

Transport for the North (“TfN”)

Annual Governance Statement 2023/2024

Introduction

This statement provides an overview of how our governance arrangements operate and reports on how they have been reviewed to ensure that they provide an effective system of internal control.

We were established from 1 April 2018 by the Sub-National Transport Body (Transport for the North) Regulations 2018 (“the 2018 Regulations”). Since, its exception we have produced Annual Governance statements and its Constitution, policies, procedures, and systems continue to be developed. As a Sub-National Transport Body, our core functions are to prepare a Transport Strategy for the area and to provide statutory advice to the Secretary of State regarding the exercise of transport functions in the area. Other devolved powers are included in the Regulations. We are funded in this work by the DfT.

1.0 Scope of Responsibility

- 1.1 This Annual Governance Statement demonstrates how TfN has reviewed the effectiveness of its internal systems of control and how it has complied with its adopted Code of Governance in carrying out its functions. It is published in accordance with the requirements of regulation 6(1) of the Accounts and Audit Regulations 2015
- 1.2 Transport for the North is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently, and effectively. Transport for the North also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency, and effectiveness.
- 1.3 In discharging this overall responsibility, Transport for the North is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, which includes arrangements for the management of risk.
- 1.4 Transport for the North has approved and adopted a Code of Corporate Governance, which is consistent with the principles of the CIPFA/SOLACE Framework, Delivering Good Governance in Local Government. The Code of Corporate Governance is included in Transport for the North’s Constitution and is on Transport for the North’s website at <http://www.transportfornorth.com>.

2.0 The Purpose of the governance framework

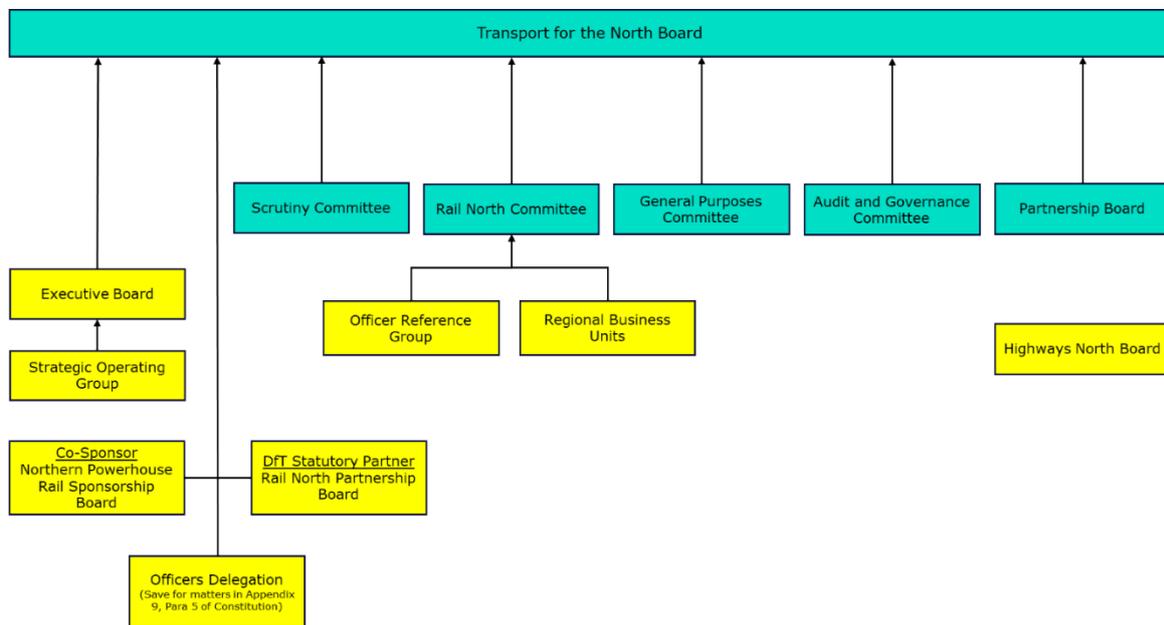
- 2.1 The governance framework comprises the systems, processes, culture, and values, by which Transport for the North is directed and controlled and the processes through which it accounts to and engages with the community. It enables Transport for the North to monitor the achievement of its

strategic objectives and to consider whether those objectives will lead to the delivery of its goal of transformational economic growth in the North of England, facilitated by improved transport infrastructure.

