

Transport for the North Board Annual Meeting Agenda

Date of Meeting	Monday 29 June 2026
Time of Meeting	2.20 pm
Venue	Greater Manchester Combined Authority, Broadhurst House, 1st Floor, 56 Oxford Street, Manchester, M1 6EU

Filming and broadcast of the meeting

This meeting will be recorded and, following the meeting, the recording will be published on Transport for the North's website. Anyone attending the meeting should be aware that they may be filmed and that the recording may capture their image and contribution.

Item No.	Agenda Item	Page
1.0	Appointment of Co-Chairs To appoint the Co-Chairs of the Transport for the North Board for the 2026-27 Municipal Year. Lead: Joanne Barclay	
2.0	Welcome & Apologies The Chair to welcome Members and the public to the meeting. Lead: Chair	
3.0	Declarations of Interest Members are required to declare any personal, prejudicial or disclosable pecuniary interest they may have relating to items on the agenda and state the nature of such interest. Lead: Chair	
4.0	Minutes of the Previous Meeting To approve the minutes of the meetings held on 16 March 2026 (including updates on agreed matters as appropriate). Lead: Chair	3 - 14
5.0	Governance and Constitutional Matters To receive the report of appointments to TfN Committees, calendar of meetings 2026/27 and other governance matters (including constitutional amendments).	15 - 22

	Lead: Joanne Barclay	
6.0	<p>Northern Powerhouse Rail Co-Sponsorship: Update</p> <p>To consider the update on Northern Powerhouse Rail governance.</p> <p>Lead: Katie Day</p>	23 - 26
7.0	<p>Transport for the North Reset Next Steps</p> <p>To receive a verbal update following a Board Members briefing at which potential options on future operating and funding models for TfN were considered.</p> <p>Lead: Katie Day</p>	27 - 28
8.0	<p>Corporate Risk Register Update</p> <p>To note the update on the corporate risk register.</p> <p>Lead: Rachel Ford</p>	29 - 44
9.0	<p>Date and Time of Next Meeting</p> <p>The next meeting will be held on 21 September 2026 at 13:00 -15:00 via Teams.</p>	
10.0	<p>Exclusion of Press and Public</p> <p>The reports relating to the remaining items on the agenda have been withheld from public circulation and deposit pursuant to Section 100(B)(2) of the Local Government Act 1972 as amended on the grounds that the matters may be determined with the press and public excluded.</p> <p>Draft Resolution:</p> <p>That the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 2 and 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended) and public interest would not be served in publishing the information.</p>	
11.0	<p>Part 2 Minutes of the Previous Meeting</p> <p>To approve the minutes of the private meeting held on 16 March 2026 (including updates on agreed matters as appropriate).</p> <p>Lead: Chair</p>	45- 52

Transport for the North Board Minutes

16 March 2026

The Queens Hotel Leeds

Present:

Chair: Cllr Louise Gittins

Attendee	Local Authority
Cllr Hans Mundry	Cheshire & Warrington Combined Authority;
Cllr Mark Fryer	Cumbria Combined Authority
Deputy Mayor Paul Dunnett	Greater Manchester Combined Authority
Cllr Phil Riley	Lancashire Combined County Authority;
Mayor Steve Rotheram	Liverpool City Region;
Cllr Martin Gannon	North East Combined Authority;
Cllr Stephen Harker	Tees Valley Combined Authority;
Cllr Hans Mundry	Warrington;
Mayor Tracy Brabin	West Yorkshire Combined Authority;
Mayor David Skaith	York and North Yorkshire Combined Authority;

Rail North Authorities Attendees

Cllr Anthony McKeown	East Midlands Combined County Authority
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Local Enterprise Partnership (LEP) Attendees

Mark Rawstron	Lancashire Business Representative
Natalie Sykes	West Yorkshire Business Board

Partners in Attendance:

Nick Bisson (Item 14 Only)	DfT
Rob McIntosh	Network Rail
Tom Riordan (Item 14 Only)	Northern Growth Envoy

Officers in Attendance:

Name	Job Title
Gary Rich	Democratic Services Officer
Katie Day	Deputy Chief Executive
Joanne Barclay	Head of Legal
Keith Mitchell	Interim Finance Director and Deputy Section 151 Officer
Lisa Pitt	Interim Financial Controller and Deputy Section 151 Officer
Rachel Ford	Head of Strategy, Policy and Research

Item No: Item**1. Appointment of Chair**

- 1.1 The Monitoring Officer welcomed everyone to the Annual Meeting of Transport for the North. Before inviting nominations for Chair of the Board, the Monitoring Officer advised that the current interim Chair, Councillor Gittins, should be co-opted onto the Board as she was no longer a Board Member following the creation of, and appointments to, the Cheshire and Warrington Combined Authority.
- 1.2 Mayor Rotheram proposed that Cllr Louise Gittins be co-opted onto Transport for the North for the remainder of the Municipal Year. He also nominated Cllr Gittins to be appointed Chair of the Transport for the North Board for the remainder of the Municipal Year.
- 1.3 In confirming the proposals, the Monitoring Officer noted that approving the co-option and interim appointment would provide continuity for the Board at a time when it needed to address significant challenges. She advised that, as a co-opted member, Cllr Gittins would not have voting rights, and she invited any further nominations.
- 1.4 Mayor Brabin thanked Cllr Gittins for her continued dedication to TfN and the people of the North
- 1.5 The Board unanimously agreed to co-opt Councillor Gittins as a non-voting member for the remainder of the Municipal Year and to appoint her as Chair for that period.

Resolved:

That:

- 1) Cllr Gittins be co-opted on to the Transport for the North Board as a non-voting member for the remainder of the Municipal Year.
- 2) Cllr Gittins be appointed as Chair for the remainder of the Municipal Year.

2. Welcome & Apologies

- 2.1 The Chair welcomed Members to the meeting. Apologies were received from Mayor Burnham and Councillor O'Brien, who were represented by Deputy Mayor Dunnett, as well as apologies from Mayor Campbell, Cllr Tucker, Mayor McGuinness (represented by Councillor Gannon), Mayor Coppard, Cllr Hunt, Mayor Dame, Andrea Jenkins, Cllr Mason, Stephen Parnaby and Nick Harris.
- 2.2 Apologies were received from the Chief Executive, Martin Tugwell; the Deputy Chief Executive attended in his place.
- 2.3 The Chair specifically welcomed Deputy Mayor Dennett, Councillor Mark Fryer, who was the Member for the new Cumbria Combined Authority,

and Councillor Mundry, a longstanding Member of the Board who is now representing the new Cheshire and Warrington Combined Authority.

3. Declarations of Interest

3.1 There were no Declarations of Interest.

4. Minutes of the Previous Meeting and Chief Executive's Update

4.1 The minutes of the meetings of the Transport for the North Board held on 15 September and 8 December 2025 were considered.

4.2 Under the Chief Executive's update, the Interim Strategy Director provided an update on the Green Book Review and the Northern Appraisal Playbook. She reported that, following the previous Board meeting, a letter had been submitted to the Second Permanent Secretary at HM Treasury on the Northern Appraisal Playbook, which had received a very positive response. Constructive discussions with Treasury officials have continued over the preceding months.

4.3 The revised Green Book, published in February, was noted to have incorporated a number of areas of feedback provided by TfN, particularly in relation to evidence and research. This included references to transport analysis guidance on the value of travel time, dependent development to unlock housing, and the displacement of jobs.

