

Transport for the North Board Consultation Call Agenda

Date of Meeting	Monday 21 September 2026
Time of Meeting	1.00 pm
Venue	Microsoft Teams

Item No.	Agenda Item	Page
1.0	Welcome and Apologies The Chair to welcome Board Members to the meeting. Lead: Chair	
2.0	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	
3.0	Minutes of the Previous Meeting To note the minutes of the last meeting as an accurate record. Lead: Chair	P.4-9
4.0	Chief Executive Report To consider the report of the Chief Executive (interim) Lead: Katie Day	P.10-18
5.0	Monitoring Officer Arrangements To provide an update on the arrangements for Transport for the North's statutory Monitoring Officer role and to consider the proposed interim cover arrangements. Lead: Stephen Hipwell	P.19-20
6.0	Rail North Committee To receive an update on the Rail North Committee following the meeting on 1 September 2026. Lead: David Hoggarth	P.21-23
7.0	National Highways To consider the update from Nick Joyce, interim Chief Executive of National Highways.	P.24-26

	Lead: Rachel Ford	
8.0	Transpennine Route Upgrade To receive an update on the Transpennine Route Upgrade (TRU) from James Richardson, Managing Director, TRU. Lead: Katie Day	P.27-42
9.0	Date and Time of Next Meeting The next meeting will be held on 7 December 2026 at 13:00 -15:00 in Sheffield.	
10.0	Exclusion of Press and Public 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. Draft Resolution: 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.	
11.0	North of England Rail Integration To receive an overview of the North of England rail integration workstream and an update from Network Rail on progress, emerging options and next steps. Lead: David Hoggarth	P.43
12.0	Northern Trains Limited Rolling Stock Procurement To receive a presentation from Northern Trains Limited on its procurement of new trains. Lead: Gary Bogan	P.44
13.0	Northern Powerhouse Rail To receive an update from the Department for Transport's Director for Northern Powerhouse Rail. Lead: Katie Day	P.45
14.0	Transport for the North Plan for Change: Update and Emerging Thinking To consider the update on the reset of Transport for the North and provide any feedback on progress & emerging thinking.	P.46

	Lead: Katie Day	
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Transport for the North Board Minutes

26 June 2026

Greater Manchester Combined Authority

Present:

Co Chairs

Mayor David Skaith (York & North Yorkshire Combined Authority)

Cllr Louise Gittins (Co-opted)

Attendee

Cllr Hans Mundry

Cllr Mark Fryer
Cllr Eammon O'Brien

Cllr Phil Riley

Mayor Steve Rotheram
Mayor Kim McGuinness
Mayor Oliver Coppard

Cllr Stephen Harker
Cllr Carl Quartermain (Observer)
Mayor Tracy Brabin

Local Authority

Cheshire and Warrington Combined
Authority;

Cumbria Combined Authority
Greater Manchester Combined
Authority;

Lancashire Combined County
Authority;

Liverpool City Region;
North East Combined Authority;
South Yorkshire Mayoral Combined
Authority;

Tees Valley Combined Authority;
Tees Valley Combined Authority
West Yorkshire Combined Authority;

Rail North Authorities Attendees

Cllr Anthony McKeown

East Midlands Combined County
Authority

Business Attendees

Isobel Brown
Mark Rawstron
Natalie Sykes

Cumbria
Lancashire
West Yorkshire

Partners in Attendance:

Ellie Burrows
Rob McIntosh

Network Rail
Network Rail

Officers in Attendance:

Name	Job Title
Katie Day	Chief Executive (interim)
Gary Rich	Democratic Services Officer
Lisa Pitt	Interim Financial Controller and Deputy Section 151 Officer
Joanne Barclay	Monitoring officer
Rachel Ford	Strategy and Corporate Services Director (interim)

Item No:

1. Appointment of Co-Chairs

- 1.1 The Monitoring Officer opened the meeting and welcomed Members to the Transport for the North Board meeting and advised that, as the meeting was the Annual Meeting for the 2026/27 municipal year, the first item of business was the appointment of the Chair.
- 1.2 She reported that, at the previous meeting in March, Board had approved the appointment of Mayor Skaith and Councillor Gittins as Co-Chairs until the Annual General Meeting. It was proposed that the co-chairing arrangements continue for the 2026/27 municipal year.
- 1.3 Following a show of hands, the Board approved the appointment of Mayor Skaith and Councillor Gittins as Co-Chairs for the 2026/27 municipal year.

Resolved:

That Mayor Skaith and Cllr Gittins be appointed as Co-Chairs for the 2026-27 Municipal Year.

2. Welcome & Apologies

- 2.1 The Chair (Mayor Skaith) welcomed the Board and advised that, as Greater Manchester Combined Authority is in a pre-election period, Members should be mindful of the associated sensitivities. Members were reminded that they remained entitled to participate fully, but that contributions should remain factual, non-partisan and focused on the business before the Board, avoiding comments that could be interpreted as political messaging or election-related campaigning.
- 2.2 The Democratic Services Officer informed the Board that apologies had been received from Cllr Tucker, John Hall and Mandy Ridyard, who was being represented by Natalie Sykes.
- 2.3 Members were informed that a number of individuals were no longer serving on the Board following the previous meeting. Thanks were placed on record to Mayor Burnham and Cllrs Rollo, Gannon, Hunt, Hinchcliffe, Murray and Kilbane for their contributions.

3. Declarations of Interest

3.1 There were no Declarations of Interest.

4. Minutes of the Previous Meeting

4.1 The minutes of the meeting of the Transport for the North Board held on 16 March 2026 were considered.

4.2 The Chief Executive (interim) updated Members on three matters. She advised that future Board meetings would receive a report on progress against the business plan and that a new Member engagement programme would be introduced, with dates to be arranged. She also reported that, while Transport for the North was not required to publish a gender pay report, its latest analysis showed that the organisation was below the national average and had made significant progress. Further details would be shared with Members separately if required.

Resolved:

That the minutes of the Transport for the North Board held on 16 March 2026 be approved as a correct record.

5. Governance and Constitutional Matters

5.1 Members received the report from the Monitoring Officer, who highlighted the key points. The Board was asked to approve the Board and committee appointments for 2026/27, with delegation to the Co-Chairs to approve any outstanding appointments once confirmed. Members were also asked to approve the 2026/27 calendar of meetings, noting that Partnership Board meetings would be arranged only if required as part of the Transport for the North reset and that no Independent Chair would be appointed.

5.2 The report also sought approval for a constitutional amendment to provide a clear process for cancelling meetings where there was good reason to do so, following consultation with the relevant Chair and the Monitoring Officer. Members were asked to note minor constitutional amendments made by the Monitoring Officer, in consultation with the Chief Executive, to reflect the Transport for the North reset; Councillor Louise Gittins' permanent appointment as a co-opted member of the Board for this Municipal year; the Audit and Governance Committee's endorsement of the draft statutory accounts for 2025/26, which would be published on 30 June; and the internal audit on IT security controls, which had provided substantial assurance and identified no improvement actions.

