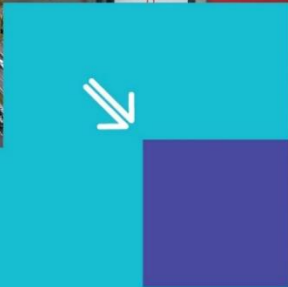
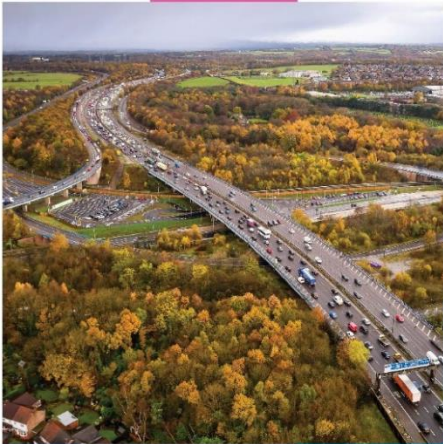


**Northern Powerhouse Rail Director
Candidate Information Pack**



Welcome

Transport for the North (TfN) is set to be the first Sub-National Transport Body in England and is establishing itself as a leading edge organisation, mapping the way for other regions to follow.

The organisation is underpinned and supported by a collaborative Partnership representing civic and business leaders from all areas of Northern England, working together with the Department for Transport, Highways England, Network Rail and HS2 Ltd.

TfN is developing an integrated, multi-modal Strategic Transport Plan which will set long-term sequenced investment priorities. The organisation and its Partnership share a vision of a thriving North of England, where modern transport connections drive economic growth and support an excellent quality of life.

The organisation is at the forefront of delivering an integrated and holistic approach to transport in the North by identifying new strategic road and rail corridors, coordinating HS2 with local city networks and developing hybrid rail and highway Trans-Pennine schemes for freight.

We are at an exciting and critical stage in our evolution and joining TfN will no doubt afford you unique personal and professional challenges as well as an opportunity to leave a lasting impression on not only an organisation, but the future pattern of economic growth in the North.

If you have the experience, passion and commitment to drive our shared vision of a vibrant and growing economic region we look forward to hearing from you.



John Cridland
Independent Chair of TfN

About TfN

Transport for the North (TfN) is empowered by a pan-Northern Partnership Board representing civic and business leaders from all 11 Local Enterprise Partnerships across the North, working with Highways England, Network Rail, HS2 Ltd. and the Department for Transport. Together, with the support of the business, industry, and academic communities, we are tasked with setting out the requirements of the transport network through a Strategic Transport Plan for the North.

TfN has a clear vision of a thriving North of England where modern transport connections drive economic growth and support an excellent quality of life.

Since our inception, we have evolved from being an embryonic partnership into a substantial organisation with a clear ambitious vision. Our team has grown to over 80 employees and we are building strong working relationships with our partners, including Network Rail and Highways England.

Significant progress has been made in developing the case for strategic transport investment across the North of England. Developing a single voice for the North has been underpinned by the publication of the Northern Powerhouse Independent Economic Review in June 2016.

During 2017 we published our Strategic Transport Plan Position Statement and supporting evidence, including an Initial Major Roads Report, an Initial Integrated Rail Report and an Integrated Sustainability Appraisal, and we will be undertaking events and discussions across the region in the coming months to engage with stakeholders and gather feedback that will be used to inform the Plan. The Strategic Transport Plan will have a wide ranging and ambitious scope, setting out a portfolio of connectivity priorities to transform economic performance in the North up to 2050.

The Cities and Local Government Devolution Act allows for a shift in governance and power to the North, and will enable TfN to become the first Sub-national Transport Body in England. TfN submitted a proposal to the Secretary of State for Transport for Sub-national transport body status, which would give it the legal basis to make the transformational change required.

In March 2017 TfN welcomed the Secretary of State for Transport's positive response to the proposal and is continuing to work with its Partners through the final stages of becoming an operational statutory body from April 2018.

