

Principles for Governing the Relationship  
between Transport for the North (TfN) and the  
Department for Transport (DfT)

Dated  
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## Introduction / Preface

1. The Transport for the North Partnership is a unique arrangement that sees Government, Northern city regions and Local Enterprise Partnerships working together, along with Highways England, Network Rail and HS2 Ltd. The shared aim is to transform Northern growth by rebalancing the economy and establish the North as a global powerhouse.
2. While Transport for the North (TfN) will evolve, currently the northern city regions are acting collectively as TfN, working with Government and the national agencies through the TfN Partnership Board to develop a Northern Transport Strategy, the first publication of which, “The Northern Powerhouse: One Agenda, One Economy, One North”<sup>1</sup>, was issued in March 2015.
3. The Department for Transport (the Department), as Government’s representative on the TfN Partnership Board, will work with TfN to adopt a new approach that enables the North to take a lead in prioritising and planning transformative transport interventions, right across the North.
4. The TfN Partnership Board will work together to present to Government a single, multi-modal programme of prioritised measures via its annual update of the Northern Transport Strategy. This programme will be a package of interventions selected from the options developed across all transport modes. It will reflect the preferred options for achieving the TfN vision, within budget parameters.
5. This document has been drawn up by the Department and TfN to set down the principles that underpin the intended relationship and working arrangements between both parties. It is intended that over time this document will evolve to become a formal Memorandum of Understanding and ultimately a binding Partnership Agreement between the parties.
6. This document describes what TfN is established to do and sets out the framework within which the Department and TfN must operate and in particular covers:
  - Part A: Transport for the North
  - Part B: Responsibilities and accountabilities
  - Part C: Ways of Working
7. This document is to be reviewed periodically by the Department and TfN in accordance with the timetable referred to in the appendices, which outlines key milestones for the programme.

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<sup>1</sup> <https://www.gov.uk/government/publications/northern-transport-strategy>

8. TfN or the Department may propose amendments to this document at any time. Any significant amendments will be considered in the light of evolving Departmental or TfN policy aims, operational factors or delivery record.
9. This document is not legally binding but all the parties agree to operate in line with it. To this purpose, it is signed and dated by the Department and TfN. Copies of the document are placed TfN and the Department and made available to members of the public on the Department's and TfN's respective websites.

## Part A Transport for the North

### Vision and Objectives

10. The Vision and Objectives for TfN and the NTS were set out in the March 2015 report. They are repeated here for clarity.
11. The shared vision of the Department and TfN is for a North which has a vibrant and growing economy that builds on the existing strengths of Northern city regions, attracts and retains the brightest and best talent and attracts investment from overseas. A strong knowledge economy, centred on thriving cities, will be at the heart of this vision for the North's economy. Central to TfN's agenda therefore, will be the need to identify the right strategic, transformational inter-urban transport interventions to connect major centres of population, trade and commerce and thereby support delivery of the shared vision.
12. To deliver the above vision the TfN Partnership Board have agreed the following overarching objectives as set out in the March report:
  - a. **Rebalance the economy:** economic growth in the North to be at least as high as the rest of the country, to complement and act as a balance to the economic weight of London. To increase productivity to meet the levels currently only seen in London and the South East
  - b. **Create a single economy in the North of England:** world class transport system must better link up the individual cities and towns in the North, to allow them to function as a single economy and be stronger than the sum of their parts.
13. These overarching objectives will be delivered by the following transport objectives:
  - a) Better connections between economic centres allowing clusters to develop even where companies are located apart; supporting more trade, more interactions between businesses and the generation of more products and ideas; and allowing businesses to specialise in their core business and become more efficient;
  - b) Better commuting opportunities to the centres of economic activity, allowing businesses to access ever more of the skills that they need to have a competitive advantage, and empowering people to derive most benefit from their individual talents through their career;
  - c) Better capacity and reliability for freight and logistics infrastructure that supports the region's businesses; and

- d) Better travel information and ticketing systems that can expand travel horizons for businesses and individuals, multiplying the benefits offered by infrastructure investment alone.
14. TfN and the Department will continue to further develop the overall strategic narrative to set out how transport will act as a necessary, if not sufficient, enabler of transformational growth of the North, hence setting the role for intra- and inter-city connectivity, as well as connectivity across the wider North to stimulate agglomeration and drive economic growth. This narrative will feed into specific objectives for the NTS that will then underpin the development of interventions across all transport modes and the subsequent prioritisation of these interventions into a single, phased programme to deliver. The objectives will be used to describe what the NTS is setting out to achieve and will then be used to assess progress towards the desired outcomes.

