



Local Government Transparency Code 2015

Human Resources – Annual Information

Financial Year 2025-26

June 2026

Background

In accordance with the [Local Government Transparency Code \(2015\)](#) Transport for the North (TfN) is required to publish Human Resources related information annually covering the following:

Section	Description	Pages
1	Organisational Chart (job titles, department/team, contract status, salaries and vacancies)	3-11
2	Senior Salaries (table detailing all jobs with an annual salary of at least £50,000 per annum)	12-22
3	Pay Multiple (ratio between the highest earner and the median earnings figure of the whole of the authority's workforce)	22
4	Trade Union Facilities Time (number of representatives, time devoted and annual spend)	22
5	Employment Policies (summary/link to all employment policies in place within the authority)	23-24

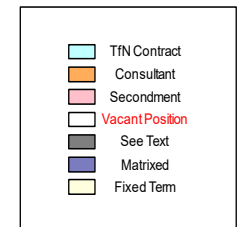
Please find detailed within this document all such information for TfN for FY2025/26 (as at 31 March 2026).

Should you have any questions or queries related to the information contained within this summary please email: HRandSkills@transportfornorth.com

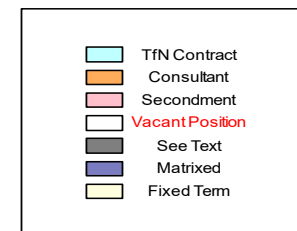
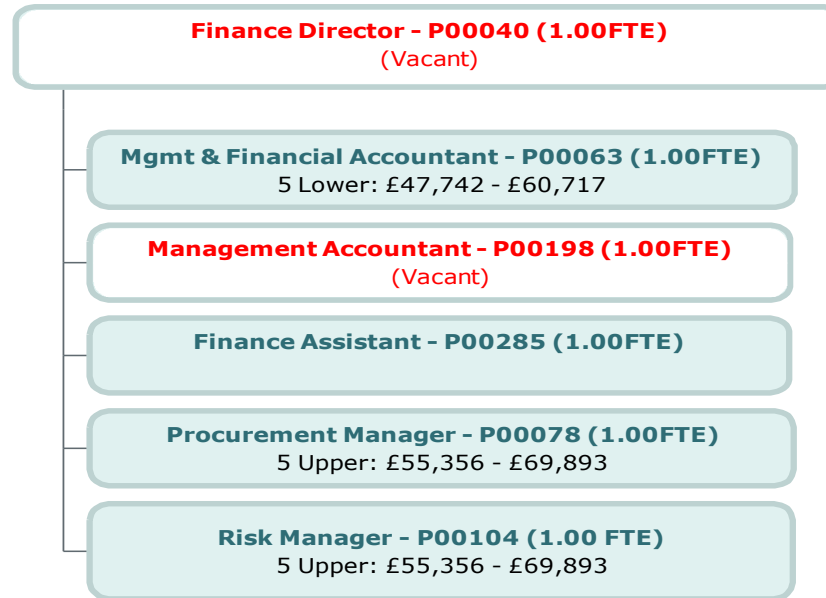
Section One - Organisational Charts (Inc. all posts with an annual salary of at least £50,000 per annum)

Please find below an organisational chart for TfN as at 31st March 2026 including details of grades (salary range) of all posts with salaries of at least £50,000 per annum and confirming which posts are permanent and which posts are fixed-term.