You can view the main Transport for the North website [here](#).



Our Vision and Values

“Our vision is of a thriving North of England, where modern transport connections drive economic growth and support an excellent quality of life.”

Transport for the North’s core values were developed in collaboration with its staff team. They reflect how we will operate, both individually and as an organisation:

We make a difference

- We will create opportunities for people and businesses that would not happen without us.
- We will improve and change the way things are done, capitalising on the North’s unique strengths.
- We will make the most of our position to stretch the boundaries of what we can achieve.

We collaborate

- We consult our partners and are the embodiment of a “single voice for the North”.
- We make the most of all our relationships, spanning the North of England and beyond, to deliver the right solutions.
- We build our relationships based on openness, transparency, trust and integrity.

We do the right thing

- We make sustainable, evidence-based decisions that maximise the positive outcomes they deliver for people and businesses across the North.
- We will work together to improve connectivity and deliver a vibrant and growing economy across the North of England over the short, medium and long term.
- We embrace diversity and work with others with honesty and respect.

We are driven to succeed

- We want to be the very best we can be. The drive for excellence and innovation informs everything we do.
- We will develop and grow, learning from both our mistakes and successes and sharing this with our partners.
- We are proud to represent the North and will facilitate a step change in connectivity across the North of England by being role models for how things are done.



Transforming the North's Economy

Transport for the North (TfN) wants to build on the North's existing strengths to create a vibrant and growing economic region that retains and attracts the best talent, acts as a magnet for inward investment and becomes one of the world's most competitive economies.

Investment in transport infrastructure is essential to creating a transformed integrated Northern economy that is greater than the sum of its parts. This requires investment in the North's transport networks to better connect the major urban centres and economic assets of the North to market opportunities, including talented staff, suppliers, collaborators and customers, at home and abroad.

TfN exists to further these economic ambitions and provide a coherent and integrated approach to strategic transport planning that supports local economic growth. With the support of local authorities and businesses from across the North of England, TfN has developed as a strong and inclusive partnership, committed to drive forward the economy of the North through transformational investment in our transport infrastructure.

The prize for the North is a better performing, more unified economy that could add more than £37 billion in real terms to the North's existing output of £289 billion per year if the vision of the North as a super-productive network of modern city regions is achieved. To do so will require long term planning and investment periods, robust and stable governance, supported by funding commitment from HM Treasury and city regions.

An Independent Economic Review (IER) of the North's economy was commissioned by TfN and undertaken between late-October 2015 and March 2016. It identified four prime capabilities of the North that have the potential to compete on the national and international stage. These are advanced manufacturing, energy, health innovation and digital. These primary capabilities are supported and complemented by three enabling capabilities which give the North a distinctive offer and can help to unlock the region's economic potential. These are financial and professional services, logistics and education (primarily higher education).

A copy of the Northern Powerhouse Independent Economic Review Core Messages is available by following [this link](#).

Strategic Transport Plan

The success of the UK in the global marketplace, and the achievement of the Government's Industrial Strategy, depends on the transformation of the economy of the North of England.

The economic gap between the North and the national average necessitates a radical change in the North's economy, which is home to internationally regarded and highly productive assets, expertise, research and businesses.

The conclusions of the Northern Powerhouse Independent Economic Review set out the need to support growth of the North's businesses and trade. Delivery of economic growth will require investment and improved performances in a number of critical areas, especially skills, innovation and inward investment, alongside transport infrastructure and services.

Building on the Northern Powerhouse Independent Economic Review, Transport for the North (TfN) has made significant progress in developing the case for strategic transport investment across the North.

TfN, with its Partners, is developing a Strategic Transport Plan and accompanying long-term Investment Programme, so that people and businesses can see a firm commitment to create a stronger, more diverse and resilient economy.

When adopted later this year, the Strategic Transport Plan will be TfN's principal policy document and the plan of the statutory body. The Strategic Transport Plan, and its supporting evidence, will inform how HM Government, Network Rail, Highways England and HS2 Ltd. can work with Partners in the North to deliver investment that can transform the economy.

