



Human Resources related Public Disclosure Information (April 2022)

Organisational Charts

Please find attached an organisational chart for TfN as 31 March 2022 including details of all posts with salaries more than £50k per annum and confirming which posts are permanent and which posts are fixed-term/temporary.

Senior Salaries & Pay Multiple

The table below provides a summary of total of employees within TfN who received an annual salary of at least £50,000 per annum during FY2021/22 -

Salary Range	No of Employees
£50,000 to £55,000	11
£55,001 to £60,000	5
£60,001 to £65,000	8
£65,001 to £70,000	2
£70,001 to £75,000	4
£75,001 to £80,000	5
£80,001 to £85,000	0
£85,001 to £90,000	4
£90,001 to £95,000	0
£95,001 to £100,000	0
£100,001 to £105,000	0
£105,001 to £110,000	0
£110,001 to £115,000	0
£115,001 to £120,000	0
£120,001 to £125,000	4

£125,001 to £130,000	0
£130,001 to £135,000	0
£135,001 to £140,000	0
£140,001 to £145,000	0
£145,001 to £150,000	1
£150,001 plus	0

The table below sets-out the roles and responsibilities for all posts within TfN who received an annual salary of at least £50,000 per annum during FY2021/22:

Job title	Department	Job Purpose/ Key Responsibilities
Chief Executive	N/A	<p>Lead the development and delivery of Transport for the North's (TfN's) Strategic Transport Plan and provide strategic leadership to deliver the organisation's vision of a thriving North of England where modern transport connections drive economic growth and support an excellent quality of life.</p> <p>Accountable to the TfN Board for the overall performance of the organisation, its integrity and activities working in conjunction with the Chair of the Board who provides constructive criticism and challenge to the Chief Executive.</p>
Finance Director	Finance, Procurement & Risk	<p>Act as a strategic leader for TfN, enabling staff to thrive and therefore achieve the vision of a vibrant and growing economy across the North of England. You will be expected to build strong and inclusive partnerships and support the development of a coherent and integrated approach to pan-Northern strategic transport planning.</p> <p>Proactive member of the TfN's Operating Board and act as the organisation's designated S151 Chief Financial Officer ensuring compliance with all statutory requirements including local government and central government financial management and accounting requirements.</p>
Financial Controller X2	Finance, Procurement & Risk	Lead the Finance Function, acting as a trusted advisor, providing recommendations and challenges to senior management to guide decision-making on matters that affect the strategic direction of TfN. You will be

		expected to contribute to the development of strategic objectives and long-term plans and act at TfN's Deputy S151 Officer.
Risk Manager	Finance, Procurement & Risk	Lead the Risk Management function, acting as a trusted advisor, providing recommendations and challenges to senior management to guide decision-making on matters that affect the strategic direction of TfN. You will be expected to contribute to the development of strategic objectives and long-term plans.
Procurement Manager	Finance, Procurement & Risk	Lead the Procurement function, acting as a trusted advisor, providing recommendations and challenges to senior management to guide decision-making on matters that affect the strategic direction of TfN. You will be expected to contribute to the development of strategic objectives and long-term plans.
Management Accountant	Finance, Procurement and Risk	<p>You will be expected to provide leadership to a team of professionals in an area of specialism, or to act as a subject matter expert, providing specialist advice to internal/external stakeholders and partners at TfN.</p> <p>Support the provision of an effective financial management and reporting service to Transport for the North (TfN).</p>
Business Capabilities Director	Business Capabilities	<p>Act as a strategic leader for TfN, enabling staff to thrive and therefore achieve the vision of a vibrant and growing economy across the North of England. You will be expected to build strong and inclusive partnerships and support the development of a coherent and integrated approach to pan-Northern strategic transport planning.</p> <p>Lead the Business Capabilities Directorate and ensure the on-going mobilisation of TfN as a fit for purpose and fully operational Statutory Transport Body.</p>
Head of Stakeholder Engagement and Communications	Business Capabilities	<p>Lead TfN's Stakeholder Engagement & Communications Section, acting as a trusted advisor, providing recommendations and challenges to senior management to guide decision-making on matters that affect the strategic direction and reputation of TfN.</p> <p>You will be expected to contribute to the development of strategic objectives and long-term plans.</p>