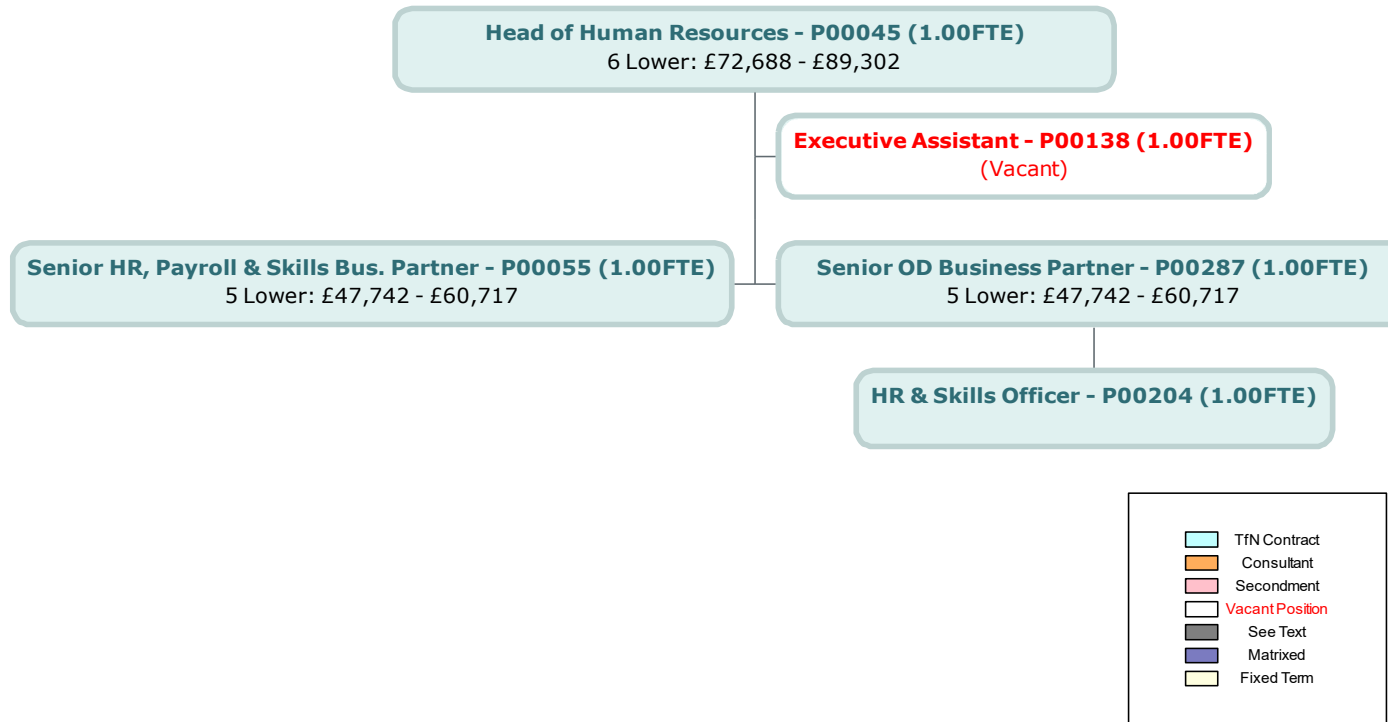
Chief Executive - Direct Reports



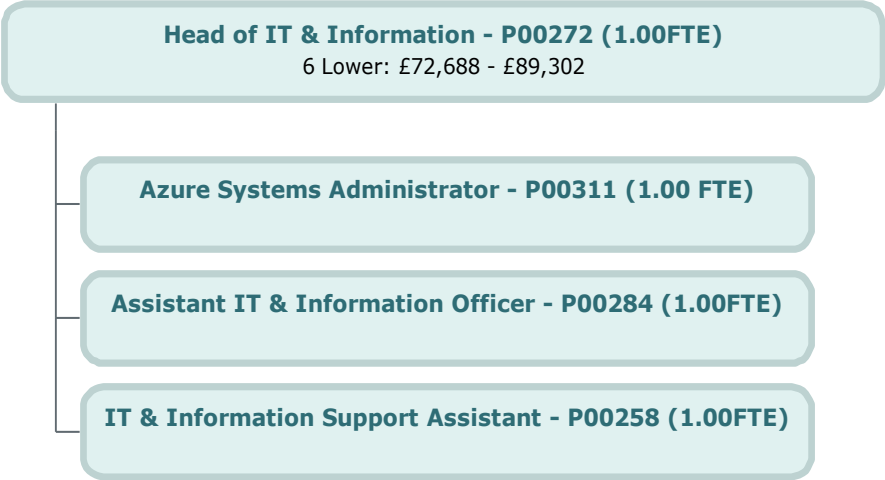
Finance, Procurement & Risk



Human Resources & Skills

