

Transport for the North Board Minutes

**16 September 2024
Hilton Leeds City**

Present:

Lord McLoughlin (Chair)

Attendee	Local Authority
CLlr Nick Mannion	Cheshire East;
CLlr Louise Gittins	Cheshire West & Chester;
CLlr Denise Rollo	Cumberland;
CLlr Rupert Swarbrick	Lancashire;
Mayor Steve Rotheram	Liverpool City Region Combined Authority;
CLlr Martin Gannon	North East Combined Authority;
CLlr Stewart Swinburn	North East Lincolnshire;
CLlr Tim Mitchell	North Lincolnshire;
Mayor Oliver Coppard	South Yorkshire Mayoral Combined Authority;
CLlr Stephen Harker	Tees Valley;
CLlr Hans Mundry	Warrington;
CLlr Neil Hughes	Westmorland and Furness;
Mayor Tracy Brabin	West Yorkshire Combined Authority;
Mayor David Skaith	York and North Yorkshire Combined Authority;

Business Attendees

Mark Rawstron	Lancashire
Ken Perritt	South Yorkshire Mayoral Combined Authority
Mandy Ridyard	West Yorkshire Business Board

Partners in Attendance:

Andy Rhind	DfT
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Officers in Attendance:

Name	Job Title
Martin Tugwell	Chief Executive
Paul Kelly	Finance Director
Katie Day	Deputy Chief Executive
Julie Openshaw	Head of Legal
David Hoggarth	Head of Strategic Rail
Andrew Hough	Planning and Strategy Officer
David Worsley	Rail Strategy Manager
Simon McGlone	Senior Planning and Strategy Officer

Item No: Item**1. Appointment of Chair and Vice-Chairs**

- 1.1 The Chief Executive opened the meeting, noting that this is the first Board meeting since the May local/Mayoral elections, and that as the June meeting had been cancelled due to the General Election this meeting was the first opportunity for the Board to elect their Chair and Vice-Chairs for the year ahead.
- 1.2 He invited nominations for the position of Chair. Cllr Swarbrick nominated Lord McLoughlin, seconded by Cllr Gittins. It was resolved unanimously that Lord McLoughlin be elected.
- 1.3 Lord McLoughlin resumed the Chair, thanked the meeting and commented that since the last meeting much has changed, including the election of new Mayors and a new Government.
- 1.4 He invited nominations for the Majority Vice Chair. Cllr Swarbrick nominated Cllr Gittins, and this was seconded by Mayor Brabin. It was resolved unanimously that Cllr Gittins be elected. The Chair invited nominations for the Minority Vice Chair. Cllr Gittins nominated Cllr Swarbrick and this was seconded by Cllr Gannon. It was resolved unanimously that Cllr Swarbrick be elected.

Resolved:

- 1) That Lord McLoughlin be elected as Chair of the Transport for the North Board and Partnership Board for the 2024/25 Municipal.
- 2) That Cllr Gittins be elected as the Majority Group Vice Chair for the 2024/25 Municipal Year
- 3) That Cllr Swarbrick be elected as the Minority Group Vice Chair for the 2024/25 Municipal Year.

2. Welcome & Apologies

- 2.1 The Chair offered his congratulations and thanks to those who had been successful in the May elections.
- 2.2 He observed that although the political landscape has changed since June, the challenges remain the same. He reported that he had had a one-to-one meeting with the Secretary of State (SoS) for Transport in the preceding week in which they had discussed a range of issues. The SoS had indicated that she would like to attend a future TfN meeting, and the TfN executive is working with private office to arrange this.
- 2.3 The Chair welcomed Conrad Bailey, Director General Public Transport and Local Group, at the Department for Transport who has responsibility for liaison between DfT and the Mayors, as well as being responsible for the sponsorship arrangements with TfN.
- 2.4 Mr Bailey thanked the Board for inviting him and explained that he took up post shortly before the General Election. He explained that DfT officials are working with the new Ministerial team to take forward their

agenda. The SoS has set out a clear set of directions for the Department: to “move fast and fix things”, including five main themes. The first involves improving railway performance and delivering rail reform; the second the improvement of bus services (including the Bus Bill); the third is integration of the transport system; the fourth is the pursuit of greener transport options, and the fifth is equality.