- 2.2 The system of internal control is a significant part of the governance framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness.
- 2.3 The system of internal control consists of a number of processes, policies and procedures that have been put in place to identify and prioritise the risks to the achievement of Transport for the North’s aims and objectives, to evaluate the likelihood and resultant impact of those risks materialising, and to manage them efficiently, effectively and economically.
- 2.4 The governance framework was in place at Transport for the North for the 2023/24 financial year and up to the date of approval of the Statement of Accounts.

3.0 Identification of Key Governance Arrangements

Transport for the North Governance Structure including partnership arrangements



Transport for the North Board (“TfN Board”)

TfN Board is made up of the representatives of the 21 (formerly 20) Constituent Authorities in the North (in 2023 following the dissolution Cumbria County Council was dissolved and replaced by Cumberland and Westmorland and Furness, at the same time North Yorkshire County Council was replaced by North Yorkshire Council) who are the voting Members of the Board, together with representatives of the six Rail North Authorities and the Independent Chair of the Partnership Board who are all non-voting co-opted Members on the Board.

TfN Board has also appointed, as non-voting co-opted members, the representatives or their successors of the 11 Local Enterprise Partnerships (LEPs) in the Transport for the North Area and representatives of National Highways (formerly Highways England), Network Rail and HS2. Following the Government’s announcement that the central funding of LEPs is to be discontinued, the Board will give consideration as to how the business voice will continue to be represented moving forward.

TfN’s governance arrangements are set out in its Constitution. Changes to the Constitution (except for minor amendments which can be made under officer delegated authority), approval of the Budget and Business Plan and adoption of the Strategic Transport Plan are reserved to Transport for the North Board. Other decisions are delegated to Committees, the Chief Executive, and other senior officers.

The Rail North Partnership

Rail North Committee

The Rail North Committee considers and advises the Transport for the North Board on all matters relating to rail franchises (now service contracts) in the rail north area. There has been a devolution of rail responsibilities in the North of England and these arrangements oversee the management of the Northern and TransPennine Express rail contracts(including delivery performance) These arrangements are set out in the Rail North Partnership Agreement (“the Partnership Agreement” and the parties to this agreement are Transport for the North and the Secretary of State for Transport. The arrangements under the Partnership Agreement have continued under the revised arrangements which have seen the Northern and TransPennine Express contracts (separately) taken over by the Operator of Last Resort. The terms of reference for these partnership arrangements are set out in the Constitution.

The Constitution sets out the voting rights in relation to Rail Franchise matters for Constituent Authorities.

Officer Reference Group

This group meets on a monthly basis and there is officer representation from constituent authorities. This group advises the Rail North Committee.

Regional Business Units

There are also a number of Regional Business Units in relation to the Rail North Partnership Agreement. Two or more Constituent Authorities may together form a Regional Business Unit in relation to the geographical area covered by the Authorities. Two Regional Business Units have been established, namely the North East Regional Management Unit and the North West Regional Business Unit. Their terms of reference are set out in the Constitution and these indicate the operational parameters of the Regional Business Units. There has been no changes to the risk, responsibilities or accountabilities for the way rail services are governed in the North of England in relation to the formation of the Regional Business Units.

Rail North Partnership Board

Within the parameters of the Rail North Partnership, there is also a Rail North Partnership Board which consists of senior officers from the Department of Transport and Transport for the North (including partner representatives as agreed by Rail North Committee). It is the primary vehicle for the statutory interface between the Secretary of State and Transport for the North.