4.4 Ongoing discussions were continuing with HM Treasury, the National Infrastructure & Service Transformation Authority (NISTA) and the Department for Transport (DfT), including the provision of support on the development of place-based business case pilots and the dissemination of best practice from this work across the North. The feedback from HM Treasury on this work has been positive, and the support provided by officers was acknowledged and appreciated.

4.5 Mayor Rotheram referred to the minutes at pages 10 to 11 (in relation to rail matters). He went on to note concerns regarding the outsourcing of staff in the rail industry, highlighting representations from the RMT that such arrangements could result in staff undertaking the same roles being treated differently, with outsourced staff on less favourable terms, creating workforce tensions.

4.6 He observed that Great British Railways (GBR) intended to develop a more homogeneous operating model for the industry and emphasised that train operating companies should align workforce arrangements at an early stage to support a seamless transition to GBR and greater coherence across the rail system.

4.7 In response, the Deputy Chief Executive indicated that the matter would be taken forward for discussion with relevant industry colleagues and the Rail North Committee to consider further. It was noted that the ethos of Great British Railways was to reduce fragmentation for customers, and that this required a workforce appropriately structured to support that objective. The Deputy Chief Executive undertook to provide further advice in consultation with the Rail North Committee.

- 4.8 Deputy Mayor Dunnett associated himself with the comments made by Mayor Rotheram and reflected on the long-term impact of compulsory competitive tendering and subsequent public sector reforms, noting that these had contributed to the development of multi-tier workforces.
- 4.9 He highlighted the often-overlooked transaction and administrative costs arising from contracting and commissioning arrangements and, from a local government perspective, emphasised the importance of fair pay, terms and conditions, and pensions in tackling poverty and inequality. Deputy Mayor Dunnett expressed full support for the comments made by Mayor Rotheram and agreed that streamlining such arrangements would represent better value for money and improved outcomes for both the workforce and public services.

Resolved:

That the minutes of the Transport for the North Boards held on 15 September and 8 December 2025 be approved as correct records.

5. Governance and Constitutional Matters

- 5.1 Members received the report from the Head of Legal and Democratic Services, who outlined the key points. She explained that the report sought the Board's approval of the annual membership updates and the meeting calendar. It was noted that Appendix 1, relating to appointments to TfN Boards and Committees, had been drafted prior to the establishment of the two new Combined Authorities.
- 5.2 Following their creation, Cheshire and Warrington Combined Authority had appointed Cllr Mundry, with Cllr Gorman as substitute, and Cumbria Combined Authority had appointed Cllr Fryer, with Cllr Brooke as substitute.
- 5.3 The Head of Legal and Democratic Services advised that the report proposed constitutional updates arising from the establishment of the two new Combined Authorities and the wider reset of TfN. The General Purposes Committee had recommended these for approval by the Board, including:
- a quorum of six authorities for decisions requiring 50% of the weighted vote;
 - Strengthened Audit and Governance Committee arrangements;
 - Dissolution of the General Purposes Committee; and
 - An increase in the direct award threshold from £1,000 to £5,000.
- Members were also asked to approve:
- Continuation of the interim Section 151 Officer arrangements; and
 - a simplified approach to working in 2026/27, including a streamlined Board meeting schedule.
- 5.4 It was further noted that, following discussion at the Board briefing on 26 January, approval was also sought for co-chairing arrangements for the

- TfN Board, as set out in the proposed constitutional amendments, to reflect the geographical diversity of the constituent authorities.
- 5.5 The Board was requested to review recommendations A-J outlined in the report.
- 5.6 Members did not raise any objections to these recommendations. The Chair proposed them, Cllr Gannon seconded, and the Board unanimously agreed to approve these recommendations.
- 5.7 The Head of Legal & Democratic Services then invited nominations for the roles of co-Chair of the Transport for the North Board for the 2026-27 Municipal Year. She explained that these arrangements would remain in place until the next annual meeting of the TfN Board.
- 5.8 Mayor Brabin nominated Mayor Skaith and this was seconded by Cllr Gannon.
- 5.9 Mayor Rotheram endorsed the idea of having co-chairs and suggested that Councillor Gittins remain as co-Chair into 2026/27 to maintain geographical representation from both East and West. Cllr Mundry seconded the nomination.
- 5.10 The Board unanimously agreed to appoint Mayor Skaith and Cllr Gittins as co-Chairs of the TfN Board.
- 5.11 The Head of Legal and Democratic Services advised that, as not all 11 constituent authorities were in attendance, the meeting could consider and agree interim arrangements only until the next Annual General Meeting. It was proposed that a consultation exercise be undertaken with all 11 constituent authorities following the meeting to appoint Cllr Gittins as a fully co-opted member for 2026/27, enabling her to undertake the co-chairing arrangements at the next meeting. It was further advised that, in her capacity as Monitoring Officer, she would undertake the consultation on behalf of the Chief Executive under delegated powers. Upon conclusion of the consultation, a report would be submitted to the next Board meeting for information.
- 5.12 Mayor Skaith thanked the Chair for the opportunity to serve in a co-chairing role and expressed appreciation for the collaborative approach to the work going forward. He stated that the role provided an opportunity to better showcase the breadth of the North, including representation beyond the core cities, encompassing towns, developing areas and both the eastern and western parts of the region. He made reference to the importance of reflecting both the established and emerging transport landscape, and of strengthening links with partner organisations to ensure improved coordination on transport matters across the North. He concluded by stating that he is looking forward to contributing to the work during the forthcoming transition period and into the future.

Resolved:

That:

- 1) The membership of the Board and of Committees for the remainder of the 2025/26 municipal year as set out in Appendix 1 be noted and approved.
- 2) The Calendar of Meetings for 2025/26 set out in Appendix 2 be noted.
- 3) The revised quorum arrangements for the TfN Board to reflect the reduction in constituent authorities due to the creation of new mayoral combined authorities (MCAs), namely: a quorum of six constituent authorities holding more than 50% of the weighted vote for standard business be approved.
- 4) The proposal that each constituent authority appoint one member to the Audit and Governance Committee (AGC), with the quorum set at three elected and one independent member be approved.
- 5) The dissolution of the General Purposes Committee (GPC) be approved. And that it is noted that its responsibilities will revert to the TfN Board, with the support of an Appointments Panel, where necessary, in the event of statutory officer matters.
- 6) An increase in the direct award threshold from £1,000 to £5,000 as part of the streamlining of the Contract Procedure Rules be approved, and that the associated governance safeguards relating to procurement advice and value-for-money justification be noted.
- 7) The amendments to the Constitution to provide the TfN Board with the ability to appoint either a single Chair, Co Chairs, or to adopt a rotating chairing arrangement from the elected membership from 2026/27 be noted.
- 8) Board notes that the Monitoring Officer, under delegated authority in consultation with the Chief Executive Officer, will amend the Constitution to reflect the creation of additional MCAs.
- 9) The simplified ways of working for 2026/27 in respect of TfN Board and committees be noted.
- 10) The continued appointment of an interim Section 151 Officer and associated working arrangements be noted.
- 11) The proposed co-chairing arrangements for the municipal year 2026/27 be noted.
- 12) Mayor Skaith and Cllr Gittins be appointed as co-chairs of the TfN Board on an interim basis until the next AGM.

