

# Transport for the North

Corporate Risk Register

November 2023



## Contents

Executive Summary.....	3
Key Changes to the Corporate Risk Register .....	3
Key Milestones.....	4
Corporate Risk Dashboard .....	6
Qualitative Risk Analysis of TfN's Corporate Level Risk .....	8

**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 To understand how TfN's corporate risks are impacted by the mitigation activities, TfN has assessed the level of control on the risk actions and the extent to which TfN is able to influence or control those risk outcomes. TfN do not have full control over all mitigation actions. The avoidance and reduction of the assessed impacts are contingent on partners and members taking further action.
- 1.1.2 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.
- 1.1.3 Following on from the announcement of the cancellation of HS2 Phase 2 and the proposals for Network North TfN are currently reviewing the potential implications and new risks will be considered as TfN gain further detail. Existing risks are also being reviewed and updated to reflect TfN's current environment.
- 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. Discussions are taking place in risk reviews across TfN in relation to potential risks. We are also cognisant of an evolving policy context including recent announcements on HS2 and Network North and how these relate to TfN's Strategic transport plan.

### **Key Changes to the Corporate Risk Register**

- 1.1.5 Risk 647 – Rail, Individual programmes are not aligned and expected benefits not realised. Increased probability current and target position to very high and high due to lack of certainty around the core of the NPR network. Risk reworded to include Network North.
- 1.1.6 Risk 916 – Funding, delivery of medium-term sustainability, reduced target probability from very high to medium due to appropriate action plan once funding allocation received.

- 1.1.7 Risk 881 - Endorsement of STP refresh, increased current and target probability due to change in policy context following government announcement regarding HS2.
- 1.1.8 Risk 296 - Stakeholder expectations, risk closed as part of assurance review. Duplicate of risk 880. Risk 880 has been updated to reflect closure.
- 1.1.9 Risk 309 – Viability of train services and future investment decisions reduced current and target probability from very high to high due to progress on securing the train operator revenue budgets required.
- 1.1.10 Risk 877 – TfN’s influence on the NPR Programme, increased probability, and reputation impact current and target due to lack of certainty around the core of the NPR network.
- 1.1.11 Risk 999 – Resources for TfN offer– reduced probability current position due to mitigations actions complete and controls implemented.
- 1.1.12 Risk 996 - TfN business continuity is disrupted during office move, risk closed as office move complete and TfN are now fully functional in new head office space.

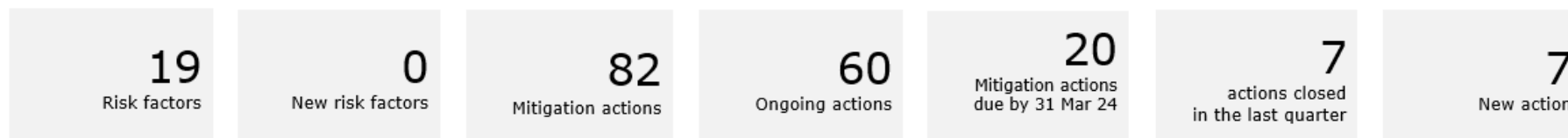
**Key Milestones**

- 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:

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

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

## Corporate Risk Dashboard



ID	Corporate risks, by highest current score	Current Score	Target Score	Risk Owners
647	Following the announcement of the cancellation of HS2 phase 2 and the proposals for Network North and the publication of the IRP they set out the Government's proposals in respect of NPR and TRU. There is a risk that individual programmes are not aligned and expected benefits not realised.	20	18	Rail/Roads Director
916	Material variations from the funding/cost planning assumptions that underpin medium term sustainability.	19	17	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
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 March 2024.	19	17	Strategy, Analysis & Comms Director
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
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
300	There is a risk that TfN fails to deliver Value for Money.	17	13	Finance Director
640	Inappropriate disclosure of confidential information may create a legal liability.	15	15	Rail/Roads Director
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
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.	14	14	Rail/Roads 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.	14	10	Chief Executive Officer
303	TfN fails to comply with applicable law or exceeds its powers while carrying out its functions.	11	11	Rail/Roads Director
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 good practice, 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
999	Mismatch between the TfN offer and what resources TfN currently have in place.	8	8	Strategy, Analysis & Comms Director

#### 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 manage Partner expectations within the current statutory powers.  
 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.  
 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.  
 A less effective sponsorship arrangement could result in missed opportunities to align investment with other delivery opportunities across the industry.  
 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.