- 2.5 He reflected that the Government’s priorities are in many ways mirrored by the Board’s agenda today. His team is making good progress on rail matters, the Public Ownership Bill, and the shadow arrangements for Great British Railways. As to industrial action, he reported that Alex Hynes has been supporting Ministers as they seek to improve industrial relations. On this he reflected that good progress has been made with discussions with ASLEF, and matters are also progressing well with the RMT.
- 2.6 Regarding bus reforms he reported that preparation of the Bus Reform Bill is underway. He commented that there is less emphasis on compliance, and more emphasis on supporting authorities to realise the potential of buses in support of their place-based agendas.
- 2.7 Mr Bailey noted that a Budget was scheduled for 30th October and that a multi-year spending review was expected thereafter next spring. He recognised that these will take place within a tight fiscal context for public sector finances, and looked forward to working with TfN and meeting key colleagues during the processes to understand the North’s priorities.
- 2.8 The Chair thanked Mr Bailey for his comments and observed that the King’s Speech had included a significant amount of transport legislation.
- 2.9 Cllr Swinburn asked for an update on the position in relation to Bus Service Improvement Plan funding (BSIPs).
- 2.10 Mr Bailey answered that more would be known once the Chancellor presents their Budget at the end of October.
- 2.11 Cllr Gannon took the opportunity to emphasise the importance of this issue, as he perceives that two financial “cliff edges” are approaching.
- 2.12 He continued by explaining that the funding provided by the previous Government to incentivise bus use had been very welcome, but there remains uncertainty over the future of the £2 national fares scheme and the continuation of BSIP funding. He appreciated that whilst there are no answers ahead of the Budget, he stressed the importance of continuing financial support to all the constituent authorities of TfN.
- 2.13 Mayor Coppard echoed those points and pointed out that SYMCA is one of the largest areas not to have received any BSIP funding yet. He welcomed how the Government has now engaged with him and put on record how much he appreciated it and his hope that that engagement will continue.
- 2.14 Cllr Mitchell supported the points made regarding the importance of maintaining the £2 fare cap.

2.15 Cllr Hughes thanked Mr Bailey for an interesting introduction. He asked whether there has been any further progress with the 'Restoring your Railway' projects following recent announcements.

2.16 Mr Bailey acknowledged the points made about having certainty and clarity on funding for buses. He reiterated his earlier comment that conversations are continuing and that authorities would need to wait until after the Budget for confirmation.

3. Declarations of Interest

3.1 There were no additional Declarations of Interest to make.

4. Minutes of the Previous Meeting

4.1 The minutes of the meeting of the Transport for the North Board held on 20 March 2024 were considered.

4.2 The Chief Executive commented that a long time had passed since the last meeting and drew attention to his summary report and the latest Quarterly Operating Report which had been included with the agenda. He reflected on the need to keep the previously agreed milestones under review following the General Election to reflect the Government's priorities. Looking forward he flagged the multi-year spending review, National Highways upcoming Road Investment Strategy (RIS) and investment in the North's rail system as areas that the Board may want to consider putting forward priorities for consideration. He noted how delivering the A66 scheme remained a key priority for the North. He advised the meeting that TfN would seek to ensure future Board meetings are held around the TfN region, with opportunities in the North East/Darlington, and potentially South Yorkshire/Sheffield already being explored.

4.3 Cllr Mundry drew attention to the Government's agenda and in particular the importance of enabling economic growth. He emphasised the importance of investing in improved connectivity of rail and the key role which TfN plays in making the case for the North.

4.4 Cllr Hughes drew attention to paragraph 3.3 of the minutes and reminded the meeting of the pledge which the previous government had given to the electrification of Midland Main Line. He commented that it would also make sense for this to be done between the North-West and Sheffield, and he hoped that TfN would support this.

4.5 The Chief Executive responded that the Chair and Mayor Coppard had written to the SoS in support of electrification of the Midland Main Line. He went on to note that the recent Rail North Committee had welcomed the State of Play overview that had been prepared by the TfN executive. This pulled together – for the first time – what is known in terms of infrastructure investment, rolling stock investment and timetable changes thereby affording the RNC with an understanding of where the tensions and opportunities for the North's rail system lie. He continued noting that the NPR co-sponsorship role was due for review, and confirmed that a report will be brought to Board in due course.