6. Annual Statement of Accounts, including Annual Governance Statement 2024/25

- 6.1 Members received the report of the Interim Finance Director and the Interim Financial Controller. The Deputy Chief Executive highlighted the key points and advised that approval was sought for the 2024/25 Statement of Accounts, which had been considered by the Audit and Governance Committee.
- 6.2 It was noted that the Committee Chair was unable to attend, but that the audit had been unqualified. It was further noted that the Statement of Accounts included the Annual Governance Statement and that the Audit and Governance Committee, at its meeting on 6 March, had recommended both to the Board for approval. The Annual Assurance Report was also included for agreement.
- 6.3 The Deputy Chief Executive invited comments and questions and, subject to these, sought the Board's approval of the recommendations set out in the report.
- 6.4 The Chair thanked the Chair of the Audit and Governance Committee, Graham Bell, and conveyed appreciation for his work and that of the Committee in supporting robust governance arrangements. Members of the Audit and Governance Committee were also thanked.
- 6.5 The recommendations within the report were proposed by the Chair and seconded by Mayor Rotherham and unanimously approved by the Board.

Resolved:

That:

- 1) The Annual Statement of Accounts, including the Annual Governance Statement, for financial year 2024/2025 be approved.
- 2) The Audit and Governance Committee Annual Assurance Report be noted.

7. Rail North Committee Update

- 7.1 Members received the report of the Head of Strategic Rail. The Deputy Chief Executive highlighted the key points, drawing attention to one update and two recommendations.
- 7.2 By way of update, Members noted the Rail North Committee's increasing focus on strategic, pan-Northern rail matters, including service performance, Sunday services and support for Network Rail's future investment programme. It was further noted that a Sheffield Rail Task Force had been established with industry, Department for Transport and local authority partners, with progress to be reported to a future meeting.
- 7.3 Turning to the recommendations, Members were asked to note that the Rail North Committee was recommending the approval of the proposed Rail North grant contributions for the year ahead, on an interim basis

- pending rail reform and further review during 2026/27. The Deputy Chief Executive also highlighted the recommendation relating to advice to be submitted to the Secretary of State on the strategic rail freight investment related to the TransPennine Route Upgrade (TRU).
- 7.4 The Interim Strategy Director provided details on the proposed rail freight advice. Members noted the significant economic and environmental benefits of increased rail freight, including reduced congestion and lower carbon emissions.
- 7.5 It was reported that, while progress had been made through the TRU, a number of short-term interventions had been identified to maximise freight benefits from the programme. Members noted that, working with industry and the Rail Freight Group, draft advice had been developed setting out opportunities to enhance freight outcomes, including improved gauge clearance on both the east and west sections of the route, additional rail freight terminal capacity in the North West, and the resolution of operational constraints across the corridor to increase freight path capacity.
- 7.6 Members were advised that the Rail North Committee had considered the draft advice and recommended it to the Board.
- 7.7 Deputy Mayor Dunnnett expressed strong support for the work on rail freight, noting that freight movements were often under-recognised despite their significant importance. He highlighted the strong interrelationship between freight and passenger rail, particularly within Greater Manchester, and noted that factors such as historic freight operating rights could have a substantial impact on network capacity and performance.
- 7.8 He observed that decisions taken outside the North, including in London and the West Midlands, could have direct implications for the rail network in Greater Manchester and the wider North. He welcomed any proposals that would improve freight movements, noting the associated benefits for carbon reduction, passenger rail timetabling and wider economic growth.
- 7.9 He further noted the role that enhanced rail freight could play in supporting re-industrialisation in the North, referencing the importance of freight connectivity, including links to the Port of Liverpool. He concluded by reiterating his support for the work and expressed the hope that the necessary investment would be secured to deliver the required upgrades.
- 7.10 Mayor Brabin welcomed the report and expressed strong support for the work, noting the importance of freight and the proportionate nature of the proposed investment in the context of wider TransPennine schemes. She advised the Board of innovative work being undertaken at the University of Huddersfield's Centre of Innovation in Rail, particularly in marginally increasing freight speeds to release additional network capacity. Mayor Brabin emphasised the need to focus on present and future requirements rather than historic constraints and encouraged

those with an interest in rail and freight to engage with the Centre, noting previous ministerial visits and its status as a centre of excellence.

- 7.11 The Chair suggested that representatives from the Centre be invited to address a future Board meeting, and the Deputy Chief Executive further noted that there is an outstanding invite from them to host a Board meeting.
- 7.12 The Chair acknowledged the potential benefits of small operational changes in delivering significant capacity gains for freight. Additionally, she noted TfN's power to provide statutory advice to the Secretary of State and reaffirmed her support for the letter.
- 7.13 Mayor Brabin drew Members' attention to the Centre's research on rolling stock interiors, involving user experience feedback from volunteers, which could complement a future visit. The Committee agreed that this would be a valuable opportunity.
- 7.14 Mayor Rotherham welcomed the increased government emphasis on transferring freight to rail, noting its alignment with established policy objectives. He highlighted the benefits of reducing HGV mileage on congested motorway corridors, including routes between Liverpool and Leeds, and advised that recent national announcements and discussions on Northern Powerhouse Rail had reflected this focus.
- 7.15 He observed that sustained lobbying was beginning to have a positive impact on freight being prioritised within rail planning, including work associated with rail improvements in and around Manchester.
- 7.16 Cllr Mundry highlighted the importance of Chester as a key centre and its strategic links to surrounding ports. He emphasised the need to consider future freight movements, including the impacts of freight traffic on the road network, and the importance of maintaining and improving connectivity. He also noted the relevance of links to Crewe station and the importance of this to opening connectivity to the Midlands, which could bring additional benefits as proposals are developed further.
- 7.17 The Chair proposed the recommendations within the report and these were seconded by Cllr Mundry and unanimously approved.

Resolved:

That:

- 1) The feedback from the Rail North Committee and the actions they are taking be noted.
- 2) The statutory advice on rail freight priorities be approved
- 3) The proposal for Rail North financial contributions in 2026/27 be approved.

8. Corporate Risk Register Update

- 8.1 The report of the Risk Manager was received by Board and the Deputy Chief Executive highlighted the key points.

- 8.2 The Board was advised that the Corporate Risk Register had been considered by the Audit and Governance Committee at its meeting on 6 March and was invited to note the updates and provide any feedback.
- 8.3 Members' attention was drawn to a comprehensive review of the Corporate Risk Register, undertaken following the materialisation of risks relating to TfN budgets and changes in the external operating environment. It was noted that the review had sought to streamline the Register to support more effective risk management. The Board was further advised that two new risks had been proposed, relating to funding beyond 2026/27 and the development of a future operating model for a reset TfN.
- 8.4 It was reported that officers were actively working with partners to identify appropriate mitigations and actions for these risks, which were proposed to be considered in full at the next Board meeting, or earlier via correspondence if required.
- 8.5 The Chair commented on the increasing focus given at council level to cyber risk and its potential impacts, and suggested that it would be reassuring to understand the systems in place to protect TfN against cyber attacks. It was further suggested that, given recent incidents and their significant impact on businesses, this could be an area for wider consideration.
- 8.6 In response, Head of Legal and Democratic Services advised that cyber risk was regularly considered by the Audit and Governance Committee and confirmed that a cyber audit was included within the audit plan for the forthcoming year.

Resolved:

That the updates to the Corporate Risk Register and Board's comments be noted and help to inform the development of new risks/mitigations in relation to TfN's future operating and funding model.

9. Date and Time of Next Meeting

The next meeting will be held on 29 June 2026 at 1pm at the Greater Manchester Combined Authority Broadhurst House, 1st Floor, 56 Oxford Street, Manchester, M1 6EU.

10. Exclusion of Press and Public

It was resolved that the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 2 and 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended) and public interest would not be served in publishing the information.

This was proposed by the Chair and seconded by Mayor Brabin.

