

# Transport for the North Board Agenda

<b>Date of Meeting</b>	<b>Thursday 14 December 2023</b>
<b>Time of Meeting</b>	<b>10.30 am</b>
<b>Venue</b>	<b>The Hacienda Suite, Holiday Inn, Manchester City Centre, 25 Aytoun Street, Manchester, M1 3AE</b>

### Filming and broadcast of the meeting

Meetings of the Transport for the North Board are 'webcast'. These meetings are filmed and broadcast live on the Internet. If you attend this meeting you should be aware that you might be filmed and included in that transmission.

Item No.	Agenda Item	Page
<b>8.0</b>	<b>Governance Update</b> To consider matters relating to the membership of the Audit and Governance Committee. <b>Lead:</b> Julie Openshaw	59 - 68

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**Meeting:** Transport for the North Board  
**Subject:** Governance Report  
**Author:** Julie Openshaw, Head of Legal  
**Sponsor:** Martin Tugwell, Chief Executive  
**Meeting Date:** Thursday, 14 December 2023

**1. Purpose of the Report:**

- 1.1 To extend the term of office of two Independent Members of Audit and Governance Committee in order to allow an appropriate transition period between existing and new members.
- 1.2 To recommend that Board appoints Stuart Green as an Independent Member of Audit and Governance committee with effect from 1 October 2024.

**2. Recommendations:**

- 2.1 That Kevin Brady's term of office as an Independent Member of Audit and Governance Committee be extended from 31 March 2024 until 30 September 2024.
- 2.2 That Graham Bell's term of office as an Independent Member of Audit and Governance Committee be extended from September 2021 until 30 April 2025.
- 2.3 That Board appoints Stuart Green as an Independent Member of Audit and Governance Committee with effect from 1 October 2024.

**3. Audit and Governance Committee Membership**

- 3.1 Audit and Governance Committee forms a vital and integral part of Transport for the North's governance structure and performs an important role, providing an independent, high-level focus on the audit, assurance and reporting framework underpinning financial management and governance arrangements. Its purpose is to provide independent review and assurance to Members on governance, risk management and control frameworks. It oversees financial reporting, the Annual Governance Statement process and internal and external audit, to ensure efficient and effective assurance arrangements are in place.
- 3.2 This Board has increased the number of Members of the Committee to 6 elected members and 4 Independent Members, to ensure quoracy issues are minimised. Five of the elected member positions are currently filled.
- 3.3 Board's appointment of two new Independent Members at its September 2023 meeting, such that all four Independent seats are now filled, means that there are two new members, and two who have developed experience of undertaking the role for TfN. Mr Graham Bell, appointed in September 2021 and current Chair of the Committee, is in his first three-year term of appointment which is due to expire in September 2024, and Mr Kevin Brady, who was appointed in 2018 when TfN first became a statutory body, is serving his second three-year term, due to end on 31 March 2024.
- 3.4 Board has previously noted that it would be beneficial to seek to develop a position resulting in a more cyclical beginning and end point for Independent Members' appointments, which had not been the case when the original three members were appointed in 2018. Since then, start and end dates have become more distributed across months and years. Given the independent nature of the

role, it is necessary to balance the need for experience with the need to have “new blood” joining the committee from time to time.

- 3.5 During the national recruitment process carried out earlier this year to find the two candidates appointed in September, interviewees were asked whether, if they were not in the top two selections, yet found to be appointable, they would be willing to be reapproached if another vacancy occurred within the following year, with a view to reducing the need for a further resource intensive process within a short time. Candidates confirmed that they would, and accordingly the scores have been revisited, and those with the next highest scores contacted to check ongoing interest in the role. Mr Stuart Green has confirmed he would still wish to take on the role, and accordingly it is recommended that he is appointed for a three-year term commencing on 1 October 2024. His summarised CV is appended at Appendix 1. Independent Members are normally appointed for a period of 3 years (which can be reviewed and extended at the end of the term) and it is recommended that he be appointed for this initial period.
- 3.6 Mr Brady has confirmed that in order to allow an appropriate transition period providing experience whilst the newer members to become accustomed to their roles, he would be willing to serve a further 6 months in the role. It is therefore recommended that Mr Brady’s term of office be extended until 30 September 2024.
- 3.7 Mr Bell, the current Chairman, has indicated that he had initially anticipated being a member of the Committee until April 2025, and has confirmed that he would be able and willing to fulfil the role until then. Extending his tenure until then would also enable a balance between experience and newer independent members and allow time to plan for transition of the Chairship. It is therefore recommended that Mr Bell’s term of office be extended until 30 April 2025.