- 4.6 Mayor Rotherham commented that the June Board meeting which was cancelled would have been held in Liverpool and would have been the first in that city since the inaugural meeting of TfN. With that in mind, he re-extended the invitation, highlighting that the area has a vision for public transport, its own publicly operated trains, an accessible use of battery technology integrated with buses, the best concessionary fares in country, and a new ferry planned. He added that with determination it is possible to build a London-style transport system.
- 4.7 The Chair welcomed the invitation from Mayor Rotherham adding that he holding Board meetings across the North would present the opportunity for Members to see transport projects in parts of the north.
- 4.8 The Deputy Chief Executive confirmed that it was planned for a Board meeting to be held in Liverpool in June 2025.

Resolved:

- 1) That the minutes of the Transport for the North Board held on 20 March 2024 be approved as a correct record.
- 2) That the Matters Arising update and the Quarterly Operating Report be noted.

5. Accessibility Task Force

- 5.1 The Rail Strategy Manager presented the report. He stated that the previous reports to the Rail North Committee had supported the Members' view as to the importance of this issue. The focus now was on to use the levers available to TfN to make progress with delivery. He highlighted how the TfN executive was working with the Rail North Partnership to emphasise the importance of investing to improve accessibility as part of the operators' 2026-7 annual business plans, as well as the opportunity for the Rail North Committee to shape the next 10-year outline service specification. These actions, together with other work has been ongoing as outlined in the report. In so doing he noted that the focus on improving accessibility aligns with the five missions of the new Government.
- 5.2 Cllr Swarbrick commented that as a member of the Task and Finish Group he is very pleased with the current position and believes that a lot of good work has been done. He emphasised the importance of all Members being strong advocates of the need to improve accessibility. He continued by noting that improvements such as CCTV and signage do not require large budgets, and it is therefore important not to lose sight of "quick wins". Measures which are overly strategic and grandiose may not be necessary, and many "low level" measures can make a real difference very quickly.
- 5.3 Mayor Brabin commented that a lot of excellent work had been done, but the scale of what is needed is galling because provision is not being made for those who really need to get around. In West Yorkshire no stations have compliant level boarding. Mayor Brabin welcomed the work so far, and stressed the need to be ambitious as to what is needed to deliver for West Yorkshire and the whole country, to become like

- European networks. Work is needed with the DfT and other partners to provide a revolution for West Yorkshire and the country as a whole.
- 5.4 Mr Rawstron reinforced the same message, and in particular the importance of recognizing that small scale interventions can have a disproportionately large impact, so we must make sure that they are picked up.
- 5.5 Mayor Rotheram brought to the meeting's attention that Liverpool City Region's new acquired trains are accessible. He argued that Liverpool's experience showed that it is possible to achieve this with new stock, but that this is not always the case. Having had the Merseyrail concession under the LCR's management for some time, he is hopeful that 80% of the network will be fully accessible. He reflected on how improving accessibility transformed lives. The issue needs to be presented to the Government as a political priority, one which can (and should) be delivered quickly so as to achieve a step change to lead the whole country.
- 5.6 Cllr Gittins said that pressure should be placed on providers, and referred to a recent high profile news report which highlighted that there was some way to go in terms of ensuring dignity in the way people are treated.
- 5.7 Mayor Skaith commented on the critical role that accessibility has to play for his authority, noting that otherwise people may be isolated or have limited options; for some, the train is often the only option for longer journeys.
- 5.8 Cllr Swinburn drew attention to the frustration experienced in the delay to improvements between Cleethorpes and London – which have not yet happened despite the passage of five years.
- 5.9 Mr Mackintosh of Network Rail commented on the long-term nature of planning and the need to align with rolling stock and timescales. As part of the Trans Pennine upgrade, investment in stations will ensure that they are accessible and in particular he highlighted how investment underway at Huddersfield will be transformational.
- 5.10 The Chair observed that rolling stock is not replaced often, so when it is, there is a big opportunity, including to provide double doors not simply single doors.
- 5.11 The Rail Strategy Manager made some closing comments and acknowledged the help being provided from Mr McIntosh and his team.
- 5.12 Cllr Hughes highlighted the critical role that Barrow plays both in terms of the local economy and national defence, noting that none of the local stations are fully accessible.

Resolved:

That the Board note the report and endorsed the work of the Rail North Committee in making the rail network more accessible for all.