## Composition

15. TfN comprises of the five Combined Authorities of Liverpool City Region, Greater Manchester, West Yorkshire – representing Leeds City Region, Sheffield City Region and the North East, plus Hull and the Humber.
16. The TfN Partnership brings together Government and the national agencies to work to provide direction, scrutiny and oversight throughout the development of the Northern Transport Strategy and subsequent prioritised investment programmes. To achieve this and to formalise the Partnership arrangement, the parties established the Transport for the North Partnership Board, which convened for its inaugural meeting on the 12th January 2015. The interim governance and terms of reference for the Partnership Board were submitted to the meeting and are presented in Appendix A to this document.
17. The TfN Partnership is a genuine collaboration between the North's city regions, Local Enterprise Partnerships, the Department and national transport agencies. We expect this relationship to develop and change and adapt as TfN grows in stature and responsibility. It is committed to evolve its role to become the leading singular voice representing the whole of the North and over time with the appropriate powers and funding to determine and deliver its collective multi-modal transport priorities.
18. Therefore, as agreed in the March report, as a first step TfN will undertake a Governance Review during the Summer of 2015. The Review will look at how TfN can broaden the engagement, governance and working arrangements with all transport authorities and LEPs across the North to achieve the aspiration for it to be able to speak on behalf of the whole of the North.
19. It is expected that the Review will propose that, in due course, the parties give effect to the developing relationship by negotiating and executing a formal Memorandum of Understanding, which is expected to lead to a Partnership Agreement based on the principles in this document.

20. The Review is also expected to agree a process for TfN to be led by an independent chair who will take responsibility for ensuring that TfN is a success, that trade-offs are made, delivery of the strategy as a whole achieved and that TfN can genuinely speak with one voice on the national stage.

## Common Purpose

21. The TfN Partnership will advise Government on strategic transport infrastructure interventions across the North of England, building on the strategic case set out in the March 2015 Northern Transport Strategy<sup>2</sup> document and taking account of the region's, and Government's, wider strategies including Local Enterprise Partnerships' Strategic Economic Plans, Combined Authorities' plans for transport, economic development and regeneration, local authorities' Local Plans and all other relevant policies, for example housing, education and training.
22. TfN, working with the Department, will develop an approach for agreeing recommendations for strategic transport priorities across the North. As responsibility for transport is currently divided over many organisations and at different geographical levels, TfN will tackle the co-ordination issues so that the whole can be more than the sum of its parts. In this way TfN will bring together all the relevant parties across the whole of the North to work in a genuine Partnership with the Department to establish a clear, long-term, strategic transport vision for the North of England that is shared by all these parties and allows the North to speak with a single voice and execute that vision.
23. TfN will build on work already undertaken in this area with respect to rail and will set out further details on its relationship with the Association of Rail North Partner Authorities, the representative body of 29 local transport authorities within the geographical franchise areas for the North of England. Through the Association's wholly owned subsidiary Rail North Ltd these authorities have been given, in an the Agreement with the Secretary of State in March 2015, a partnership role in developing and implementing rail investment strategies in these areas. This will take time to deliver and will be an evolutionary process over time as the roles of Rail North and TfN evolve.
24. TfN will have a big part to play in future national investment decisions, by advising Government on the priorities across the North and by showing how these investments can significantly boost the Northern economy. The parties will adopt an evolutionary approach to this Partnership and to investment priorities and decision making as the Northern Transport Strategy Programme is further developed.

