

# Transport for the North

## Corporate Risk Register

Updated February 2021



## **Introduction to Transport for the North's Corporate Level Risks**

It is essential that Transport for the North (TfN) recognises, understands and manages the range of risks that could negatively impact on its ability to achieve the objectives set out in the 2020/2021 Business Plan. TfN's approach to managing risk is set out in its Risk Management Strategy which provides guidance for how risks are identified, assessed, managed and reported. Each programme and corporate function within TfN has its own risk register that is updated on either a monthly or fortnightly cycle, with clear reporting in line with governance arrangements. At the apex of these arrangements is the annual reporting of the corporate level risks to TfN Board.

TfN uses programme information to identify cross cutting risk themes that are sufficiently significant, either in their own right or in aggregate, to be reported to and discussed by the Board as risks requiring corporate focus. TfN's corporate risks stem from a range of sources, some of which are beyond TfN's direct control. The challenges and uncertainty faced by TfN create both threats that need to be addressed, and opportunities that can potentially be exploited.

The 2020/21 corporate risk register presents the corporate risks that might directly have an impact on TfN's business plan objectives. To ensure effective management of risks, the reports provides full risk information such as the proximity of the risk, potential consequences on TfN's objectives and priorities and the mitigation measures in place to manage the downside risks.

**Table 1** summarises TfN's corporate level risks and the senior owner(s).

**Table 2** outlines TfN's defined Probability Impact Criteria to undertake the qualitative assessment of the risks in order to produce a risk exposure score for each risk.

**Table 3** provides a guideline in regard to the assessment of TfN's level of control on the proposed mitigation risk plans.

**Table 4** provides a detailed analysis of each risk, the mitigating actions that have been adopted and the mitigation level of controllability as it is important to understand the extent to which TfN is able to influence or control the risk outcomes.

## Section 1: Summary of Corporate Risk Themes, Probability & Impact Assessments and Ownerships

<b>Corporate Risk Theme</b>	<b>The Covid-19 Pandemic prevents or delays TfN from delivering its objectives</b>		
<b>Risk Probability</b>		<b>Medium</b>	
<b>Nature of Risk Impact</b>	Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. tristique senectus et netus et malesuada fames ac turpis egestas. Proin pharetra nonummy pede.		
<b>Current Risk Impact</b>			<b>High</b>
<b>Post-Mitigation Impact</b>		<b>Medium</b>	
<b>Risk/Mitigation Owner(s)</b>	TfN Chief Executive (Barry White)		
<b>Corporate Risk Theme</b>	<b>TfN Reputational and Political Engagement</b>		
<b>Risk Probability</b>	<b>An Issue</b>		
<b>Nature of Risk Impact</b>	Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. tristique senectus et netus et malesuada fames ac turpis egestas. Proin pharetra nonummy pede.		
<b>Current Risk Impact</b>			<b>Very High</b>
<b>Post-Mitigation Impact</b>		<b>High</b>	
<b>Risk/Mitigation Owner(s)</b>	TfN Chief Executive / Finance Director (Barry White / Iain Craven)		
<b>Corporate Risk Theme</b>	<b>Embedding the Strategic Transport Plan (STP) Across Programmes</b>		
<b>Risk Probability</b>	<b>Low</b>		
<b>Nature of Risk Impact</b>	Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. tristique senectus et netus et malesuada fames ac turpis egestas. Proin pharetra nonummy pede.		
<b>Current Risk Impact</b>			<b>High</b>
<b>Post-Mitigation Impact</b>		<b>Medium</b>	
<b>Risk/Mitigation Owner(s)</b>	Strategy & Programme Director (Tim Foster)		
<b>Corporate Risk Theme</b>	<b>Delivery of Robust and Compelling Evidence to Support Investment Programmes</b>		
<b>Risk Probability</b>		<b>Medium</b>	
<b>Nature of Risk Impact</b>	Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. tristique senectus et netus et malesuada fames ac turpis egestas. Proin pharetra nonummy pede.		
<b>Current Risk Impact</b>		<b>Medium</b>	
<b>Post-Mitigation Impact</b>	<b>Low</b>		
<b>Risk/Mitigation Owner(s)</b>	Strategy and Programme Directors (Tim Foster)		