6. Priorities to Inform Business Planning

- 6.1 The Chief Executive introduced the item by explaining that he is seeking a steer from Board which can then be used to shape the initial stages for business planning. He highlighted the extent to which TfN's work supported its constituent authorities, noting the demand from partners to access the 'TfN Offer' and the value that can be attributed to this which represented cash savings for the public sector.
- 6.2 He requested a specific steer from Board in relation to annex 5, asking if there were specific areas that Members believe TfN needed to focus on more. His assumption for business planning is that at best this will be a standstill budget, and that therefore TfN needs to carry on driving out efficiencies internally as well as slimming down processes and procedures to free up resources. He highlighted that the TfN executive continued to keep a close eye on consultancy spend. He explained that Annex 5 outlines where the TfN executive thinks the priorities lie for next year and outlined a number of key areas that are being considered for inclusion in the plan.
- 6.3 Mayor Coppard welcomed the focus on Northern Appraisal Playbook work. He then suggested that Sheffield area taskforce (identified as part of the rail 'State of Play') needs to be included in the business plan. He also flagged the need for more support for constituent authorities on transport matters, noting that not all Mayoral Combined authorities and local authorities have the same amount of resourcing. There was a need for a strong focus on buses although this would need to be in the mindful that the focus for delivery will be the MCAs.
- 6.4 The Chair agreed with Mayor Coppard and highlighted the information in appendix three of the report which shows what the demand from authorities to access support via the TfN offer. He stated that more information is required on this so that everyone is aware about what is available.
- 6.5 Mayor Brabin asked for an update on where TfN fits into the framework of Great British Rail (GBR)
- 6.6 In response the Chair informed the Committee that he has spoken to Lord Hendy on this matter. He reflected on how the Bill on GBR is likely to go through Parliament later on next year, with drafting work underway within the DfT.
- 6.7 Mr Bailey added that Department officials are working with the Government on taking rail reform forward. He anticipated that there may be a consultation in due course which would look at the relationship between GBR and the MCAs.
- 6.8 The Chair stated that TfN will watch developments on this closely and respond as appropriate to any future consultation.
- 6.9 Cllr Swarbrick suggested that in terms of business planning there should be a Taskforce for the rural areas. He also raised the issue that highways aren't the enemy and are good for rural users. Cllr Mannion supported Cllr Swarbrick's comments.

- 6.10 Cllr Mannion highlighted the current state of disrepair at Crewe station. He highlighted that the Strategic Transport Plan has recognised Crewe as being pan-regionally significant and requested TfNs help in supporting Cheshire East in getting the investment that is required.
- 6.11 Mr Rawstron welcomed the section in the appendix on freight and logistics agreeing that it hasn't been given the attention required. He suggested that something needs including on freight and on improving east-west connectivity.
- 6.12 Cllr Gannon raised the importance of maintaining support for NPR as originally promoted by TfN given its importance to unlocking the North's economic potential. He expressed his support for TfN continuing to pursue this. He suggested that a political discussion is needed on what Board is seeking to achieve in terms of NPR. Cllr Gittins was supportive of these comments.
- 6.13 The Deputy Chief Executive reflected on the comments from Board. She agreed with Mayor Coppard's comments on prioritisation and stated that TfN needed to focus on a few things that make a significant difference. She informed the Board that TfN is taking a proactive approach on Crewe station and conversations have been taking place with local partners as to how this might be taken forward. She then addressed the issue of resourcing and highlighted that choices would need to be made as to which activities are worked upon.
- 6.14 She updated the Board on the outcome of conversations of the Scrutiny Committee on business planning, including a comment as to the importance they placed on rural connectivity.
- 6.15 On Freight and Logistics, the Deputy Chief Executive agreed with Mr Rawstron's comments on the need to improve east-west connectivity, stating it's not just about port to port but the journeys in between and the connections into the consolidation/regional distribution centres as well.
- 6.16 Addressing the issue of NPR she explained that the driver for this ambition remains grounded in the STP which is itself founded on a comprehensive assessment of the North's economic potential. She suggested taking a political conversation on NPR offline as she expected the Department is also giving this issue some consideration.

Resolved:

That the comments of Board on the priorities for Business Planning be noted and used to shape initial work on business planning.

