

Transport for the North

Corporate Risk Register

September 2023



Section 1 provides an executive summary of TfN's Risk Environment and Emerging Risks, key changes to the register since the last risk review, TfN's 2023/24 milestones and corporate risk dashboard.

Executive Summary

1.1 TfN's Risk Environment and Emerging Risks

- 1.1.1 Recognising the current fiscal environment including the cost of inflation, TfN are 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.
- 1.1.2 TfN received an additional £710,000 of grant funding to deliver the TfN offer. A working group has been established to manage alignment of the individual workstreams across the organisation, as part of this, risks and actions are being considered across TfN. TfN continue to engage with partners across the region to fully scope the offer we can bring to support local transport planning.
- 1.1.3 In September 23, TfN will be relocating the head office space. Risks and actions are being considered in relation to the office move. A working group has been established to discuss progress with the move.
- 1.1.4 TfN continue to monitor the political environment, particularly with the upcoming general election and how this may impact on the delivery of TfN's objectives.

Key Changes to the Corporate Risk Register

- 1.1.5 Risk 299 – TfN's contribution to achieving Decarbonisation - Updated risk wording slightly. TfN's current decarbonation carbon trajectory assumes a reduction to between 1and2% of 2018 surface transport emission levels. The strategy is clear that the North need to get to as close to zero as possible and a net zero target is not appropriate. TfN will be updating the decarbonisation strategy next year, so we will be adjusting and strengthening our decarbonation trajectory as needed.
- 1.1.6 Risk 643 – Recruitment and retention of staff, as discussed as part of the deep dive at the Audit and Governance Committee meeting in August two additional controls have been included in relation to the recruitment process.

- 1.1.7 Risk 876 – Cyber disruption/attacks, an additional control has been included in relation to multifactor authentication.
- 1.1.8 Risk 877 – TfN’s influence on the NPR Programme, has been reassessed and reduced probability current and target due to co-sponsorship agreement and arrangements for engagement forums now in place and DfT have agreed to review connectivity to Bradford. Actions 2481 and 2640 are now complete.
- 1.1.9 Risk 882 – TAME capacity - a new action 2924 has been identified.
- 1.1.10 Risk 881 - Endorsement of STP refresh, action 2500 updated Northern Power Independent Economic Review complete; TfN to produce a summary document which will be presented at partnership board in September. Action 2501 complete as the NPIER scenarios were published with the STP in May.
- 1.1.11 Risk 916 – Funding, delivery of medium-term sustainability, closed two actions (2670 and 2675) as both are duplicates and included within existing controls 2671 and 2673.
- 1.1.12 Risk 999 –Resources for TfN offer– action 2849 updated to develop the brochure and the PID to confirm the plans/trajectory of the TfN offer over 2023/24 and 24/25.

Key Milestones

- 1.1.13 Our key milestones monitor and measure our progress and performance and ensure that we provide value for money. The milestones that we have adopted for 2023/24 are set out below:

Milestone	Detail	Delivery
1	Consult on a revised Strategic Transport Plan	Summer 2023
2	Publish Connected Mobility Strategy	Summer 2023
3	Secure adoption of revised Strategic Transport Plan	December 2023
4	Rail Reform – Issue Proposition for the North	December 2023
5	Provide annual STP action plan	March 2024
6	Update Future Transport Scenarios	March 2024
7	Consult on, and then publish final Strategic Rail Report	March 2024

8	Ensure a strong case is forwarded for recommended RIS investment in the North	March 2024
9	Publish TfN's Bus Policy position.	March 2024
10	Implement an online local public transport data toolkit	March 2024
11	Develop a submission to government that identifies opportunities to build on TfN's technical capabilities	March 2024