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<sup>2</sup> ibid

## Milestones

25. TfN will produce a Business Plan setting out how it is working to deliver on the Visions and Objectives set out above. This Business Plan will set out a multi-year development programme with funding requirements that will be reviewed and approved on an annual basis by the TfN Partnership Board.
26. The agreed milestones from the March report that the first TfN Business Plan will seek to deliver on are:
  - a) Develop and implement proposals for revised TfN governance, by autumn 2015, that will allow it to speak on behalf of the whole of the North.
  - b) Update on the Northern Transport Strategy published in March each year, including a prioritisation to produce a single, multi-modal programme of measures to deliver the NTS vision. This will then inform:
    - i. A TfN submission to DfT to inform the Initial Industry Plan (Sep-16) and subsequent High Level Output Statement (Jul-17), which will then feed into the rail industry capital programme (CP6 2019-2024).
    - ii. Input to the development of HS2 Phase 2 and its associated key decision points of Phase 2 Route and Station approval (Autumn '16).
    - iii. Input to the development of the Road Investment Strategy 2 (RIS2) by informing the Joint Strategic Economic Growth Plan (end of 2016), Road Period 2 Route Strategy updates (end of 2016/17), draft RIS2 and RIS2 Strategic Business Plan.
    - iv. Inform the development of national and regional smart ticketing policy and strategy.



## Part B Responsibilities and Accountabilities

### Responsibilities of the Secretary of State for Transport, including the Department for Transport officers

27. Ministerial Accountability - Ministers have a duty to Parliament to account, and be held to account, for the policies, decisions and actions of their departments and agencies. With regards to TfN as currently constituted, the Secretary of State for Transport is generally responsible for most transport strategy. The Secretary of State must uphold the principle of accountability to Parliament for the policies, decisions and actions of his department and agencies and, in this instance, those related to TfN. It is also expected that Ministers will:
- a) Agree, through engagement with the TfN Partnership Board, the strategic objectives and the policy framework within which TfN will operate;
  - b) Keep parliament informed about the performance of TfN;
  - c) Approve the amount of funding to be paid to TfN;
  - d) Carry out responsibilities specified in this framework; and
  - e) Annually review the performance of the Chair (jointly with the leaders of the City Regions).
28. Accountability to Parliament for use of public money - The House of Commons requires that the Government controls overall aspects of finance and public expenditure. Government expenditure must be spent in accordance with the purposes for which the House of Commons has supplied it. HMT is held to account for the money spent by the Government., and individual departments spend money within predefined limits and Parliamentary provision. Ministers can therefore only spend public money for the purposes authorised by Parliament.
29. The Permanent Secretary of the Department for Transport is the accounting officer, with personal responsibility for the propriety and regularity of spending and the use of DfT's resources. The accounting officer may be called to account in Parliament for the stewardship of the resources within the organisation's control through appearing before the Committee of Public Accounts. They take personal responsibility for the regularity and propriety, value for money judged for the public sector as a whole, risk management and accounting accurately for the financial position of their organisation.
30. The Transport Secretary is accountable to Parliament for transport across the whole of England, and some elements of transport in other parts of the UK. Therefore the Department is accountable to Parliament for good use of public money for transport and hence DfT therefore needs to:

- a) Retain oversight of the transport system and policies across the whole of England, and where applicable the other parts of the UK.;
- b) Alongside the Treasury, retain oversight of transport budgets for non-devolved transport;
- c) Account for the use of its resources allocated to Transport for the North; and
- d) In the event of issues with TfN, consider what role it plays in the delivery of the Northern Transport Strategy as a whole.

## Responsibilities of Transport for the North and its Chair

- 31. TfN will have the responsibility for producing an annual Business Plan that sets out how it will deliver the objectives of the NTS, and then to for executing the plan.
- 32. The Chair will act on behalf of TfN, an independent organisation which is responsible for working in Partnership with the Department on behalf of its constituent Partners and the whole of the North. The Chair must therefore uphold the values of the office by:
  - a. Representing one legitimate voice for the whole of the North;
  - b. Acting in a collaborative manner;
  - c. Acting transparently; and
  - d. Effectively contributing to the strategic direction set out in the Northern Transport Strategy.
- 33. The Chair will do this by:
  - a. Taking responsibility for ensuring TfN continues to be a success;
  - b. Having the confidence of TfN partners to lead discussions with and between partners to arrive at a consensus TfN view; and
  - c. Achieving delivery of the Northern Transport Strategy as a whole and ensuring that TfN can genuinely speak with one voice on the national stage.
- 34. Further detail on the role and functions of the Chair will be agreed by the Partnership Board, building on this document and via the Governance Review in Summer 2015.
- 35. TfN is accountable to its respective partners for the success of the organisation and the delivery of the Northern Transport Strategy. It is also accountable for the effective use of funds allocated to it from individual partners and DfT, with the Sheffield City Region Combined Authority taking on the statutory fiduciary role for ensuring the effective stewardship of public funding.