Strategic Engagement Manager	Business Capabilities	Lead the development and delivery of TfN's comprehensive Engagement Strategy and MP and Member service. Provide specialist advice to internal & external stakeholders, partners and members to guide decision-making on all corporate engagement matters that affect the strategic direction and reputation of TfN.
Head of HR	Business Capabilities	<p>Lead the HR & Skills function, acting as a trusted advisor, providing recommendations and challenges to senior management to guide decision-making on matters that affect the strategic direction of TfN. You will be expected to contribute to the development of strategic objectives and long-term plans.</p> <p>Ensure the development and delivery of a comprehensive and value for money People Strategy and underlying people policies and procedures which drives TfN's culture, vision and values and ensures TfN has the right skills, with the right capabilities in the right place at the right time.</p> <p>Ensure the development of delivery of a comprehensive Health, safety & Environmental Strategy and underlying policies, processes, and procedures to ensure health and safety legal compliance is maintained at all times.</p>
Head of IT and Information	Business Capabilities	<p>Lead the IT and Information Team, acting as a trusted advisor, providing recommendations and challenges to senior management to guide decision-making on matters that affect the strategic direction of TfN. You will be expected to contribute to the development of strategic objectives and long-term plans.</p> <p>Lead the delivery of TfN's IT, Information and Facilities Management Services ensuring the on-going timely delivery of all required support services across all operational sites/working locations.</p>
Head of Legal Services	Business Capabilities	Lead a Legal Services Team, acting as a trusted advisor, providing recommendations and challenges to senior management to guide decision-making on matters that affect the strategic direction of TfN. You will be expected to contribute to the development of strategic objectives and long-term plans.

		<p>Provide Transport for the North's (TfN's) Boards and Directorates (including Rail North) with expert legal advice and manage the full range of professional legal, democratic and corporate information management services to support achievement of TfN's corporate objectives and strategic priorities.</p> <p>Act as TfN's Monitoring Officer ensuring compliance with all associated legal duties and responsibilities.</p>
Senior Lawyer	Business Capabilities	<p>Provide all of Transport for the North's (TfN's) and Directorates including Rail North with specialist expert legal advice, supporting the provision of the full range of professional legal, democratic and corporate information management services to support achievement of corporate objectives and strategic priorities.</p> <p>Initiate and lead the design and implementation of new/enhanced policies, systems and approaches at TfN. You will be expected to act as a subject matter expert, providing specialist advice to internal/external stakeholders and partners at TfN.</p> <p>Where required by the Monitoring Officer, act as TfN's Deputy Monitoring Officer, and in any event support the Monitoring Officer in ensuring compliance with all associated legal duties and responsibilities.</p>
Skills and Development Manager	Business Capabilities	<p>Initiate and lead the design and implementation of new/enhanced policies, systems and approaches at TfN. You will be expected to provide leadership to a team of professionals in an area of specialism and act as a subject matter expert, providing specialist advice to internal/external stakeholders and partners at TfN.</p> <p>Lead TfN's skills agenda and skills strategy to support delivery of our strategic objectives in relation skills development alongside leading the delivery of our internal learning & development business support service.</p>
Stakeholder Manager – NPR	Business Capabilities	<p>You will be expected to provide leadership to a team of professionals in an area of specialism, or to act as a subject matter expert, providing specialist advice to internal/external stakeholders and partners at TfN.</p> <p>Lead the development and delivery of Stakeholder Engagement, Media Relations and Communications Service and Strategy to support TfN's flagship programme,</p>

