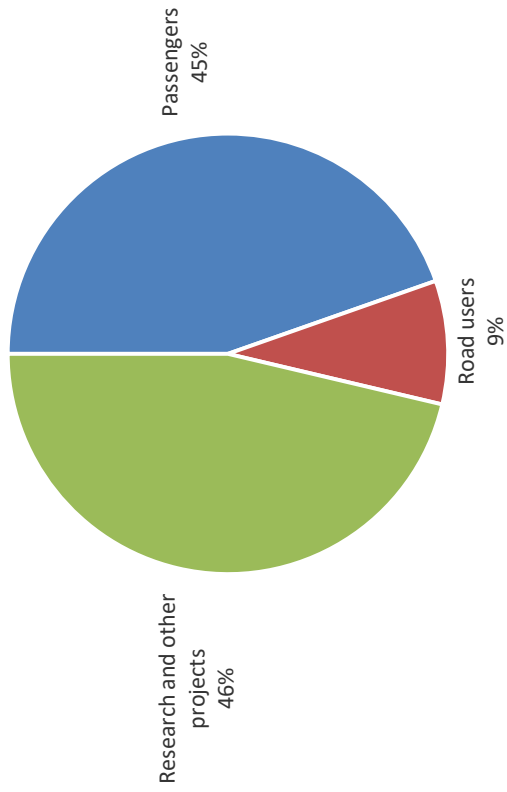
# TRANSPORT FOCUS

## Expenditure for the Period to 31 January 2019

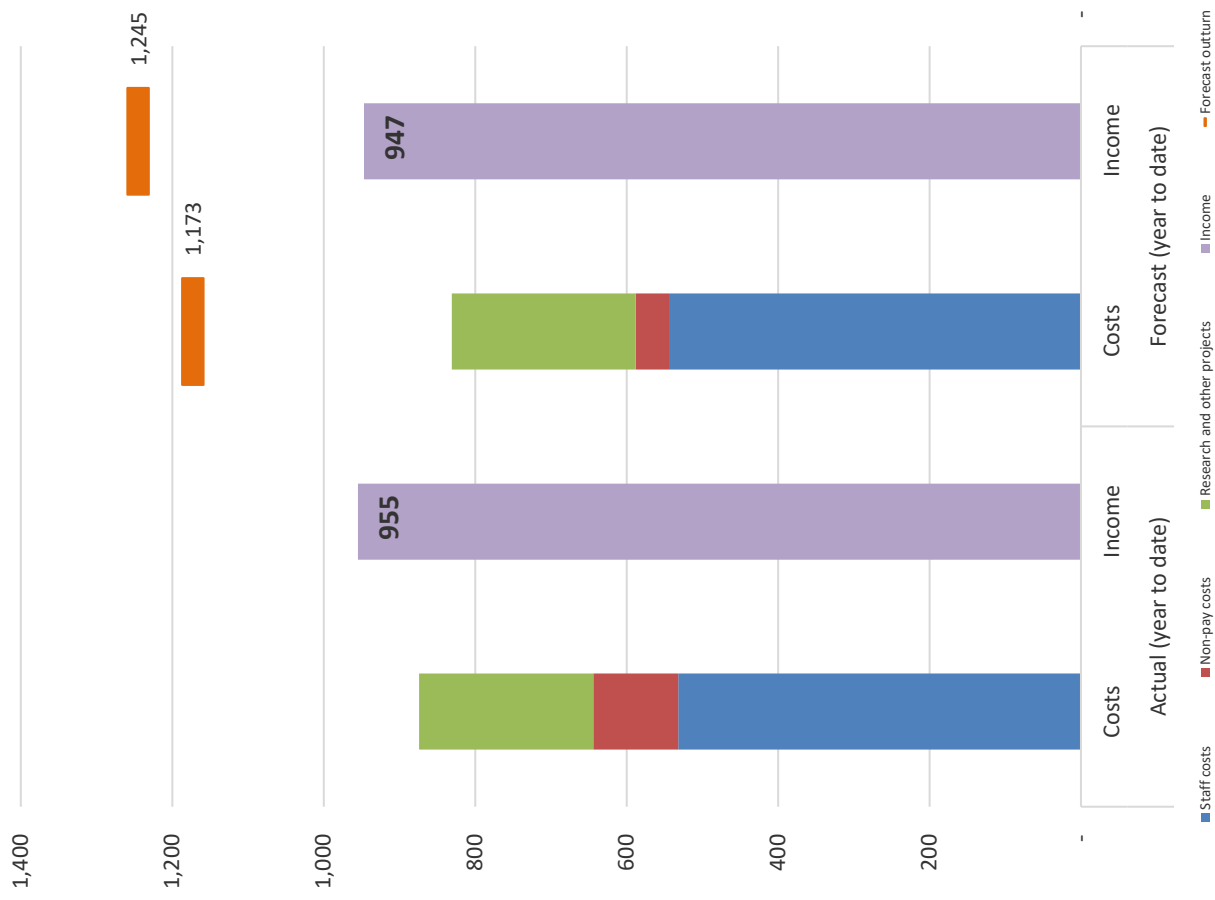
**Grant in aid Expenditure Summary  
(Actual year to date)**



**Grant in aid Expenditure Summary  
(Forecast outturn)**



**Externally funded additional activities**



## TRANSPORT FOCUS

### Management Accounts

#### Staff Numbers at 31 January 2019

Staff	Number of staff				Budget Total	Variance Total	End of year Forecast	Start of year	Total
	Actual		Or						
	Permanent	Fixed Term Temporary	Total	Total					
Corporate Governance	5	-	5	5	-	5	5	5	
Transport User Team (Mike) <sup>1</sup>	6	-	6	6	-	6	6	6	
Transport User Team (Guy) <sup>2</sup>	5	-	5	5	-	5	5	5	
Insight <sup>3</sup>	8	1	9	10	1	10	10	10	
Communications	2	1	3	4	1	4	4	4	
Transport User Team (David) <sup>4</sup>	8	-	8	8	-	8	8	8	
Passenger Contact Team	5	4	9	5	-	5	5	9	
Corporate Services	6	-	6	6	-	6	6	6	
<b>Total number of staff</b>	<b>45</b>	<b>6</b>	<b>51</b>	<b>49</b>	<b>-</b>	<b>49</b>	<b>53</b>	<b>53</b>	
<b>Board Members</b>	<b>8</b>	<b>-</b>	<b>8</b>	<b>8</b>	<b>-</b>	<b>8</b>	<b>6</b>	<b>6</b>	
<b>Total Transport Focus</b>	<b>53</b>	<b>6</b>	<b>59</b>	<b>57</b>	<b>-</b>	<b>57</b>	<b>59</b>	<b>59</b>	

<sup>1</sup> Includes posts for Franchising

<sup>2</sup> Includes posts for Great Western Railway and Govia Thameslink

<sup>3</sup> Includes post for HS2

<sup>4</sup> Includes post for Northern Transpennine