36. This document recognises that local areas have devolved responsibility for local transport, and that TfN partners are therefore responsible and accountable to their respective electorates for the strategies for local transport systems, and the allocation of funds to deliver these.
37. Local Enterprise Partnerships within TfN Partnership Board, working with the Chair, have the responsibility for ensuring that the Northern Transport Strategy is aligned with their respective Strategic Economic Plans.

## Dual Responsibilities of TfN and the Secretary of State for Transport

38. TfN and the Secretary of State will play an important role in setting the transport strategy for the North of England. TfN and the Secretary of State shall have shared responsibility for:
  - a. Setting the vision and shared strategic objectives for a Northern Transport Strategy and keeping these under annual review;
  - b. Reviewing the long term role of TfN, including its purpose within the devolution of decision making powers and funding;
  - c. Agreeing the appropriate mechanisms by which TfN will actively participate in deciding the priorities for national transport agency investment in the North of England; and
  - d. Ensuring the TfN Partnership operates effectively; and
  - e. Determining an appropriate multi-year development budget for a TfN NTS.
39. TfN and the Department will develop and review annually the Northern Transport Strategy that enables the realisation of the shared aims, vision and objectives of TfN and Government. To do this, it will jointly develop a prioritised programme of interventions for the North (respecting the fact that the Department retains authority for national decision-making and prioritisation, and that schemes must be affordable, represent value for money and meet the strategic objectives).
40. TfN and the Department's joint ownership of the strategy and intervention programme shall be explicit and transparent throughout its delivery.

## Responsibilities of the National Transport Agencies

41. The transport national agencies, namely Highways England, Network Rail and HS2 Ltd, are partners of the TfN Partnership and are represented on the TfN Partnership Board.
42. Memoranda of Understanding between the TfN and national transport agencies, and other bodies as they see fit, will be prepared to define the arrangements for commissioning and delivering the TfN programme of works. The MoUs will reflect the distinction between the roles of the national agencies

as partners of the TfN Partnership and as national bodies responsible for delivering transport infrastructure so as to mitigate any potential conflicts of interest.

43. The key principles underpinning the MoUs will be as follows:

- a. As TfN partners, national transport agencies and TfN will work together to develop and deliver the Northern Transport Strategy, including contributing to the development of an investment programme;
- b. The national transport agencies will work to the governance and accountability arrangements as determined by TfN for work that is to be undertaken on behalf of the TfN Partnership and commissioned through the Commissioning Board;
- c. TfN and the national agencies will engage in the intended spirit of the Partnership, acting in a transparent manner (subject to the constraints of confidentiality).

## Part C Ways of working

### Governance and Assurance

44. The Department and TfN agree that they will work in a collaborative spirit to achieve the objectives set out above. The parties to this document are committed to jointly commissioning projects to deliver the Northern Transport Strategy and subsequent programmes of investment.
45. The Partnership Board has agreed the interim governance structure for TfN including the establishment of an Executive Board to oversee the work of the individual work streams [refer to appended Governance and Terms of Reference Paper presented in January 2015]..
46. The Partnership Board has also approved the establishment of a TfN Commissioning Board as a sub-committee of the Executive Board comprising TfN and the Department. This Commissioning Board is to be established as a Subordinate Body of the TfN Executive Board and is held responsible for the approval to procure, contract and commit funds on behalf of the Partnership, in consultation with the statutory finance officer (S151 officer) from the Sheffield City Region Combined Authority as the financial accountable body. The financial, contracting and procurement governance arrangements will be agreed between TfN and the Department for approval by the Partnership Board. This sub-committee is tasked with approving the remit, procurement and outputs from particular pieces of work to be agreed by the Department and TfN on a 'dual key' basis, i.e. parties' agreement will be required..
47. Advisory Panels and Groups will be created to advise and support the work of the Partnership Board and its Committees but are not constituted as committees of the Board or as sub-committees of these. These include the TfN Programme Management Group, the Analytical Assurance Steering Group and the Rail Quad group.
48. Terms of Reference will be developed for each Committee, Advisory Panel and Group, which will specify the following matters:
  - a. what the group has been set up to achieve;
  - b. whether the group has an executive or advisory status;
  - c. membership, with representatives of the TfN city regions having the necessary approvals to act on behalf of their respective authorities in carrying out their TfN duties;
  - d. the Chair;
  - e. quorum;
  - f. frequency of meetings;
  - g. procedural or reporting arrangements; and

h. **secretarial arrangements.**

49. The Partnership Board has also agreed to engage with all northern transport authorities through the establishment of Regional Reference Groups at a political and senior officer level. These interim arrangements will continue until such time that broader governance proposals are agreed and no later than Autumn 2015.
50. The Governance Review will also ensure that the correct mechanisms and working practices are in place for the involvement of the business community – notably through Local Enterprise partnerships - and other transport experts, and will define their role in relation to TfN.