		Northern Powerhouse Rail (NPR). You'll be charged with meeting the programme's objections and enhancing TfN's reputation.
Stakeholder Manager - NPR	Business Capabilities	You will be expected to provide leadership to a team of professionals in an area of specialism, or to act as a subject matter expert, providing specialist advice to internal/external stakeholders and partners at TfN. Lead the development and delivery of Stakeholder Engagement, Media Relations and Communications Service and Strategy to support Strategic Rail's & TfN's Integrated Rail Programme objectives and to maintain and enhance TfN's reputation..
Strategy and Programme Director	Strategy	<p>Act as a strategic leader for TfN, enabling staff to thrive and therefore achieve the vision of a vibrant and growing economy across the North of England. Build strong and inclusive partnerships; and ensure the development of a coherent and integrated approach to pan-northern strategic transport planning, analysis & appraisal and programme management to ensure the best economic outcomes.</p> <p>Provide leadership and direction to the Policy & Strategy, Programme Management, Analysis & Appraisal Teams.</p>
Analytics Manager	Strategy	<p>Pro-actively lead, co-ordinate and oversee the Analytics team and supporting external contractors, delivering information, data, analysis, modelling and appraisal solutions that aid others in the production of recommendations/outputs.</p> <p>Develop service-wide policies and processes and contribute to the development of strategies; build extensive networks and manage a team to deliver required service objectives.</p> <p>Collaborate widely, internally and externally, and ensure processes and policies are developed, managed and implemented effectively.</p>
Assurance Manager	Strategy	Pro-actively lead, co-ordinate and oversee the Assurance team and supporting external contractors, delivering information, data, analysis, modelling and

		<p>appraisal solutions that aid others in the production of recommendations/outputs.</p> <p>Develop service-wide policies and processes and contribute to the development of strategies; build extensive networks and manage a team to deliver required service objectives.</p> <p>Collaborate widely, internally and externally, and ensure processes and policies are developed, managed and implemented effectively.</p>
Research Manager	Strategy	<p>Lead Transport for the North's economics and research programme, working closely with the acting Head of Policy and Strategy and the Strategy and Programme Director to ensure that TfN's policy and strategy work is evidence led and supported by robust and clear analytical outputs. This includes developing an updated Strategic Transport Plan for the North of England due to be prepared in 2022 and 2023.</p> <p>Lead the future development programme for the Northern Powerhouse Independent Economic Review (NPIER), working with Northern LEPs, the NP11 and a wide range of stakeholders including government departments.</p>
Head of Policy, Strategy, Economy & Research	Strategy	<p>Lead the development of strategy, policy, economics and research across all the cross-cutting programmes aligned to the Strategic Transport Plan and its policy positions; building extensive, impactful networks and relationships, both internally and externally.</p> <p>You will be expected to lead a multi-disciplinary team of specialists to ensure the strategy, policy, economics and research capacity develops an integrated approach to the Strategic Transport Plan and business cases to drive connectivity across the North.</p> <p>You will be required to initiate and lead on the development and implementation on new and existing strategy and policy initiatives, lead the development of TfN's evidence base, including the TfN's research programme.</p>

Principal Economics Officer	Strategy	<p>Lead delivery information, data, analysis, modelling and appraisal solutions that aid others in the production of recommendations/outputs.</p> <p>You will be expected to collaborate widely, internally and externally, and will ensure processes and policies are developed, managed and implemented effectively.</p> <p>Work with Transport for the North's (TfN) partners to specify and manage the delivery of an agreed programme of economic analysis to support the development of TfN strategy, schemes and initiatives.</p>
Principal Analyst x3	Strategy	<p>Manage the delivery of an agreed programme of transport appraisal & modelling including the Planet Framework Model to support the development of TfN transport schemes and initiatives.</p>
Principal Policy & Strategy Delivery Officer	Strategy	<p>Act as TfN's primary specialist in a role that is critical to policy and strategy development, supporting the delivery of the Strategic Transport Plan and its policy positions. You will be expected to build strong relationships, internally and externally and be able to influence, shape and challenge across the strategy and policy sphere to drive an integrated approach to the Strategic Transport Plan.</p> <p>Initiate and co-ordinate the development and implementation of new and existing strategy and policy initiatives, and support TfN's on-going evidence base development.</p>
Head of Data, Analysis and Appraisal	Strategy	<p>Lead the development and delivery of TfN's analytical modelling, appraisal and assurance frameworks, tools and associated technical support services ensuring the continual provision of timely and pertinent services and solutions to various TfN programmes, local, regional and national stakeholders to underpin strategic decision-making.</p> <p>You will be expected to develop service-wide policies and processes necessary for effective service provision; whilst contributing to organisational and regional strategies and associated business case making. This will require building and nurturing extensive stakeholder networks and relationships alongside managing a highly technical team to deliver required service objectives.</p>