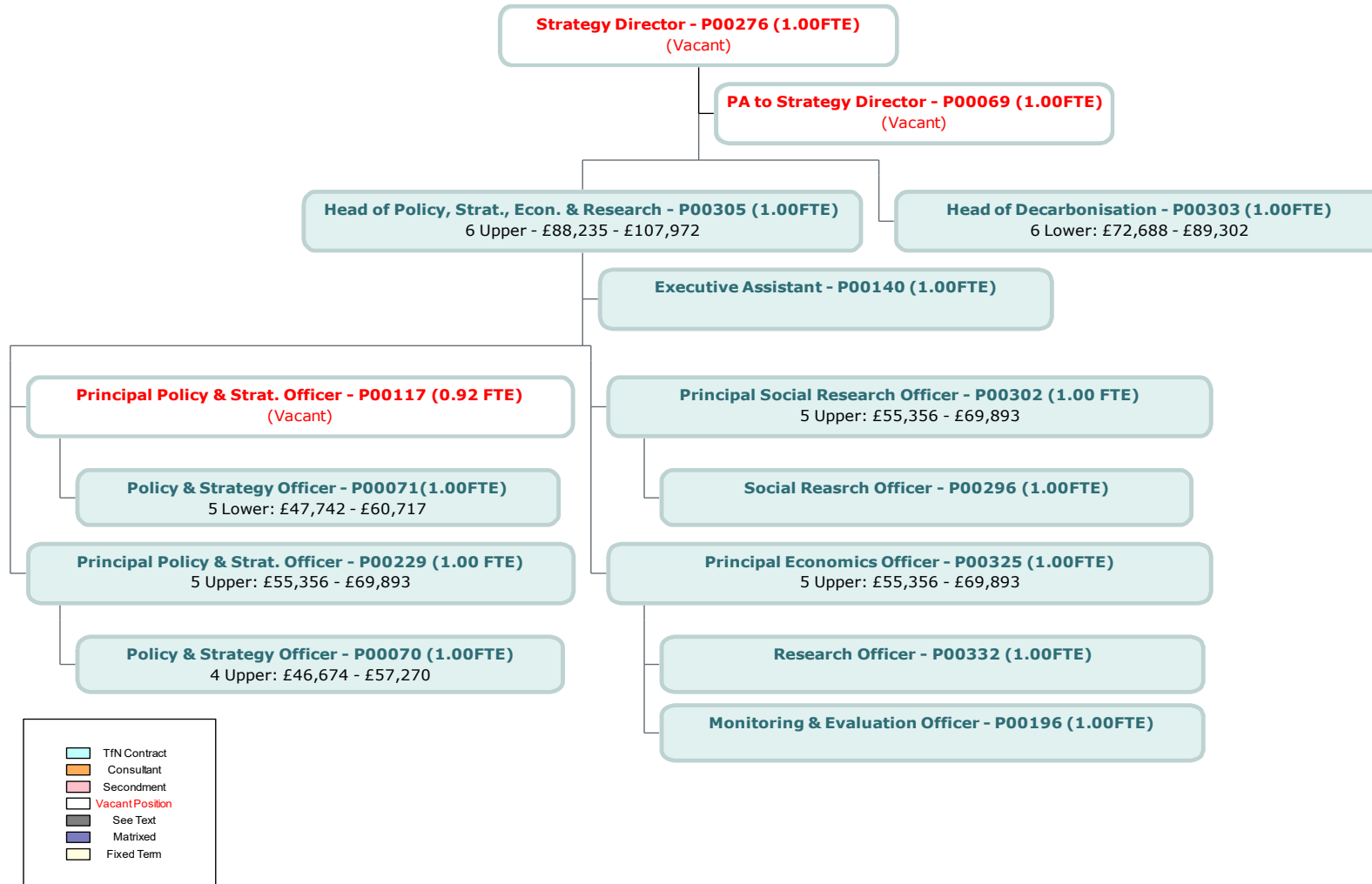


Information Technology

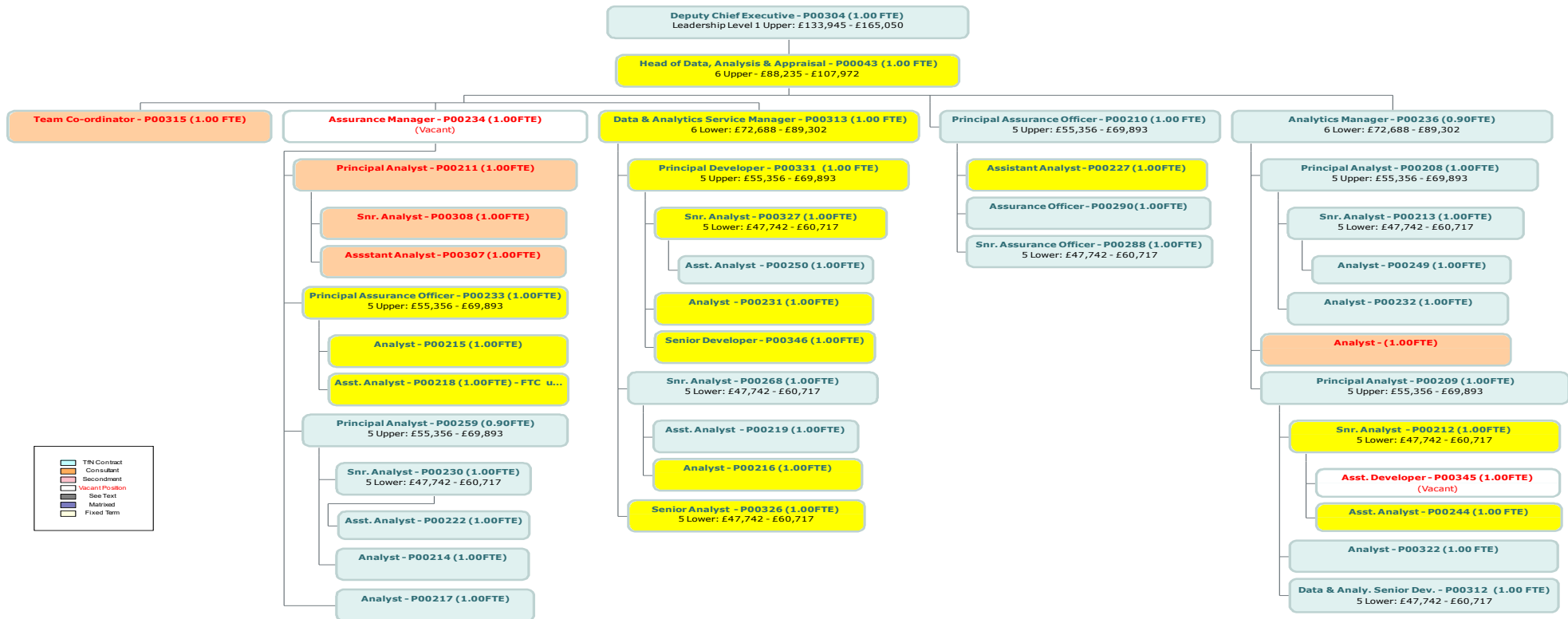


■	TfN Contract
■	Consultant
■	Secondment
■	Vacant Position
■	See Text
■	Matrixed
■	Fixed Term