11. Part 2 Minutes of the Previous Meeting

- 11.1 The private minutes of the meetings of the Transport for the North Board held on 15 September and 8 December 2025 were considered.

Resolved:

That the private minutes of the Transport for the North Boards held on 15 September and 8 December 2025 be approved as correct records.

12. Budget and Business Plan for 2026/27 (30 minutes)

- 12.1 The report was received by Members who provided feedback, comments and asked questions.

Resolved:

That the recommendations be noted and approved.

13. Executive Leadership

- 13.1 The update was received by Members who were then invited to ask questions and make comments.

Resolved:

That all recommendations be approved.

14. Northern Powerhouse Rail Update (25 minutes)

- 14.1 The report and presentation were received by Members who were then invited to ask questions and make comments.

Resolved:

That the report, presentation and Members comments be noted.

The Meeting closed 15.12.

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Meeting:	Transport for the North Board
Meeting Date:	Monday 29 June 2026
Report Title:	Governance and Constitutional Matters
Appendices:	Appendix 1: Calendar of Meetings for 2026/27 Appendix 2: Proposed Constitutional Amendment relating to Cancellation of Meetings
Author:	Joanne Barclay, Head of Legal and Democratic Services
Sponsor:	Katie Day, Chief Executive (interim)

1. Purpose of the Report

- 1.1 To enable the Transport for the North (TfN) Board to make the necessary appointments and approve its Calendar of Meetings at its Annual General Meeting (AGM).
- 1.2 For the TfN Board to consider the proposed constitutional amendment in respect of cancellation of meetings, alongside other minor constitutional amendments that can be addressed under the Monitoring Officer delegation.
- 1.3 To note the verbal report on the Audit and Governance Committee's feedback regarding the draft Annual Accounts for 2025/26.
- 1.4 To note the outcome of the internal audit on IT Security Controls at TfN.
- 1.5 To note the permanent appointment of Councillor Gittins as a co-opted member of the TfN Board.

2. Recommendations

- 2.1 The TfN Board is recommended to:
 - a) Consider and approve the membership of the TfN Board and of Committees for the 2026/27 municipal year, which will be provided at the meeting; and then delegate approval for all outstanding appointments to the co-chairs.
 - b) Approve the Calendar of Meetings for 2026/27 (as set out in Appendix 1), noting that any Partnership Board meetings for 2026/27 will be scheduled if needed, with the agreement of the co-chairs.
 - c) Note that an Independent Chair for Partnership Board will not be appointed at this time.
 - d) Approve the proposed constitutional amendment relating to 'Cancellation of Meetings' set out in Appendix 2.
 - e) Note that the Monitoring Officer, under delegated authority in consultation with the Chief Executive, has amended the Constitution to reflect changes to group titles and improve operational processes.
 - f) Note the permanent appointment of Councillor Gittins as a co-opted member of TfN Board.
 - g) Note the verbal feedback of the Audit and Governance Committee on the draft Annual Accounts for 2025/26.
 - h) Note the outcome of the internal audit on IT Security Controls at TfN.

3. Feedback

- 3.1 Feedback from the Audit and Governance Committee on the draft Annual Accounts for 2025/26 will be provided at the TfN Board meeting, given scheduling of meetings.

4. Main Issues:

- a) Appointments for TfN Board and Committees are ongoing. A number of Constituent Authorities hold their AGM in June time and TfN's Democratic Services team are still awaiting the confirmed appointments. We will provide an update at the meeting, and once we have received all nominations, we propose that approval for any outstanding appointments is delegated to the co-chairs. Thereafter we will publish all appointments on the TfN website.
- b) Given the TfN reset, we are not proposing any Partnership Board meetings currently. The TfN reset provides an opportunity to consider the future requirements of the Partnership Board. This means we will not appoint an Independent Chair for the Partnership Board at this time either.
- c) The constitutional amendment relating to 'Cancellation of Meetings' has been proposed to support the effective running of our meetings and committees going forward. Further, under Monitoring Officer delegation, we intend to make some minor changes within the Constitution due to the TfN reset.
- d) At the last TfN Board meeting, the Chair of the meeting, Councillor Gittins commented on the increasing focus given at local authority level to cyber risk and potential impact. She highlighted that it would be reassuring to understand the systems in place to protect TfN against cyber-attacks; this paper covers recent internal audit on IT security controls to provide assurance to the TfN Board.

5. Background

Transport for the North appointments for 2026/27

- 5.1 Members will receive updated appointments for 2026/27 at the meeting, given nominations are ongoing.

Calendar of Meetings for 2026/27

- 5.2 Members are asked to approve the Calendar of Meetings at Appendix 1.

Partnership Board

- 5.3 Under the TfN Regulations 2018, there is a requirement for the Partnership Board. The Partnership Board has not met for more than a year. In the past it has provided a wider stakeholder forum, beyond TfN Board membership, to consider policy matters. Specifically, its terms are to advise TfN on matters relating to transport to, from or within the areas of TfN.
- 5.4 As part of the TfN reset, we will consider with our Constituent Authorities the requirements for the Partnership Board in future. Given it has not met for some time, we advise scheduling any further meetings on an "as needed basis" to be agreed with the co-chairs. As a consequence, we will also put on hold appointment of an Independent Chair for the Partnership Board, pending the TfN reset.

Constitutional Amendments

Cancellation of Meetings

- 5.5 Building on the governance reforms agreed with the TfN Board in March, we continue to seek ways to work more efficiently. Currently, TfN's Constitution is silent on this matter of cancelling public meetings. While we would only seek to cancel meetings by exception, we are proposing streamlining arrangements to do so.

- 5.6 Currently, TfN Board approval is required to cancel meetings. Appendix 2 sets out proposed wording to be inserted into the Constitution in order that meetings can be cancelled by the Chief Executive in consultation with the Chair (or other chairing arrangements) and the Monitoring Officer, where there is good reason to do so.
- 5.7 This is intended to provide clarity and ensure that cancellations are handled consistently, transparently and with due regard to legal and governance requirements. The grounds for cancellation include insufficient business, anticipated lack of quorum, the unavailability of essential reports or advice, duplication of business, and exceptional circumstances affecting the lawful or practical conduct of the meeting.

Minor changes under Monitoring Officer delegation

- 5.8 In certain circumstances, the Monitoring Officer has authority to make minor amendments to the Constitution in consultation with the Chief Executive, namely: "in order to give effect to changes to job or officer group titles, to reflect legislative changes and to improve layout, to improve reference to existing legislation, improve operational processes provided no financial thresholds are increased, or correct typographical errors."
- 5.9 The name of 'Operating Board', which is the lead executive meeting internally at TfN, has been changed to 'Senior Leadership Team' and the Terms of Reference have been amended as part of the TfN Reset.
- 5.10 The Terms of Reference of the TfN Executive Board, which consists of the lead officers from each Constituent Authority, has also been amended to enable a substitute member to be appointed as Chair.

Permanent Appointment of Councillor Gittins as a Co-opted Member of TfN Board

- 5.11 Following the last TfN Board meeting, a consultation exercise was undertaken with TfN Board Members using the Chief Executive's delegated powers to co-opt Councillor Gittins onto the TfN Board.
- 5.12 The outcome of this consultation exercise is that Councillor Gittins has been appointed as a Co-opted Member of the TfN Board.