#### 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

**Section 2** 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.

### Qualitative Risk Analysis of TfN’s Corporate Level Risk

ID	Risk Description	Owner	Milestone	Current Score	Target Score	Trend
647	Following the announcement of the cancellation of HS2 phase 2 and the proposals for Network North and the publication of the IRP they set out the Government's proposals in respect of NPR and TRU. There is a risk that individual programmes are not aligned and expected benefits not realised.	Rail/Roads Director	4, 7	20	18	↓
ID	Control Level and Action Description	Owner	Due			
2510	Medium - Secure TfN's membership at programme boards to influence TfN's desired outputs as defined in the STP.	Rail/Roads Director	Mar 24			
2511	Medium - TfN continue to chair the TRU stakeholder forum that will directly influence the TRU programme board.	Rail/Roads Director	Ongoing			
2547	Medium - TfN using its role on the North of England integration board to ensure alignment of benefits.	Rail/Roads Director	Ongoing			
2639	Medium - Use NPR Sponsor Board as a mechanism for working with DfT to address programme alignment issues.	Chief Executive Officer	Ongoing			
2782	Medium - Ensure STP reflects TfN's desired outcome for the rail network and is supported by evidence.	Rail/Roads Director	Dec 23			
2987	NEW: Fall-back Plan - TfN to work with Government, Network Rail and Partners to determine the best deployment of funding in a coherent manner, informed by data and insights.	Rail/Roads Director	Mar 24			



ID	Risk Description	Owner	Milestone	Current Score	Target Score	Trend
916	Material variations from the funding/cost planning assumptions that underpin medium term sustainability	Finance Director	All	19	17	↑
ID	Control Level and Action Description			Owner	Due	
2671	Medium - There is structured engagement with government officials and decision-makers.			Chief Executive Officer	Mar 24	
2673	Medium - TfN to demonstrate that it delivers value for money, maximises the efficiency of taxpayer money and provide additional value and benefit for Partners in the North of England through a prioritised and sustainable business plan.			Chief Executive Officer	Mar 24	
2676	Fallback Plan - Conclude budget and business planning based on funding allocation. Subject to the funding allocation for 2025/26 and beyond an appropriate action plan to be put in place, which will either be a funded budget or a cost reduction programme to align with funding.			Finance Director	Mar 25	
2985	NEW: High - Produce a financial report on performance to date, including any in-year virement and project outturn, which is presented to OBT monthly.			Finance Director	Ongoing	
2986	NEW: Medium - Perform financial contingency planning by stress testing TfN's financial planning assumption			Finance Director	Dec 23	

ID	Risk Description	Owner	Milestone	Current Score	Target Score	Trend
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 Railway.	Rail/Roads Director	2,4	19	17	↔
ID	Control Level and Action Description			Owner	Due	
1638	High - TfN is working with the GBR transition team to work on a more detailed proposal as to how the white paper might be delivered in the North and are working to develop TfN proposition to define what our role would be in the rail industry going forward to present to GBR Transition team.			Rail/Roads Director	Feb 24	

983	High - TfN has established a rail-reform programme board from April 22 chaired by TfN's CEO. The programme board provides a programme of work to develop the partnership between TfN and GBR, defining TfN's future role on rail and its interface with the WISP (whole industry strategic plan).	Rail/Roads Director	Ongoing
2841	Medium - Rail North committee has agreed the establishment of a Northwest business unit and currently in the process of implementing that business unit.	Rail/Roads Director	Closed
2637	Fall-back Plan - Use rail-reform programme to strengthen TfN's relationships and position with GBRTT.	Rail/Roads Director	Mar 24