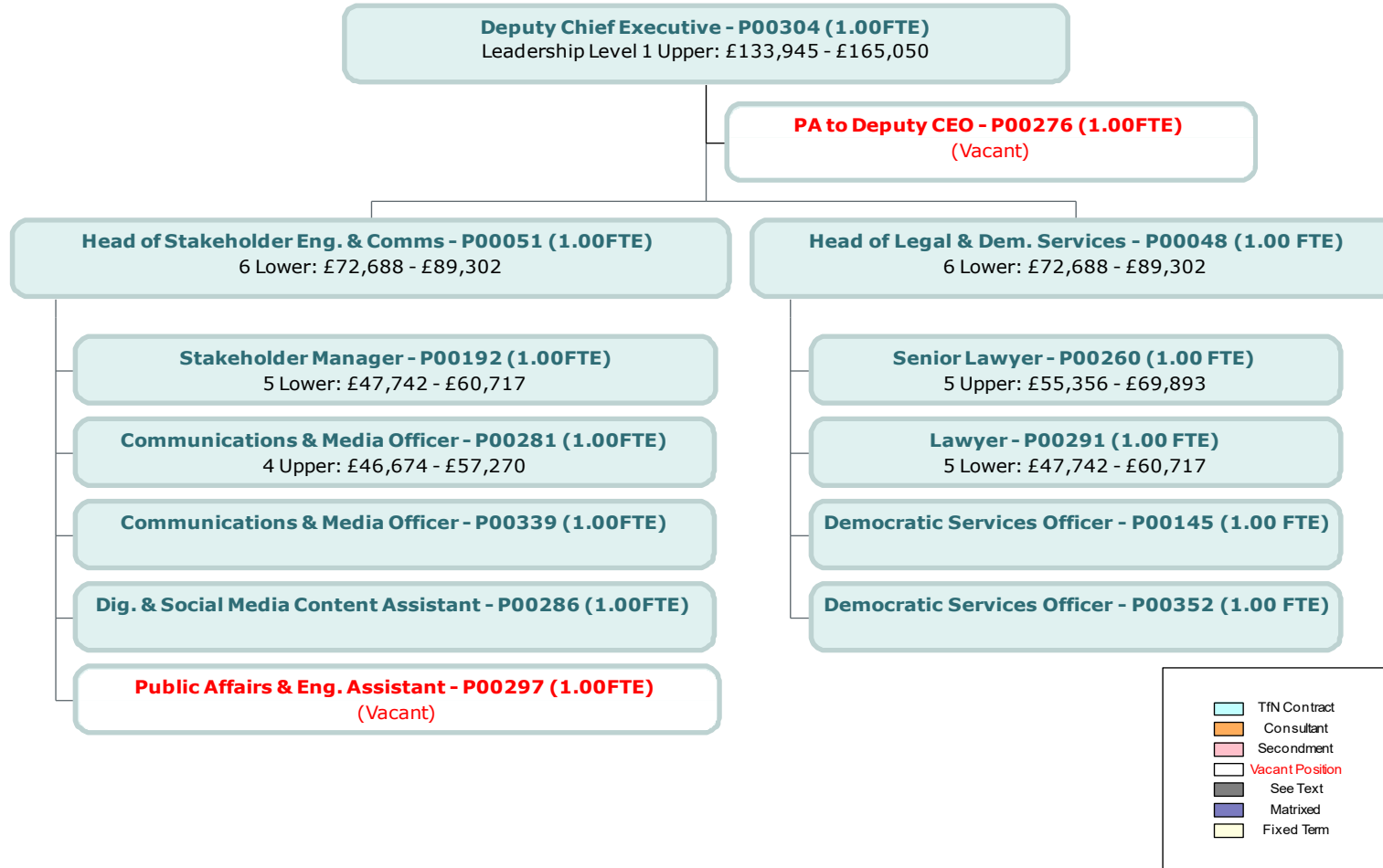
Strategy



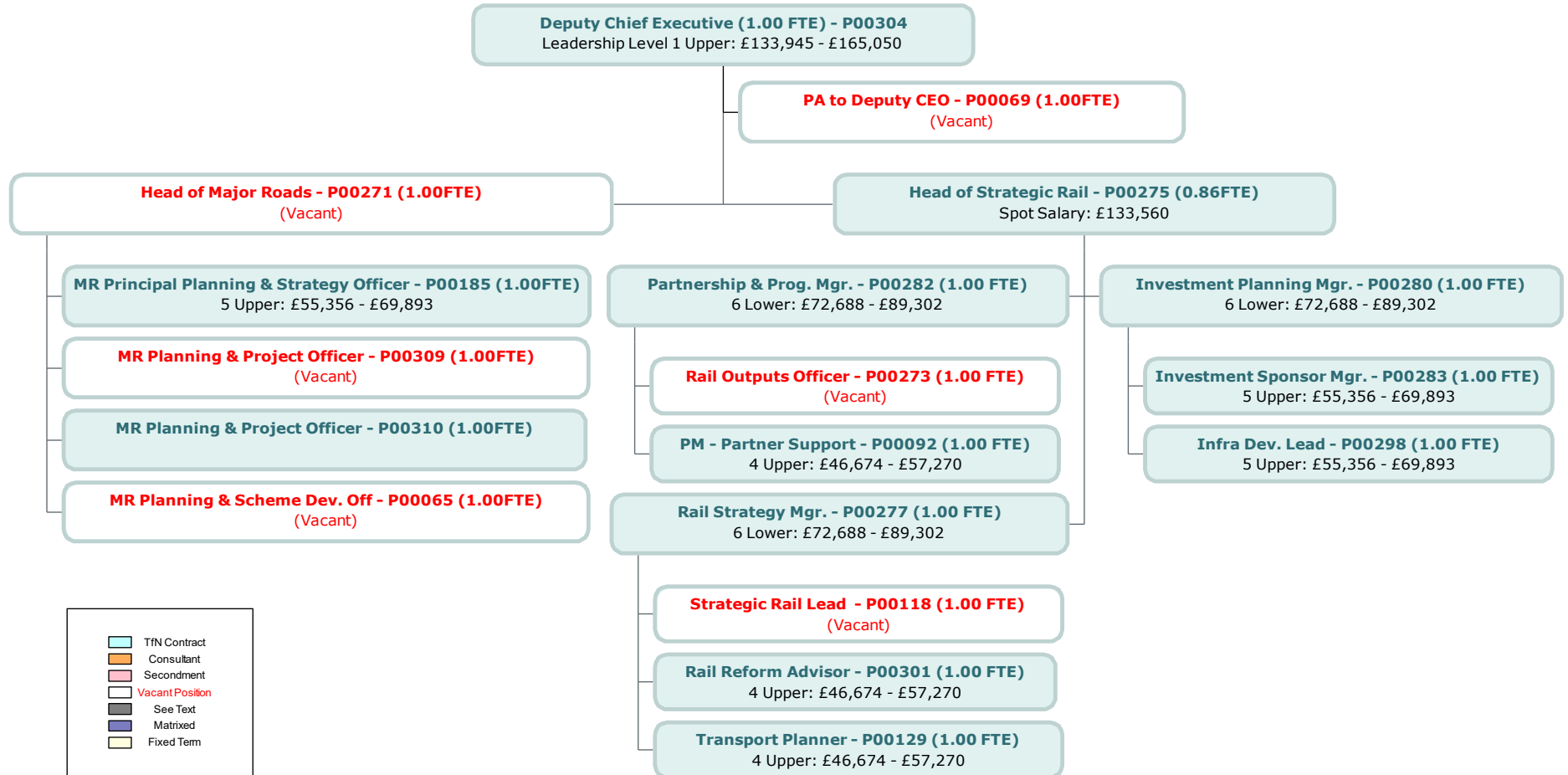
TAME Team



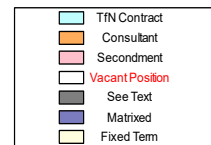
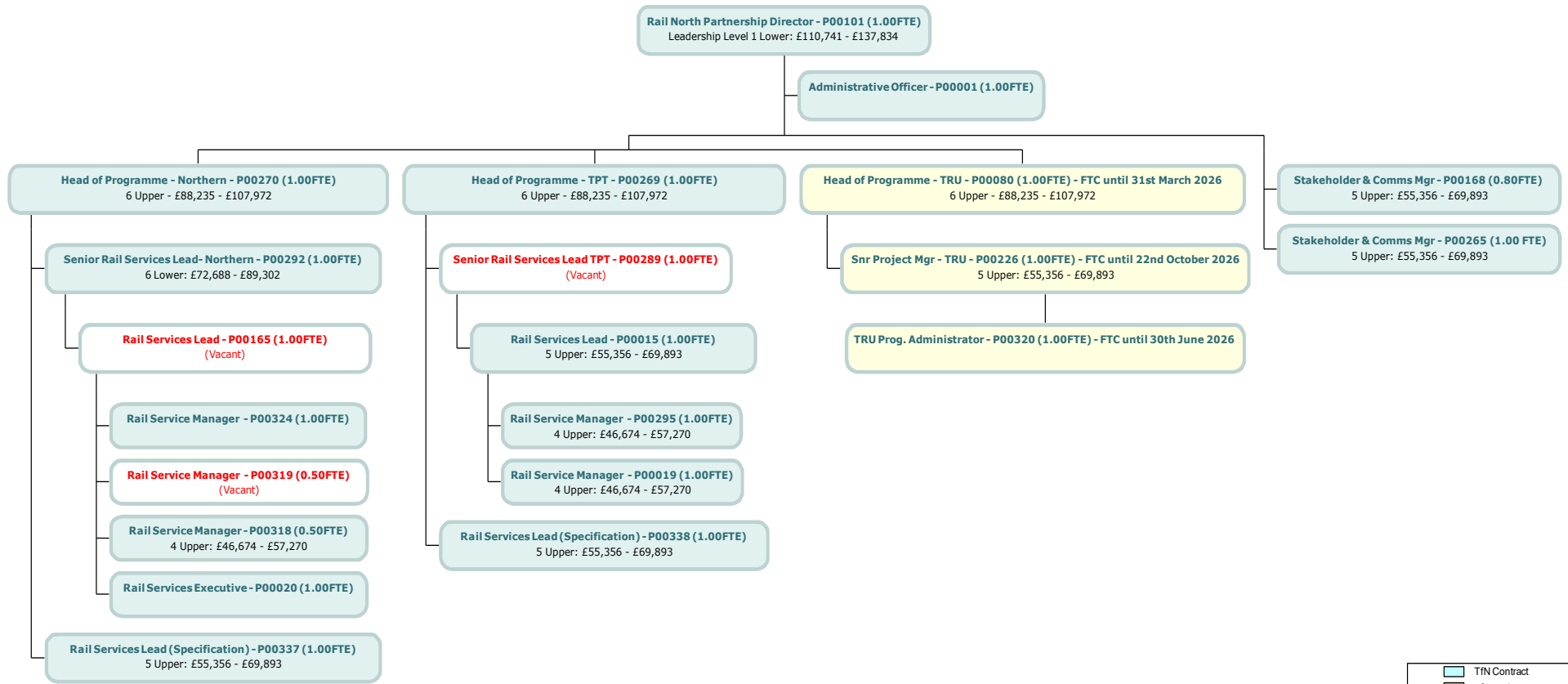
Legal & Dem. Services / Stakeholder Eng. & Comms.



Rail & Roads



Rail North Partnership



Section Two - Senior Salaries

The table below provides a summary of the total of employees within TfN who received an annual salary of at least £50,000 per annum during FY2025/26 (as at 31st March 2026):

Salary Range	No of Employees
£50,000 to £55,000	9
£55,001 to £60,000	11
£60,001 to £65,000	12
£65,001 to £70,000	13
£70,001 to £75,000	2
£75,001 to £80,000	0
£80,001 to £85,000	3
£85,001 to £90,000	6
£90,001 to £95,000	1
£95,001 to £100,000	0
£100,001 to £105,000	1
£105,001 to £110,000	3
£110,001 to £115,000	0
£115,001 to £120,000	0
£120,001 to £125,000	0
£125,001 to £130,000	0
£130,001 to £135,000	1
£135,001 to £140,000	1
£140,001 to £145,000	1
£145,001 to £150,000	0
£150,001 plus	2

The table below sets-out the roles and responsibilities for all jobs within TfN who received an annual salary of at least £50,000 per annum during FY2025/26:

Job title	Team	Job Purpose/ Key Responsibilities
Chief Executive	N/A	<p>Lead the development and delivery of Transport for the North's (TfN's) Strategic Transport Plan and provide strategic leadership to deliver the organisation's vision of a thriving North of England where modern transport connections drive economic growth and support an excellent quality of life.</p> <p>Accountable to the TfN Board for the overall performance of the organisation, its integrity and activities.</p>
Risk Manager	Finance, Procurement & Risk	<p>Lead the Risk Management function, acting as a trusted advisor, providing recommendations and challenges to senior management to guide decision-making on matters that affect the strategic direction of TfN.</p>

Procurement Manager	Finance, Procurement & Risk	<p>Lead the Procurement function, acting as a trusted advisor, providing recommendations and challenges to senior management to guide decision-making on matters that affect the strategic direction of TfN.</p> <p>You will be expected to contribute to the development of strategic objectives and long-term plans.</p>