A copy of the Strategic Transport Plan Position Statement is available by following [this link](#).



Current programmes

Northern Powerhouse Rail

The Northern Powerhouse Rail (NPR) Programme, delivered in partnership (co-clienting) with the DfT; is an ambitious plan to enhance economic performance of the North through significantly improved rail services between key centres by reducing journey times, increasing capacity and improving reliability within a comprehensive strategic plan including a series of sequenced short and longer-term investments.

The key priority for this programme over the next 12 months is the successful development of the required Strategic Outline Business Case (SOBC) for the programme by the end of 2018 which will identify and define the preferred options for NPR.

Critical to the success of the programme will be ensuring that the shared scheme objectives for the programme are maintained in order to provide a coherent line of sight from the strategic and economic cases through to the preferred infrastructure and service solutions.

Integrated and Smart Travel

Our Smart North programme will allow passengers to travel quickly and easily on public transport around the North. Our 'tap-in, tap-out' system will enable fast and stress-free payment with a 'fair-price promise' to ensure they're getting the best value travel and a real-time journey planning system to keep passengers on the move.

Strategic Road Studies

We are working with DfT and Highways England to inform priorities for road investments in the North, from 2020 onwards. We are also working on three major Strategic Road Studies, looking at improvements to Northern Trans-Pennine routes, transforming journeys around the M60 North West Quadrant and the possibility of a Trans-Pennine Tunnel linking Greater Manchester and Sheffield City Region.

Rail Franchising

The Northern and TransPennine rail franchises are now managed in partnership between our sister organisation Rail North and the Department for Transport. This ground-breaking devolution decision is driving transformational investment in the region's railways over the next five years. Once TfN gains statutory status in 2017, Rail North will become part of TfN.

You can view the main Rail North website [here](#).

Freight and Logistics

Moving goods around the North is imperative to building a transformed economy. Currently, many of the goods destined for the North or exported from the North are shipped through Southern ports or airports. Transporting goods effectively into, out of and around the North would boost both sustainability and business.



International Connectivity

If the North's economy is to compete on the international stage it needs direct links to the rest of the world. Our International Connectivity Commission has brought together business leaders to make recommendations on the air and port links needed to grow the Northern Powerhouse.

Transport Skills

Our Strategic Transport Plan has the potential to create close to a million jobs and £97 billion of added value in the Northern economy. The success of the Strategic Transport Plan in delivering transformational change will depend on the transport skills that underpin it. With the support of KPMG we have embarked on a broad review of transport skills through our stakeholder base to understand future skills requirements and potential gaps through to 2050. This work is vital to the delivery of our Strategic Transport Plan.

Our Spring 2017 Update Report provides further information on our current work programme and the progress to date, a copy can be found [here](#).

Challenges Ahead

The need to improve the North's transport infrastructure is now well understood by our Partners. Our work is focused on establishing the solutions needed and the most effective means of delivery. This requires Transport for the North to provide the collective civic and business voice needed to plan and secure the required investment.

Our objectives over the next 12 months are focused on the following:

- Delivering the Strategic Transport Plan and Investment Programme. We have undertaken initial engagement with key stakeholders on the evidence base which has been used to produce a draft Strategic Transport Plan and long-term, sequenced Investment Programme. This draft Strategic Transport Plan will be issued for formal consultation shortly and the finalised plan will be a statutory document when TfN becomes a Sub-National Transport Body in April 2018.
- Publishing a final Integrated Sustainability Appraisal. This will ensure that Transport for the North meets all legislative requirements in producing the Strategic Transport Plan.