<b>Corporate Risk Theme</b>	<b>Transport Decarbonisation and Climate Change Emergencies</b>		
<b>Risk Probability</b>		<b>Medium</b>	
<b>Nature of Risk Impact</b>	Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. tristique senectus et netus et malesuada fames ac turpis egestas. Proin pharetra nonummy pede.		
<b>Current Risk Impact</b>		<b>Medium</b>	
<b>Post-Mitigation Impact</b>	<b>Low</b>		
<b>Risk/Mitigation Owner(s)</b>	<b>Strategy &amp; Programme Director</b> (Tim Foster)		
<b>Corporate Risk Theme</b>	<b>TfN Business Operations</b>		
<b>Risk Probability</b>		<b>Medium</b>	
<b>Nature of Risk Impact</b>	Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. tristique senectus et netus et malesuada fames ac turpis egestas. Proin pharetra nonummy pede.		
<b>Current Risk Impact</b>			<b>High</b>
<b>Post-Mitigation Impact</b>		<b>Medium</b>	
<b>Risk/Mitigation Owner(s)</b>	<b>Finance Director / Business Capabilities Director</b> (Iain Craven / Dawn Madin)		
<b>Corporate Risk Theme</b>	<b>TfN Compliance with Relevant Laws and Regulations</b>		
<b>Risk Probability</b>	<b>Low</b>		
<b>Nature of Risk Impact</b>	Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. tristique senectus et netus et malesuada fames ac turpis egestas. Proin pharetra nonummy pede.		
<b>Current Risk Impact</b>			<b>High</b>
<b>Post-Mitigation Impact</b>		<b>Medium</b>	
<b>Risk/Mitigation Owner(s)</b>	<b>Business Capabilities Director / Head of Legal Services</b> (Dawn Madin / Julie Openshaw)		
<b>Corporate Risk Theme</b>	<b>Revised Framework - Delivery of Contactless on Rail and Local Smart Ticketing</b>		
<b>Risk Probability</b>	<b>An Issue</b>		
<b>Nature of Risk Impact</b>	Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. tristique senectus et netus et malesuada fames ac turpis egestas. Proin pharetra nonummy pede.		
<b>Current Risk Impact</b>			<b>Very High</b>
<b>Post-Mitigation Impact</b>			<b>High</b>
<b>Risk/Mitigation Owner(s)</b>	<b>IST Programme Director</b> (Jeremy Acklam)		

<b>Corporate Risk Theme</b>	<b>The Northern Powerhouse Rail (NPR) Business Cases and Programme Development</b>		
<b>Risk Probability</b>	<b>An Issue</b>		
<b>Nature of Risk Impact</b>	Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. tristique senectus et netus et malesuada fames ac turpis egestas. Proin pharetra nonummy pede.		
<b>Current Risk Impact</b>			<b>High</b>
<b>Post-Mitigation Impact</b>			<b>High</b>
<b>Risk/Mitigation Owner(s)</b>	<b>NPR Programme Director</b> (Tim Wood)		
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<b>Corporate Risk Theme</b>	<b>Rail Operations (Franchise Management and Investment)</b>		
<b>Risk Probability</b>			<b>Very High</b>
<b>Nature of Risk Impact</b>	Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. tristique senectus et netus et malesuada fames ac turpis egestas. Proin pharetra nonummy pede.		
<b>Current Risk Impact</b>			<b>Very High</b>
<b>Post-Mitigation Impact</b>			<b>Very High</b>
<b>Risk/Mitigation Owner(s)</b>	<b>Strategic Rail Programme Director</b> (David Hoggarth)		
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## Section 2: Probability & Impact Scoring and Assessment Criteria

TfN's Probability Impact Criteria, as illustrated below, is a risk management tool that enables the risk likelihood and impact to be calculated to produce an aggregated risk severity and exposure for each risk. The corporate risks are plotted according to the probability of occurrence and the impact upon an activity should the risk happen.

The qualitative risk ranking (risk score) could be generated by multiplying the probability with the maximum of the impacts (i.e. financial, reputation etc.) for each risk.

