

Meeting: Transport for the North Board

Subject: Corporate Risk Register Report

Author: Iain Craven, Finance Director

Sponsor: -

Meeting Date: Wednesday 29 September 2021

1. Background:

- 1.1 Transport for the North has updated the Corporate Risk Register (“CRR”) to continue to reflect the Key Performance Indicators (KPIs) and business objectives outlined in the Business Plan for Financial Year 2021/22. The update of the CRR includes a significant revision of the template as agreed with and approved by the Audit & Governance Committee, as well as the usual identification of new risks, re-assessments of risk impact scores and highlighting of issues. In addition to the principal risks and issues associated with the organisation’s KPIs, the business continues to manage the impacts of the coronavirus pandemic and associated arrangements on programme delivery and business operations.
- 1.2 The CRR was presented at the Audit and Governance Committee on 16 September 2021 for feedback and approval. It has subsequently been updated to reflect changes that have occurred since the reports were published for that meeting.
- 1.3 The terms of reference for the Audit and Governance Committee includes the requirement for the committee to “monitor Transport for the North’s risk and performance management arrangements including review of the risk register, and progress with mitigating action”.
- 1.4 Transport for the North’s corporate risks stem from the agreed KPIs and from a range of other sources, some of which are beyond Transport for the North’s direct control. The challenges and uncertainty faced by Transport for the North create both threats that need to be addressed, and opportunities that can potentially be exploited. Transport for the North’s Corporate Risk Register is presented at Appendix 11.1

2. Recommendation:

- 2.1 Board is invited to:

- a) Consider the report and appendix;
- b) Discuss the information provided in the Corporate Risk Register; and
- c) Subject to any required amendments arising from discussion, approve the content of the Corporate Risk Register as a reflection of the current position.

3. Consideration:

3.1 Transport for the North's approach to managing risk is described in its Risk Management Strategy ("RMS") which sets out guidance for how risks are identified, assessed, managed, and reported. The RMS has been applied in updating the Corporate Risk Register.

3.2 It is essential that Transport for the North and its programme teams recognise, understand, and manage the risks that could negatively impact on its ability to achieve its objectives and priorities.

3.3 This report provides the Board with an update on the organisational risks and issues relating to the business KPIs/objectives which can be found in the Corporate Risk Register.

3.4 The key changes from the previous version considered by the Board in March 2021 are as follows:

- *The Covid-19 Pandemic prevents or delays TfN from delivering its objectives (TCR01)* – The likelihood of a significant number of TfN or supplier staff being affected by Covid-19 and thus impacting TfN's key programmes and business deliverables has been reduced to a Low assessment reflecting the impact of the vaccine roll-out. However, delays to government policy announcements due at least in part to the pandemic means that the overall level of post-mitigation risk level associated with Covid-19 remains at Medium.
- *TfN Reputational and Political Engagement (TCR02)* – This risk was assessed as an issue in March 2021 due to the final cessation of the IST programme and the core funding settlement. Subsequent mitigation efforts aimed at strengthening TfN's relationship with the department and the development and submission of TfN's Spending Review proposals have led to this being reduced to medium. In addition, TfN is currently responding to a request from the department to put forward proposals for the drawdown of additional in-year funding for 2021/22.
- *Embedding the Strategic Transport Plan (STP) Across Programmes (TCR03)* - The overall level of post mitigation risk for TCR03 has been reduced from Medium to Low following an exercise to

reassess the level of risk to which TfN is now exposed, particularly given the mitigations that are in place and the fact that these are largely controllable by TfN.

- *TfN Operations (TCR06)* – The post-mitigation risk level has been reduced from High to Medium. This reflects our mitigation efforts aimed at strengthening TfN’s relationship with the department and the development, the submission of TfN’s Spending Review proposals and the timely permanent recruitment of a new Chief Executive.
- *TfN Compliance with Relevant Laws and Regulations (TCR07)* - The overall level of post mitigation risk for TCR07 has been reduced from Medium to Low following an exercise to reassess the level of risk to which TfN is now exposed.
- The Integrated and Smart Travel programme issue that was previously included in the risk register has been removed. The programme is currently being wound-up.
- *Rail Operations (Franchise Management and Investment) (TCR10)* – The risk description has been amended to reflect the publication of the Williams-Shapps review and the specific matters arising from Manchester Central Corridor and East Coast Mainline timetabling. The overall level of risk associated with rail operations remains Very High.

4. Appendices:

4.1 Appendix 11.1 – Transport for the North’s Corporate Risk Register.

Required Considerations

Equalities:

Age	Yes	No
Disability	Yes	No
Gender Reassignment	Yes	No
Pregnancy and Maternity	Yes	No
Race	Yes	No
Religion or Belief	Yes	No
Sex	Yes	No
Sexual Orientation	Yes	No

Consideration	Comment	Responsible Officer	Director
Equalities	A full impact assessment has not been carried out because it is not required for this report.		Iain Craven

Environment and Sustainability

Yes	No
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Consideration	Comment	Responsible Officer	Director
Sustainability / Environment – including considerations regarding Active Travel and Wellbeing	A full impact assessment has not been carried out because it is not required for this report.		Iain Craven

Legal

Yes	No
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Consideration	Comment	Responsible Officer	Director
Legal	Legal risks to Transport for the North are identified in the Corporate Risk Register and there are no new	Julie Openshaw	Dawn Madin

	legal implications as a result of this report.		
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Finance

Yes	No
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Consideration	Comment	Responsible Officer	Director
Finance	The Finance Team has reviewed this report and confirmed that the financial implications are included within the report.	Paul Kelly	Iain Craven

Resource

Yes	No
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Consideration	Comment	Responsible Officer	Director
Resource	The HR Team has reviewed this report and confirmed the resourcing implications are captured within Risk Register.	Stephen Hipwell	Dawn Madin

Risk

Yes	No
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Consideration	Comment	Responsible Officer	Director
Risk	A full corporate risk assessment activity took place which can be found in Item 11.1.		Iain Craven

Consultation

Yes	No
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Consideration	Comment	Responsible Officer	Director

Consultation	A consultation has not been carried out because it is not required for this report.		Iain Craven
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