#### **4. Corporate Considerations:**

##### ***Financial Implications***

- 4.1 Payments to Independent Members are provided for within Transport for the North’s budget.

##### ***Resource Implications***

- 4.2 Independent Members are paid a fee of £250 for each meeting attended.

##### ***Legal Implications***

- 4.3 Legal implications are included within the report.

##### ***Risk Management and Key Issues***

- 4.4 Ensuring that the seats on Audit and Governance Committee are filled mitigates the risk of Transport for the North being unable to fulfil its constitutional and legal obligations and supports a wide range of debate enabling robust and carefully considered governance arrangements.

##### ***Environmental Implications***

- 4.5 None.

##### ***Equality and Diversity***

- 4.6 The recruitment process has been carried out in accordance with Transport for the North policies which reflect legislative provisions.

##### ***Consultations***

- 4.7 Following the recruitment process, General Purposes Committee has agreed to recommend the two candidates.

**5. Background Papers:**

5.1 None.

**6. Appendices:**

6.1 Summarised CV of Stuart Green.

<b>Glossary of terms, abbreviations and acronyms used</b>
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LEP – Local Enterprise Partnership
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# CURRICULUM VITAE

Stuart Green PhD, MPhil, MSc, PGDipHE, PGCE, DULTA, SFHEA, CPFA

## EXPERIENCE

From	To	Employee	Position
2022		Knowsley Council Governance and Audit Committee	Chair
2021		North Yorkshire Police & OPCC Joint Independent Audit Committee	Chair
2021		Cleveland Police & OPCC Joint Independent Audit Committee	Chair
2020		Durham Constabulary JIAC	Co-opted Member (Audit)
2020		County Durham and Darlington NHS Foundation Trust	Elected Governor (Audit; Remuneration)
2019		Keelman Homes Limited	Non-Executive Director and Trustee
2018		North East Joint Transport Committee (North East Combined Authority & North of Tyne Combined Authority)	Vice-Chair (Audit)
2018	2021	North Tyneside Council	Independent Person (Standards)
2016	2021	Newcastle City Council	Independent Person (Audit)

## EDUCATION

Dates	Qualification	Subject	Institution
Oct 2019	PhD	Accounting	University of Durham

Thesis title: *Habermasian accounting colonization and its effect on the schools' sector in England.* <http://etheses.dur.ac.uk/>

Jun 2017	PGDipHE	Teaching	Institute of Financial Services
			Research project title: <i>Learning styles in professional accounting education: A critical analysis</i>
Jun 2014	PGCAP	Teaching	University of Durham
Jun 2011	DULTA	Teaching	University of Durham
Oct 2009	MSc	Accounting and finance	University of Teesside
			Dissertation title: <i>A Habermasian analysis of accounting techniques in further education colleges</i>
Jan 2008	PGCE	Teaching	University of Sunderland
Jun 2002	CIPFA	Accounting	New College Durham

## PREVIOUS POSITIONS

Dates	Position Held	Institution
Sep 2017	Assistant Professor	University of Durham
Sep 2013	Teaching Fellow	University of Durham
Sep 2009	Senior Teacher	University of Newcastle
Sep 2004	Tutor	New College Durham

## TEACHING ACTIVITIES AND CONTRIBUTIONS

### Skills and experience

- Lectures
- Assessment
- Small group learning
- Module leadership
- Blended learning
- Programme leadership

### Courses/modules convened

Introduction to Taxation; Principles of Taxation; Tax Compliance; Contemporary Issues in Accounting and Taxation; Financial Planning and Control.