ID	Risk Description	Owner	Milestone	Current Score	Target Score	Trend
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 March 2024.	Strategy, Analysis & Comms Director	1, 3, 5	19	17	↓
ID	Control Level and Action Description			Owner	Due	
2498	Medium - Continued direct and early engagement with partners and government departments over TfN's objectives and development of the approach to the Second STP.			Strategy, Analysis & Comms Director	Ongoing	
2499	Medium – Clear programme of activity developed for STP consultation and adoption and managing through SOG exec board and TFN board.			Strategy, Analysis & Comms Director	Mar 24	
2500	High - Northern Power Independent Economic Review complete. TfN have produced a summary document which will be published in November.			Strategy, Analysis & Comms Director	Nov 23	
2501	High - Manage interdependencies with Northern Power Independent Economic Review, which will run in parallel with STP2.			Strategy, Analysis & Comms Director	Closed	
2780	High - Engagement with external stakeholders on both NPIER and STP 2 and through to adoption end March 2024, this includes ports and airports in relation to international connectivity.			Strategy, Analysis & Comms Director	Mar 24	
2636	NEW: Fall-back plan: Present second STP to July 24 TfN board to allow further engagement with stakeholders if required			Strategy, Analysis & Comms Director	Jul 24	

ID	Risk Description	Owner	Milestone	Current Score	Target Score	Trend
880	TfN are unable to provide the 'One Voice' for the North in relation to strategic transport investment priorities, and policy positions.	Chief Executive Officer	All	18	15	↔
ID	Control Level and Action Description			Owner	Due	
2494	High - As part of the second Strategic Transport Plan work, maximise utilisation of existing forums to ensure Partners are actively engaged.			Strategy, Analysis & Comms Director	Ongoing	
2496	Medium - There is continuous engagement with Members and constituent authorities, stakeholders, and partners, to continue to represent the 'One Voice' for the North.			Chief Executive Officer	Ongoing	
2635	High - Use established governance, to ensure that TfN activity continues to meet the priorities agreed by TfN Board.			Strategy, Analysis & Comms Director	Ongoing	

ID	Risk Description	Owner	Milestone	Current Score	Target Score	Trend
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.	Chief Executive Officer	All	17	17	↔
ID	Control Level and Action Description			Owner	Due	
2489	Medium - There is structured engagement with government officials and decision-makers.			Chief Executive Officer	Mar 24	
2491	Medium - TfN to demonstrate through priorities identified in the Business Plan that it delivers value for money, maximises the efficiency of taxpayer money and provides additional value to its partners (nationally and across the North) that realises benefit to the North of England.			Chief Executive Officer	Mar 24	
2492	Fall-back Plan - Maximise the input and contribution of Partnership Board through increased engagement and consultation.			Chief Executive Officer	Ongoing	

2493	Medium - Engagement with other Statutory Transport Bodies (STB's) to identify areas of common interest and opportunities for collaboration.	Chief Executive Officer	Ongoing
------	---	-------------------------	---------

ID	Risk Description	Owner	Milestone	Current Score	Target Score	Trend
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.	Head of Human Resources	All	17	17	↔
ID	Control Level and Action Description	Owner	Due			
1566	High - Update People Strategy (People Management Framework) aligned to the outcomes of the ongoing change agenda and timescales. This may include, reward, workforce/skills planning, exit interviews, succession planning, recruitment and selection, talent, and performance management.	Head of Human Resources	Ongoing			
1568	Medium - To continue to brief and update staff through the monthly updates, regular bulletins, Team talks, intranet, employee forum and SMT meetings.	Head of Human Resources	Ongoing			
2537	High - Full and proper consultation with UNISON - to continue regular formal meetings.	Head of Human Resources	Ongoing			
2786	Fallback Plan - Recruitment of temporary consultants to ensure delivery of the business plan if required.	Head of Human Resources	Ongoing			
2843	Medium - Rollout of employee engagement survey across TfN and produce an action plan.	Head of Human Resources	Jan 24			
2844	High - Fostering the right culture for TfN success and ensure integrity within organisational values through all members of OBT and SMT.	Chief Executive Officer	Ongoing			
2663	High - All leavers (internal or consultants) to produce clear handover documentation and discuss outstanding work with managers through regular catch ups.	Head of Human Resources	Ongoing			
2927	High - All individuals that participate in recruitment processes to either be CIPD qualified or have carried out TfN's recruitment and unconscious bias training.	Head of Human Resources	Ongoing			
2928	High - TfN to maintain relevant accreditations including disability confidant employer, GM employment charter and CILT equality/diversity charter.	Head of Human Resources	Ongoing			