As part of the Rail North Partnership, there is also the Rail North Partnership Management Team. The governance arrangements for this team are set out in the Partnership Agreement. They are an independent team which report to the Rail North Partnership Board. This team can include employees of the Secretary of State, Department of Transport, Transport for the North or one of the Transport for the North Parties or Member Authorities. They oversee the (1) Northern Programme, (2) TPE programme, (3) TRU programme and (4) Communications and Engagement.

Northern Powerhouse Rail Sponsor Board

Northern Powerhouse Rail is a major programme to improve rail connectivity between main centres of the North through a combination of new routes and significant upgrades to existing rail routes. Development work on Northern Powerhouse Rail was jointly led by Transport for the North and the Department for Transport over a number of years operating as co-clients. On 1 April 2022, the Department for Transport became the sole client of Northern Powerhouse Rail.

In June 2023, the new governance arrangements associated with Northern Powerhouse Rail were approved by the Transport for the North Board and Transport for the North entered into a Northern Powerhouse Rail Memorandum of Understanding with the Department for Transport.

The Memorandum of Understanding formalises Transport for the North's role in the Northern Powerhouse Rail programme in relation to the Integrated Rail Plan for the North and Midlands published in 2021.

The Northern Powerhouse Rail Sponsor Board meets quarterly and is comprised of three named representatives from each of Transport for the North and Department for Transport, supported by Network Rail and HS2 Limited with other

supporting attendees. The Sponsor Board is accountable for ensuring that the work is governed effectively and delivers the objectives that meet identified needs.

The Sponsor Board's direct responsibility is oversight of the core Northern Powerhouse Rail network as defined in the Integrated Rail Plan, essentially between Liverpool and York via Manchester and Leeds. Delivery of Northern Powerhouse Rail is reliant on other programmes in particular HS2, Transpennine Route Upgrade and the East Coast Main Line Enhancements Programme. The programmes are referred to as "Dependencies" in the agreement. The remit of the Sponsor Board provides Transport for the North the opportunity to raise issues or concerns that arise from these 'Dependencies.'

In October 2023, following the decision to cancel Phase 2 of HS2, the government produced a new policy document called Network North. At the time of writing, future implications of Network North are still under consideration.

Partnership Board

The 2018 Regulations also provided for the appointment of a Partnership Board to be consulted on and advise on matters relating to transport in the area. The membership of the Partnership Board now includes representatives from each of Disability UK, the Committee on Climate Change, Transport Focus, the Northern Chambers of Commerce, the Directors of Public Health, three regional TUC representatives and a DfT observer and officers from the Constituent Authorities.

The Partnership Board's purpose is to contribute to TfN's effective exercise of its powers, and the development and delivery of its strategy and programmes through transparency and inclusivity. The Partnership Board has an independent chair. The board meets on a quarterly basis.

Executive Board

The Executive Board promotes dialogue on key issues across TfN's portfolio, including finance, risk and business planning from the different work programmes. The board meets on a quarterly basis.

The terms of reference are set out in the Constitution.

Highways North Board

Transport for the North has a wide range of interests in the work being brought forward by National Highways, across the area for which Transport for the North is the Sub-National Transport Body. Transport for the North is also actively engaged in establishing a vision for the future of transport in the area, which National Highways has a strong interest in understanding and helping to shape. The Highways North Board is intended to serve as a forum for these discussions to take place.

The core membership of the group is composed of officer representatives from Transport for the North, Department for Transport and National Highways. The board meet on a quarterly basis.

Scrutiny Committee

TfN has a Scrutiny Committee made up of elected Members appointed by the 21 Constituent Authorities whose role is to scrutinise proposals prior to recommendation for approval by the TfN Board and to make recommendations in relation to transport in the area. TfN has a policy of "Scrutiny First" under which the Scrutiny Committee has an opportunity to comment on and advise on issues for decision by the Board before they are made rather than scrutinising decisions which have already been taken.

The Scrutiny Committee decided not to set up specific scrutiny panels but to continue to operate as a full committee.

Audit and Governance Committee

TfN has established an Audit and Governance Committee consisting of six elected Members drawn from the 21 Constituent Authorities and four Independent Members, the latter of whom have been publicly recruited based on, relevant skills.