TAME Team Coordinator	Strategy	<p>As Team Co-ordinator you will co-ordinate and project manage the delivery of large and complex data, modelling and appraisal programmes of work across all the team's activities, working with senior internal/external stakeholders and partners to ensure timely delivery against defined client project & programme needs and objectives.</p> <p>You will be expected to work closely with senior managers across the TAME Function to ensure all work and outputs are executed to meet both internal and external client requirements, taking into consideration interdependencies between various programmes of work being undertaken by the TAME Team at any one time.</p> <p>Ensure all team outputs are delivered to time, budget and quality standards in compliance within agreed corporate project management standards and procedures.</p>
Principal Assurance Officer x3	Strategy	<p>Lead a team of internal colleagues or manage external contractors, delivering information, data, analysis, modelling and appraisal solutions, and technical management and assurance that aid others in the production of recommendations/outputs.</p> <p>Collaborate widely, internally and externally, and ensure processes and policies are developed, managed and implemented effectively.</p>
Principal Freight Policy & Strategy Officer	Strategy	<p>Act as TfN's primary freight & logistics specialist in a role that is critical to TfN's corporate and policy development, supporting the delivery of the Strategic Transport Plan and its policy positions.</p> <p>Initiate and lead on the development and implementation of new and existing freight & logistics strategy and policy initiatives and support our on-going evidence base development.</p>

		Use your technical skills to provide insights to support TfN's policy and intervention development, and to analyse the impact of decisions on the transport system, the economy, the environment and society.
Principal Environmental and Sustainability Officer	Strategy	<p>Lead the development of TfN's environmental & sustainability strategy and policy across all the cross-cutting programmes aligned to the Strategic Transport Plan, building extensive, impactful networks and relationships, both internally and externally.</p> <p>Lead on TfN's ambition for the transport network to be net zero before 2050, ensuring climate change mitigation and adaptation is fully considered across all of TfN's programmes and areas of influence.</p> <p>Initiate and lead on the development and implementation of new and existing environmental and social strategy and policy initiatives and support our on-going evidence base developments.</p>
Major Roads Director	Major Roads	Act as a strategic leader for TfN, enabling staff to thrive and therefore achieve the vision of a vibrant and growing economy across the North of England. You will be expected to build strong and inclusive partnerships, and support the development of a coherent and integrated approach to pan-Northern strategic transport planning.
Major Roads Planning & Scheme Development Manager	Major Roads	<p>Manage, control and/or deliver projects of work to meet defined objectives. You will be expected to deliver your scope of work in line with budgetary, compliance, regulatory and planning controls.</p> <p>Work in partnership with the Department for Transport and Highways England, to support the determination and commission of priorities for investment into the North's Major Road Network (MRN) aligned to the Strategic Transport Plan (STP), and to engage with partners across the North</p>

Senior Planning & Strategy Officer	Major Roads	<p>Manage the preparation and delivery of major and complex programmes, liaising with internal/external stakeholders and partners to ensure needs are met, and support the Major Roads Management Team to meet defined objectives.</p> <p>Under the leadership and line management input from the MR Director and/or MR Planning Strategy Manager (P&SM) you will be expected to ensure all work and outputs are executed to meet the requirements of relevant business strategies, in line with budgetary, compliance, regulatory and planning controls.</p> <p>Work in partnership with the Department for Transport, National Highways, and Local Transport and Highway Authorities to manage the priorities for investment into the North's Major Road Network (MRN) aligned to the Strategic Transport Plan (STP).</p>
Major Roads Network Strategy Manager	Major Roads	<p>Work in partnership with the Department for Transport and Highways England, to manage the development of policy and strategy to determine the investment priorities for the North's Major Road Network (MRN) aligned to the Strategic Transport Plan (STP)</p>
Rail North Partnership Director	Rail North Partnership	<p>Lead the established team managing the "client side" delivery of rail services prescribed in the Northern and TransPennine rail franchises on behalf of TfN and the Department for Transport (DfT) and joint working with DfT on identifying and progressing the case for rail investments that could assist delivery of the TfN Strategic Transport Plan. The post-holder will also oversee the delivery of further devolution in delivery of rail services across the North of England as and when agreed with DfT.</p>
Senior Commercial Manager – TPE	Rail North Partnership	<p>Lead the management of the Northern Franchise Agreement, liaising with senior internal/external stakeholders and partners to ensure needs are met, and provide strong leadership to all programme and project teams managed.</p> <p>You will be expected to ensure all work and outputs are executed to meet the requirements of relevant business strategies.</p>