- Completing the successful development of the required Strategic Outline Business Case (SOBC) for the Northern Powerhouse Rail Programme by the end of 2018 to identify and define the preferred options for NPR.
- Commencing work on a programme of new Strategic Development Corridors for pan-Northern transport interventions, developing a Strategic Outline Business Case for each corridor that will benefit passengers and freight.
- Further developing our freight and logistics transport analysis, identifying key priorities for investment and informing future programmes for the strategic road and rail networks.
- Completing the design of an Integrated and Smart Travel service, defining overall procurement and an implementation strategy. Continuing to promote the programme and securing buy-in from a wide range of stakeholders.
- Incorporating Rail North into the organisation - When TfN becomes a Sub-national Transport Body, Rail North will merge with the organisation. Working with the Department for Transport, we will progress the management and development of rail franchises in the North.
- Delivering our planned resource programme and implementing systems that will support our status as a Sub-national Transport Body.
- Developing and implementing a stakeholder engagement strategy and plan that supports better ways of working with partners, local business and National Transport Bodies.

Governance Arrangements

The Transport for the North (TfN) Partnership is a unique arrangement that sees Northern elected leaders and Local Enterprise Partnerships (LEPs) working together to speak to central government with a united voice.



The TfN Partnership Board

Our Partnership Board is made up of elected and LEP representatives from all areas of the North, along with the Secretary of State for Transport and representatives from Highways England, Network Rail and HS2 Ltd. The Board is chaired by an independent Chair, John Cridland CBE, former Director-General of the CBI. This body allows the North to speak with one voice on the transport infrastructure investment needed to boost the North's economy.

TfN's Partnership Board consists of:

- 10 Local Elected Representatives
- 10 Local Business Representatives
- 6 Government & National Agency Representatives

The Partnership Board is responsible for decision making in the following business areas:

- 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;
- 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;
- Better capacity and reliability for freight and logistics infrastructure that supports the region's businesses; and
- Better travel information and ticketing systems that can expand travel horizons for businesses and individuals, multiplying the benefits offered by infrastructure and investment alone.



The TfN Executive Board

TfN's Executive Board consists of:

- 14 Northern city region representatives and 11 deputy representatives;
- TfN Partner Representatives from Highways England, Network Rail, Department for Transport and HS2 Ltd; and
- TfN Officers, including our Chief Executive, Finance Director and Strategy Director.

The role of the Executive Board is to report to the Partnership Board and provide decision making and guidance to the Programme Board. The TfN Executive Board provide senior officer representation from each of the city region's transport authorities, DfT, Network Rail, Highways England and HS2 Ltd.

A copy of the Principles Document which sets-out our current governance arrangements is available by following this link.



Becoming a Statutory Sub-National Transport Body

The Cities and Local Government Devolution Act 2016 allows the Secretary of State for Transport to establish Sub-National Transport Bodies for any area outside of Greater London. This allows organisations like Transport for the North (TfN) to draw down powers from central government, and to develop and set transport strategy and important related matters. The powers of each Sub-National Transport Body must be requested in a proposal to the Secretary of State, with the consent of all its constituent transport authorities, and then agreed in law.

All of the northern Local Transport Authorities signed up to TfN's proposal to enable it to:

- Develop a Strategic Transport Plan for the North, coordinating investment and work across the region to drive economic growth; and
- Coordinate and deliver one smart, integrated ticketing system across the North.

Together with the Department for Transport to:

- Agree objectives for the region for Network Rail and Highways England to ensure that their priorities are driven by the needs of the North; and
- Share responsibility for managing the TransPennine Express and Northern rail franchises, with an emphasis on investment and long-term planning.

TfN submitted its proposal to the Secretary of State for Transport, which will give it the legal basis to make the transformational change required.

TfN is continuing to work with its Partners through the final stages of becoming an operational statutory body by April 2018.

Further Reading

Please find below a list with further reading materials:

- [Principles for Governing the Relationship between TfN and the DfT](#)
- [TfN's Strategic Transport Plan Position Statement](#)
- [TfN's Spring 2017 Update Report](#)
- [TfN's 2017-2018 Business Plan](#)
- [Northern Powerhouse Independent Economic Review: Core Messages](#)

In addition to these publications, please visit TfN's main website, www.transportfornorth.com.

