

Transport for the North

Corporate Risk Register

March 2023



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 2022/2023 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 a monthly cycle, with clear reporting in line with governance arrangements.

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 TfN 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 2022/23 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 report provides information such as risk description, potential consequences on TfN's objectives and priorities, and the mitigation measures in place to manage risks.

Section 1 provides an executive summary of TfN's Risk Environment and Emerging Risks, corporate risk themes and factors, key changes to the register since the last risk review, key impacts/action themes, and TfN's 2022/23 KPIs.

Section 2 is presented to the Audit and Governance Committee, which provides a detailed analysis of each risk, the mitigating actions that have been adopted, and the mitigation level of control, as it is important to understand the extent to which TfN is able to influence or control the risk outcomes.

1 Executive Summary

1.1.1 TfN's Risk Environment and Emerging Risks

1.1.2 Recognising the current fiscal environment including the rising cost of inflation, TfN is closely monitoring funding risks and budget expenditure. There is a risk at functional level to manage and monitor budget assumptions and there is a corporate risk relating to medium term sustainability.

1.1.3 TfN have received the funding allocation for 2023/24 and 2024/25, which provides teams with certainty and helps us better plan more strategically and support our partners more effectively. TfN will receive £6.5 million for each of the next 2 financial years and an additional £710,000 of grant funding in both financial years. This is to strengthen our role as a regional Centre of Excellence and support our partners regionally and nationally in their work. We continue to review and update the corporate risk register in line with the funding allocation, business plan 2023/24 and updated KPI's.

1.2 Key Changes to the Corporate Risk Register

1.2.1 TCR02: Risk 879 Changes in government commitments - probability current and target position reduced from medium to low based on clarity within the current political environment.

1.2.2 TCR03: Risk 641 Endorsement of STP refresh - Reduced probability current from high to medium and target medium to low due to progress in producing a draft STP and agreeing key principles with TfN Board. New action added in relation to international connectivity.

1.2.3 TCR09: Theme has been renamed Rail (Previously named Rail operations – franchise management and investment).

1.2.4 TCR09: Risk 311 reduced probability from high to medium current and target position as Manchester change has been implemented and East Coast mainline has been deferred.

1.2.5 TCR10 Risk 887 Data removal risk closed and managed at functional level as TfN has now transitioned to the new operating model and risk has reduced.

1.2.6 TCR12: Risk 882 TAME capabilities reduced probability current to medium and target to low due to improved TAME resourcing, successful delivery for DfT and increased funding certainty.

- 1.2.7 TCR11: Co-sponsorship theme has closed, and risks have been transferred into TCR09.
- 1.2.8 TCR12: Risk 884 Legal and commercial restrictions. Current probability reduced from Very High to high due to resolution of some licencing issues.
- 1.2.9 TRC13: Risk 878 Funding levels are significantly reduced – Risk closed due to confirmed two year funding allocation and managing future allocations through the sustainability risk 916.
- 1.2.10 TCR13: Risk 916, Demonstration of medium-term sustainability, risk rearticulated to reflect confirmed funding allocation.
- 1.2.11 TCR15: Risk 917 severance process, risk closed from corporate risk register and managed at functional level as reorganisation now complete.
- 1.2.12 Our Key Performance Indicators (KPI's) framework monitors and measures our progress and performance and ensures that we provide value for money. The KPIs that we have adopted for 2022/23 are set out below:

KPI	Detail	Deliver	Responsible
1	Establish the stakeholder forum for Trans-Pennine Route Upgrade	Jul-22	Rail
2	Publish the TfN work on Transport related social exclusion	Sep-22	Strategy
3	Complete the reshaping of TfN and implement new operating model	Sep-22	CEO
4	Implement effective governance arrangements for the Co-Sponsor Board	Sep-22	CEO/Rail
5	Publish the TfN Freight and Logistics Strategy	Sep-22	Strategy
6	Establish the agreed NPR analytical work programme for DfT through TAME	Sep-22	Strategy
7	Develop and autumn submission to Government that identifies opportunities to build on TfN's technical capabilities	Oct-22	Finance/Strategy
8	Develop the business model that enables TfN to support its partners across the North	Oct-22	CEO/Strategy
9	Working with partners to prepare a Northern proposition for the implementation of the Williams-Shapps rail reforms	Dec-22	Rail
10	Publish a refreshed Northern Powerhouse Independent Economic Review	Dec-22	Strategy
11	Identify investment priorities for consideration as part of Road Investment Strategy (RIS3)	Dec-22	Road
12	Use the EV charging infrastructure framework to support partners - nationally and across the North	Dec-22	Road

13	Make the Clean mobility visions outputs available for use by partners - nationally and across the North	Dec-22	Strategy
14	Prepare a draft Strategic Transport Plan and secure TfN Board agreement to consult	Mar-23	Strategy
15	Complete an Integrated Sustainability Appraisal of the revised Strategic Transport Plan	Mar-23	Strategy
16	Develop a draft connected Mobility Strategy and secure TfN Board agreement to publish	Mar-23	Rail/Road
17	Develop and implement the Manchester Recovery Task Force "blueprint" and apply the same approach to the East Coast Main Line	Mar-23	Rail
18	Contribute to the work of the Leeds Area Study as part of the implementation of the IRP	Mar-23	Rail
19	Deliver projects on BSIPS, hydrogen and local mobility in support of partners	Mar-23	Strategy/Road/Rail
20	Submit to DfT an update on progress with the implementation of the Major Road Network Programme	Mar-23	Road

1.3. Corporate Risk Dashboard

10 Current themes	24 Risk factors	2 Opportunities	106 Mitigation actions	64 Ongoing actions	7 New actions
	0 New risk factors	0 Issues		15 Mitigation actions due by 31 March 23	18 actions completed in last quarter

TCR	Themes ordered by highest current risk score	Number of Risk Factors per Theme	Current Score	Target Score	Risk Owners
13	TfN funding	2	20	18	Chief Executive Officer and Finance Director
14	TfN resources	2	19	17	Head of Human Resources
9	Rail	5	19	17	Chief Executive Officer and Strategic Rail Director
3	TfN's Strategic Transport Plan (STP)	2	19	11	Interim Strategy and Programme Director
2	TfN's reputation, political engagement and effectiveness (including 2 opportunities)	7	18	15	Chief Executive Officer and Interim Strategy and Programme Director
12	Technical appraisal, modelling and economics (TAME)	2	18	15	Interim Strategy and Programme Director
4	Delivery of robust and compelling evidence to support Investment Programmes	1	15	11	Interim Strategy and Programme Director
7	TfN compliance and relevant laws and regulations	1	11	11	Head of Legal Services
5	Transport decarbonisation and climate change	1	11	8	Interim Strategy and Programme Director
10	TfN cyber security	1	10	10	IT and Information Manager

Key impacts across themes:

- TfN reputational damage and loss of credibility.
- TfN's ability to deliver statutory duties.
- Recruitment and retention of staff.

Key action themes:

- Partner Engagement
- Developing a revised MoU with the DfT
- Collaborate with DfT on NPR Sponsor Board

Threat Scoring	
Issue	
Very High	19 - 25
High	14 - 18
Medium	7 - 13
Low	1 - 6

Opportunity Scoring	
Very High	-19 - -25
High	-14 - -18
Medium	-7 - -13
Low	-1 - -6

881	TfN's Strategic Transport Plan	TfN are unable to produce a draft STP that will be endorsed by TfN Board and government in time to consult and then adopt the plan by the end of 2023.	<ol style="list-style-type: none"> 1. Engagement with Partners and Government. 2. Manage programme via TfN's Strategic Oversight Group. 3. Update Northern Powerhouse Independent Economic Review (NPIER). 4. Manage interdependencies with NPIER. 5. Engagement with external stakeholders on NPIER and STP 2. 	Interim Strategy and Programme Director
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