Internal Audit on IT Security Controls at TfN

- 5.13 Since the last TfN Board meeting in March 2026, there has been an internal audit on IT Security Controls at TfN.
- 5.14 The audit found that TfN has a mature and well-embedded IT security control framework, aligned to its cloud-first model, with strong preventative and detective controls, effective risk management, and routine, well-documented operational processes. Controls are proactive and consistently applied, and no weaknesses or improvement actions were identified.
- 5.15 Internal Audit has concluded that TfN's IT Security arrangements provide 'substantial assurance'. This means that the TfN Board can take a high level of confidence that the organisation's key controls are appropriately designed, consistently applied, and operating effectively.

6. Corporate Considerations

Monitoring Officer/Legal/Governance

- 6.1 The legal implications are set out in this report.
- 6.2 A further review of TfN's Constitution will be undertaken as necessary in 2026/27, subject to TfN's future business/operating and funding models.

Section 151 Officer/Finance

6.3 There are no direct financial implications as a result of this report.

Resource Implications

6.4 There are no direct resource implications as a result of this report.

Risk Management

6.5 TfN manages a corporate risk relating to compliance with good practice, governance, and corporate processes across the organisation, which links to the context of this report.

Equality, Diversity and Inclusion

6.6 There are no equality, diversity or inclusion implications arising from this report.

Consultations

6.7 TfN Board Members were consulted on the permanent appointment of Councillor Louise Gittins as a co-opted Member of the TfN Board.

Background Papers

6.8 None

Meeting: Transport for the North Board Meeting

Meeting Date: Monday 29 June 2026

Report Title: Governance and Constitutional Matters

Appendices: Appendix 1: Calendar of Meetings 2026/27

Transport for the North – Meetings Calendar 2026–27

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	Q1 (May–Jun)		Q2 (Jul–Sep)			Q3 (Oct–Dec)			Q4 (Jan–Mar)		
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Rail North Committee		9 Jun			1 Sep		24 Nov			23 Feb	
Scrutiny Committee		11 Jun			3 Sep		19 Nov			25 Feb	
Audit & Governance Committee		23 Jun			4 Sep			4 Dec			5 Mar
TfN Board		29 Jun			21 Sep			7 Dec			15 Mar

This calendar is provided to support forward planning and coordination of meetings across Transport for the North. Membership varies across committees, and attendance requirements will be confirmed through formal invitations and the relevant governance arrangements.

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Meeting:	Transport for the North Board
Meeting Date:	Monday 29 June 2026
Report Title:	Governance and Constitutional Matters
Appendices:	Appendix 2: Proposed Constitutional Amendment relating to Cancellation of Meetings

Cancellation of Meetings

The Chief Executive may, after consultation with the Chair of the relevant meeting (or other applicable chairing arrangements) and the Monitoring Officer, cancel any scheduled meeting of the TfN Board, a committee or other body established under this Constitution where satisfied that there is good reason to do so.

Good reason may include, without limitation:

- a) insufficient business to justify the meeting;
- b) reasonable anticipation that the meeting will not be quorate or otherwise cannot proceed lawfully;
- c) the unavailability of necessary reports, advice, information or attendance required for the proper conduct of the business;
- d) the fact that the business can more appropriately or efficiently be considered at another meeting or forum;
- e) exceptional circumstances affecting the safe, lawful or practical holding of the meeting;
or
- f) any other circumstance where cancellation is considered necessary in the interests of lawful, proportionate and efficient governance.

Members shall be notified of the cancellation as soon as reasonably practicable and public notice shall be given where required.

This provision shall be exercised subject to any statutory requirement or constitutional requirement for a meeting to be held.

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Meeting:	Transport for the North Board
Meeting Date:	Monday 29 June 2026
Report Title:	Northern Powerhouse Rail Co-Sponsorship: Update
Appendices:	n/a
Author:	David Hoggarth, Head of Strategic Rail
Sponsor:	Katie Day, Chief Executive (interim)

1. Purpose of the Report

- 1.1 To provide an update on Northern Powerhouse Rail (NPR) governance.

2. Recommendations:

- 2.1 Board is recommended to:

- a) Note the revised governance arrangements for NPR, and the implications for the co-sponsor arrangements.

3. Feedback

- 3.1 The TfN Executive Board were briefed on this matter on 14 May 2026. There was no specific feedback to report.

4. Main Issues:

- a) In January 2026, the Government announced a three-phase approach to development and delivery of the NPR network.
- b) Following the announcement, a revised governance arrangement has been developed with the mayoral strategic authorities (MSAs) along the route to enable effective working with government.
- c) As part of the new arrangement, TfN has formal membership in the new partnership forums; and there is provision to provide the TfN Board with regular updates on NPR focussing on the wider network and cross-boundary issues.
- d) In transitioning to the new arrangement, the previous co-sponsorship agreement between the Department for Transport (DfT) and TfN will be retired as the provisions have been replaced by MSA 'compacts' and TfN's role in the new partnership forums.
- e) Updates on NPR progress will be provided to the TfN Board at regular intervals going forward.

5. Background

- 5.1 Earlier in the year, the Government announced an NPR programme capped at £45 billion and with three phases.
- 5.2 The first phase of NPR will see upgrades to lines between Leeds, York, Bradford and Sheffield. These upgrades include electrification and improvements to stations. Work on the business case for the Leamside Line will also be taken forward in this phase, as part of ensuring NPR services reach Newcastle. The Government's announcement included a £1.1 billion funding allocation for development work.
- 5.3 The second phase of NPR is focused on a new route between Liverpool and Manchester, running via Manchester Airport and Warrington, including three new

stations at Manchester Airport, Manchester Piccadilly and Warrington Bank Quay Low Level along the route.

- 5.4 The third phase will look at better cross-Pennine links over and above the Transpennine Route Upgrade currently being delivered. As well as Manchester-to-Leeds, Manchester-to-Bradford and Manchester-to-Sheffield are key corridors for this overall programme, and the Government will build at this stage on the initial work done in phase one on these corridors.
- 5.5 Since 2022, TfN has acted as co-sponsor of the NPR programme, allowing the TfN Board to provide guidance to DfT. TfN has also been commissioned by the Department to provide analytical support on the business case, utilising the analytical framework developed by our TAME team.
- 5.6 In parallel with the announcement on the revised phasing of NPR earlier in the year, DfT has also been developing new governance arrangements with MSAs. At its heart, the new governance includes more place-based input through regional groups and locally developed 'compact' agreements. These are designed to more closely align the outputs of the NPR with local growth agendas and also with the work of the Northern Growth Strategy Taskforce.
- 5.7 As a result, the previous co-sponsorship agreement (and associated arrangements) will be retired. These are being replaced by TfN membership on the various partnership forums to provide a northern perspective and support collaboration across boundaries. Further, regular updates will continue to be provided to TfN Board, which will also enable it to act as a convener for mayors/leaders to consider issues across the whole North, including strategic considerations such as integration with the classic rail network. TfN will also continue to provide analytical support to DfT through our TAME team.
- 5.8 The NPR programme is currently being updated and it envisaged that the next major milestone (later in 2026) will be an updated Programme Business Case (for the network as a whole) which will then be followed by individual programme business cases (e.g for Bradford new station). It is planned to provide updates to the Board at future meetings in 2026.

6. Corporate Considerations

Monitoring Officer/Legal/Governance

- 6.1 There are no direct legal implications as a result of this report.
- 6.2 The previous NPR co-sponsorship arrangements were governed by a Memorandum of Understanding (MoU) between TfN and the DfT, which set out the respective roles, responsibilities and governance framework for delivery.
- 6.3 The MoU was endorsed by the TfN Board in June 2023.
- 6.4 Following changes to NPR governance, the MoU will be superseded and cease to have effect, with no ongoing legal obligations arising.