5.3 The Board endorsed the report and its recommendations.

Resolved:

That the Board:

- 1) Approved the membership of the TfN Board and committees for the 2026/27 Municipal Year, with authority delegated to the Co-Chairs to approve any outstanding appointments;
- 2) Approved the 2026/27 calendar of meetings, noting that Partnership Board meetings would be scheduled only if required and with the agreement of the Co-Chairs;

- 3) Noted that an Independent Chair of the Partnership Board would not be appointed at this time;
- 4) Approved the proposed constitutional amendment relating to the cancellation of meetings;
- 5) Noted the constitutional amendments made by the Monitoring Officer, under delegated authority and in consultation with the Chief Executive, to reflect changes to group titles and improve operational processes;
- 6) Noted Councillor Gittins' permanent appointment as a co-opted member of the TfN Board;
- 7) Noted the Audit and Governance Committee's feedback on the draft Annual Accounts for 2025/26;
- 8) Noted the outcome of the internal audit on IT Security Controls at TfN.

6. Northern Powerhouse Rail Co-Sponsorship: Update

- 6.1 Members received the report from the Chief Executive (interim), who highlighted the key points. The report provided an update on the evolving governance arrangements for Northern Powerhouse Rail following the Government's announcement of funding for the programme.
- 6.2 Members were advised that new arrangements had been established to coordinate activity through transport directors, the White Rose Rail Board and the Liverpool-Manchester Rail Board. As a result, the existing co-sponsor agreement would be retired and replaced by those arrangements.
- 6.3 In response to a question from Mayor Rotherham, the Chief Executive (interim) clarified that Transport for the North would be represented on both the White Rose and the Liverpool Manchester Boards.
- 6.4 Mayor Brabin welcomed the work undertaken by the TfN TAME team in relation to Bradford Southern Gateway. She highlighted the strategic importance of the investment and the transport opportunities it supported, including improved connections between Bradford, Huddersfield, Manchester and Leeds, and thanked officers and partners for their work.

Resolved:

That the revised governance arrangements for NPR, and the implications for the co-sponsor arrangements be noted.

7. Transport for the North Reset Next Steps

- 7.1 Members received the report from the Chief Executive (interim), who provided an update on the Transport for the North reset. The Board was advised that the reset responded to changes in the operating environment, including full combined authority coverage across the North, rail reform and changes to core funding for 2026/27.

- 7.2 Members noted that discussions with Board Members had been constructive and had focused on Transport for the North's future functions, governance, funding and transition arrangements. Members had been broadly supportive of two core functions: multi-boundary transport governance and analytical services to support delivery.
- 7.3 The Board was advised that further work would be undertaken on the organisation's future operating model, including governance, efficiency, funding and legal, financial and risk matters, before formal proposals were brought back for consideration.
- 7.4 The Chief Executive (interim) advised that the Co-Chairs intended to write to the Secretary of State and the Chancellor of the Exchequer to set out the emerging recommendations and begin discussions with the Department for Transport.
- 7.5 The Board endorsed the report and its recommendations

Resolved:

That the Board:

- 1) Noted the report and the verbal update from the Chief Executive (interim) on the TfN reset, including potential future operating and funding models.
- 2) Noted the 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.
- 3) Approved that the Co-Chairs and/or Chief Executive write to the Secretary of State and Chancellor of the Exchequer on future arrangements for TfN.

8. Corporate Risk Register Update

- 8.1 Members received the report from the Strategy and Corporate Services Director (interim), who outlined the key points and provided feedback from the Audit and Governance Committee. The Board was advised that the Corporate Risk Register had been reviewed to ensure it reflected discussions taking place as part of the Transport for the North reset.
- 8.2 Members noted that two new risks had been drafted in relation to the proposed operating and funding models. The Audit and Governance Committee suggested that these be merged. Further risks would be developed as the models progressed, alongside a separate risk appetite statement, and brought back to a future meeting.
- 8.3 The Board endorsed the report and its recommendations.

Resolved:

That the corporate risk register be noted.

9. Date and Time of Next Meeting

The next meeting will take place on 21 September at 1pm on Microsoft Teams.

In view of the conversations of the Board Mayor McGuinness suggested it be necessary to reconvene earlier should it be required.

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.

11. Part 2 Minutes of the Previous Meeting

- 11.1 The private minutes of the meeting of the Transport for the North Board held on 16 March 2026 were considered.

Resolved:

That the private minutes of the Transport for the North Board held on 16 March 2026 be approved as a correct record.

Meeting:	Transport for the North Board	Consultation Call
Meeting Date:	Monday 21 September 2026	
Report Title:	Chief Executive Report	



Chief Executive's Report

April to August 2026



Introduction

A new Transport for the North, focused on delivering for our members



Katie Day
Chief Executive (interim)

We are changing to become a strategic transport body that is more responsive, trusted and transparent, delivery-focused and led by the North's mayors and leaders.

This new report — intended to show clearly what we are working on and how we are supporting our members — is an important step on our change journey. We are reforming our functions, form and funding arrangements, to become more efficient and with a sharper focus on pan-northern transport priorities that help unlock good growth. And we hope this report gives our elected members, partners and stakeholders greater transparency of and insight into, our activities and impact, as well as acting as a catalyst for feedback so we can work even better together.

Our change journey began last year. Already, we have restructured, reduced costs, reviewed our ways of working and begun building a leaner, more sustainable organisation. I want to recognise the professionalism, resilience and commitment Transport for the North (TfN) colleagues continue to show every day; as well as the direction and support given by our Board members and the collaboration with their officers to shape our plan for change. While we make that plan a reality for our organisation, we remain firmly focused on the priorities our Board have set for us in our annual business plan for pan-northern transport.

We are helping our partners deliver Northern Powerhouse Rail (NPR), integrate major rail investment and services across the Pennines, and secure investment in our Strategic Road Network to achieve better connectivity outcomes for the people and places across the North. Alongside this, we are developing our technical and analytical service offer to our members and partners. Our work on the NPR Programme Business Case has enabled us to build a comprehensive analytical framework, with a range of tools and case-making expertise that we are increasingly making available to our elected members and their teams to help progress investment in their regions.

Our September Board agenda shows our priorities in action. We have invited senior leaders from National Highways, as well as Network Rail's Transpennine Route Upgrade programme to join the meeting. Our members have asked us to help convene partners across the North to work on multi-boundary transport and connectivity supporting informed discussion and so, together, ensuring that national programmes reflect the North's priorities and ambitions.

We are excited to be changing and evolving to support and add value to, our mayors and leaders as they drive forward the benefits of greater devolution across the North. With the Northern Growth Strategy setting the national ambition for our region, NPR moving forward and The Great North driving inward investment, this is a great time to be in the North of England.

At a glance

We have made good progress between April and August against the deliverables in our 2026/27 business plan, with most activity on track. Highlights include:

- We are making our data, tools and technical support easier for members to access and use, including via a refreshed website
- Engaging with the North’s combined authorities to better understand their technical needs, especially for business cases and local evidence, so we can put the right support in place
- Continuing to work with the Rail North Committee (RNC), including welcoming new elected members to the Committee and ensuring members can collectively influence pan-northern rail services and performance – especially in light of recent disruptions that have impacted customers using the network
- Stepping up our work, with the Department for Transport and the North’s combined authorities on the NPR Programme Business Case to help secure investment.