### Accountable Body and Financial Arrangements

51. On behalf of Transport for the North, it has been agreed by the founding partners that Sheffield City Region Combined Authority will be the accountable body for TfN funds.
52. The accountable body shall:
- a. prepare and agree a budget paper with the TfN Partnership Board for each financial year that TfN operates;
  - b. secure and hold all contributing partner funds on behalf of Transport for the North;
  - c. disburse those funds, once available, in line with the approvals of the TfN Executive Group Commissioning Board;
  - d. ensure that appropriate assurance of value for money is undertaken in all expenditure in line with good financial practice; and
  - e. report budget position regularly to the TfN Partnership Board and Executive Board; and
  - f. pay the remuneration of the TfN Chair.
53. In undertaking these functions the accountable body principles are that;
- a. funds will only be disbursed/contracts entered into, if there is sufficient funds available and approvals in place;
  - b. an 'approval' means a minuted decision from the Executive Board Commissioning Board;
  - c. where the Sheffield City Region Combined Authority is entering into contracts itself on behalf of TfN, then its own agreed assurance processes will apply;
  - d. where a third party (e.g. another public body) is using its own procurement or contracting processes on behalf of TfN, then the accountable body will need a prior exchange of letters to ensure

suitable assurances by the third party are in place, and to provide indemnity if it later transpires that those agreed processes were not applied by the third party; and

- e. The Accountable Body is not expected to underwrite TfN activities.

54. For funds provided by central Government, there are two further provisions:

- a. Firstly that a 'dual key' arrangement is to be in place, whereby both the Department and TfN need to approve expenditure. This will be enacted by explicitly recording in the minutes that the Government and TfN are both content and thus the dual key arrangement is satisfied.
- b. Secondly that Government reserves the right to seek a 'claw back' of funds in the event of a lower local contribution so that the total amount contributed to the TfN core budget is evenly split between the DfT and the TfN member authorities. There is no defined end point at which unspent grant should be returned, but the expectation is that the grant will be spent by the end of 2016/17.

55. The Funding Arrangements for the TfN Partnership in any financial year will be set out in the exchange of letters between Sheffield City Region Combined Authority (on behalf of TfN) and the Department. The actual letters for any financial year will be referenced in the Annual TfN Business Plan.

## Delegation

- 56. The Partnership Board will arrange for certain of its TfN's functions, as set out in the Terms of Reference in Appendix A, to be discharged on its behalf by the TfN Executive Board and the Commissioning Board.
- 57. The TfN core team and the Department's sponsor team will continue to work in close contact to oversee and manage the day-day development of the strategy and TfN organisation. Approvals for proposals in relation to these matters will be obtained by agreement from the Partnership Board, or where delegated, the Executive Board.

## Decision Making & Reporting Structure

- 58. The governance and reporting structure representing the TfN Partnership is described in further detail and diagrammatic form in the appendices. The following key principles are noted:
  - a. The TfN partners are represented at all tiers of the organisation structure i.e. at Partnership Board, Executive Board and Programme Management Group levels;
  - b. The role of the Partnership Board is to provide direction, scrutiny and oversight on TfN's strategy, performance and capability as well as

ensuring that business views are represented. The Partnership Board members will report to their respective Authorities and organisations.