ID	Risk Description	Owner	Milestone	Current Score	Target Score	Trend
300	There is a risk that TfN fails to deliver Value for Money.	Finance Director	All	17	13	↔
ID	Control Level and Action Description				Owner	Due
962	High - Clear and well documented processes and procedures are in place that are designed to be fully compliant with the financial scheme of delegation. External audit review and report on value for money on an annual basis.				Finance Director	Ongoing
1564	High - Introductory finance training and ongoing support and challenge from the finance function in relation to budget and financial management. Where required continue to brief and update staff through the monthly updates, regular bulletins, employee forum, OBT and SMT meetings, with regards to budget setting, and other current uncertainties TfN is facing to keep them fully appraised and address any questions or concerns in a timely fashion.				Finance Director	Ongoing

ID	Risk Description	Owner	Milestone	Current Score	Target Score	Trend
640	Inappropriate disclosure of confidential information may create a legal liability.	Rail/Roads Director	All	15	15	↔
ID	Control Level and Action Description			Owner	Due	
1551	Medium - TfN has confidentiality agreements with Local Partners to set parameters for data usage, data protection, and responsibility for compliance.			Head of Legal	Ongoing	
1553	Medium - The Codes of Conduct for Members of Constituent Authorities state the circumstances in which information may be disclosed.			Head of Legal	Ongoing	
1554	Medium - TfN's processes seek to restrict disclosure of confidential data via induction training and disciplinary procedures for deliberate or accidental data misuse.			Head of Legal	Ongoing	
2988	NEW: Medium - TfN contracts with suppliers and other third parties contain the necessary confidentiality clauses within them. Should the third-party breach those confidentiality obligations, they will be in breach of contract.			Head of Legal	Ongoing	

<b>ID</b>	<b>Risk Description</b>	<b>Owner</b>	<b>Milestone</b>	<b>Current Score</b>	<b>Target Score</b>	<b>Trend</b>
311	Future timetable changes in the North reduce rail connectivity.	Rail/Roads Director	7	15	15	↔
<b>ID</b>	<b>Control Level and Action Description</b>			<b>Owner</b>		<b>Due</b>
1581	Medium - TfN, working with Partners will continue to convey to Operators and the Department the key concerns of the regions.			Rail/Roads Director		Ongoing
985	High - Blueprint for both ECML and Manchester have been established and will be further developed and updated.			Rail/Roads Director		Ongoing
2638	Medium - Contribute and influence the work including the Leeds area study as part of the implementation of the IRP/the proposals for network North and linked to ECML future timetable.			Rail/Roads Director		Ongoing

<b>ID</b>	<b>Risk Description</b>	<b>Owner</b>	<b>Milestone</b>	<b>Current Score</b>	<b>Target Score</b>	<b>Trend</b>
298	There is a risk that TfN might be unable to make a timely, robust, credible, evidence-based case for investment in transport.	Rail/Roads Director	All	15	11	↔
<b>ID</b>	<b>Control Level and Action Description</b>			<b>Owner</b>		<b>Due</b>
953	Medium - TAME staff are working closely with DfT officials to build confidence in the robustness of Analytical Framework tools, dedicating resources to responding to requests for information from DfT in a professional and timely manner.			Strategy, Analysis & Comms Director		Ongoing
2502	High - Strengthen TAME governance for more transparent prioritisation of activity. Initial prioritisation undertaken. To be reviewed and communicated regularly to programmes and partners.			Strategy, Analysis & Comms Director		Ongoing
2503	Medium – A policy Development Framework is being updated to identify clear and consistent approaches to policy development across the organisation.			Strategy, Analysis & Comms Director		Dec 23
2504	Medium - Use evidence to provide recommendations to the Secretary of State for Road Investment Strategy (3).			Rail/Roads Director		Mar 24

2505	Medium - Use evidence to provide recommendations to the Secretary of State for Rail Network Enhancements across the North.	Rail/Roads Director	Ongoing
2851	Medium - Use the STP/our evidence base/our capacity and capability to inform future investment rounds and statutory advice.	Rail/Roads Director	Ongoing