Deliverable area	RAG
Enabling delivery: TfN Offer	
Working collectively on pan-northern rail issues	
Securing pan-northern investment	
Organisational development	

10 deliverables		
 0 Red	 4 Amber	 6 Green

RAG: project status indicator (Red, Amber, Green).

Deliverable	RAG	Progress	Key risks and issues	Next steps
Enabling delivery: TfN Offer				
1. Maintain access to the TfN Offer self-service data and tools	✔	Soft launch of refreshed TfN website and Northern Insights and Intelligence Hub giving members easier access to data, insight, tools, dashboards, reports, meeting papers and governance information. Published resources have been reduced from 226 to 42, creating a more focused, up-to-date set of clearer resources shaped around what members need.	No immediate risks identified. Feedback from the soft launch will need to be reviewed and acted on.	Continue reviewing the Hub and website content, gather member and partner feedback, and use this to shape future improvements.
2. Deliver data and evidence to support business case development and plan making	✔	Completed 51 partner requests between 1 April and 31 July, including 22 self-service and 29 bespoke requests. Support included Key Route Network analysis, carbon and climate monitoring, EV policy modelling and accessibility analysis for several combined authority members. Partner interest in TfN's digital services offer is also growing, with further work needed on our operating model to support delivery.	Demand for TfN support is increasing and may exceed available capacity if not prioritised.	Continue practical member support, strengthen technical capability and build a future pipeline, with a suitable operating model, focused on highest value add for members.
3. Support place-based business case pilots and disseminate best practice across the North	✔	Agreement secured to work with HM Treasury and National Infrastructure and Service Transformation Authority (NISTA) on place-based business case guidance, giving members an early route to influence national guidance.	Engagement with HM Treasury and NISTA may not progress quickly enough to influence the guidance.	Maintain regular engagement with HM Treasury and NISTA, share priorities with combined authorities and include opportunities in the future member support pipeline.
Working collectively on pan-northern rail issues				
4. Through the Rail North Committee (RNC), continue to hold national bodies and operators to account on behalf of the North	●	RNC has continued to challenge on Northern and TransPennine Express (TPE) performance, Transpennine Route Upgrade (TRU) works and proposed East Midlands Railways (EMR) timetable changes affecting South Yorkshire. TRU customer satisfaction remained above target for the fifth consecutive period.	Operator performance, rolling stock, industrial relations, weather impacts and EMR service reductions remain live issues.	Secure support where needed for performance improvement initiatives, maintain focus on passenger impacts during TRU works and support EMR recovery plans.
5. Define new arrangements for pan-northern collaboration that complement Mayoral Strategic Authority (MSA) partnerships	●	Ongoing work, including a new rail information portal, to ensure members have access to rail data and TfN technical support as needed to help deliver local priorities. Discussions are ongoing with TfN Board members, DfT and rail industry on future arrangements to support pan-northern rail services and infrastructure.	Evolving rail reform policy, with clarity needed on GBR arrangements for the North.	Develop options with members, refine the rail portal and agree priorities for partner-led delivery support.
6. Support RNC in championing issues of pan-northern significance	●	Progress made on TPE's Full Business Case for 29 new TRU trains, Northern interim fleet improvements, accessibility reporting, the TRU Stakeholder Forum and North of England Integration planning/analysis with Network Rail.	Funding constraints mean improvements require strong evidence, scrutiny and justification.	Complete the rail services plan, launch the revised TRU Stakeholder Forum, begin inclusive station standards engagement and progress TPE and Northern fleet activity. Begin engagement on North of England integration work to support delivery of scheme benefits.

Deliverable	RAG	Progress	Key risks and issues	Next steps
Securing pan-northern investment				
7. Deliver technical services commissioned by DfT in support of the Northern Powerhouse Rail (NPR) business case	✓	Provided modelling and analytical input to support the NPR Programme Business Case and Bradford New Station appraisal. Work progressed on updating the Northern Transport Modelling System and BRONTE, our land use model, which helps show the wider place and economic impacts of transport investment. We are also supporting the Manchester Piccadilly joint review with analytical input.	Limited early input created late alignment issues with northern strategic aims. National forecasting assumptions may not fully reflect long-term northern economic ambitions.	Strengthen the NPR business case, plan the next analytical framework and continue member engagement to test assumptions, evidence and priorities.
8. Support delivery of strategic road proposals in nationally managed investment programmes	✓	Reviewed Road Investment Strategy (RIS) changes and continued engagement with National Highways and DfT on northern strategic road priorities including A19 Moor Farm and the A66.	Changes to national spending could affect future road investment commitments.	National Highways will attend the September Board meeting to update members and support discussion on road investment priorities.
9. Provide pan-northern input to rail integration and long-term planning workstreams	✓	TfN has brought members into the North of England Integration work to help shape priorities and co-ordinate views from the North. Cheshire & Warrington Combined Authority is now included in the North West & Central long-term planning process.	Work with industry on options for Manchester and East Coast Mainline (ECML) analysis to secure scheme benefits.	Continue work with partners and industry on integration this autumn and feed into North West and Central long-term planning from October.
Organisational development				
10. Develop and secure approval for a new business and funding model from April 2027	●	Work continues with members and DfT on our new operating and funding models.	Funding beyond March 2027 remains unconfirmed. Clear and transparent arrangements are needed quickly to ensure readiness for 2027/28 delivery.	Test funding options, confirm the decision pathway and prepare the contractual and governance documents needed for December 2026 and April 2027.

Corporate support updates

Our corporate support functions are essential to delivering our business plan and managing our organisation effectively, including any risks.

We received substantial assurance from our IT cyber security audit, with no management actions required. This was shared with the TfN Audit & Governance Committee in June, who noted the positive outcome and encouraged continued vigilance.

We have refreshed our staff laptops, improving device performance, security and user experience. We’ve moved to direct purchase, as part of our ‘plan for change’ to be more efficient; this new arrangement has achieved significant cost savings while maintaining service standards.

Our people

Area	Permanent	Fixed-Term	Total Posts
NPR analytical services	26 (25.70 FTE)	-	26 (25.70 FTE)
Rail North Partnership	13 (12.80 FTE)	3 (3.00 FTE)	16 (15.80 FTE)
Pan-northern strategy and delivery	24 (23.86 FTE)	-	24 (23.86 FTE)
Corporate Support	15 (15.00 FTE)	-	15 (15.00 FTE)
Total Establishment	78 (77.36 FTE)	3 (3.00 FTE)	81 (80.36 FTE)
Strength (In Post)	76 (77.36 FTE)	3 (3.00 FTE)	79 (78.36 FTE)
Appointed - Start Date Pending	-	-	-
Active/Pending Recruitment	2 (2.00 FTE)	-	2 (2.00 FTE)
Vacant – on-hold	-	-	-

Ethnicity (Minority Background)	22%
Disability (Long-term Condition)	21%
Male/Female Split	59%/41%

Year to date finances

At the end of June 2026, our expenditure was £2.94m, which is £0.26m below budget. Most of the underspend is due to staff vacancies and some analytical activities starting a little slower than anticipated. These are mainly timing differences and are expected to be recovered later in the year.

Full-year forecast

Full-year expenditure is forecast at £11.97m, £0.27m above budget, reflecting the additional work we are doing for the Manchester Piccadilly Joint Review. Additional funding is being provided to us via DfT for this work.