### Additional contributions

Accounting and Finance in Business; Contemporary Issues in Accounting; Auditing and Assurance Services; Introduction to Financial Accounting.



## **Supervision**

Undergraduate dissertations: BA Accounting and Finance; BA Accounting and Management; BSc Accounting.

Postgraduate dissertations: MSc Accounting.

## **RESEARCH ACTIVITIES AND CONTRIBUTIONS**

### **Skills and experience**

- Critical theory
- Discourse analysis
- NVivo; ATLAS.ti

### **Selected publications**

Green, S. and other (2021) Accounting, policy reform and Habermasian colonization in the schools' sector in England, *Financial Accountability & Management*, Accepted February 2021.

Green, S. and other (2021) The impact of accounting disturbances on organizational micro-practices in the schools' sector in England, *Accounting, Auditing and Accountability Journal*, Accepted February 2021.

Green, S., and others (2020) Accounting colonization, emancipation and instrumental compliance in Nigeria, *Critical Perspectives on Accounting*, Accepted 5 July 2020, In press.

### **Selected conferences, seminars and workshops**

Green, S. (2020) DCAD Qualitative data analysis: Thematic analysis, 6 May, Durham, UK.

Green, S. and others (2015) Accounting colonization and emancipation: Contrasting cases from Nigerian public service organisations, European Accounting Association 38th Annual Congress, 28-30 April, Glasgow, UK.

Green, S. (2014) Accounting colonization and its impact on the schools' sector in England, EEFAG seminar, 3 December, Durham, UK.

Green, S. (2014) Research methodology, method and accounting colonization, CDAF/BAFA Research Methods Workshop, 29 April-1 May, London, UK.

## **SERVICES, CITIZENSHIP AND VALUES**

### **Collegial contributions**

Convenor, First-Generation Scholar's Group, Durham University Business School, University of Durham.

### **Leadership**

Chair of the Board of Examiners (MSc Accounting), Durham University Business School, University of Durham.

Course Tutor (Year one), BA Accounting and Finance/BA Accounting and Management.

Programme Leader (Acting), BA Accounting and Finance/BA Accounting and Management.

### **Values**

Chevening Committee Academic Assessor (Central Asia): Foreign, Commonwealth and Development Office.

Public Governor (Durham City), County Durham and Darlington NHS Foundation Trust.

Vice-Chair (Audit), North East Joint Transport Committee.

### **PRIZES, AWARDS AND PROFESSIONAL MEMBERSHIPS**

Durham University Business School PhD Thesis Award (2020), Durham University Business School, University of Durham.

Dean's Award for Teaching (2018), Durham University Business School, University of Durham.

*Association Network* prize for innovation in teaching and learning (2014), Association of Accounting Technicians e-learning and assessment.

Chartered Institute of Public Finance and Accountancy (CIPFA) (2002).

# VALUES STATEMENT

## VALUES

Inspiring and challenging students using innovative practices is at the heart of my current role: peer review, student feedback and the Dean's Award for Teaching evidence some success in this respect.

Contributions to a collegial environment reflect my commitment to responsibility and enabling. I have mentored new colleagues, served as chair of the board of examiners and lead the School's contribution to the University's First-Generation Scholars' initiative

## EQUALITY, DIVERSITY AND INCLUSION

### Equality and diversity

My approach to teaching reflects a commitment to a curriculum in which all students can develop knowledge and skills to their fullest potential.

- Innovative assessment
- Promoting relation to experience
- Mentoring students
- Accessible resources
- Diverse teaching methods
- Encouraging reflection

Duties as Course Tutor (Year one) and Programme Leader (Acting) include the promotion of a collaborative and supportive learning environment.

Contributions to equality and diversity are also evidenced by my mentoring of new colleagues, provision of support to peers and service as a Chevening Committee Academic Assessor (Central Asia).

### Inclusion

I lead the School's contribution to the University's First-Generation Scholars' initiative. This work contributes to an open and inclusive environment by supporting students who are from the first generation in their family to experience higher education.

- Mentoring students
- Convening meetings
- Developing networks