Welcome Note

Transport for the North (TfN) is a public-private partnership setting the transport investment priorities for the north. With a Board of elected leaders and Local Enterprise Partnership chairs it incorporates the cities, wider regional towns and rural areas, to drive better connectivity, improve opportunities and drive economic growth.

This vision must be complemented with an improved train service offering. Our programme for rail services is designed to radically improve journey times and frequencies between major cities to support the single economy. Our aim is to create an economic region to parallel London's by widening accessible skills marketing and allowing talent to move between them on a daily basis.

We are actively working with HS2 Ltd to ensure the full HS2 'Y' network is delivered as soon as possible to radically improve the rail connections to the rest of the country. City regions are developing a series of master plans to maximise growth and connectivity, spreading the benefits of HS2 and TransNorth across the region.

We are looking to appoint a Programme Director to lead this exciting rail programme. This is an opportunity to play an integral role in the formation of TfN's vision of significant economic growth supported by a world-class transport network.

As NPR Director, you will lead the team tasked with working in partnership with the Department for Transport (DfT) and in conjunction with Network Rail, HS2 Ltd, Local and Combined Authorities to determine and deliver the priorities for investment in the North's rail network, freight and passenger services.

You will be responsible for the development of necessary business cases and funding proposals, whilst managing the programme team and establishing effective and productive relationships with the DfT and other key stakeholders.

To respond to the challenges ahead we are looking for a candidate who will be able to secure influence across the stakeholder community by creating a sense of shared vision and common goals. It will be an opportunity for the successful candidate to make a lasting impression on the economy of the North of England through the ideas and energy they bring.

This diverse and demanding role presents a unique personal and professional challenge for the successful candidate.



Barry White
Chief Executive of TfN

Role Profile

Title:

Northern Powerhouse Rail Director

Reports to:

Chief Executive

Location:

Flexible across the North of England with a requirement to regularly work from our offices in Manchester.

Salary:

Circa £100,000 per annum

Role Purpose:

Provide leadership for the Transport for the North (TfN) team tasked with working in partnership and collaboration with the Department for Transport, Network Rail, HS2 Ltd, Local and Combined Authorities to determine and deliver the priorities for investment in the North's rail network, freight and passenger services.

Responsibilities:

Key Role Outputs (KRO's) <i>What must be achieved for the post holder to be successful in the role</i>		Key Actions <i>How the KRO's will be achieved – the activities required</i>
1.	Lead TfN's Northern Powerhouse Rail (NPR) Programme and shaping the wider Northern Strategic Transport Plan	<ul style="list-style-type: none"> • Lead the development and delivery of all elements of the NPR Programme, which is jointly cliented with the Department for Transport (DfT), and its part in shaping the Northern Strategic Transport Plan. • Drive effective collaborative and partnership working with DfT as joint client, other national agencies, train operating companies, Rail North and all Local and Combined Authorities across the North to maximise long-term consensus in terms of the Northern Powerhouse Rail (NPR) Programme. • Drive business readiness and ensure TfN can deliver the NPR Programme working in close collaboration and partnership with senior colleagues within DfT, Network Rail and HS2 Ltd. • Oversee complex infrastructure schemes on behalf of TfN through the early GRIP stages, working with the Network Rail and HS2 Ltd design teams. • Oversee all technical aspects of design, procurement, implementation and close-out in accordance with the overall NPR Programme. • Act as the "Intelligent Client" for NPR, jointly with DfT, and lead TfN's NPR input with Network Rail and DfT into the Government's High-Level Output Statement for each Control Period ensuring partnership support and buy-in at all stages.