Section 151 Officer/Finance

- 6.5 There are no direct financial implications as a result of this report.

Resource Implications

- 6.6 There are no direct resource implications as a result of this report.

Risk Management

- 6.7 The signing of 'compact' agreements between DfT ministers and relevant mayors, means we have retired the previous corporate risk related to NPR co-sponsorship. Through ongoing engagement with the TfN Board and DfT, and via the new partnership forums, we will consider whether any further risk mitigation that may be necessary in relation to matters of pan-Northern significance.

Equality, Diversity and Inclusion

- 6.8 There are no direct equality, diversity or inclusion implications as a result of this report.

Consultations

- 6.9 DfT has engaged with TfN and MSAs on the new governance arrangements.

Background Papers

- 6.10 There are no background papers.

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Meeting:	Transport for the North Board
Meeting Date:	Monday 29 June 2026
Report Title:	Transport for the North Reset - Update
Appendices:	n/a
Author:	Katie Day, Chief Executive (interim)
Sponsor:	n/a

1. Purpose of the Report

- 1.1 To provide an update on the reset of Transport for the North, including a verbal report from discussions with constituent authorities on indicative proposals for future operating and funding models; and to then consider the next steps.

2. Recommendations:

- 2.1 The TfN Board is recommended to:
- Note this report and receive a verbal update from the Chief Executive (interim) on the TfN reset, including potential future operating and funding models.
 - Receive a verbal update from the Chief Executive (interim) on proposed next steps and timeline for decisions to be presented to the TfN Board at future meetings.
 - Subject to feedback, authorise the co-chairs and/or Chief Executive (interim) to commence discussions with the Department for Transport (DfT) on future arrangements.

3. Feedback

- 3.1 The TfN reset has been informed by engagement with our constituent authorities, including elected members and their teams, and also partners to review TfN's functions, form and funding arrangements. It draws together the outputs from that review, guided by the steers provided by the TfN Board since September 2025.

4. Main Issues:

- 4.1 Discussions are currently ongoing with elected members, and a verbal update will be provided at the meeting.

5. Background

- 5.1 TfN was created to devolve some transport powers to the North as a collective, enabling Northern leaders to set the transport strategy for the region and provide statutory advice on strategic investment choices/priorities to support it.
- 5.2 In 2025, the TfN Board members called for reform of the organisation to reflect fundamental changes in our operating environment. With full combined authority (CA) coverage, the devolution agenda (including rail reform) has changed the need for, and requirements of, a pan-Northern transport body.
- 5.3 Further, our core funding from DfT has been reduced by circa. 45% from £7.2m in 2025/26 to £4m in 2026/27.
- 5.4 Members will recall that there have been previous Part 2 reports to the TfN Board on 15 September 2025 and 16 March 2026 regarding the TfN reset, including financial and staffing implications. These reports were considered in private session owing to the confidential and commercially sensitive nature of the information.

- 5.5 Given the changing context, the TfN reset is underway to reform the organisation. So far, we have delivered the following changes:
- Taken significant cost out of the organisation, through re-structuring, removing almost all discretionary spend, and significantly reducing non-staff costs
 - Sharpened our focus on pan-Northern, multi-boundary transport matters, where there is value in working collectively as the North, as set out in our 2026/27 Business Plan
 - Appointed two co-chairs, providing representation across the Pennines
 - Started to simplify TfN meeting/committee governance to make it more proportionate
 - Worked with the TfN Executive Board, elected members and some partners to consider options for future operating and funding models.
- 5.6 Following discussions which are currently ongoing with elected members, a verbal update will be provided on progress and proposed next steps.

6. Corporate Considerations

Monitoring Officer/Legal/Governance

- 6.1 At this stage, proposals for future operating and funding models are being developed in consultation with members, officers and partners. When detailed options are provided for the TfN Board's consideration in due course, this will include relevant legal and governance considerations as appropriate.

Section 151 Officer/Finance

- 6.2 At this stage, proposals for new operating and funding models are being developed in consultation with members, officers and partners. When detailed options are provided for the TfN Board's consideration in due course, this will include relevant S151 and financial considerations as appropriate.
- 6.3 The TfN reset is identified as a priority within the 2026/27 Business Plan.

Resource Implications

- 6.4 Resource implications will be provided as part of the detailed options in due course.

Risk Management

- 6.5 Two new corporate risks have been developed in respect of formulating new funding and operating models from 2027/28. These are the subject of a separate report to this TfN Board meeting.

Equality, Diversity and Inclusion

- 6.6 An Equality Impact Assessment is not required at this stage.

Consultations

- 6.7 As noted above, the proposals for the TfN reset are being developed in consultation with members, officers and partners. Their feedback will be reflected in the verbal report.

Background Papers

- 6.8 n/a

Meeting:	Transport for the North Board
Meeting Date:	Monday 29 June 2026
Report Title:	Corporate Risk Register Update
Appendices:	Appendix 1: Corporate Risk Register – June 2026
Author:	Rachel Ford, Strategy and Corporate Services Director (interim)
Sponsor:	Katie Day, Chief Executive (interim)

1. Purpose of the Report

- 1.1 To inform the Transport for the North (TfN) Board of updates and changes to the Corporate Risk Register (CRR), appended as Appendix 1, and to provide assurance that efficient and effective risk management practices and processes are in place.

2. Recommendations:

- 2.1 The TfN Board is recommended to:
- a) Note, consider, and provide feedback on the updates to the CRR.

3. Feedback

- 3.1 The updated CRR was presented and discussed at Audit and Governance Committee on 23 June 2026. Due to publication timescales, a verbal update on the feedback received will be provided at the Board meeting.

4. Main Issues:

- a) Our CRR has been revised to reflect our changing operating environment. Throughout the TfN reset, we have committed to developing new operating and funding models and we have identified two new risks and associated mitigations to reflect this. These risks are currently assessed as very high.
- TfN is unable to establish an appropriate operating model for 2027/28 and future years (CR13)
 - TfN is unable to establish an appropriate funding model for 2027/28 and future years (CR14).
- b) The risk relating to cyber security (CR12) has been updated to include data management and security, which was previously captured at functional risk level, and has been brought together for efficiency purposes. The CRR also provides an update on the recent independent cyber penetration test; the results of which have been incorporated into the risk mitigations and controls.

5. Background

- 5.1 Our corporate risks stem from our annual business plan and factors within our internal/external operating environments, some of which are beyond our direct control. The challenges and uncertainties faced by TfN create both threats that need to be addressed and opportunities that can potentially be exploited.

6. Corporate Considerations

Monitoring Officer/Legal/Governance

- 6.1 The legal implications are detailed within individual risks, where applicable.

Section 151 Officer/Finance

6.2 The financial implications are detailed within individual risks where applicable.

Resource Implications

6.3 The resource implications are detailed within individual risks where applicable.

Risk Management

6.4 The Corporate Risk Register forms part of this report.

Equality, Diversity and Inclusion

6.5 A full impact assessment is not required for this report.

Consultations

6.6 N/A

Background Papers

6.7 N/A

Meeting:	Transport for the North Board
Meeting Date:	Monday 29 June 2026
Report Title:	Corporate Risk Register Update
Appendices:	Appendix 1: Corporate Risk Register – June 2026

Appendix 1: Corporate Risk Register - June 2026

- 1. Appendix Purpose:**
 - 1.1 This appendix contains the Corporate Risk Register.

Transport for the North

Corporate Risk Register

June 2026

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1. Executive Summary

1.1 Context

Transport for the North (TfN) was established in 2018 and provides pan-Northern strategic leadership for transport across the North of England. TfN brings together the North's 11 combined authorities, political leaders, businesses and delivery partners. Collaboration is central to our role, enabling us to bring the North together around shared strategic transport ambitions.