The Committee's role is to provide assurance to the Board on governance, risk management and the internal control framework.

General Purposes Committee

The General Purposes Committee began to meet from February 2022. Its role is to determine matters which are not specifically reserved to Board or delegated to any other Committee or Officer of Transport for the North. It has begun to establish its role and its relationship with Transport for the North Board and other Committees.

Virtual Meetings

During the Covid-19 pandemic, TfN implemented measures to allow remote working and made use of the ability to convene virtual meetings as permitted by legislation.

Since easing of the restrictions in June 2021, some of TfN's Boards and Committees have been able to be held in person. Others have continued to be held as Consultation Calls where still necessary to enable the necessary consultation to be carried out by the Chief Executive to exercise his delegated powers. All in-person Transport for the North Board meetings and consultation calls continued to be streamed live to the public.

Following further removal of restrictions and change in legislation regarding the convening of virtual meetings, TfN has reverted to holding more meetings in person, particularly where decisions have needed to be made.

3.0 The Corporate Governance Framework

3.1 Transport for the North has adopted a Code of Corporate Governance that incorporates Core Principles that align with CIPFA guidance. These are

captured in the following table and supported by evidence that demonstrates compliance.

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| A. Focusing on the purpose of Transport for the North and the outcomes for the community and creating and implementing a vision for the area. |
| Evidence and Outcomes |
| <p>Transport for the North's vision is:</p> <p>'To create a thriving North of England where world class transport supports sustainable economic growth, excellent quality of life and improved opportunities for all.'</p> <p>A new Strategic Transport plan (STP) has been prepared and it is due to go to the TfN Board on 20 March 2024 for its approval and adoption.. The plan sets out the strategic outcomes for the region and the role that investment in the North's transport system has to play in delivering those outcomes. The STP includes specific 'right share metrics' against which progress will be monitored. The plan sets out a vision for improved connectivity across the wider region and is an ambitious transformational, pan northern strategy that seeks to secure long-term sustainable economic growth in the north.</p> <p>The STP will be used by the TfN Board to prepare its statutory advice to Government on pan-regional investment priorities for the North. TfN produces regular reports setting out its targets and achievement against them. It is proposed that TfN will prepare and publish an annual report that will draw on the monitoring and evaluation framework set out in the STP.</p> <p>A medium-term financial strategy is prepared and scrutinised by members to ensure it supports the ambition of Transport for the North.</p> <p>Detailed annual budgets are approved and shared with constituent authorities.</p> <p>Annual accounts are produced within 3 months of the year end and an audit opinion on these and on the value for money position is provided by external auditors.</p> <p>Quarterly reports are produced to ensure that members and officers are aware of progress in relation to current projects. The format of these reports is under review to ensure that they remain relevant for their audiences.</p> <p>Other strategies and policy documents are developed by TfN officers working with our partners and after approval by members, are made available on the website. These strategies are all consistent with the overall vision of Transport for the North.</p> <p>We have established officer reference groups and an Executive Board where officers from the constituent Local Authorities across the region have an opportunity to help formulate Transport for the North's policies and proposals at an early stage.</p> |
| B. Members and officers working together to achieve a common purpose with clearly defined functions and roles. |
| Evidence and Outcomes |
| <p>Members and officers work closely together with clear agendas at meetings of the Board and Committees. Agenda setting arrangements are in place with regular meetings between members and officers.</p> <p>There is a clearly defined planning cycle for future meetings and there is a forward plan in place.</p> |

Officers attend all committee and board meetings to support the members and provide any advice needed.

Relationships between officers and members are clearly defined and there is a member/officer protocol which is contained in the Constitution.

Schemes of delegation are in place to enable Committees, the Chief Executive, Monitoring Officer and Directors to work together effectively and make decisions in a transparent way.

Statutory officers with the appropriate skills and resources have been appointed and ensure appropriate advice is given on necessary financial and procedural matters.

We have clear Constitutional documents and a committee structure covering all aspects of Transport for the North's activities.