Reserves

Core reserves are forecast to reduce from £2.5m to £2.1m by year end, reflecting the restructuring costs incurred in April and May this year as part of our change programme.

Our finances

Income & Expenditure Costs	Year To Date April to June 2026				26/27 Forecast Outturn 12 months			
	Actual £m	Budget £m	Variance £m	Variance %	Forecast £m	Budget £m	Variance £m	Variance %
By activity								
Total Hosted Services Costs*	1.68	1.84	0.16	9%	7.36	7.09	-0.27	-4%
Total Core Funded Costs**	1.26	1.36	0.10	7%	4.61	4.61	0.0	0%
Total costs	2.94	3.20	0.26	8%	11.97	11.70	-0.27	-2%

*This includes NPR analytical services and Rail North Partnership (RNP)

**This includes Strategy & Delivery and Corporate Support

Working together for the North



Meeting:	Transport for the North Board	Consultation Call
Meeting Date:	Monday 21 September 2026	
Report Title:	Monitoring Officer Arrangements	
Author:	Stephen Hipwell, Head of Human Resources	
Sponsor:	Rachel Ford, Interim Strategy & Corporate Services Director	

1. Purpose of the Report

- 1.1 To provide an update on the arrangements for Transport for the North's (TfN's) statutory Monitoring Officer role, including the resignation of the current postholder (Head of Legal & Democratic Services) and the proposed interim cover arrangements.

2. Recommendations

- 2.1 The Board is recommended to:
- a) Note the resignation of the current Monitoring Officer (Head of Legal & Democratic Services) with effect from 1 November 2026
 - b) Approve that the current Deputy Monitoring Officer (Senior Lawyer) acts as TfN's Monitoring Officer on an interim basis with effect from 2 November 2026 initially until 31 March 2027, with the potential to extend until a replacement Monitoring Officer is secured and in post
 - c) Note that the unbudgeted costs associated with the proposed interim arrangements will be up to £33,500 and approve that these costs can be met from TfN reserves, if required
 - d) Note that a further report will be presented to the December Board meeting setting out the recommended approach for securing a replacement Monitoring Officer.

3. Feedback

- 3.1 N/A

4. Main Issues

- a) TfN's current Monitoring Officer (Head of Legal & Democratic Services) has tendered her resignation with effect from 1 November 2026
- b) Given the timescales associated with this departure, the ongoing work to establish TfN's long-term funding and operating models and that appointment of all Statutory Officers is a matter reserved to the TfN Board, this will necessitate some form of interim resourcing arrangements.

5. Background

- 5.1 TfN's current Monitoring Officer has tendered her resignation with effect from 1 November 2026. As Members will be aware, the appointment of all TfN Statutory Officers is a matter which is reserved solely to the TfN Board.
- 5.2 Given work on TfN's new funding and operating models, the Board has already agreed other interim arrangements to ensure business continuity over 2026/27. Specifically, our other two Statutory Officer roles (Head of Paid Service and S151 Officer), alongside our Finance Director and Strategy & Corporate Services Director roles.

- 5.3 In line with this approach, it is recommended that Members approve that the current Deputy Monitoring Officer (Senior Lawyer), Gavin Legg, acts as TfN's Monitoring Officer (Head of Legal and Democratic Services) on an interim basis with effect from 2 November 2026. This will initially be until 31 March 2027, with potential to extend until a permanent replacement is secured and is in post.
- 5.4 The proposed interim arrangements set out above would necessitate TfN securing a backfill for Gavin Legg's substantive post on either a fixed-term (directly employed) or agency/contractor basis. This postholder would also then act as TfN's Deputy Monitoring Officer. Recruitment to backfill is currently ongoing to enable a suitable postholder to be secured and in place by no later than 2 November 2026.
- 5.5 The additional unbudgeted costs associated with these interim arrangements are anticipated to be up to £33,500, including on-costs/VAT, which may need to be met from TfN reserves as this is an unbudgeted and unplanned pressure.
- 5.6 Given the ongoing work to establish our future operating and funding models, it is recommended that a further report is presented to the December Board meeting setting out the proposed resourcing solution from 2027 for all the senior leadership posts highlighted above.

6. Corporate Considerations

Monitoring Officer/Legal/Governance

- 6.1 The legal/governance implications are all set out within the main body of this report.

Section 151 Officer/Finance

- 6.2 The proposals set out in this report could incur up to £33,500 of unbudgeted costs, which may need to be met from TfN reserves, should sufficient underspend from elsewhere within the TfN budget not be identified.

Resource Implications

- 6.3 The resourcing implications are all set out within the main body of this report.

Risk Management

- 6.4 There is a risk to service continuity if a suitably qualified temporary backfill is not secured for Deputy Monitoring Officer (Senior Lawyer). Recruitment to this role with external search agency support on either a fixed-term (directly employed) or agency/contractor basis is ongoing to mitigate against this risk.

Equality, Diversity and Inclusion

- 6.5 There are no equality, diversity and inclusion considerations as a result of this report.

Consultations

- 6.6 There are no requirements to undertake any consultation as a result of the report.

Background Papers

- 6.7 N/A

Meeting:	Transport for the North Board	Consultation Call
Meeting Date:	Monday 21 September 2026	
Report Title:	Rail North Committee Update	
Appendices:	None	
Author:	David Hoggarth, Head of Strategic Rail	
Sponsor:	Katie Day, Chief Executive (interim)	

1. Purpose of the Report

- 1.1 To provide the Board with an update following the Rail North Committee meeting held on 1 September 2026.
- 1.2 To note the actions being taken by the Committee to highlight the importance of improving rail network resilience and to hold the industry to account.

2. Recommendations

- 2.1 The Board is recommended to:
 - a) Note the feedback from the Committee and the actions being taken to improve industry focus on rail service resilience.
 - b) Consider any further actions that should be pursued with the industry to improve the resilience of rail services across the North.

3. Feedback

- 3.1 The Committee provided feedback to the industry on the operational issues covered in the agenda. This report summarises the key issues discussed and the actions being taken in response.

4. Main Issues

- a) The Committee heard from Neil Grabham, Managing Director of East Midlands Railway (EMR). He outlined the causes of recent performance issues, driven by the reliability of two intercity fleets, the actions taken to stabilise performance, and further planned actions to restore services fully. Members highlighted the impact on customers and the economy, including concerns about communication, and pressed for a clear timeline for the full restoration of services. They also expressed concern that, as Great British Railways moves towards the reintegration of track and train, there continue to be problems when new trains are introduced. Members sought further assurance from the industry on how lessons are being learned ahead of other rolling stock changes.
- b) The Committee considered the significant power outage, and associated knock-on impacts, that occurred in the Manchester area on 6 August 2026. Chris Wright, Network Rail's Route Director, outlined the issues experienced and how Network Rail sought to recover services across a wide area of the North of England. He undertook to update the Committee further once their internal review has been completed. Members highlighted the impact on residents and businesses and the inadequacy of passenger communication, including the blanket "do not travel" message, which was viewed as counterproductive and a source of uncertainty for customers.
- c) The Committee also discussed a number of issues with Northern's Managing Director, Tricia Williams, including progress on restoring the full Sunday service

and support for Northern's new rolling stock procurement. In the private part of the meeting, the Committee considered Northern's proposals to improve autumn performance through timetable interventions in 2027.