2.	<p>Lead all NPR related inputs to the Northern Strategic Transport Plan and to the TfN Business Plan</p>	<ul style="list-style-type: none"> • Lead all NPR related input to the Northern Strategic Transport Plan working with TfN’s Strategy Director to ensure that all NPR elements of strategy and all supporting plans optimise economic, social, environmental and value for money criteria. • Participate fully in the work of other work-streams to achieve full integration with NPR and to minimise the potential for duplication or conflict and ensuring that schemes are complementary to each other and that TfN has an integrated investment programme. • Integrate rail schemes resulting from prioritisation within other TfN programmes into the NPR Programme as appropriate.
3.	<p>Lead the development of the required business cases and all funding proposals necessary to deliver the NPR Programme</p>	<ul style="list-style-type: none"> • Lead the development of the required business cases and project proposals, jointly with DfT, ensuring effective scrutiny and wide TfN partnership support of all such proposals and plans as necessary to ensure timely delivery of all NPR Programme outputs and outcomes. • Act as the “Intelligent Client” for all elements of the programme undertaken by third parties, partners or consultants ensuring full programme requirements and outputs are continuously delivered to agreed standards, time and budget. • Lead in the shaping of new rail appraisal techniques that fully capture the benefits of rail to the North and maximising available funding opportunities.
4.	<p>Lead and coordinate the NPR programme team</p>	<ul style="list-style-type: none"> • Lead and direct the work of the Programme Management Team to meet the objectives and demands of the NPR Programme. • Determine work programmes for and required outputs from the team and its individuals including developing and implementing new work packages as appropriate. • Lead all programme procurement and expenditure, ensuring effective budget management and control of all funding assigned to the programme aligned to agreed financial reporting requirements, policies and procedures. • Establish appropriate mechanisms to continually review and monitor resource requirements, ensuring adherence with programme and TfN governance arrangements, including a PMO function and reporting to TfN as required. • Oversee and ensure that effective information management and document control processes are in place to support and underpin delivery of the NPR Programme and all necessary partnership and collaborative working.
5.	<p>Undertake systematic project reviews and agree action plans to address issues raised throughout the</p>	<ul style="list-style-type: none"> • Lead the reviewing of milestones and progress for each project within the NPR Programme with Project Managers and maintain active review during the life-cycle of each element of the programme. • Take corrective action to resolve problems, identify and report developing risks and issues, aligned to TfN’s risk management framework. • Provide challenge and scrutiny on project performance and using persuasive communication skills to influence external parties to deliver against project objectives.



	programme lifecycle	<ul style="list-style-type: none"> Ensure projects are routinely and rigorously assessed for their compliance with TfN's Project and Programme Management Procedures.
6.	Lead and establish positive and effective relationships with stakeholders	<ul style="list-style-type: none"> Work in close partnership with the Department for Transport, Network Rail and HS2 Ltd to determine and deliver the NPR priorities for investment in the North's rail network. Co-ordinate all third-party interfaces ensuring effective engagement and management of all stakeholders and partners necessary to ensure delivery of the NPR Programme. Ensure an effective communications plan is produced and delivered which supports the programme of activity. Foster productive partnership working relationships with all TfN partners (including Rail North, Combined Authorities and their members, LEPs and non-core Local Authorities). Act as lead spokesperson for TfN on all NPR matters, including dealing with requests for information from the public, stakeholders and (where appropriate) the media. Attend public/stakeholder meetings as required to support delivery of the NPR Programme.
7.	Effective People Management and Leadership	<ul style="list-style-type: none"> Live by the vision and values of TfN demonstrating clear leadership and providing a role model. Manage staff in accordance with TfN's policies and procedures to ensure their performance and contribution are utilised to maximum effect in the delivery of key objectives.
8.	Lead intelligence on UK rail related developments and trends	<ul style="list-style-type: none"> Oversee and lead consultation exercises on matters pertinent to the NPR in the North, including those organised by the ORR. Oversee the evaluation of all rail funding opportunities and initiatives and networks to further economic growth in the North.