ID	Risk Description	Owner	Milestone	Current Score	Target Score	Trend
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.	Rail/Roads Director	7	14	14	↑
ID	Control Level and Action Description			Owner	Due	
980	Low - To continue to use TfN's influence in the monthly Rail North Partnership Board, Rail North Committee to shape the re-introduction of services, and infrastructure developments and re-build passenger confidence.			Rail/Roads Director	Ongoing	
981	Medium - To continue with the close working relationship and communication with TfN member authorities on deliverables and risks - feeding back information through TfN governance structures.			Rail/Roads Director	Ongoing	
1579	Medium - Strategic Rail and Rail North Partnership (RNP) to work together to support Network Rail and Operators in producing and monitoring recovery plans that meet passengers' needs and rebuild confidence.			Rail/Roads Director	Ongoing	
2840	Medium - Working with TAME on a latent demand study looking at post covid demand information and ideas or stimulate demand.			Rail/Roads Director	Ongoing	

<b>ID</b>	<b>Risk Description</b>	<b>Owner</b>	<b>Milestone</b>	<b>Current Score</b>	<b>Target Score</b>	<b>Trend</b>
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.	Chief Executive Officer	4, 7	14	10	↓
<b>ID</b>	<b>Control Level and Action Description</b>		<b>Owner</b>	<b>Due</b>		
2682	Medium - Engagement with our partners on emerging proposals so that collective views are fed back to the Department for Transport through the NPR Sponsor Board.		Rail/Roads Director	Mar 24		
2683	Medium - TfN restating the need for full HS2, and NPR networks as agreed by TfN board in the revised Strategic Transport Plan.		Rail/Roads Director	Dec 23		
2989	NEW: Medium - TfN Board members meeting with the rail minister to secure a greater role for TfN in the proposals for Network North and NPR's development.		Rail/Roads Director	Ongoing		

<b>ID</b>	<b>Risk Description</b>	<b>Owner</b>	<b>Milestone</b>	<b>Current Score</b>	<b>Target Score</b>	<b>Trend</b>
303	TfN fails to comply with applicable law or exceeds its powers while carrying out its functions.	Rail/Roads Director	All	11	11	↔
<b>ID</b>	<b>Control Level and Action Description</b>		<b>Owner</b>	<b>Due</b>		
970	High - TfN has suitably qualified officers in all senior positions, particularly the statutory officers comprising of the Head of paid Service, S151 Officer, and Monitoring Officer. In addition, TfN has employed an in-house legal team.		Head of Legal	Ongoing		
971	High - TfN ensures there are clear and well documented processes and procedures in place.		Head of Legal	Ongoing		
972	High - Ongoing training on laws and legislation and communication across the organisation.		Head of Legal	Ongoing		
973	High - Modern.gov is used for management of TfN Boards and Committees, with Modern.gov champions identified to support processes.		Head of Legal	Ongoing		



1570	High - TfN may seek external legal advice on legal issues as identified by the legal in-house team.	Head of Legal	Ongoing
1571	High - TfN has employer's liability, public liability, and professional indemnity insurance in place to mitigate any financial liability.	Head of Legal	Ongoing
2310	Medium - Audit and Governance Committee has core functions supporting legal compliance and best practice, including monitoring governance risks and control.	Head of Legal	Ongoing

ID	Risk Description	Owner	Milestone	Current Score	Target Score	Trend
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.	Strategy, Analysis & Comms Director	1, 2, 3, 4,7,8,9	11	8	↔
ID	Control Level and Action Description	Owner	Due			
959	High - Careful programme planning to ensure TfN activities proposed in the Strategy are accommodated in business planning up until 2025 to ensure priority activities are given appropriate focus, resourcing, and funding. By undertaking these research, evidence and data building, and facilitation activities, and providing the outputs to our Partners and national government, there is a higher likelihood of the required levels of policy commitment being achieved.	Strategy, Analysis & Comms Director	Ongoing			
2506	Medium - Continue to influence and engage with stakeholders and maintain reputational credibility.	Strategy, Analysis & Comms Director	Ongoing			
2508	Medium - Embedding decarbonisation into wider TfN workstreams including freight and social inclusion and testing the interdependencies.	Strategy, Analysis & Comms Director	Ongoing			
2781	Medium - Refocusing on emerging decarbonisation priorities for TfN and its partners for the development of the decarbonisation strategy update 2025.	Strategy, Analysis & Comms Director	Oct 24			