5. Background

- 5.1 We have been supporting South Yorkshire Mayoral Combined Authority (SYMCA) in its engagement with EMR and other industry partners to ensure local views and priorities are reflected in the recovery plan, given the significant impact on residents and businesses. This has included highlighting the issues, the need for enhanced customer support during disruption, and a timeline for resolution in post-Committee meeting public communications.
- 5.2 During the meeting, Members raised concerns about recurring issues when new trains are introduced onto the network. They were keen that lessons learned, including passenger impacts, are reflected in future rolling stock introductions, including the significant programmes planned by Northern and TransPennine Trains. The Committee is writing to the DfT Operator to seek assurances and ensure that the North's lived experience is reflected in planning for further new and replacement train introductions on the network.
- 5.3 Notwithstanding recent issues with the introduction of new trains elsewhere, Committee members recognised the pressing need to replace Northern's older fleet and were keen to support Northern's plans as they progress through business case approvals. The Board will consider this matter specifically under a separate agenda item.
- 5.4 A major theme of the meeting was frustration with the lack of resilience in rail services, including not only power supply issues and rolling stock changes, but also seasonal and climate-related impacts, availability of station staff during disruptions and related safety concerns for stranded passengers, as well as Sunday service provision. Members were clear that the public needs a reliable year-round service, every day of the week. The Committee will continue to scrutinise these cross-boundary issues with the industry, including the outcome of Network Rail's internal review and further work by DfT Operator on new rolling stock introduction.
- 5.5 Committee Members drew on their own experience of travelling around the network and feedback from residents and businesses to raise specific issues with the industry. The main areas of focus were reliability, communication and service quality. Where issues were not addressed in the meeting, we have ensured that industry representatives respond directly to Members.

6. Corporate Considerations

Monitoring Officer/Legal/Governance

- 6.1 There are no legal or governance implications for Transport for the North (TfN) as a result of this report.

Section 151 Officer/Finance

- 6.2 There are no financial implications for TfN as a result of this report.

Resource Implications

- 6.3 The actions identified can be delivered within the current resources and in line with the TfN annual business plan for 2026/27.

Risk Management

- 6.4 No new risks have been identified as a result of this report. The report supports the management of existing corporate risks relating to TfN's ability to represent the North's views on major rail investment choices and the North's role in the rail industry following rail reform. The Committee's role in convening partners and the industry, scrutinising performance and resilience issues, and identifying pan-

Northern actions helps demonstrate the value of pan-Northern coordination and partly mitigates these risks.

Equality, Diversity and Inclusion

- 6.5 The industry and operators are expected to undertake appropriate assessments on individual projects and proposals, where required.

Consultations

- 6.6 The Rail North Committee provides a formal mechanism for the industry to engage with and receive feedback from the North on cross-boundary matters. TfN has also worked with industry and partner representatives outside the Committee to support follow-up actions and ensure that member concerns are raised with the relevant organisations where they relate to local and regional services.

Background Papers

- 6.7 N/a

Meeting:	Transport for the North Board	Consultation Call
Meeting Date:	Monday 21 September 2026	
Report Title:	National Highways update	
Appendices:	N/A	
Author:	Tom Jarvis, Strategy Manager	
Sponsor:	Rachel Ford, Strategy and Corporate Services Director (interim)	

1. Purpose of the Report

- 1.1 To provide background information to inform the presentation by Nick Joyce, interim Chief Executive, National Highways, at the Transport for the North (TfN) Board meeting.

2. Recommendations:

- 2.1 The Board is recommended to:
- a) Consider and advise on the preferred future relationship between the TfN Board and National Highways, including the development of future Road Investment Strategies (RIS) and investment on the Strategic Road Network (SRN).
 - b) Note the update relating to RIS3 and the recent consultation on a proposed variation, including any potential implications for the North.

3. Feedback

- 3.1 Key issues have been discussed with the TfN Executive Board, with feedback reflected in this report.

4. Main Issues:

- a) TfN is focused on supporting delivery of pan-northern transport priorities that help unlock good growth. This includes how we work collectively to secure investment in the SRN to achieve better connectivity outcomes for the people and places across the North
- b) The Government has recently reconfirmed its commitment to 'devolution by default'. In this context, it is timely to reset the relationship between the TfN Board and National Highways, with an emphasis on ensuring that Mayors and Leaders have greater opportunities to shape and influence future RIS investment. The discussion with National Highways enables the TfN Board to explore those opportunities together
- c) There is also a need to consider how investment on the SRN supports the ambitions of the Northern Growth Strategy, particularly its alignment with the delivery of Northern Powerhouse Rail and unlocking growth across the North
- d) The third Road Investment Strategy (RIS3) was published in March 2026. It includes schemes of pan-northern importance, as well as key pipeline schemes for RIS4, which are set out below in more detail
- e) There has been a recent consultation on a proposed variation to RIS3 spending. This is unlikely to impact on northern schemes, but members may want to explore this in more detail with National Highways.

5. Road Investment Strategy 3

- 5.1 RIS3 was published in March 2026. It sets out the approach to the investment in and management of the Strategic Road Network (SRN) from 2026 to 2031. This includes £25 billion for the operation, maintenance, renewal, and enhancement of the SRN across England.
- 5.2 Compared with the previous iteration (RIS2), a significantly greater share of the total investment is allocated to the renewal of surfaces and structures (£8.4 billion across England), and relatively less to enhancements (£3.8 billion across England). This represents a significant and deliberate change in emphasis.
- 5.3 Within the North, large renewals within RIS3 include M6 Lune Gorge, M55 Broughton Circle, M62/M1 Lofthouse Interchange, M62 Goole & Airmyn interchange bridges, A180 Brocklesby Interchange, and M180 Junctions 2-3. Two major enhancements are beginning or have begun construction in RIS3: the A66 northern Trans-Pennine enhancement, and the M60 Simister Island Interchange.
- 5.4 Additionally, the M62/A57 link and A19 Moor Farm Junction are in the RIS4 Pipeline, and the A57/Mottram Moor Link Roads are continuing construction in RIS3.

6. Road Investment Strategy 3: variation consultation

- 6.1 The publication of the Defence Investment Plan in June 2026 has led to departments across Government being asked to reduce previously agreed spending plans. The Department for Transport (DfT) is currently consulting on proposals to reduce RIS3 capital funding by £428 million.
- 6.2 The proposal under consultation includes the cancellation of enhancement schemes on the A38 in Derby and the A46 in Newark. It also includes a 2% reduction to other capital funding allocated to National Programmes (e.g. safety, environment and small schemes), Designated Funds (i.e. funding for National Highways to invest in targeted projects delivering benefits beyond core road operations, supporting wider environmental, safety, and community initiatives), RIS4 Pipeline Development, and other areas. The impacts of this 2% reduction on the North are currently unknown. However, there are no proposed changes to the major enhancements or renewals in the region.
- 6.3 Alongside direct impacts on capital expenditure, this additional period of consultation has led to the delay in publication of the Delivery Plan for RIS3. This Plan provides detail of how the package of RIS3 investments will be implemented. The publication of this Plan is now provisionally expected in November 2026. It should be noted that National Highways are a consultee in this process, and that decisions on the outcomes and timescales lie with the DfT rather than National Highways.