- c. The role of LEPs within the governance of TfN, beyond the current representation on the Partnership Board of the city region LEP chairs, will be considered as part of the autumn 2015 Governance Review.
- d. The role of the Executive Board will be to report to the Partnership Board and provide decision making and guidance to the Programme Management Group and workstreams. The TfN Executive Board will provide senior officer representation from each of the city region's transport authorities, DfT, Network Rail, Highways England and HS2 Ltd and be chaired by the CEO of one of the city region transport bodies.
- e. The Programme Management Group will report to the Executive Board. It will co-ordinate and oversee the delivery of the individual work streams on behalf of the Executive Board senior officers, assimilating the intended work plans and reporting these to the Executive Board, or its sub-committee, the Commissioning Board, for approval where financial and or contractual commitments are required.
- f. Individual work stream groups will report through the Programme Management Group for approvals from the Executive Board and Commissioning Board. A nominated work stream lead will be identified as the SRO, and will sit on the Programme Management Group.
- g. Advisory panels will be established to support the individual work streams where appropriate.
- h. All officers transacting on behalf of TfN will fall under the purview of the statutory finance officer. All officers will have to comply with the financial regulations and practices set out by the statutory finance officer, who will put in place an effective control environment for the efficient management of risk.

## Confidentiality provisions

- 59. Subject to any statutory and regulatory requirements any party may request that commercially or otherwise confidential information provided in connection with this document should not be disclosed. Any information regarded by either party as commercially confidential may be provided separately, so as not to inhibit the disclosure of other information.
- 60. If any party (as public authorities) under the Freedom of Information Act 2000 or the Environmental Information Regulations 2004 receives a request for information relating to activities undertaken under this document, it shall inform the other parties of the requests as soon as possible and discuss the potential application of any exemption and exception. For the purposes of section 43(2) of the FOI Act, the parties acknowledge and agree that the disclosure of any



commercially sensitive information relating to the activities undertaken under this document is likely to prejudice the commercial activities of the parties.

## Planning and control

61. TfN will publish annually, normally in March, to the Department for its approval, a draft of the TfN Business Plan covering three years ahead unless otherwise agreed. The plan must also be agreed by the TfN Partnership Board.

62. The TfN Business Plan will set out:

- a. the objectives, performance targets, and how resources will be allocated to achieve those over the three forward years;
- b. a review of its performance in the preceding financial year; and
- c. the allocation of resources to deliver milestones over the preceding financial year.

63. TfN must obtain the approval of the Department before:

- a. Incurring any expenditure for any purpose which is or might be considered novel or contentious or which has significant future cost implications;
- b. Making any significant changes in the scale of operation or funding of any initiative or particular scheme previously approved by the Department; and
- c. Making any change of policy or practice which has wider financial implications.

and as appropriate, TfN will share such approvals with Sheffield City Region Combined Authority (the accountable authority).

## Performance Reporting

64. TfN must operate management information and accounting systems which enable it to review in a timely and effective manner its financial and non-financial performance against the budgets and targets set out in the TfN Business Plan.

65. The performance of TfN in delivering its targets must be reported on a regular basis to the TfN Partnership Board.

66. TfN must provide the TfN Partnership Board with such financial or other corporate information as is required for management purposes.

67. TfN must take the initiative in informing the Partnership Board of changes in external conditions which make the achievement of objectives more or less difficult, or which may require a change in budget or objectives set out in the corporate and business plans.

68. TfN must regularly report its most significant risks to the TfN Partnership Board.

## Appendix A TfN Partnership Board - Terms of Reference [DRAFT]

[This version has been developed as a draft of a formal Terms of Reference from the Governance Paper approved by the TfN Partnership Board at its inaugural meeting on 12th January 2015]

### Function

The governance arrangements set out below are for the TfN Partnership Board, which has the primary role for leading the development, operations and delivery of the Northern Transport Strategy.

The Partnership Board's purpose is to provide direction, scrutiny and oversight on TfN's strategy, performance and capability. Its remit includes the following functions:

#### *Direction*

- To allow the single voice of the North and the Government to form a long term view on the transport needs of the region using *One North's* multi-modal integrated programme as the platform for the work;
- Consider not just current issues, but also about the future strategy for both transport interventions and economic growth priorities;
- Represent the North of England's interests in the overall national transport strategy within which local and national plans can be developed in the future thereby ensuring effective alignment between national investment and the Strategic Economic Plans for individual city regions;
- Oversee the bringing forward of a comprehensive transport programme for the North including generation of options, costs, benefits and a delivery timetable; ensuring that the transport and economic problems / challenges / opportunities that need to be tackled are clearly understood and articulated and furthermore to ensure that a coherent strategy for transport's contribution to powerhouse greater economic growth in the North is produced;
- Identify the complementary strategic objectives and outcomes around which long term investment programmes for Transport for the North and the national agencies can be aligned with a focus on driving regional economic growth and hence, a rebalancing of the national economy;
- Ensure the Northern Transport Strategy is developed to support and realise the fullest economic, social and regeneration benefits of HS2;
- Ensure co-ordination and integration of complementary City Region policies and strategies essential to the successful delivery of the Northern Transport Strategy i.e. housing, skills, etc;