7. Options Paper on Regional Fleet Procurement Support

- 7.1 In introducing the report, the Chief Executive explained that the report has been developed in response to Members expressing interest exploring as to whether there is a role for TfN in supporting delivery by MCA/LTAs. He explained that the TfN executive has worked with their officers to scope out what options might be available. He went on to note that in parallel the DfT (following the General Election) was

- prioritising work to support bus services: this may influence what, if anything, is needed at the pan-regional level.
- 7.2 Mayor Brabin believes that TfNs role in this area should be focused on supporting the non-Mayoral Combined Authorities.
- 7.3 Mayor Coppard suggested that the TfN executive should co-ordinate any thinking with the Office for Investment which is also keen to work with authorities. He suggested that there should be a regular update paper to Board on this topic and suggested that Members could provide updates on their progress particularly in relation to purchasing buses thereby providing forward sight on a pipeline of investment and avoid overwhelming available capacity in the industry.
- 7.4 Cllr Gannon supported the idea of developing a joint framework believing that it will help when competing for limited supply as well as creating economies of scale.
- 7.5 Cllr Mannion noted there are only two volume bus builders left in the UK. Additionally, he noted the existence of issues in relation to supply chain and sustainability of design and technology. He emphasised the importance of supporting and growing UK and regional manufacturing capacity, the supply chain and Research and Development capability whilst at the same time recognising the challenges of state aid.
- 7.6 Mr Bailey stated that bus manufacturing capacity has been a major priority for the Ministerial team and a number of avenues are being explored, including the economic opportunities that investment in new buses means for the UK economy, the skills and apprenticeship opportunities as well as the supply chain benefits, including maintenance that can be gained. He informed the Board that he would welcome the opportunity to work with them on procurement pipelines, as well as having a wider conversation on bus manufacturing capacity in the UK. He noted that this would be difficult until the spending review had concluded.
- 7.7 He explained that the Department has been giving advice to the Ministerial team as to how they can work with the TfN Board and operators. He was unable to give timelines on the Bus Reform Bill but stated that good progress was being made.
- 7.8 In reflecting on the opportunities for the Board to work with the Department the Chair highlighted the potential role of TfN to be a conduit to feed into the Department the things that are issues of common concern amongst its constituent authorities.

Resolved:

That the comments of Board be noted.

8. Freight and Logistics: Roundtable with Major Ports

- 8.1 Members received the report from the Deputy Chief Executive who outlined the key themes from the Roundtable that the Chair had convened.

- 8.2 Mayor Rotheram stressed the importance of moving freight from the road to rail and highlighted the lack of joined up thinking previously that had constrained this being realised to the extent it is needed. He highlighted the opportunities that the Port of Liverpool has as a key gateway for the UK economy and as a Freeport. Improving access to the port was essential and required key parties/agencies to work collaboratively to identify an appropriate solution.
- 8.3 The Chair stated that he is keen that TfN engages with other key gateways, centres of economic activity within the private sector as part of the need to make substantive progress in improving freight and logistics connectivity.
- 8.4 Mayor Rotheram requested that short sea shipping operators also be included as part of that discussion.
- 8.5 Mayor Skaith supported the need to engage with the owners and operators of gateways/sites to better understand where the freight is going to and from.
- 8.6 The Chair raised the need to consider the demand for freight and the impact this has on capacity (particularly the rail network). He suggested that an issue requiring consideration is how finite capacity is allocated and the weight given to freight flows.
- 8.7 Cllr Swinburn highlighted the issues at the Port of Immingham particularly the problems with infrastructure access to/from the port, specifically the A180 and the M180 which are in need of updating.
- 8.8 In response Mr Leonard (National Highways) said he would take Cllr Swinburn's comments back to his colleague Simon Boyle to get an update.
- 8.9 Ms Ridyard highlighted the important role airports play in moving freight. She stated that pre pandemic 50% of non-UK exports went by air (quite often as belly-hold freight on passenger services). Additionally, she asked that transport to and from airports and what we do with them and how they are connected needs to be covered.
- 8.10 The Deputy Chief Executive stated that engagement is already taking place with a number of airports as part of a key commitment on international connectivity within the STP. She further stated that the next step in engagement is to speak with the airports.

Resolved:

- 1) That Board notes the key themes from the roundtable with the North's major ports.
- 2) That the comments of Board on priorities to inform future work be noted.

9. Electric Vehicle: State of Play

- 9.1 Members received the report from the Principal Planning and Strategy Officer who outlined the key aspects of the report. He provided the Board with feedback from the Scrutiny Committee. He also provided an update on engagement had with Transport North East since the publication of

the papers which had focused on the articulation of recommendation one in the State of Play, which specifically refers to one of the metrics set out in the STP.