7. Road Investment Strategy 4

- 7.1 The research and planning phase for the RIS4, covering 2031 to 2036, is in early development. The first component of the RIS process is the development Route Strategies, which are typically based on network performance analysis and stakeholder feedback. TfN Officers regularly engage with National Highways, and will provide data, analysis, and strategic narrative to articulate the region's priorities in the development of Route Strategies and RIS4.

8. Corporate Considerations

Monitoring Officer/Legal/Governance

- 8.1 There are no direct legal implications from this report.

Section 151 Officer/Finance

- 8.2 There are no financial implications from this report.

Resource Implications

- 8.3 There are no direct resource implications as a result of this report.
- 8.4 Ongoing work to support National Highways in the delivery of RIS3 and early preparation for RIS4 is accounted for in our current Business Plan. Analytical support for the development of RIS4, including the Route Strategies, will be considered as part of the TfN Offer.

Risk Management

- 8.5 There are no direct risk implications as a result of this report.

Equality, Diversity and Inclusion

- 8.6 An Equality Impact Assessment (EqIA) is not required as a result of this report.
- 8.7 The analytical summary for RIS3 describes that: "An assessment of the impacts of RIS3 on equality issues was conducted for RIS3 looking at the groups affected by usage and proximity to the SRN drawing upon evidence such as 'All Change?' surveys and potential mitigations from, for example, designated funds.

As individual enhancement schemes progress through the business case process, each will be supported by its own environmental and equalities assessment."

Consultations

- 8.8 N/A

Background Papers

- 8.9 N/A

Meeting:	Transport for the North Board	Consultation Call
Meeting Date:	Monday 21 September 2026	
Report Title:	Transpennine Route Upgrade update	
Appendices:	Appendix 1: Network Rail presentation	
Author:	Alex Woodall, Rail Planner	
Sponsor:	Katie Day, Chief Executive (interim)	

1. Purpose of the Report

- 1.1 This report introduces a presentation on the Transpennine Route Upgrade (TRU) which will be provided at the meeting by James Richardson, Managing Director of TRU.

2. Recommendations

- 2.1 The Board is recommended to:
- a) Note the update on TRU and discuss any points arising.
 - b) Reaffirm the Board's continued support for TRU as a transformational investment in the North's rail network, recognising the significant benefits it will deliver for passengers, freight, communities and economic growth across the North.

3. Feedback

- 3.1 N/a

4. Main Issues

- 4.1 As the largest investment in the North's rail network, at more than £11billion and employing more than 5,000 people across 70 active worksites, TRU is a transformational, long-term railway infrastructure programme. It is supporting economic growth and delivering long-term social and environmental benefits. TRU also provides a foundation for Northern Powerhouse Rail.
- 4.2 An update will be provided by TRU at the Board meeting (see Appendix A for the slide pack). The update covers:
- Progress made to date, benefits already delivered for the North and further outcomes expected. These include improved accessibility, shorter journey times, better performance, additional capacity for passenger and freight services, enhanced and new stations, electrification, and new rolling stock
 - The social impact and added value of TRU investment, including a spotlight on TRU's role in driving place-based growth
 - The lessons learnt from the programme so far and how success can be shared with the rest of the North, as well as next steps on delivery
- 4.3 James Richardson, Managing Director of TRU, will be available to take any questions following his presentation.

5. Background

- 5.1 Transport for the North (TfN) Board has consistently supported and championed the investment in TRU. The Board's first statutory advice to the Secretary of State for Transport was on realising the benefits of investment in TRU. Since then, Network Rail colleagues have engaged directly with the Board, and individually with its members, as this significant infrastructure programme has been implemented. As a major, multi-boundary investment for the North, we have invited James Richardson to attend the Board to update on the latest developments, next steps and consider opportunities to lend support/work together to secure benefits of this investment.
- 5.2 In support, the TfN executive has also chaired and assisted the TRU Stakeholder Forum since 2022. This forum, which reports to the TRU Programme Board, brings together local authorities, freight representatives, Transport Focus and TRU programme representatives. The initial focus was on collaboration and improving outcomes as TRU is delivered. We are now proposing an evolution of the forum to have a longer-term, more strategic focus on realising the benefits of TRU and supporting wider growth agendas. We will engage with Board Members and their teams over the coming weeks to shape this new forum, ensuring it aligns with the work on local growth plans.

6. Corporate Considerations

Monitoring Officer/Legal/Governance

- 6.1 There are no legal implications for TfN arising from this report.

Section 151 Officer/Finance

- 6.2 There are no financial implications for TfN arising from this report.

Resource Implications

- 6.3 There are no resource implications for TfN arising from this report.

Risk Management

- 6.4 This paper does not require a risk assessment. TfN's Corporate Risk Register includes a risk associated with strategic rail investment alignment for the North to ensure benefits are realised for communities and businesses.

Equality, Diversity and Inclusion

- 6.5 Equality Impact Assessments may be required for individual elements of the programme and, where appropriate, will be undertaken by the relevant industry delivery partner.

Consultations

- 6.6 No consultation was required for this update report.

Background Papers

- 6.7 N/a

Meeting: Transport for the North Board Consultation Call

Meeting Date: Monday 21 September 2026

Report Title: Transpennine Route Upgrade

Appendices: **Appendix 1:** Transpennine Route Upgrade Presentation

1. Appendix Purpose:

- 1.1 This is a presentation outlining programme delivery, forthcoming milestones, lessons learned and the wider economic and connectivity benefits of the Transpennine Route Upgrade.

Transpennine Route Upgrade

Transport for the North Board
21 September 2026



Agenda

Programme overview

Economic impact

Accessibility

Social Value

Programme timeline

Milestones delivered 2025-2026

18 months milestones lookahead

Lessons learned

TRU and wider rail investments

TRU overview



**£11 billion
investment**

to enable a faster, better,
more accessible railway

TRU is transforming millions of journeys across the North for customers and freight.



