

# Transport for the North

Corporate Risk Register

February 2024



**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 policy announcement for Network North TfN is 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 a general election on the horizon 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. On the basis the STP is adopted by the TfN board in March TfN is considering advice on implementation of the STP including a Northern appraisal framework and pan regional investment pipeline. Risks will be considered as part of this process.
- 1.1.5 TfN continue to review and update the corporate risk register which will be in line with the 2024/25 business plan and updated milestones.
- 1.1.6 TfN, like government departments and other public bodies is evaluating potential changes in its operating environment given the upcoming general election and likely spending review. TfN has a confirmed funding allocation till March 2025 and is working with partners on future opportunities, objectives, and priorities in support of the STP.

1.1.7 Risk 882 - providing a direct service to DfT could create short term operational challenges to TAME's services in delivering TfN 's objectives. This risk will be considered (as part of the next review cycle) for de-escalation to functional level as relationships with DfT are effective and prioritisation through the business planning process is proving effective.

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

1.1.8 Risk 647 – Rail, Individual programmes are not aligned and expected benefits not realised. Risk action due dates have been updated.

1.1.9 Risk 881 - Endorsement of STP refresh, reduced probability current and target position as TfN is on schedule to present the revised STP to board March 24. Action 2500 review and update NPIER is complete.

1.1.10 Risk 310 – TfN could have a reduced role in rail industry, risk action description and due dates updated to reflect current position.

1.1.11 Risk 643 – Recruitment and retention of staff, risk description reworded to include 2024/25 business plan and action 2843 reworded following completion of TfN's staff engagement survey.

1.1.12 Risks 311 – Future timetable changes, risk reworded to include passengers and freight. Action 2638 updating to reflect current position.

1.1.13 Risk 298 – Transport Investment, risk action 2503 updated to reflect the project management framework.

1.1.14 Risk 877 – TfN's influence on the NPR Programme, updated actions, and due dates.

1.1.15 Risk 299 – TfN's contribution to achieving Decarbonisation – action 2781 updated to reflect current position.

## Key Milestones

1.1.16 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
<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

19 Risk factors	0 New risk factors	82 Mitigation actions	58 Ongoing actions	18 Mitigation actions due by 30 Jun 24	1 actions closed in the last quarter	0 New action
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ID	Corporate risks, by highest current score	Current Score	Target Score	Risk Owners
647	Following the announcement of the cancellation of HS2 phase 2, the policy announcement for Network North and the publication of the IRP that 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
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
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.	17	13	Strategy, Analysis & Comms Director
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 and STP, 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.  
 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.  
 Less investment in services and infrastructure/ decline in rail services and local connectivity, thereby reducing choice for passengers and potential impact on freight growth.  
 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



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