Management & Financial Accountant	Finance, Procurement & Risk	<p>Ensure the provision of an effective financial management and reporting service to Transport for the North (TfN).</p>
Head of HR	HR & Skills	<p>Lead the HR & Skills function, acting as a trusted advisor, providing recommendations and challenges to senior management to guide decision making on matters that affect the strategic direction of TfN.</p> <p>Ensure the development and delivery of a comprehensive and value for money People Strategy and underlying people policies and procedures which drives TfN's culture, vision and values and ensures TfN has the right skills, with the right capabilities in the right place at the right time.</p> <p>Ensure the development of delivery of a comprehensive Health, safety, facilities management & environmental framework/support service.</p>
Senior HR, Payroll & Skills Business Partner	HR & Skills	<p>Manage and undertake the day-to-day delivery of a comprehensive human resources and skills business partner service, initiating the development and delivery of designated elements of Transport for the North's (TfN's) People Strategy and supporting processes, policies and procedures.</p> <p>Manage the development and day-to-day delivery of an effective, efficient and legally compliant payroll service to TfN, including the management of TfN's outsourced payroll processing provider and interface with TfN's Finance team.</p>
Senior OD Business Partner	HR & Skills	<p>Initiate and lead the design and implementation of new/enhanced policies, systems and approaches at TfN. You will be expected to provide leadership to a team of professionals in an area of specialism and act as a subject matter expert, providing specialist advice to internal/external stakeholders and partners at TfN.</p> <p>Lead the day-to-day delivery of TfN's HR & Skills and Organisational Development support services,</p>

