

---

**Meeting:** Transport for the North Audit & Governance Committee  
**Subject:** Corporate Risk Report, RMS Update and Risk Deep Dive  
**Author:** Daniella Della-Cerra-Smith, Risk Manager  
**Sponsor:** Paul Kelly, Finance Director  
**Meeting Date:** Friday 15 September 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 8 August 2023.
- 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. Please see Appendix 4.1, TfN's Corporate Risk Register.
- 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 RMS has been updated to reflect risk reporting changes.
- 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
  - Consider the updates to the CRR
  - Note update to the Risk Management Strategy in relation to reporting changes
  - As part of the scheduled deep dive process provide feedback on corporate risk 310, TfN could have a reduced role in the rail industry following the implementation of rail reform including the role with Great British Railway.

## **3. Update to the Risk Management Strategy:**

- 3.1 Functional risk continues to be managed at functional levels. In addition, functional risk is now considered individually and holistically at OBT quarterly. The new functional risk report has been produced which shows the risk profile across the organisation and key updates within the quarter. This report is to be presented to OBT quarterly. The RMS has been updated to reflect the reporting changes.

#### **4. Audit and Governance Committee Risk Deep Dive:**

4.1 The corporate risk scheduled for deep dive at Audit and Governance Committee on 15 September 23 is risk 310 TfN could have a reduced role in the rail industry following the implementation of rail reform including the role with Great British Railway. Please see Appendix 4.2 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 Sept 2023

8.2 Item 4.2 Audit and Governance Committee - Risk 310 Deep Dive - Sept 23

#### **Glossary of terms, abbreviations and acronyms used**

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