Faster Journeys

10 mins faster Leeds to Manchester
14 mins faster York to Manchester



More seats and more
services to boost
capacity by 30%



Increasing
reliability by **50%**

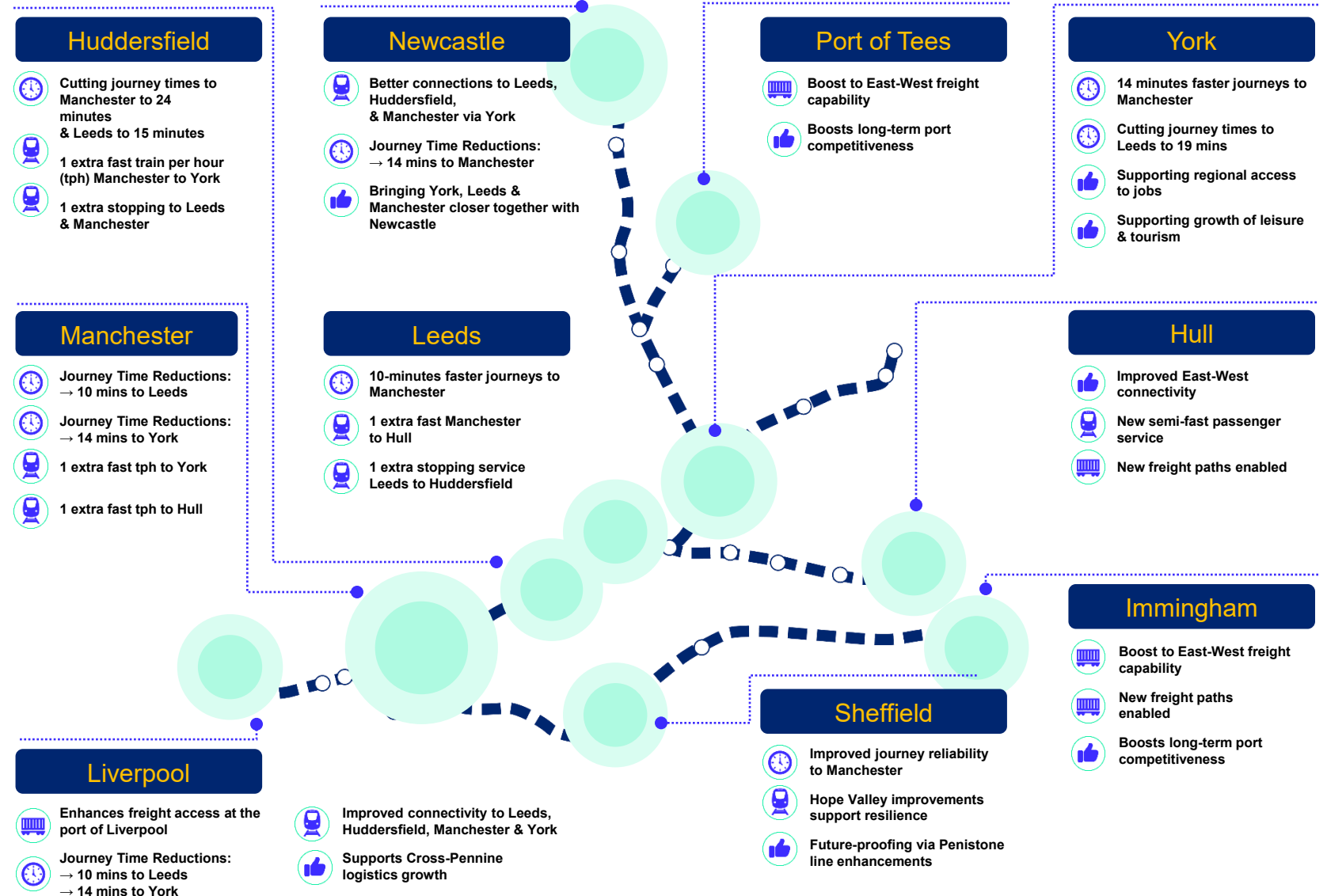


Driving economic growth and investment. Delivering **£27 billion** in economic benefits, thousands of jobs, and tens of thousands of new homes along the route



Working on a live railway is disruptive. We are keeping passengers on the move by train as often as we can.

The benefit of the TRU investment to the North of England



TRU Driving Place-Based Growth



£1.9bn

of gross value added (GVA)

33%

increase in qualifying planning applications
around Huddersfield Station post-2020

£386m

in additional net economic benefit



Accessibility



Mirfield



Mirfield



Developing skills and delivering opportunities

Apprentices

480

→ target: 590



**Children
engaged
through
education
activity**

75,837

→ target: 100,000

**Community
volunteering inc
school events**

25,680 hours

→ target: 25,000

**Adult work
experience
days:**

5,384

→ target: 5,000

Graduates

244



**Work
experience
placement for
young people:**

443

**Adult work
experience
placements:**

94

**Employees
living within 40
miles of the
project**

80%

**Work
experience
days for
young people:**

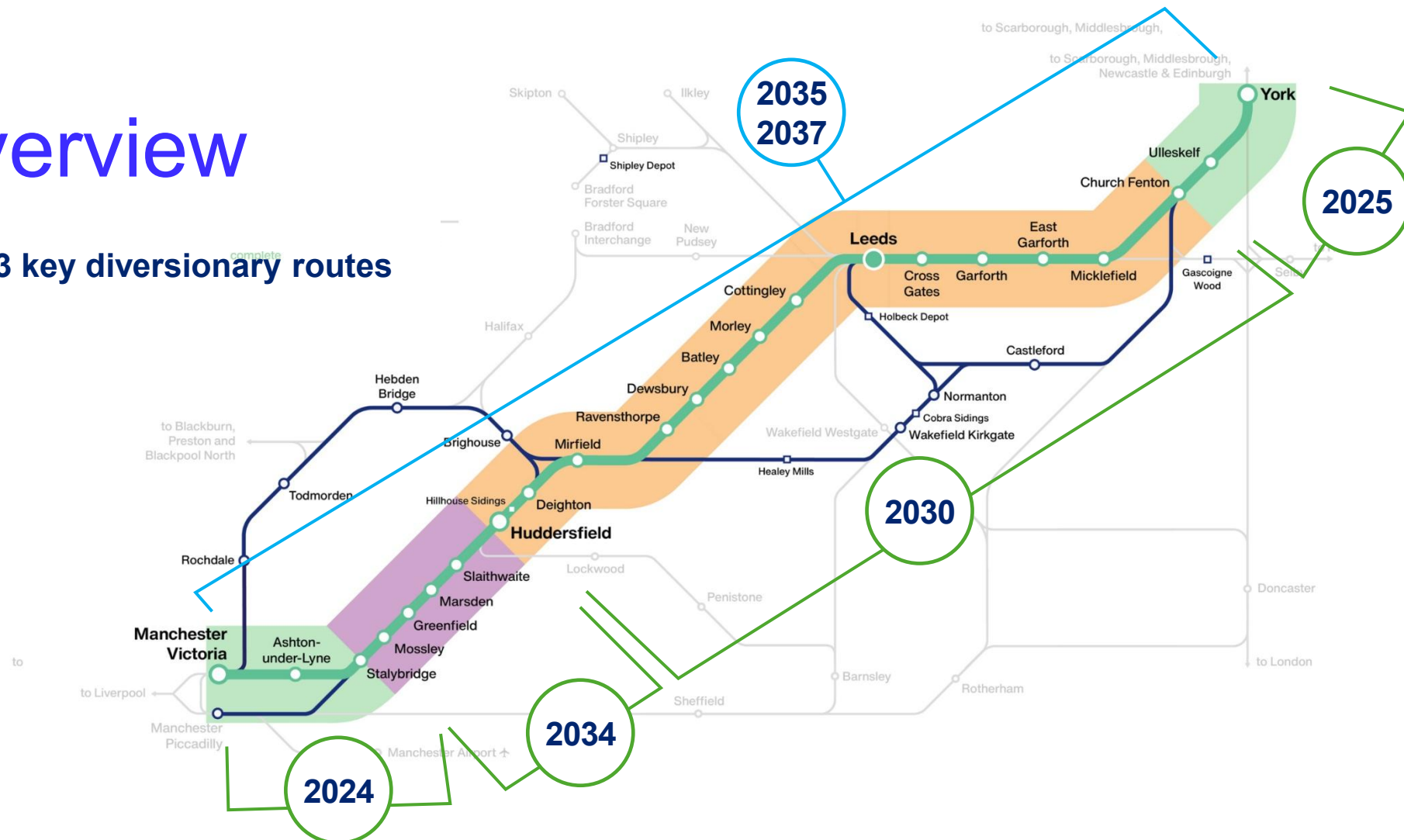
19,645 days

→ target: 25,000



The TRU Overview

- ✓ 70 miles live railway and 3 key diversionary routes
- ✓ 23 stations
- ✓ New trains
- ✓ New depots and stabling
- ✓ 110 miles of new railway
- ✓ 285 bridges and viaducts
- ✓ 6 miles of tunnels
- ✓ Digital signalling