The Partnership Board brings together members, business leaders from the private sector and other appropriate representative groups, to advise on strategic decisions.

Chief officers and chairs of committees and the Board meet regularly to discuss future business and current activities.

The Constitution sets out how Transport for the North operates including standing orders, codes of conduct for officers and financial regulations.

The Constitution is reviewed annually, and internal audit also carry out investigations into selected areas of the organisation as part of an annual programme of work.

A scrutiny committee comprising of elected members from all the constituent authorities, has, within its terms of reference in the constitution, the ability to review any decision made by Transport for the North.

We operate on a 'scrutiny first' basis so that scrutiny committee can examine and influence proposed decisions before they are taken.

Transport for The North is committed to promoting Diversity and Inclusion across all areas of the business, which includes people leading the organisation and people working in it. A Diversity Action group, comprising officer representatives who report into Senior Management Team, which in turn reports to Operating Board, is in place to help promote understanding across the organisation and legal compliance.

C. Promoting values for Transport for the North and demonstrating the values of good governance through upholding high standards of conduct and behaviour

Evidence and Outcomes

Those Members who are elected Members of a Local Authority are expected to adhere to the adopted Code of Conduct of their Local Authority while carrying out their duties in respect of Transport for the North. Other co-opted Members are expected to adhere to the Cabinet Office's Code of Conduct for Board Members of Public Bodies. There have been no complaints received about any members or co-opted members.

We have adopted a Code of Conduct for Officers and a Protocol on Member /Officer Relations, to which all officers are expected to adhere. Serious breaches of these Codes by officers would be investigated under the organisation's disciplinary code. However, no breaches of code or protocol have been reported.

Our induction process for new TfN officers outlines the behaviours and values that are expected from them. The annual appraisal system adopted for TfN officers incorporates the behaviours and values as part of the review process.

We have a zero-tolerance approach to fraud and corruption and have adopted strong Anti-Fraud and Corruption and Whistleblowing Policies. The Whistleblowing Policy was reviewed in a previous Annual Governance Statement. No fraud or corruption has been uncovered in the past year and no whistleblowing complaints have been made.

The Anti-Fraud and Corruption Policy was reviewed in December 2023.

Members are required to make a declaration of their disclosable pecuniary interests and to declare any disclosable pecuniary interests in the business of the meeting at the start of all board and committee meetings, and to take no part in such business, but to leave the meeting. The minutes of all meetings record any declarations of interest declared.

We have adopted a Code of Practice in relation to Gifts and Hospitality.

A register of Gifts and Hospitality is maintained by the Monitoring Officer. Guidance in relation to gifts and hospitality is included in the induction for new employees and ad hoc advice is available and provided as necessary.

We have a Monitoring Officer who works with Members and Officers to ensure that we comply with our legal duties and all legal requirements.

The Monitoring Officer has statutory reporting responsibilities in relation to any unlawful decisions or maladministration and has not made any reports in relation to this matter.

The Finance Director as the Section 151 Officer has responsibility for ensuring proper arrangements for financial management and has statutory reporting duties in respect of unlawful expenditure and financially imprudent decision making. The S151 officer has not made any reports. All new officers are subject to a robust induction process and new members are offered an induction to familiarise themselves on our policy and procedures.

The Section 151 Officer, Monitoring Officer and Head of Paid Service meet on a fortnightly basis.

The Legal implications associated with agenda items are included in all Board/Committee reports and there have been no challenges to legal advice provided.

D. Taking informed and transparent decisions which are subject to effective scrutiny and managing risks

Evidence and Outcomes

Risk Management is embedded in the activities of Transport for the North.

During 2022, Transport for the North's risk management strategy was updated to include the implementation of 5x5 risk matrix and updated scoring criteria, refreshed risk management process diagram, risk appetite statement, how risk is mitigated through mitigation actions, controls and fall-back plans, risk reporting, updated RACI, frequency of risk reviews and criteria of when risk should be escalated to OBT.