Senior Commercial Manager – Northern	Rail North Partnership	<p>Lead the management of the Northern Franchise Agreement, liaising with senior internal/external stakeholders and partners to ensure needs are met, and provide strong leadership to all programme and project teams managed.</p> <p>You will be expected to ensure all work and outputs are executed to meet the requirements of relevant business strategies.</p>
Head of Investment Planning	Rail North Partnership	<p>Lead a specialist technical service, delivering complex, pertinent information, analysis, design and/or engineering solutions to senior TfN and DfT colleagues in the Rail North Partnership to aid in strategic decision-making.</p> <p>Lead the delivery of the investment functions of TfN and the joint investment functions with DfT set out in the Partnership Agreement. The role involves developing and implementing The Partnership’s investment programme including co-ordinating partner investment, TfN led-investment and planning and delivery of devolved national investment (including High Level Output Specification (HLOS) schemes and programmes).</p>
Commercial Manager	Rail North Partnership	<p>Manage the delivery or control of large and complex programmes of work, working with senior internal/external stakeholders and partners to ensure delivery against project needs and objectives.</p> <p>Responsible for supporting the day to day management of Rail Franchise Agreements on behalf of DfT and Transport for the North (TfN). Accountable for supporting the effective management of one or more passenger rail franchise operators in the UK. To achieve this by creating a working environment where the TOCs are motivated to deliver the required outcomes; holding them to account where this does not happen.</p>
Senior Project Manager - TRU	Rail North Partnership	<p>Manage the delivery or control of large and complex projects, or programmes of work, working with senior internal/external stakeholders and partners to ensure delivery against project needs and objectives.</p> <p>You will be expected to lead project team/teams and ensure all work and outputs are executed to meet requirements, taking into consideration interdependencies between your work and other programmes of work.</p>

Programme Manager - TRU	Rail North Partnership	Provide strong leadership, contribute to developing and delivering the RNP's input into TRU to achieve defined business goals. Ensure all work and outputs are executed to meet business strategies and unlocking pan-northern growths opportunities.
Stakeholder & Communications Manager	Rail North Partnership	<p>A key member of the Rail North Partnership (RNP), a partnership between the Department for Transport (DfT) and the Transport for the North (TfN), working together to transform rail services across the north of England through joint management of the Arriva Rail North and TransPennine Express rail Franchise Agreements.</p> <p>Lead the development and delivery of Stakeholder Engagement, Media Relations and Communications Service objectives, and to maintain and enhance the RNP's reputation.</p>
Senior Stakeholder & Communications Manager	Rail North Partnership	<p>A key member of the Rail North Partnership (RNP), a partnership between the Department for Transport (DfT) and the Transport for the North (TfN), working together to transform rail services across the north of England through joint management of the Arriva Rail North and TransPennine Express rail Franchise Agreements.</p> <p>Lead the development and delivery of Stakeholder Engagement, Media Relations and Communications Service objectives, and to maintain and enhance the RNP's reputation.</p>
Strategic Rail Director	Strategic Rail	<p>Act as a strategic leader for TfN, enabling staff to thrive and therefore achieve the vision of a vibrant and growing economy across the North of England. You will be expected to build strong and inclusive partnerships with the DfT, and support the development of a coherent and integrated approach to pan-Northern strategic transport planning.</p> <p>The postholder will be the lead officer ensuring the successful operation of Strategic Rail Team. The postholder will also be the lead officer in partnership between TfN and DfT to manage the delivery of rail services across the North of</p>