As the region continues to evolve, so too must the organisations that serve it. TfN is continuing to reset and renew its offer in response to a rapidly changing landscape, supporting the transition towards a more devolved, locally led transport environment. This marks a new chapter for TfN as we become a more agile and responsive organisation, shaped by the needs of our Board, members and partners.

The reset is ongoing and, as such, this Corporate Risk Register is evolving to reflect the different operating and funding environments we are in for 2026/27, and how we will need to use the year ahead of transition to new arrangements from 2027/28 onwards.

1.2 TfN Risk environment and emerging risks

Our Corporate Risk Register has been revised to reflect our changing operating context. Throughout the TfN reset, we have committed to developing new operating and funding models and we have identified two new risks and associated mitigations to reflect this. These risks and the associated controls are identified below (CR13 and CR14).

The risk relating to cyber security (CR12), has been updated to include data management and security which was previously captured at functional risk level. An independent cyber penetration test, carried out in March 2026, identified one medium and three low-risk vulnerabilities. Remediation activity has been completed, with residual risks formally accepted where configurations are required to meet business operational needs.

Corporate Risk Dashboard



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ID	Corporate risks, by highest current score	Current Score	Target Score	Risk Owners
CR13	TfN is unable to establish an appropriate operating model for 2027/28 and future years.	20	15	Chief Executive Officer
CR14	TfN is unable to establish an appropriate funding model for 2027/28 and future years.	20	15	Chief Executive Officer
CR2	Given the interdependencies of the significant investment in the North's railway network that is underway/planned, TfN is unable to effectively represent the North's views to inform investment choices, which limits achievement of desired outcomes by constituent authorities.	18	18	Chief Executive Officer
CR4	TfN is unable to recruit and retain suitable staff to deliver the 2026/27 business plan and medium to long term TfN objectives.	17	17	Head of Human Resources
CR6	The North's role in the rail industry following rail reform could result in a suboptimal outcome in supporting sustainable and inclusive growth	15	15	Chief Executive Officer
CR8	Inappropriate disclosure of confidential information and/or information captured by GDPR may create a legal/financial liability and compliance or reputational impact.	15	15	Chief Executive Officer
CR10	TfN fails to comply with applicable law, good practice, constitutional requirements, and organisational governance or corporate processes, including the potential to act beyond the organisation's lawful powers.	11	11	Chief Executive Officer
CR12	Cyber attacks, system disruption, inappropriate access to confidential information, or inadequate staff compliance could compromise the confidentiality, integrity, or availability of TfN information and technical infrastructure.	10	10	Head of IT

Key impacts across risks:

Recruitment and retention of staff/ Organisational culture could be impacted.
 Existing powers and influence with current arrangements could be diminished for TfN and partners.
 TfN reputational damage/ loss of credibility/ relationships with constituent authorities could be adversely affected.
 TfN unable to deliver statutory duties, enable effective delivery of pan-Northern priorities and support mayors/leaders in their ambitions.

Level of control – Risk Mitigation Actions/Controls

Low: TfN has very limited control over the mitigation actions.
 Medium: TfN has some control over the mitigation actions.
 High: TfN has direct control over most of the mitigation actions.

Risk Treatment Definitions

Mitigation Actions - Specific actions to reduce the possibility of the risk event occurring. Actions should have an agreed completion date.
 Controls - Ongoing 'business as usual' activities, which are embedded into processes, procedures, systems, projects, or programmes. Ongoing but reviewed to ensure they remain appropriate.
 Fallback Plans - If the risk does occur, a fallback plan will define how to minimise the impact after the event. Fallback plans should be captured for all very high risks.

Qualitative risk analysis of corporate risks

Below is a detailed analysis of each risk, the mitigating actions/controls that have been adopted, and the mitigation level of control, as it is important to understand the extent to which we are able to influence or control the risk outcomes.

ID	Risk Description	Owner	Current Score	Target Score	Trend
CR13	TfN is unable to establish an appropriate operating model for 2027/28 and future years.	Chief Executive Officer	20	15	↔
ID	Control Level and Action/Control Description	Owner			Due
CM70	Regular engagement with constituent authorities, partners and DfT to consider transition arrangements, and future options for how TfN operates and how it could be funded, building on work by the TfN Executive Board on the pan-Northern functions necessary to support political leaders in delivering their ambitions and investment priorities.	Chief Executive Officer			Sept 26
CM71	Transition board in place to develop options for funding/operating models.	Chief Executive Officer			Sept 26
CM72	Internal workstream in place to review ways of working to ensure appropriate for TfN operations.	Chief Executive Officer			Mar 27

ID	Risk Description	Owner	Current Score	Target Score	Trend
CR14	TfN is unable to establish an appropriate funding model for 2027/28 and future years.	Chief Executive Officer	20	15	↔
ID	Control Level and Action/Control Description	Owner			Due
CM73	Regular engagement with constituent authorities, partners and DfT to consider transition arrangements, and future options for how TfN operates and how it could be funded, building on work by the TfN Executive Board on the pan-Northern functions necessary to support political leaders in delivering their ambitions and investment priorities.	Chief Executive Officer			Sept 26
CM74	Transition board in place to develop options for funding/operating models.	Chief Executive Officer			Sept 26
CM75	Reviewing TfN offer pipeline to consider long term service opportunities.	Chief Executive Officer			Mar 27
CM76	Review how overhead costs are funded, charged and delivered to support efficiency and proportionate delivery.	Chief Executive Officer			Sept 26

ID	Risk Description	Owner	Current Score	Target Score	Trend
CR2	Given the interdependencies of the significant investment in the North's railway network that is underway/planned, TfN is unable to effectively represent the North's views to inform investment choices, which limits achievement of desired outcomes by constituent authorities.	Chief Executive Officer	18	18	↔
ID	Control Level and Action/Control Description	Owner			Due
CM5	Medium Action - Secure TfN membership at all relevant programme boards to influence decisions/investment choices of pan-Northern significance.	Chief Executive Officer			Jun 26
CC6	Medium Control - TfN continue to chair the TRU Stakeholder Forum as a mechanism for ensuring the North's views are represented into the programme	Chief Executive Officer			In progress

CC7	Medium Control - TfN using its role on the North of England Integration Steering Group to ensure alignment of benefits and working with member authorities to influence industry decisions.	Chief Executive Officer	In progress
CM8	Medium Action – Following the NPR announcement TfN is exploring appropriate governance arrangements with DfT and constituent authorities.	Chief Executive Officer	Jun 26
CF9	Medium Control - TfN to work with the Government, Network Rail and constituent authorities to determine the best deployment of funding in a coherent manner, informed by data and insights.	Chief Executive Officer	In progress
CC10	Medium Control - Continue to develop the State of Play to identify issues and propose actions.	Chief Executive Officer	In progress