Compulsory Outputs (CO's)		Key Actions
<i>What must be achieved for the post holder to be successful in the role</i>		<i>How the CO's will be achieved – the activities required</i>
1.	Ensure you comply with all applicable organisational legislation and policy	<ul style="list-style-type: none"> TfGM/TfN Safety Management System TfGM/TfN Dignity at Work policy Information assurance and security in line with Cabinet Office requirements TfGM/TfN policies and procedures Risk Management Equality and diversity legislation TfGM/TfN Vision & Values

2.	Any other reasonable duties as required from time to time	<ul style="list-style-type: none"> Deal with any other tasks that may be assigned by the Partnership Board and the Executive Board.
----	--	--

Key Interdependencies:

Key Contacts	<ul style="list-style-type: none"> Department for Transport National Agencies including Network Rail, HS2 Ltd and Office of Road and Rail Rail North including the Rail North Director and Rail (Partnership) Director Train Operating Companies including TransPennine Express and Northern Rail TfN Executive Board & Partnership Board Senior Executives & Members of the various Combined Authorities, PTE's and Local Authorities across the North of England Other directors and senior managers
Direct reports	Various direct reports, please refer to Organisational Structure
Budgetary responsibility	<ul style="list-style-type: none"> TfN's operating budget is £10m per annum until 2020 and this role will play a pivotal role in the management and allocation of all current and further TfN funding. This role will oversee the NPR budget and programme which includes £60m of Transport Development Fund (TDF) funding spanning 2016/17 to 2019/20.

Person Specification

Knowledge, skills and experience required:

E Essential Experience:

E1	Extensive proven experience and delivery track-record at a senior management level in the rail industry or an associated field
E2	Proven experience of successfully working in partnership with Local Authorities, Department for Transport, Network Rail, HS2 Ltd and other national agencies
E3	Extensive experience of leading and working with multi-disciplinary teams to deliver complex projects and work plans, and to meet key objectives
E4	Extensive experience of successful transport strategy and policy development and implementation
E5	Broad knowledge of transport strategy, transportation planning and rail engineering
E6	Ability and extensive experience of managing significant budgets, maximising external funding opportunities, and effectively applying key commercial, business and other management processes
E7	Demonstrable political sensitivity and the ability to robustly manage stakeholders
E8	Significant experience of leading multi-agency groups, managing conflicts and achieving consensus
E9	Extensive proven experience of managing specialist consultants and other contributors to strategic development programmes

EQ Essential Qualifications:

EQ1	Relevant degree/postgraduate qualification
EQ2	Project management qualifications e.g. PRINCE2 or equivalent

DQ Desirable Qualifications:

DQ1	Chartered Civil (ICE) Engineer
-----	--------------------------------

EC Essential Behavioural Competencies:

EC1	Cultivates Innovation - <i>Creates new and better ways for the organisation to be successful</i>
EC2	Ensure Accountability - <i>Holds self and others accountable to achieve results, even under challenging circumstances</i>
EC3	Collaborates - <i>Builds partnerships and works collaboratively with others to meet shared objectives</i>
EC4	Instils Trust - <i>Gains the confidence and trust of others through honesty, integrity and authenticity</i>
EC5	Financial Acumen - <i>Interprets and applies understanding of key financial indicators to make better business decisions</i>
EC6	Decision Quality - <i>Makes good and timely decisions that keep the organisation moving forward</i>
EC7	Strategic Mindset - <i>Looks ahead to future possibilities and translates them into breakthrough strategies</i>
EC8	Attracts Top Talent - <i>Attracts and selects the best talent to meet current and future business needs.</i>
EC9	Drives Vision & Purpose - <i>Paints a compelling picture of the vision and strategy that motivates others to action</i>
EC10	Manages Ambiguity - <i>Operates effectively, even when things are not certain or the way forward is not clear</i>



0161 244 0888



Engagement@transportforthenorth.com



Transport for the North
2nd Floor, 4 Piccadilly Place
Manchester, M1 3BN

Ground Floor
West Gate, Grace Street
Leeds, LS1 2RP



transportforthenorth.com