		acting as trusted Business Partner across TfN to support delivery of our strategic objectives.
Head of IT & Information	Information Technology	Lead and provide all of Transport for the North's (TfN's) and Directorates including Rail North with specialist IT and information management advice and services, acting as a trusted advisor, providing recommendations and challenges to senior management to guide decision-making on matters that affect the strategic direction of TfN.
Deputy Chief Executive	N/A	<p>Act as a strategic leader for Transport for the North (TfN), enabling staff to thrive and therefore achieve the vision of a vibrant and growing economy across the North of England. Build strong and inclusive partnerships; and support the development and implementation of a coherent and integrated approach to pan-Northern strategic transport planning providing leadership and direction to the Strategic Rail, Analysis & Appraisal, Stakeholder Engagement & Communications and Legal Teams.</p> <p>Act as the designated deputy for TfN's Chief Executive (Head of Paid Service) ensuring the on going effective leadership and governance of the organisation in their absence. Act as the lead officer for TfN on the NPR Co-sponsors' Board and the Rail North Partnership.</p>
Head of Legal & Democratic Services	Legal & Democratic Services	<p>Lead a Legal and Democratic Services Team, acting as a trusted advisor, providing recommendations and challenges to senior management to guide decision-making on matters that affect the strategic direction of TfN.</p> <p>Provide TfN's Boards and Directorates (including Rail North) with expert legal advice and manage the full range of professional legal, democratic and corporate information management services to support achievement of our corporate objectives and strategic priorities.</p> <p>This includes leading the administration and effective operation of all TfN Boards and Committees, working closely with political members as necessary. Act as TfN's Monitoring Officer ensuring compliance with all associated legal duties and responsibilities.</p>
Senior Lawyer	Legal & Democratic Services	Provide all of TfN's Directorates including Rail North with specialist expert legal advice, supporting the provision of the full range of professional legal,

		<p>democratic, contract, procurement and corporate information management services to support achievement of corporate objectives and strategic priorities.</p> <p>Where required by the Monitoring Officer, act as TfN's Deputy Monitoring Officer, and in any event support the Monitoring Officer in ensuring compliance with all associated legal duties and responsibilities.</p>
Lawyer	Legal & Democratic Services	<p>Act as a pro-active lawyer applying expertise to deliver professional legal, democratic, contract, procurement and corporate information management support services to contribute to the achievement of corporate objectives and strategic priorities.</p> <p>Support the Monitoring Officer in ensuring compliance with all legal duties and responsibilities. You are required to act as TfN's designated Information Officer.</p>
Head of Stakeholder Engagement & Communications	Stakeholder Engagement & Communications	<p>Lead TfN's Stakeholder Engagement & Communications team, acting as a trusted advisor to senior management to guide decision-making on matters that affect reputation management, strategic communications (internal/external) and stakeholder engagement, including political leaders.</p> <p>Lead the delivery of TfN's strategic communications and engagement strategy and plans – in line with corporate priorities and professional standards, providing an effective service to TfN executive, partners and stakeholders.</p>
Stakeholder Manager – Rail	Stakeholder Engagement & Communications	<p>Lead the development and delivery of Stakeholder Engagement, Media Relations and Communications Service and Strategy to support all of TfN's Rail related programmes and activities to maintain and enhance TfN's reputation and delivery of its strategic priorities.</p> <p>Assist the Head of Stakeholder Engagement & Communications in managing the wider team, project work-streams and oversee priority projects as required.</p>
Media & Communications Officer	Stakeholder Engagement & Communications	<p>Act as TfN's lead content & media services specialist applying expertise to deliver complex professional content & media management support services. Partner with relevant business areas across TfN, providing specialist advice, identifying opportunities</p>

		for improvement, designing/delivering new approaches to content & media management support services, and manages associated external specialists who deliver professional communications services to TfN.
Head of Policy, Strategy, Economy & Research	Strategy	<p>Lead Transport for the North's (TfN's) strategy, policy and research functions to provide the evidence, professional services and expert advice to develop and deliver an integrated approach to the Strategic Transport Plan (STP). This includes leading the monitoring, evaluation and annual planning/reporting against the STP, and associated strategies.</p> <p>Lead a multi-disciplinary team of research and policy specialists, to provide the capacity and capability to successfully deliver TfN's role as a strategic advisory body, working closely with the Head of Decarbonisation to provide strategy, policy and research deliverables that support the STP's three ambitions to transform economic performance, rapidly decarbonise our transport network and enhance social inclusion and health benefits.</p>
Principal Policy & Strategy Officer X2	Strategy	<p>Act as TfN's primary specialist leading policy and strategy development and supporting the delivery of the Strategic Transport Plan and its policy positions.</p> <p>Initiate and co-ordinate the development and implementation of new and existing strategy and policy initiatives, support TfN's on-going evidence base development and work with local transport authorities to support their planning.</p>
Policy & Strategy Officer X2	Strategy	<p>Support the development of strategy and policy, specifically focusing expertise on a particular delivery area for the Strategic Transport Plan. Provide impactful strategic and policy input by developing and maintaining close links with partners and stakeholders to ensure their specialist area is reflected in an integrated approach to the Strategic Transport Plan and business cases to internal and external standards.</p> <p>Develop policy approaches across the TfN functions to support the Strategic Transport Plan and the organisations evidence base for connectivity across the North, with a particular emphasis on Partner Liaison.</p>

Head of Data, Analysis and Appraisal	Strategy (TAME)	Lead the development and delivery of TfN's analytical modelling, appraisal and assurance frameworks, tools and associated technical support services ensuring the continual provision of timely and pertinent services and solutions to various TfN programmes, local, regional and national stakeholders to underpin strategic decision-making.
Analytics Manager	Strategy (TAME)	Lead, co-ordinate and oversee the team of internal colleagues and supporting external contractors, delivering information, data, analysis, modelling and appraisal solutions to the DfT via an annual agreement (Grant Funding Agreement). Day-to-day management of the analytics service-related elements of the annual agreement (Grant Funding Agreement) with the DfT for delivery of modelling, analysis and appraisal support services.
Data & Analytics Service Manager	Strategy (TAME)	Lead, co-ordinate and oversee a team of internal colleagues and supporting external contractors, delivering information, data, analysis, modelling and appraisal solutions, and technical management and assurance to Sub-National Transport Bodies, Local Transport Authorities and the Department for Transport.
Data & Analytics Senior Developer	Strategy (TAME)	Deliver scripts, software and web services facilitating the provision of data, analytics and assurance services, as set out within your role profile below, to support the delivery of the Government's Integrated Rail Plan in accordance with TfN's Grant Funding Agreement with the DfT. You will be expected to collaborate with others to deliver outcomes and will contribute to the improvement of existing processes and procedures.
Principal Analyst x3	Strategy (TAME)	Manage the delivery of an agreed programme of transport appraisal & modelling including the Planet Framework Model to support the development of TfN transport schemes and initiatives.
Principal Developer	Strategy (TAME)	Lead a team of internal colleagues or manage external contractors, delivering information, software and web service solutions that produce, or aid in the production of recommendations/outputs. Collaborate widely, internally and externally, and will ensure processes and policies are developed, managed and implemented effectively.