Key



Digital



Infrastructure/Station
Enhancement



TPT 2031-34
Northern Trains 2030-33



Freight benefits
by 2041

TRU Delivery Updates 2025-2026



Diversionary routes complete and 3tph



25% of TRU route electrified



Hillhouse Depot complete



Mirfield Station improvements & new lifts



Three major successful blockades, including Huddersfield provisioning work for NPR



Shipley Depot underway



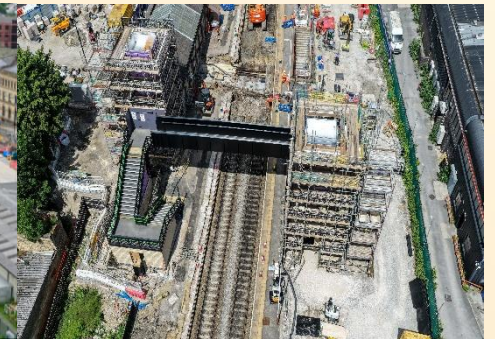
Baker Viaduct united



Rose Lane Bridge



Batley Station



Dewsbury Station

TRU Milestones in the next 18 months



Shipley Depot

- Huddersfield Station platforms, footbridge and roofing completed
- Deighton Station complete
- Baker Viaduct complete
- NTL trains procurement
- Shipley Depot complete
- Final tranche business case submitted
- W2 TWAO consents



Huddersfield Station CGI

TRU Lessons Learned



Establish clear and stable strategic objectives, protected from scope drift and reinterpretation.



Mega-project failure is baked in early - don't rush to construct but invest time early to define objectives, scope, delivery model, governance and estimates.



Take a whole-system approach, ensuring every decision contributes to the outcomes the programme is designed to achieve.



Invest in people, relationships and culture. Strong partnerships and capable teams are critical to delivering a programme of this scale and must continue to evolve as they progress.

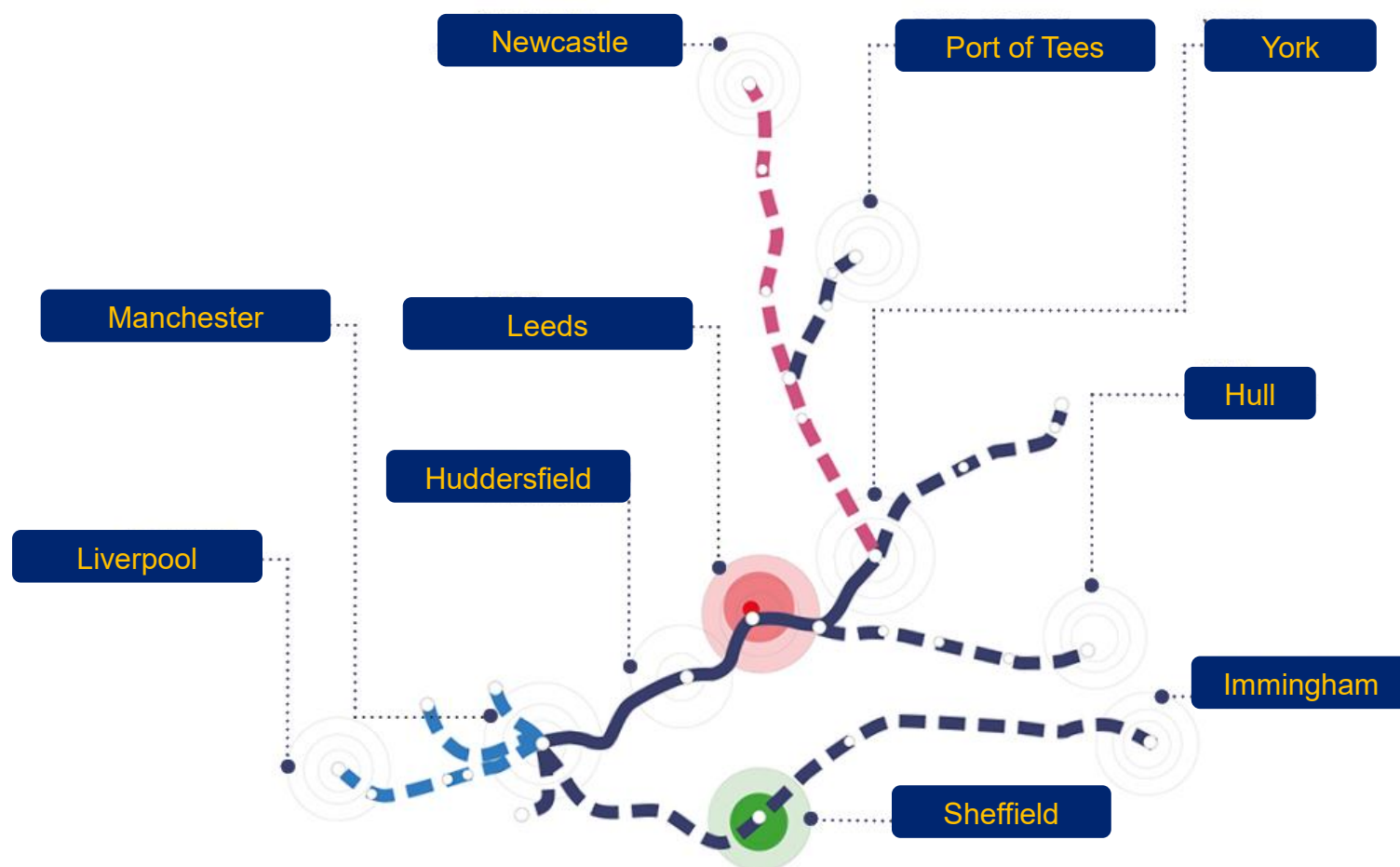


Establish an operating model with strong and clear governance, welcome independent challenge and maintain a clear, credible plan that builds confidence.



Break delivery into manageable phases that enable momentum, demonstrate progress and bring benefits to customers and communities as early as possible.

Rail Investment Integration Across the North



Rail improvements TRU interface with across the North

- Manchester and North West Transformation Programme (MNTTP)
- Leeds Area Improvement Plan (LAIP) & Leeds Existing Station Programme (LESP)
- Sheffield Area Plan
- East Coast Mainline
- Northern Powerhouse Rail
- West Coast Mainline North (Trilink)
- Northern Rolling Stock Procurement
- Concept Timetable 3

Questions

Your questions and feedback are welcome