A risk maturity audit was undertaken in Sept 2022 by RSM. This was an advisory review with no formal assurance to be provided. It did however conclude that we had clear established work practices in place and made several recommendations to support ongoing development of the area.

We have a Risk Manager who is responsible for implementing our risk management strategy.

The Audit and Governance Committee is responsible for independently monitoring and assessing the adequacy and effectiveness of the risk management framework.

Risk management reviews and updates are performed regularly across all business activities and subsequently reported to internal management, committees and the Board.

A risk deep dive process has been implemented at Audit and Governance committee meetings from November 2022.

The following deep dives have been undertaken for 2023 / 2024:

July 2023 - Corporate Risk 643 – Recruitment and Retention of Staff.

Sept 2023 - Corporate Risk 310 – TfN could have a reduced role in the rail industry.

Mar 2024 - Corporate Risk 876 – TfN Cyber Security

Any risks are outlined in reports to Board and committees.

We have put in place a strong system of financial governance to manage and control our financial affairs to protect the organisation and mitigate the risk of fraud. The Finance Director has overall responsibility for ensuring the effectiveness of internal controls. The Finance Director reports regularly to the Audit and Governance Committee and Board.

We have adopted rigorous procurement approval procedures which ensure that all procurements comply with its contract procurement rules. The Standing Orders and Financial and procurement rules are in the Constitution.

The IT and Information Manager is responsible for ensuring data is collected, stored and used appropriately. This post and that of the Data Protection Officer reports indirectly to the Finance Director who is also the Senior Information and Risk Officer (SIRO).

E. Developing the capacity and capability of members and officers to be effective Evidence and Outcomes

We seek to ensure all Members and Officers have the necessary skills and training to fulfil their roles. Members receive an induction programme when they are appointed and this is supplemented by specialised training courses where appropriate. Officers are appointed using competency-based job descriptions and their performance against these competencies is regularly monitored and reviewed. A detailed learning and development plan ensures that training needs are met at both an individual and an organisational level.

During 2022, we established a Diversity Action Group formed with senior management team members, to develop a Diversity and inclusion Action Plan.

Mental-Health first aiders have been appointed from members of staff to help and advise any member of staff suffering from mental health issues.

Corporate Induction Guidance includes a thorough initial corporate induction programme for all new officers, with additional information for new line managers.

All new employees are subject to a formal six-month probationary process where performance is assessed alongside the provision of initial learning and development support and guidance.

Key Performance objectives are captured in the online appraisal tool 'PERFORM' and training is delivered via the core curriculum of training.

Members of the Senior Management Team have undertaken leadership training, with this programme also being rolled out to junior and aspiring leaders.

We have incorporated Apprentices into the workforce plan at key points of entry. This is underpinned by strong relationships with Training Providers and internal support via Mentors and Line Managers. Mentors are provided with full training.

We hold regular wellbeing sessions for all employees addressing mental and physical health.

F. Engaging with local people and other stakeholders to ensure robust public accountability

Evidence and Outcomes

Board and Committee Agenda and minutes are available on our website.

Board and committee meetings are open to the public. Meetings of the TfN Board and Rail North Committee are live-streamed to enable broader access to them.

The membership of the Partnership Board has been broadened to ensure that it is representative of wider interests, including in relation to the environment and the interests of the travelling public.

Our officers meet regularly with Parliamentarians, Members and officers of other Authorities, representatives of the Welsh and Scottish devolved governments, representatives of business organisations, and other stakeholders. Including attending All Party Parliamentary Groups (APPG) meetings in Parliament, roundtable events, and speaking engagements across the North and the rest of the UK.

We held our annual conference in Liverpool in February 2024. The conference was held as an in-person event and on-line.

We host regular podcasts and webinars which include TfN officers, Board members and other relevant stakeholders. We launched a new Business Matters podcast series in 2022 and hosted a popular series on '5 Ways to Level up the North' series with Board Members.

We have facilitated Northern Evidence Academic Forum meetings, which bring together experts and policy makers on a range of topics linked to our research and policy.

In January 2023 we established a new citizens' panel called "Northern Transport Voices".