ID	Risk Description	Owner	Current Score	Target Score	Trend
CR4	TfN is unable to recruit and retain suitable staff to deliver the 2026/27 business plan and medium to long term TfN objectives.	Head of Human Resources	17	17	↔
ID	Control Level and Action/Control Description	Owner			Due
CC15	High Control - Update People Strategy (People Management Framework) and underlying policies and procedures as necessary, aligned to the outcomes of the ongoing change agenda and timescales. This may include, reward, workforce/skills planning, exit interviews, succession planning, recruitment and selection, talent, and performance management.	Head of Human Resources			In progress
CC16	High Control - To continue to brief and update staff through regular bulletins, all staff briefings (TfN huddles), intranet, Employee Forum and senior leadership meetings, with additional/special staff engagement sessions during TfN reset.	Head of Human Resources			In progress
CC17	High Control - Full and proper consultation with UNISON - to continue through regular formal meetings.	Head of Human Resources			In progress
CC18	High Control - Leaver's process in place to capture and retain essential organisational knowledge, ensuring key processes and procedures	Head of Human Resources			In progress

	remain understood and accessible. All leavers (internal or consultants) to produce clear handover documentation and discuss outstanding work with managers through regular catch ups		
CC19	High Control - Recruitment of temporary consultants to ensure delivery of the business plan if required.	Head of Human Resources	In progress
CC20	High Control - Regularly undertake employee engagement survey action plan.	Head of Human Resources	In progress
CC21	High Control - Fostering the right culture for TfN's success and ensure integrity within organisational values through all members of SLT.	Chief Executive Officer	In progress
CC22	High Control - All individuals that participate in recruitment processes to either be CIPD qualified or have carried out TfN recruitment and unconscious bias training.	Head of Human Resources	In progress
CC23	High Control - TfN to maintain relevant accreditations including disability confidant employer, GM employment charter and CIHT equality/diversity charter.	Head of Human Resources	In progress

ID	Risk Description	Owner	Current Score	Target Score	Trend
CR6	The North's role in the rail industry following rail reform could result in a suboptimal outcome in supporting sustainable and inclusive growth	Chief Executive Officer	15	15	↔
ID	Control Level and Action/Control Description	Owner			Due
CC28	Medium Control - TfN is engaging with DfT, constituent authorities and shadow GBR to ensure that the North's arrangements are optimised, learning from and/or building upon on the current level of devolution.	Chief Executive Officer			In progress
CF29	Medium Control - Engaging with DfT on the Railways Bill to protect the North's existing powers/functions in relation to the industry during transition to new arrangements.	Chief Executive Officer			In progress
CM30	Medium Control - Working with the Rail North Committee, through Executive Board, to develop a proposal for the North under rail reform and greater devolution to mayoral strategic authorities.	Chief Executive Officer			Sept 26

ID	Risk Description	Owner	Current Score	Target Score	Trend
CR8	Inappropriate disclosure of confidential information and/or information captured by GDPR may create a legal/financial liability and compliance or reputational impact.	Chief Executive Officer	15	15	↔
ID	Control Level and Action/Control Description	Owner			Due
CC34	High Control - TfN has confidentiality agreements with local partners in place to set parameters for data usage, data protection, and responsibility for compliance. These are refreshed periodically.	Head of Legal			In progress
CC35	High Control - The Codes of Conduct for Members of Constituent Authorities state the circumstances in which information may be disclosed.	Head of Legal			In progress
CC36	High Control - TfN processes seek to restrict disclosure of confidential data via induction training and disciplinary procedures for deliberate or accidental data misuse.	Head of Legal			In progress
CC37	High Control - TfN contracts with suppliers and other third parties contain the necessary confidentiality clauses within them. Should the third-party breach those confidentiality obligations, they will be in breach of contract.	Head of Legal			In progress
CC38	High Control - Information Governance Framework in place and includes GDPR Policy and procedures, refresher training to all employees required for UK GDPR to raise awareness and compliance with ICO guidance.	Head of Legal			In progress
CC39	High Control - IT and Data Policies to be maintained in line with laws, regulations and Acts. Training for TfN staff performed on new policies.	Head of IT			In progress
CC40	High Control - On-going security updates performed to user devices and software services. In addition, monitoring and compliance checks performed.	Head of IT			In progress
CC41	High Control - TfN has an appointed Senior Information Risk Owner (SIRO) who is responsible for managing information risks across the organisation.	Chief Executive Officer			In progress

ID	Risk Description	Owner	Current Score	Target Score	Trend
CR10	TfN fails to comply with applicable law, good practice, constitutional requirements, and organisational governance or corporate processes, including the potential to act beyond the organisation's lawful powers.	Chief Executive Officer	11	11	↔
ID	Control Level and Action/Control Description	Owner			Due
CC45	High Control - TfN has suitably qualified senior officers, including all statutory roles (Head of Paid Service, S151 Officer, and Monitoring Officer), supported by an in-house legal team.	Head of Legal			In progress
CC46	High Control - Ongoing organisational training on legal and regulatory requirements is in place, with the legal team acting as trusted advisors across all functional areas.	Head of Legal			In progress
CC48	High Control - TfN has a robust governance and approval process in place to ensure appropriate review and sign off of all reports going to the TfN Board and committees.	Head of Legal			In progress
CC49	High Control - TfN may seek external legal advice on matters that are outside the core capability of our legal in-house team or may significantly affect TfN operations.	Head of Legal			In progress
CC50	High Control - Statutory Officers review & confirm that insurance arrangements are fit for purpose. TfN holds employer's liability, public liability, and professional indemnity insurance to mitigate any financial exposure.	Head of Legal			In progress
CC51	Medium Control - Audit and Governance Committee supports legal compliance and best practice, through oversight of governance risks and internal controls.	Head of Legal			In progress
CC52	High Control - TfN has a fully documented Management System which provides assurance that there are clear and well documented processes and procedures in place.	Chief Executive Officer			In progress
CC53	High Control - The legal team monitors legislative changes and assesses their implications for TfN, ensuring timely action where required.	Head of Legal			In progress

CC54	High Control - Ensure staff have relevant induction, regular reminders and, annual training on key policies.	Chief Executive Officer	In progress
CC55	High Control - Functional areas to monitor and assure teams adherence to internal polices, processes and procedures.	Chief Executive Officer	In progress

ID	Risk Description	Owner	Current Score	Target Score	Trend
CR12	Cyber-attacks, system disruption, inappropriate access to confidential information, or inadequate staff compliance could compromise the confidentiality, integrity, or availability of TfN information and technical infrastructure	Head of IT	10	10	↔
ID	Control Level and Action/Control Description	Owner	Due		
CC57	High Control - IT and Data Policies are in place (including data classification DLP), reviewed, and updated in line with known cyber threats.	Head of IT	In progress		
CC58	High Control - Training to all TfN staff on new policies and best practice guides produced on the usage of SharePoint, OneDrive and other file transfer options.	Head of IT	In progress		
CC59	High Control - Clear incidents response and communications plan in place for regular updates to employees when required.	Head of IT	In progress		
CC60	High Control - Annual cyber penetration testing and monitoring and compliance checks performed (e.g. phishing attacks and device management software).	Head of IT	In progress		
CC61	High Control - On-going/monitoring security updates performed to user devices and software services.	Head of IT	In progress		
CC62	High Control - Business Continuity Plan checks, system reviews and restoration timescales regularly assessed.	Head of IT	In progress		
CC63	High Control - Insurance cover in place for cyber for 2026/27, reviewed annually.	Head of IT	In progress		


CC64	High Control – Ensure multifactor authentication in place for all TfN accounts.	Head of IT	In progress
CC68	High Control - TfN restricts all data-storage access to approved VPN-connected users with justified and authorised access.	Head of IT	In progress
CC69	High Control - TfN governs SharePoint external sharing through Microsoft 365 guest access controls.	Head of IT	In progress



Transport for the North
Level 6, Town Hall Extension
Lloyd Street
Manchester
M2 5DB



Transport for the North
C/O Manchester City Council
PO Box 532
Manchester
M60 2LA

 0161 244 0888

@ info@transportforthenorth.com



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
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