		England and for the development and implementation of policies, strategies and proposals for further devolution of all these services.
Rail Strategy Liaison Manager – Rail North	Strategic Rail	Lead a team of professionals and act as TfN's primary specialist in a role that is critical to strategy and policy development, supporting an integrated approach to the Strategic Transport Plan.
Head of Digital Strategy	Strategic Rail	Lead on the co-ordination of digital initiatives in the context of TfN members' aspirations and national policy. Projects developed using digital technologies will enable delivery of dynamic, responsive, multi-modal, fit for purpose and customer-centric fares, payment and information services.
Head of Rail Specification and Delivery	Strategic Rail	Lead the development and implementation of Delivery Plans for Strategic Rail aligned to the Long-Term Rail Strategy and TfN's wider Strategic Transport Plan, building extensive, impactful networks and relationships, both internally and externally
Programme Manager	Strategic Rail	Lead the delivery of major and complex programmes, liaising with senior internal/external stakeholders and partners to ensure needs are met, and provide strong leadership to all programme and project teams managed. You will be expected to ensure all work and outputs are executed to meet the requirements of relevant business strategies.
Senior Project Manager	Strategic Rail	Manage the development and delivery of designated projects to time, budget and quality standards in compliance within agreed project management standards and procedures.
Strategic Rail Lead	Strategic Rail	Where relevant, lead a team of professionals and act as TfN's primary strategic rail lead a role that is critical to strategy and policy development, supporting an integrated approach to the Strategic Transport Plan. Build strong relationships, internally and externally and be able to influence, shape and challenge across the strategy and policy sphere to drive an integrated approach to the Strategic Transport Plan and business cases to internal and external Green Book standards.

TfN's pay multiple for FY2020/21 is **2.4:1**. The pay multiplier the ratio between the highest taxable earnings for the given year (which is £160,352) and the median earnings figure of the whole of TfN's workforce (which is £67,344 per annum).

Trade Union Facility Time

TfN formally recognises UNISON for collective bargaining purposes. A copy of TfN's Recognition Agreement with UNISON is attached.

A summary of key measures related to trade union facility time for FY2021/22 is set-out below:

Total number (absolute number and full time equivalent) of staff who are union representatives (including general, learning and health and safety representatives):	Currently one (1.0 FTE).
Total number (absolute number and full time equivalent) of union representatives who devote at least 50 per cent of their time to union duties:	No TfN union worker representatives devoted at least 50% of their time to union duties during FY2021/22
Names of all trade unions represented in the local authority:	TfN recognises UNISON only for collective bargaining purposes.
A basic estimate of spending on unions (calculated as the number of full-time equivalent days spent on union duties multiplied by the average salary):	2 days per month which is an equivalent to a spend of £4,735 per annum.
A basic estimate of spending on unions as a percentage of the total pay bill (calculated as the number of full-time equivalent days spent on union duties multiplied by the average salary divided by the total pay bill):	It is that the percentage spending on unions is 0.064% of TfN's total pay bill per annum.

Employment Policies & Procedures

Please find below a summary table and link to TfN's current employment policies and procedures:

<https://transportforthenorth.com/about-transport-for-the-north/transparency/employment-policies-procedures/>

Policy Reference	Policy Title	Last Updated
EP01	Recognition Agreement	July 2018
EP02	Disciplinary	April 2019
EP03	Grievance	February 2020
EP04	Performance Improvement	April 2018
EP05	Dignity at Work	May 2020
EP06	Diversity	April 2018
EP07	Absence & Welfare	January 2022
EP08	Maternity Leave	November 2018
EP09	Paternity Leave	April 2018
EP10	Parental Leave	March 2020
EP11	Shared Parental Leave	April 2018
EP12	Adoption Leave	May 2020
EP13	Flexible Working Request	May 2020
EP14	Flexible Working Hours	April 2018

EP15	Recruitment & Selection	September 2020
EP16	Security of Employment (Redundancy)	March 2021
EP17	Skills & Development	June 2021
EP18	Flexible & Early Retirement	March 2022
EP19	Drugs & Alcohol Use	October 2020
EP20	Pay, Grading & Job Evaluation	August 2019
EP21	Office and Desk Protocol	April 2018
EP22	Adverse Weather & Travel Disruption	April 2018
EP23	Leave of Absence	January 2020
EP24	Environmental	April 2018
EP25	Vehicle User	April 2018
EP26	Additional Annual Leave and Career Break	August 2021
EP27	Salary Sacrifice Scheme	November 2020
EP28	General Data Protection Regulations	April 2018
EP29	Compensation and LGPS Discretions	March 2021
EP30	Safeguarding	April 2018
EP31	Code of Conduct	April 2018
EP32	Statutory Parental Bereavement Leave	June 2020
EP33	Probationary Policy	August 2021