We use and promote activities across several channels including LinkedIn, Facebook, Instagram and YouTube.

We consulted with numerous stakeholders on the draft Strategic Transport Plan. The consultation period was for 12 weeks.

G. Core Principle

Having regard to the promotion of sustainable economic growth, and the social and environmental impacts of its proposals.

Evidence and Outcomes

The Strategic Transport Plan will be approved and adopted by the Transport for the North Board Meeting on 20 March 2024.. At its heart are three strategic outcomes that set out how the vision for the North is manifested in terms of economic, environmental and social outcomes. This is based on evidence provided from our programme of technical research and other reputable sources.

This includes cutting edge elements of the Analytical Framework, ensuring the forecast economic and social impacts of the NPR networks selected by DfT for examination are clearly and strongly articulated.

The findings of the initial Northern Powerhouse Independent Economic Review (NPIER) published in 2016, established a transformational vision for the North's economy by 2050. Within the Strategic Transport Plan, this work has been refreshed and updated in 2023 to provide a more comprehensive picture of the North's economic opportunities.

Transport for the North's internal Climate Change Group have undertaken a baselining assessment of Transport for the North's internal emissions (Scope 1, 2 and 3) during 2022/23.

In January 2023 we received an allocation of additional DfT funding (for 2023/24 and 24/25) to use our experience in data analytics to lead work on a Common Analytical Framework (CAF) for all STBs.

The Analytical Framework reflects Transport for the North's commitment to evidence-based decision making and provides a consistent evidence base to support the decision-making process on the prioritisation of future interventions.

Reports to Board and committees, contain an assessment of the implications of the report in terms of sustainability, environmental impact, and equality impact.

In September 2023, the TfN offer was launched to all local authorities and TfN's

H. Having regard for the impact of current decisions and actions on future generations

Evidence and Outcomes

Consultation with our partners is undertaken during the development of policies, the preparation of responses to consultations and in the drafting of advice to Government, to consider, all views and the potential future consequences of current decisions.

We have established a Scrutiny Committee made up of elected representatives from the 21 Constituent Authorities. It adopts a "Scrutiny First" model so all major decisions are subject to scrutiny before they are presented to the Board enabling Scrutiny Committee to influence the Board's decisions before they are made.

The Committee meets regularly and is supported by officers. It subjects proposals to scrutiny before they are presented to the Board, with the recommendations of the Scrutiny Committee being included in the officer's final report to the Board.

4.0 Annual Review of the Effectiveness of the Governance Framework

The effectiveness of key elements of the governance framework are assessed throughout the year by the Chief Executive and Directors meeting as the Operations Board (OBT), by internal audit and by the Audit and Governance Committee. Significant risks are included in the quarterly Operating Report. The Risk Manager meets with service areas on a monthly and quarterly basis to review risks. Performance in relation to corporate risks is a standing item on the agenda of the Audit and Governance Committee and is reported twice a year to the Transport for the North Board.

TfN have implemented a three lines of defence assurance framework which forms part of the risk management strategy. This framework is now embedded and applied across TfN. All corporate risks have been reviewed with CEO, Directors, and members of SMT and associated actions with owners have been identified.

The role of the Internal Auditor is to provide an independent assessment of the system of internal control. They undertake a cyclical review of the main financial and operational systems on a rolling three-year Audit Plan which is based on an analysis of where there is most risk.

The reviews which have been undertaken in 2023 /2024 have been given a reasonable and / or substantial assurance rating.

An officer led Corporate Governance review is currently being undertaken. Part of the review is looking to strengthen accountability and internal challenge to ensure TfN's governance framework is fit for purpose for managing current and future challenges.

5.0 Conclusion

The governance arrangements as described above have been applied throughout this year and up to the date of the Annual Accounts providing an effective framework for identifying governance issues and taking mitigating action. Over the coming year Transport for the North will continue to implement and review the operation of the governance framework to further strengthen its governance arrangements.

Signed

Chair of the Transport for the North Board

Signed.....

Chief Executive