ID	Risk Description	Owner	Milestone	Current Score	Target Score	Trend
920	Failure to comply with good practice, governance and corporate processes across the organisation.	Chief Executive Officer	All	11	8	↔
ID	Control Level and Action Description		Owner			Due
2678	High - Ensure staff have relevant induction, policy reminders through internal communications, annual training of key policies.		Chief Executive Officer		Ongoing	
2679	High - Functional areas to monitor and assure teams adherence to internal polices, processes and procedures.		Chief Executive Officer		Ongoing	

ID	Risk Description	Owner	Milestone	Current Score	Target Score	Trend
876	Cyber disruption/attacks to the available information and technical infrastructure. Inappropriate user access to confidential information. Access may be limited for an unknown period.	IT Manager	All	10	10	↔
ID	Control Level and Action Description			Owner	Due	
2472	Medium - IT and Data Policies are in place, reviewed, and updated in line with known cyber threats.			IT Manager	Ongoing	
2473	Medium - Training to all TfN staff on new policies.			IT Manager	Ongoing	
2474	Medium - Communications Plan in place for regular updates to employees when required.			IT Manager	Ongoing	
2475	Medium - Monitoring and compliance checks performed (e.g. phishing attacks).			IT Manager	Ongoing	
2476	Medium - On-going/monitoring security updates performed to user devices and software services.			IT Manager	Ongoing	

2477	Medium - Business Continuity Plan checks, system reviews and restoration timescales regularly assessed.	IT Manager	Ongoing
2478	Medium - Insurance cover in place for ransoms where required.	IT Manager	Ongoing
2929	NEW: High – Ensure multifactor authentication in place for all TfN accounts.	IT Manager	Ongoing

ID	Risk Description	Owner	Milestone	Current Score	Target Score	Trend
882	Providing a direct service to DfT could create short term operational challenges to TAME's services in delivering TfN 's objectives	Strategy, Analysis & Comms Director	All	10	8	↔
ID	Control Level and Action Description		Owner	Due		
2842	High - Maintain TAME Master Programme and plan with individual TfN teams a realistic schedule of work.		Strategy, Analysis & Comms Director	Ongoing		
2924	Medium - Continue to work with DfT to review agreed work programme.		Strategy, Analysis & Comms Director	Ongoing		
2990	NEW: Medium - Timely and realistic scoped requirements for TAME 2024/25 business planning		Strategy, Analysis & Comms/Rail/Road Directors	Mar 24		

ID	Risk Description	Owner	Milestone	Current Score	Target Score	Trend
999	Mismatch between the TfN offer and what resources TfN currently have in place	Strategy, Analysis & Comms Director	All	8	8	↑
ID	Control Level and Action Description		Owner	Due		
2845	Medium - Partner engagement to discuss scope requirements and log partner requests in central location		Strategy, Analysis & Comms Director	Ongoing		


2846	High - Internal working group to manage interdependencies, resource availability and progress. Using the PID to confirm the plans/trajectory of the TfN offer over 2023/24 and 24/25	Strategy, Analysis & Comms Director	Ongoing
2847	High - Agree mechanism for prioritising work across teams, and escalating matters if necessary	Strategy, Analysis & Comms Director	Closed
2848	Medium - Develop a TfN position on what our offer includes	Strategy, Analysis & Comms Director	Closed
2849	Medium - Develop the brochure and the PID to confirm the plans/trajectory of the TfN offer over 2023/24 and 24/25	Strategy, Analysis & Comms Director	Closed



**Transport for the North**  
Level 6, Town Hall Extension  
Lloyd Street  
Manchester  
M2 5DB



**Transport for the North**  
C/O Manchester City Council  
PO Box 532  
Manchester  
M60 2LA

 0161 244 0888

@ info@transportforthenorth.com



[transportforthenorth.com](https://transportforthenorth.com)