- 9.2 Cllr Mundry highlighted the need for more work needs to be done on power (generation and distribution) in support of EV infrastructure. He suggested that there may benefit in linking this with the government's house building programme.
- 9.3 Cllr Hughes asked whether TfN can provide local authorities with advice on parking provision for autonomous vehicles. Additionally, he raised the issue of road pricing and asked whether TfN are lobbying for this to be sped up as a result of the increase in the number of electric vehicles.
- 9.4 Mr Rawstron stated that there are challenges in the growth of the EV market and questioned if the report had been honest in addressing these challenges.
- 9.5 Ms Ridyard asked that TfN look at the capacity on the grid for renewable energy. She also asked about plans for recycling electric vehicles in the region going forward as well as the safety of electric vehicles in relation to their weight and the consequences that this may have on the Highway Code.
- 9.6 The Principal Planning and Strategy Officer addressed the points raised. He stated that power distribution has been a focus for TfN from the start. He advised that information to be published later this year will compare the forecasted EV demand with electricity capacity across the region allowing TfN to see the bigger picture across the region and be able to forecast the situation enabling for pinch points to be recognised as early as possible and addressed.
- 9.7 On the link with house building, he indicated that something could be added on land use but any work needs to be set in the context of the wider transport network and the need for new houses to have access to public transport networks, active travel and electric charging. On the parking provision for autonomous vehicles he stated that this could be considered as part of the business planning process.

Resolved:

That the Board:

- 1) Notes analysis of EV uptake and supporting charging infrastructure deployment progress against evidenced future need
- 2) Notes TfN's actions to support partners across the region, including new evidence capabilities available alongside ongoing partner support
- 3) Notes the comments of Members on the State of Play policy recommendations and next steps to work with our partners (nationally and across the North) on operationalising these actions
- 4) Endorses TfN's Electric Vehicle State of Play report.

10. Rail North Committee

- 10.1 Members received the Rail North Committee update following the meeting on 3 September. The Head of Strategic Rail highlighted the key discussions that the Committee had.
- 10.2 Mayor Coppard expressed his frustrations at the short notice received from Cross Country for the cancellation of services for 13 weeks. He requested that going forward more notice is given when significant service changes are planned. He informed the Board that he has received a letter conforming that the timetable changes made by Cross Country are a temporary measure and the lost services will be restored on Saturday 9 November. On the issue of the East Coast Mainline he would like to see EMR invited to address a meeting.
- 10.3 Mayor Brabin emphasised the importance of involving local authorities and Mayoral Combined Authorities in the Taskforces that are being established off the back of the rail State of Play overview. She also stressed the urgency of the capacity issues in Leeds and that the taskforces need to move quickly.
- 10.4 Cllr Gannon addressed the issues on the East Coast Mainline and expressed concern about proposed timetable changes for 2025. He stated that he has no confidence that they will be able to implement it and the necessary interventions to increasing capacity need to happen before the timetable changes could be made.
- 10.5 In response to Cllr Gannon the Chief Executive stated that he keeps reinforcing this Board's and the Rail North Committee's position to the Task Force about the issues that need to be addressed to secure TfN's support. He hopes to brief the Rail North Committee in mid to late October following the outcome of the work being done and allow Members to give a view on behalf of TfN.

Resolved:

That Board notes the feedback on the Rail North Committee including:

- Work to bring together infrastructure programmes into a single 'State of Play' document and that the Committee has agreed a series of initial actions to address gaps identified by the work.
- Parallel work on a new 10-year service specification for Northern and TPE through the Rail North Partnership, allowing TfN to join up services with infrastructure.
- Continued risks around the implementation of a new timetable for the East Coast Main line, including the likely impact on performance; and
- A continued focus on holding industry to account for performance and service changes, including Northern's recovery plan

11. Governance Report

- 11.1 Members received the report from the Head of Legal who outlined the key aspects of the report.

Resolved:

- 1) That the Board notes and approves the membership of the Board and of Committees for the remainder of the forthcoming municipal year
- 2) That the Calendar of Meetings be approved (noting that these may be subject to change where necessary after consultation with the relevant Committee Chairs);
- 3) That the General Purposes Committee be asked to consider and make recommendations in respect of how the role of substitute members for the Audit and Governance Committee might operate, and to consider and make recommendations as to the appointment of such members for the remainder of the municipal year.

12. Date and Time of Next Meeting

Monday 9 December 2024