Rating	Probability of the Risk Materialising (%)	Definition of Impact
5	100% likelihood that the risk will materialise	One or more of the implications will have an effect on business plan objectives and/or KPIs.
4	81-100	<ul style="list-style-type: none"> <li>Financial Implication: <b>£&gt;2m</b></li> <li>Schedule Implication: <b>&gt; 12 (months)</b></li> <li>National long-term negative media coverage, significant loss of trust and credibility</li> <li>Severe relationship issues with partners and/or third parties (such as Local Authorities, public)</li> </ul>
3	51-80	<ul style="list-style-type: none"> <li>Financial Implication: <b>£1m - £2m</b></li> <li>Schedule Implication: <b>9 - 12 (months)</b></li> <li>National short-term negative media coverage</li> <li>There is evidence of relationship issues with partners/or and third parties (such as Local Authorities, public)</li> </ul>
2	21-50	<ul style="list-style-type: none"> <li>Financial Implication: <b>£500K - £1m</b></li> <li>Schedule Implication: <b>3 - 9 (months)</b></li> <li>Local media damage</li> <li>No or minor strained relationship with partners and/or third parties (such as Local Authorities, public)</li> </ul>
1	< = 20	<ul style="list-style-type: none"> <li>Financial Implication: <b>£0 - £500K</b></li> <li>Schedule / Time delay Implication: <b>0 - 3 (months)</b></li> <li>Local media attention quickly remedied</li> <li>No strain relationship with partners and/or third parties (such as Local Authorities, public)</li> </ul>

### **Section 3: Qualitative Assessment on the Levels of Mitigation Control**

In order to provide assurance on how TfN's corporate risks are impacted by the mitigation activities set out in this document, the identified mitigation action plans have been categorised between:

**High Control,**  
**Medium Control** and  
**Low Control**

to demonstrate TfN's level of influence and control on mitigations that have been identified to address those risk outcomes. These are set out below:

- **High Control:** TfN has direct control over the identified mitigation strategies. That is, TfN has the power and/or ability to fully implement the mitigations and as a result, contribute to the successful mitigation of the associated risk.
- **Medium Control:** TfN has some control over the identified mitigation, however, collaborative efforts are required with relevant partners or other stakeholders in order to be successful in the management of the action plans. TfN may be able to deploy additional resources to increase its ability to influence risk outcomes.
- **Low Control:** TfN has very limited control over the identified mitigations. It requires joint involvement or decision to be made co-client/stakeholders. Without joint involvement, the likelihood of the risk materialising increases. Whilst TfN can attempt to influence the factors impacting on such risks, it has a low level of control over how the mitigations are implemented.

## Section 4: Qualitative Risk Analysis of TfN’s Corporate Level Risks

**Risk ID:** TCR01

**Risk Title:** [insert title of risk as per Table 1]

**Risk Proximity:** Short – Medium Term

**Risk Ownership:** Chief Executive, Barry White

### Description of Identified Risks:

- (1) Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna;
- (2) Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus;
- (3) Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Proin pharetra nonummy pede. Mauris et orci;
- (4) Aenean nec lorem. In porttitor. Donec laoreet nonummy augue.

### Impacts of Identified Risks:

- Suspendisse dui purus, scelerisque at, vulputate vitae, pretium mattis, nunc. Mauris eget neque at sem venenatis eleifend. Ut nonummy.
- Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies.
- Suspendisse dui purus, scelerisque at, vulputate vitae, pretium mattis, nunc. Mauris eget neque at sem venenatis eleifend.

	Assessed Risk Impact			
	Low	Medium	High	Very High
<b>Risk Probability</b>				
<b>Low</b>		(4)	(1)	
<b>Medium</b>			(2)	
<b>High</b>				
<b>Very High</b>				
<b>An Issue</b>			(3)	

### Mitigations of Identified Risks, Level of Control and Progress on Action Plans:

Mit #	Mitigation Summary	Control Level	Progress
1	[Summary of mitigations and actions]	<b>High Control</b> [Summary of why it is a High Control]	<b>Date:</b> [Summary of Progress]
2	[Summary of mitigations and actions]	<b>Medium Control</b> [Summary of why it is a Medium Control]	<b>Date:</b> [Summary of Progress]
3	[Summary of mitigations and actions]	<b>Low Control</b> [Summary of why it is a Low Control]	<b>Date:</b> [Summary of Progress]





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