
Meeting: Transport for the North Audit & Governance Committee
Subject: Corporate Risk Report, Updates to the RMS and Risk Deep Dive
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Meeting Date: Friday 21 July 2023

1. Background:

- 1.1 Transport for the North (TfN) has updated the Corporate Risk Register (CRR) to reflect the milestones and Business Objectives outlined in the Business Plan for Financial Year 2023/24.
- 1.2 The CRR was last presented to TfN Board on 23 March 2023. The next scheduled Board meeting at which the CRR is due to be presented is 27 September 2023.
- 1.3 The updated CRR was presented to Operating Board on 6 June.
- 1.4 TfN's corporate risks stem from the agreed milestones and from a range of other 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. TfN's Corporate Risk Register is presented at Appendix 4.1.
- 1.5
 - The CRR has been reviewed and updates have been made to risks, assessment of risks and mitigation actions, to reflect TfN's current environment, key milestones and 2023/24 business plan.
 - The format of the CRR has been updated. Key impacts are captured on the dashboard and actions/controls are now captured directly under each risk.
- 1.6 The two very high corporate risks are:
 - Material variations from the funding Planning assumptions that underpin medium term sustainability.
 - TfN could have a reduced role in the rail industry following the implementation of rail reform including the role with Great British Railways.

2. Recommendations:

- 2.1 In order to provide assurance that efficient and effective risk management practice and processes are in place
 - Note the new format with the focus on individual corporate risks and consider the updates to the CRR
 - Note update to the Risk Management Strategy with the inclusion of the assurance framework
 - As part of the scheduled deep dive process provide feedback on corporate risk 643, recruitment and retention of staff.

3. Update to the Risk Management Strategy:

- 3.1 Following on from one of the actions identified by RSM as part of the risk maturity audit, the Risk Management Strategy has been updated to include TfN - Three Lines of defence assurance model. The next step is to review the key corporate risks with

owners to ensure the framework is embedded and applied. Please see Appendix 4.2 for detail.

4. Audit and Governance Committee Risk Deep Dive:

4.1 The corporate risk scheduled for deep dive at Audit and Governance Committee on 21 July 23 is risk 643 recruitment and retention of staff. Please see Appendix 4.3 for deep dive detail.

5. Considerations:

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

5.2 It is essential that TfN and its teams recognise, understand, and manage the risks that could negatively impact on its ability to achieve its objectives and priorities.

5.3 This report provides the Committee with an update on the organisational risks and issues relating to the business milestones/objectives which can be found in the CRR.

6. Corporate Considerations:

6.1 Financial Implications

The financial implications are detailed within individual risks where applicable.

6.2 Resource Implications

The resource implications are detailed within individual risks where applicable.

6.3 Legal Implications

The legal implications are detailed within individual risks where applicable.

6.4 Risk Management and Key Issues

The Corporate Risk Register is part of this report.

6.5 Environmental Implications

A full impact assessment has not been carried out because it is not required for this report.

6.6 Equality and Diversity

A full impact assessment has not been carried out because it is not required for this report.

6.7 Consultations

A consultation has not been carried out because it is not necessary for this report.

7. Background Papers:

7.1 The CRR presented as a standing item at each Audit & Governance Committee provides the background papers and context for this report.

8. Appendices:

8.1 Item 4.1 TfN Corporate Risk Register June 2023

8.2 Item 4.2 TfN Risk Management Strategy Update June 2023

8.3 Item 4.3 TfN Audit and Governance Committee - Risk 643 Deep Dive - July 23

Glossary of terms, abbreviations and acronyms used

a) CRR	Corporate Risk Register
b) RMS	Risk Management Strategy