Principal Assurance Officer x2	Strategy (TAME)	Lead a team of internal colleagues or manage external contractors, delivering information, data, analysis, modelling and appraisal solutions, and technical management and assurance that aid others in the production of recommendations/outputs.
Senior Assurance Officer	Strategy (TAME)	As a Senior Officer of the TAME team, you will be required to apply technical expertise and theoretical understanding to deliver information, data, analysis, modelling and appraisal solutions, and technical management and assurance that aid others in the production of recommendations/outputs, supporting the delivery of the Governments Integrated Rail Plan in accordance with TfN's Grant Funding Agreement with the DfT.
Senior Analyst x6	Strategy (TAME)	Deliver information, data, analysis, modelling and appraisal solutions that aid others in the production of recommendations/outputs, applying technical expertise to undertake research and analysis activities.
Principal Environmental and Sustainability Officer	Strategy	<p>Lead the development of TfN's environmental & sustainability strategy and policy across all the cross-cutting programmes aligned to the Strategic Transport Plan, building extensive, impactful networks and relationships, both internally and externally.</p> <p>Lead on TfN's ambition for the transport network to be net zero before 2050, ensuring climate change mitigation and adaptation is fully considered across all of TfN's programmes and areas of influence.</p>
Principal Economics Officer	Strategy	Lead delivery of information, data, analysis, modelling and appraisal solutions that aid others in the production of recommendations/outputs, applying technical expertise to undertake research and analysis activities.
Principal Social Research Officer	Strategy	Lead delivery of information, data, analysis, modelling and appraisal solutions that aid others in the production of recommendations/outputs, applying technical expertise to undertake research and analysis activities.
Major Roads Principal Planning & Strategy Officer	Rail & Roads	Lead the preparation, development and delivery of assigned major and complex programmes, liaising with internal/external stakeholders and partners to ensure needs are met, and support the Major Roads Management Team to meet defined objectives.

		Initiate and lead on the development and implementation of TfN's Electric Vehicle Charging Infrastructure Strategy which shapes TfN's evidence, policy and delivery to ensure TfN plays a key role in improving EV rollout across the region. Ensure all work and outputs are executed to meet the requirements of relevant business strategies, in line with budgetary, compliance, regulatory and planning controls.
Head of Strategic Rail	Rail & Roads	Manage the Strategic Rail Team and ensure the delivery of major and complex programmes, liaising with senior internal/external stakeholders and partners to ensure needs are met, and provide strong leadership to all programme and project teams managed. You will be expected to ensure all work and outputs are executed to meet the requirements of relevant business strategies.
Rail Strategy Manager	Rail & Roads	Lead the development and transition of TfN's rail strategy and policy (including rail reform) for Strategic Rail aligned to the rail elements of TfN's Strategic Transport Plan, building extensive, impactful networks and relationships, both internally and externally. You will be expected to lead a team of specialists responsible for leading on the rail elements of the Strategic Transport Plan including translating the rail strategy into Delivery Plans and specifications for the industry.
Partnership & Programme Manager	Rail & Roads	Lead the delivery of major and complex programmes, liaising with senior internal/external stakeholders and partners, including Rail North Partnership, coordinating TfN's input and obligations under the Rail North Partnership Agreement, providing strong leadership to all programme and project teams managed.
Investment Sponsor Manager	Rail & Roads	Support the Investment Planning Manager in delivering complex, evidence-based information, analysis and design to senior TfN and DfT colleagues in the Rail North Partnership to aid in strategic decision-making. Articulate TfN's priorities and discharge TfN's Statutory Partner role, including defining industry outputs through service and infrastructure specifications and blueprints, as set out in the Rail North Partnership Agreement.

Transport Planner	Rail & Roads	Support the development of the Strategic Transport Plan (including the rail reform) delivery, specifically focusing expertise on a technical appraisal and business cases on behalf of the Strategic Rail Team.
Rail Reform Advisor	Rail & Roads	Manage TfN's Rail Reform activities and the development and delivery of any other designated programmes and projects, to time, to ensure that programme milestones and outputs are delivered.
Infrastructure Development Lead	Rail & Roads	<p>Act as an intelligent client for TfN's role as Co-Sponsor in support of the NPR/IRP programme ensuring it meets the needs of TfN's various partners and stakeholders, and the strategic aims of TfN's Strategic Transport Plan (STP).</p> <p>Lead the production of information, analysis, design and/or engineering solutions that aid others in the production of recommendations/outputs. You will be expected to collaborate widely, internally and externally, and will ensure processes and policies are developed, managed and implemented effectively.</p>
Project Manager	Rail & Roads	Effectively manage the development and delivery of designated programmes and projects to time, budget and quality standards in compliance within agreed project management standards and procedures.
Rail North Partnership Director	Rail North Partnership	Lead the established team managing the "client side" delivery of rail services prescribed for Northern and TransPennine on behalf of TfN and the Department for Transport (DfT) and joint working with DfT on identifying and progressing the case for rail investments that could assist delivery of the TfN Strategic Transport Plan.
Head of Programme – Northern	Rail North Partnership	<p>Lead the delivery of multiple, major and complex programmes, liaising with senior internal/external stakeholders and partners to ensure needs are met, and provide strong leadership to all programme and project teams managed.</p> <p>Oversee the management, and team responsible for managing the real time interface, commercial, financial, business planning and contractual relationship with Northern Trains (NT).</p>