Corporate Risk Dashboard

21 Risk factors	0 New risk factors	83 Mitigation actions	58 Ongoing actions	19 Mitigation actions due by 31 Dec 23	5 actions closed in the last quarter	4 New action
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ID	Corporate risks, by highest current score	Current Score	Target Score	Risk Owners
916	Material variations from the funding Planning assumptions that underpin medium term sustainability.	19	19	Finance Director
310	There is a risk that TfN could have a reduced role in the rail industry following the implementation of rail reform including the role with Great British Railways.	19	17	Rail/Roads Director
296	There is a risk of disconnect between TfN's statutory powers/remit and stakeholder expectations.	18	15	Chief Executive Officer
880	TfN are unable to provide the One Voice for the north in relation to strategic transport investment priorities, and policy positions.	18	15	Chief Executive Officer
647	The publication of the IRP has set out the Government's proposals in respect of NPR, TRU and HS2: it also sets out the need for further work to be undertaken. There is a risk that individual programmes are not aligned and expected benefits not realised.	18	15	Rail/Roads Director
879	Despite our statutory status there could be a material change in government's commitment to STB's/reduction of remit and powers of TfN or a change in views/approach as to how STB's function.	17	17	Chief Executive Officer
643	TfN's is unable to recruit and retain suitable staff to deliver the 2023/24 business plan and medium to long term TfN objectives.	17	17	Head of Human Resources
309	The long-term effect of Covid-19/current fiscal environment may impact on the viability of train services and future investment decisions. The pandemic has changed travel patterns and behaviours and therefore service and investment decisions will need to reflect new markets and emerging evidence of demand.	17	17	Rail/Roads Director
300	There is a risk that TfN fails to deliver Value for Money.	17	13	Finance Director
881	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.	17	8	Strategy, Analysis & Comms Director
640	Inappropriate disclosure of confidential information may create a legal liability.	15	15	Chief Executive Officer
311	Future timetable changes in the North reduce rail connectivity.	15	15	Rail/Roads Director
298	There is a risk that TfN might be unable to make a timely, robust, credible, evidence-based case for investment in transport.	15	11	Rail/Roads Director

ID	Corporate risks, by highest current score	Current Score	Target Score	Risk Owners
303	TfN fails to comply with applicable law or exceeds its powers while carrying out its functions.	11	11	Head of Legal
299	Within its Decarbonisation Strategy, TfN and its partners have committed to achieving close to zero emissions (between 1&2% of 2018 levels) for surface transport in the North by 2045. TfN is unable to deliver its contribution to achieving this target.	11	8	Strategy, Analysis & Comms Director
920	Failure to comply with governance and corporate processes across the organisation.	11	8	Chief Executive Officer
876	Cyber disruption/attacks to the available information and technical infrastructure. Inappropriate user access to confidential information. Access maybe limited for an unknown period of time.	10	10	IT Manager
882	Providing a direct service to DfT could create short term operational challenges to TAME's services in delivering TfN 's objectives.	10	8	Strategy, Analysis & Comms Director
877	TfN is unable to influence the NPR Programme to ensure that agreed outputs are delivered in a way that works for the North and that the TfN Board and TfN Partners have appropriate involvement in NPR and the ability to influence its development.	10	8	Chief Executive Officer
999	Mismatch between the TfN offer and what resources TfN currently have in place.	10	8	Strategy, Analysis & Comms Director
996	TfN business continuity is disrupted during the office move and closure of existing office is not completed in a timely manner.	7	6	Head of Human Resources

Key impacts across risks:

Failure to make timely, evidence-based advice to Government.
 Delaying or preventing the benefits of strategic transport plan.
 Recruitment and retention of staff/ Organisational culture could be impacted.
 TfN fails to deliver on its commitments laid out within the TfN Decarbonisation Strategy.
 Less investment in services and infrastructure/ decline in rail services and local connectivity.
 Potential legal costs or challenges and/or programme delays could result in extra costs and resources.
 TfN could lack the powers or the influence to deliver economic, social and sustainability benefits to the North.
 TfN reputational damage/ loss of credibility/ relationships with Partners & stakeholders could be adversely affected.
 If the required level of policy commitment to deliver close to zero by 2045 is not achieved in the medium to long term, this might contribute towards an excess of agreed global temperature rise (as defined by the Paris Agreement) and climate change which might impact upon the resilience of the North's transport infrastructure.
 TfN's ability to deliver statutory duties/ Failure to achieve Value for Money could impact on TfN's ability to access funding in the future.

Key actions across risks:

Collaborate with DfT on NPR Sponsor Board
 TfN to demonstrate value for money
 Partner/stakeholder/DfT Engagement
 Manage interdependencies
 Structured engagement with government officials/ decision makers

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



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