- Setting the Northern Transport Strategy's (NTS) vision and ensuring decisions are based on a holistic northern approach and an appreciation of wider external issues
- Prioritising delivery of the commitments contained within the NTS and agreeing the outputs to be delivered
- Agreeing the appropriate allocation of TfN resources and budget

#### *Scrutiny*

- Oversight and scrutiny of performance and the financial position for TfN and the delivery agents
- Advising on major TfN policies, projects and programmes
- Ensuring the design, capability and capacity of the organisation matches current and future commitments and plans
- Reviewing TfN's performance through the annual report and business plan

#### *Challenge*

- Monitor progress against NTS commitments and Corporate Planning objectives
- Reviewing key risks and risk management processes
- Advising on the handling of issues and the communications implications of the strategy

### Relationship with other governance bodies

The TfN Partnership Board will be supported in its delivery by the TfN Executive Board and the TfN Programme Management Group.

The TfN Executive Board is the main official led body responsible for reporting or escalating relevant activities or issues to the TfN Partnership Board. They will also provide decisions for approval to the TfN Partnership Board.

The TfN Programme Management Group is the main body for managing and delivering the programme of work that will achieve the strategy. It will provide regular reports to the TfN Executive Board.

(See separate Appendices the Terms of Reference for further details on the TfN Executive Board and the TfN Programme Management Group).

## Membership and attendance

The membership of the TfN Partnership Board is as follows:

- Department for Transport ((associate status) (Minister and Director General)
- Liverpool City Region Combined Authority
- Liverpool City Region Local Enterprise Partnership
- Greater Manchester Combined Authority (Chair)
- Greater Manchester LEP
- West Yorkshire Combined Authority
- Leeds City Region Local Enterprise Partnership
- Sheffield City Region Combined Authority
- Sheffield City Region Local Enterprise Partnership
- North East Combined Authority
- North East Local Enterprise Partnership
- Hull City Council
- Humber Local Enterprise Partnership
- Chairman of Network Rail
- Chief Executive of Highways England
- Chief Executive of HS2 Ltd

Each organisation above will appoint a member to the TfN Partnership Board, who would then be expected to prioritise attendance at the Board meetings wherever possible. Any unavoidable absence should be notified to the TfN Partnership Board Secretariat at the earliest opportunity. Substitutes for members at Board meetings would not normally be permitted, but individuals may be nominated as a suitable alternate to assume their responsibilities at the relevant meeting.

For the meeting to be quorate, the Department for Transport and the majority of the city regions must be represented.

The chair will decide who should chair the TfN Partnership Board meeting on occasion of their own absence.

## Working practices

### *Secretariat*

The TfN Partnership Board Secretariat, drawn from the Programme Office, will support meetings of the Board and associated activity, planning of the forward agenda, circulation of agenda and papers, preparation and circulation of minutes, and monitoring of the actions log.

### *Meetings*

The TfN Partnership Board will meet every three months and may decide to hold additional sessions if it deems necessary.

### *Papers and minutes*

All papers for inclusion in TfN Partnership Board meetings must be sponsored by a member of the Board.

Papers for TfN Partnership Board meetings shall be circulated for consideration no later than 5 working days in advance of the meeting date.

The Secretariat will provide draft minutes to the Chair and attendees within five working days of the meeting. The final version of the minutes will be circulated to members within two weeks.

**Signed on behalf of the parties by:**



**Sir Richard Leese**

Chair of Transport for the North Partnership  
For TfN

**Date** 22nd July 2015.

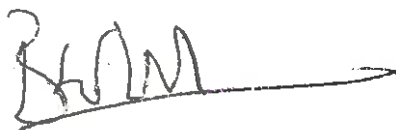


**John Dowie**

Acting Director General of Roads, Traffic and Local Group at the Department for Transport

For DfT

**Date** 16 July 2015



**Ben Still**

Head of Paid Service Sheffield City Region Combined Authority

For TfN Accountable Body, Sheffield City Region Combined Authority

**Date** 15 July 2015