Head of Programme - TPT	Rail North Partnership	<p>Lead the delivery of multiple, major and complex programmes, liaising with senior internal/external stakeholders and partners to ensure needs are met, and provide strong leadership to all programme and project teams managed.</p> <p>Oversee the management, and team responsible for managing the real time interface, commercial, financial, business planning and contractual relationship with TransPennine Trains (TPT).</p>
Senior Rail Services Lead – Northern	Rail North Partnership	<p>Manage and provide strong leadership for a team responsible for managing the real time interface, commercial, financial, business planning and contractual relationship with a Train Operating Company (TOC), liaising with senior internal/external stakeholders and partners to ensure needs are met.</p> <p>Ensure all work and outputs are executed to meet the requirements of relevant business strategies, creating a working environment where the TOCs are motivated to deliver the required outcomes; holding them to account where this does not happen.</p>
Investment Planning Manager	Rail North Partnership	<p>Lead the investment planning function, delivering complex, pertinent information, analysis, design and/or engineering solutions to senior TfN and DfT colleagues in the Rail North Partnership to aid in strategic decision-making.</p> <p>Lead the delivery of the ‘Statutory Partner’ rail investment planning functions of TfN and the joint investment functions with DfT set out in the Partnership Agreement. The role involves developing and implementing the Partnership’s investment programme including co-ordinating partner investment, TfN led investment and planning and delivery of devolved national investment.</p>
Rail Services Lead	Rail North Partnership	<p>Manage the delivery or control of large and complex programmes of work, working with senior internal/external stakeholders and partners to ensure delivery against project needs and objectives.</p> <p>Accountable for supporting the effective management of one or more passenger rail franchise operators in the UK. To achieve this by creating a working environment where the TOCs are motivated to deliver the required outcomes; holding them to account where this does not happen.</p>

Rail Services Manager X4	Rail North Partnership	Manage the real time interface, commercial, financial, business planning and contractual relationship with one or more Train Operating Company's (TOCs), liaising with internal/external stakeholders and partners to ensure needs are met. Responsible for the contract management and monitoring of operational performance for one or more rail passenger service contracts, you will also provide an expert advice service and reporting on all matters pertaining to contract, performance and operation of services to senior management.
Rail Services Lead (Specification) X2	Rail North Partnership	<p>Delivery/control a large and complex programmes of work, working with senior internal/external stakeholders and partners to ensure delivery against business needs and objectives. Responsible for supporting the specification management of passenger rail contract agreements on behalf of DfT and TfN.</p> <p>Accountable for supporting the effective specification management of one or more passenger rail operator. To achieve this by creating a collaborative working environment in the development of requirements within rail operator service contracts.</p>
Head of Programme - TRU	Rail North Partnership	Provide strong leadership, contribute to developing and delivering the RNP's input into TRU to achieve defined business goals. Ensure all work and outputs are executed to meet business strategies and unlocking pan-northern growths opportunities.
Senior Project Manager - TRU	Rail North Partnership	Manage the delivery or control of large and complex projects, or programmes of work, working with senior internal/external stakeholders and partners to ensure delivery against project needs and objectives. Lead project team/teams and ensure all work and outputs are executed to meet requirements, taking into consideration interdependencies between your work and other programmes of work.
Stakeholder & Communications Manager X2	Rail North Partnership	Lead the development and delivery of Stakeholder Engagement, Media Relations and Communications Service objectives, and to maintain and enhance the RNP's reputation.

Section Three – Pay Multiple

TfN’s pay multiple for FY2025/26 is **2.64:1**. The pay multiple is the ratio between the highest taxable earnings for the given year (which is £169,827 per annum) and the median earnings figure of the whole of TfN’s workforce (which is £64,228 per annum).

Section Four - Trade Union Facility Time

TfN formally recognises UNISON for collective bargaining purposes. A copy of TfN’s Recognition Agreement with UNISON can be found here [EP01-Recognition-Agreement-December-2023.pdf](https://transportforthenorth.com/EP01-Recognition-Agreement-December-2023.pdf) (transportforthenorth.com)

A summary of key measures related to trade union facility time for FY2025/26 is set-out below:

Total number (absolute number and full time equivalent) of staff who are union representatives (including general, learning and health and safety representatives):	Currently three (3.0 FTE)
Total number (absolute number and full time equivalent) of union representatives who devote at least 50 per cent of their time to union duties:	No TfN union worker representatives devoted at least 50% of their time to union duties during FY2025/26
Names of all trade unions represented in the local authority:	TfN recognises UNISON only for collective bargaining purposes.
A basic estimate of spending on unions (calculated as the number of full-time equivalent days spent on union duties multiplied by the average salary):	On average circa 3 days per month which is an equivalent to a spend of £10,019 per annum.
A basic estimate of spending on unions as a percentage of the total pay bill (calculated as the number of full-time equivalent days spent on union duties multiplied by the average salary divided by the total pay bill):	It is estimated that the percentage spending on unions is 0.09% of TfN’s total pay bill per annum.

Section Five - Employment Policies & Procedures

Please find below a summary table and link to TfN’s current employment policies and procedures:

<https://transportforthenorth.com/about-transport-for-the-north/transparency/employment-policies-procedures/>

Policy Reference	Policy Title	Last Updated
EP01	Recognition Agreement	December 2023
EP02	Disciplinary	January 2026
EP03	Grievance	December 2025
EP04	Performance Improvement	December 2023
EP05	Dignity at Work	December 2025
EP06	Diversity	April 2018
EP07	Absence & Welfare	February 2025
EP08	Maternity Leave	December 2021
EP09	Paternity Leave	March 2026
EP10	Parental Leave	March 2026
EP11	Shared Parental Leave	March 2026
EP12	Adoption Leave	March 2024
EP13	Flexible Working Policy	October 2024
EP14	Flexible Working Hours	July 2025
EP15	Recruitment & Selection	September 2020
EP16	Security of Employment (Redundancy)	September 2025
EP17	Skills & Development	June 2021
EP18	Flexible & Early Retirement	March 2022
EP19	Drugs & Alcohol Use	April 2022
EP20	Pay, Grading & Job Evaluation	May 2025
EP21	Office and Desk Protocol	May 2021
EP22	Adverse Weather & Travel Disruption	April 2018
EP23	Leave of Absence	January 2020
EP24	Environmental	April 2018
EP25	Vehicle User	April 2018
EP26	Additional Annual Leave & Career Break	August 2021
EP27	Salary Sacrifice Scheme	October 2023
EP28	Employee Privacy Notice	May 2025

EP29	Compensation & LGPS Discretions	May 2025
EP30	Safeguarding	April 2018
EP31	Code of Conduct	April 2024
EP32	Statutory Parental Bereavement Leave	June 2020
EP33	Probationary	December 2023

