

Level 0 TfL Enterprise Risks				
Risk No.	Risk	Owner	Manager(s)	Mayor's Transport Strategy / Corporate Strategy
ER1	Major safety, health or environmental incident or crisis	Chief Safety, Health & Environment Officer	Head of Insights & Direction; Head of Corporate Environment; Head of Occupational Health & Wellbeing; Head of Transport Strategy & Planning	MTS: Healthy streets and healthy people
ER2	Protecting the wellbeing of our employees	Chief People Officer	Head of Strategic Planning and Governance; Head of Occupational Health & Wellbeing	CS: People and stakeholders
ER3	Major service disruption	Managing Director - LUL	Director of Network Management; Director of Bus Operations; Director of Rail and Sponsored Services; Director of LU Asset Performance & Capital Delivery; Chief Operating Officer; Director of People and Cultural Change	MTS: A good public transport experience
ER4	Major security incident	Managing Director - ST	CTO & Director of Strategy; Director Compliance Policing & On-Street; Managing Director - LUL	MTS: Healthy streets and healthy people
ER5	Supply chain disruption	Chief Finance Officer	Chief Procurement Officer	MTS: A good public transport experience
ER6	Loss of stakeholder trust	MD Customer, Communications & Technology	Director of News and External Relations; Group Finance Director; Director of Legal	CS: People and stakeholders
ER7	Financial sustainability	Chief Finance Officer	Group Finance Director	CS: Finance
ER8	Delivery of key projects and programmes	Director of Major Projects	Director of Project & Programme Delivery; Director, Network Extensions; LU Director of Asset Performance and Capital Delivery	MTS: A good public transport experience
ER9	Changes in customer demand	MD Customer, Communications & Technology	CTO & Director of Strategy; Director of City Planning; Director of Innovation; Director of Public Transport Service Planning	CS: Finance
ER10	Inability to support new ways of working	Chief People Officer	CTO & Director of Strategy; Chief People Officer; Estates Management Director	MTS: A good public transport experience

Level 0 and Level 1 Risks

Level 0 TfL Enterprise Risks				
Risk No.	Risk	Owner	Manager(s)	Mayor's Transport Strategy / Corporate Strategy
ER11	Disparity leading to unequal or unfair outcomes	Director of Diversity, Inclusion & Talent	Chief Safety, Health & Environment Officer; CTO & Director of Strategy; Director of City Planning; MD Customer, Communications & Technology; Strategic Planning Manager	CS: People and stakeholders
ER12	Asset condition unable to support TfL outcomes	Managing Director - LUL	Director of TfL Engineering Delivery	MTS: A good public transport experience
ER13	Governance and controls suitability	General Counsel	Director of Legal	MTS: All MTS themes
ER14	Opening of the Elizabeth Line	Managing Director - LUL	Chief Operating Officer; Operations Business Manager	MTS: A good public transport experience

Level 1 London Underground Strategic Risks				
Risk No.	Risk	Owner	Manager(s)	Mayor's Transport Strategy / Corporate Strategy
LU01	Lack of trust between colleagues and people leaders	Director of Customer Operations	LU Chief of Staff	CS: People
LU02	LU Diversity and Inclusion	TBC	LU Chief of Staff	CS: People
LU03	LU Service issues worsen customer perceptions	LU Managing Director	Director of Customer Operations, Director of LU Asset Performance and Capital Delivery	MTS: A good public transport experience
LU04	LU Failure to deliver our budget	Chief Financial Officer - Crossrail	Senior Divisional Financial Controller (LU)	CS: Finance
LU05	LU Inability to keep assets safe and operable	Director of TfL Engineering Delivery	Director of LU Asset Performance and Capital Delivery, Engineering Heads of Profession, Head of Asset Investment	MTS: A good public transport experience
LU06	LU Major Incident	Director of Customer Operations	Head of Network Operations	MTS: Healthy Streets and Healthy People
LU07	LU Inability to Restart and Recover	Director of Operational Readiness	Head of Network Command	MTS: All themes
LU08	LU Cyber Security Incident	TfL Chief Engineer	Head of Central Engineering	MTS: A good public transport experience
LU09	LU Risk of serious injury, death or harm (customers or colleagues)	LU Managing Director	Head of SHE BP – LU & PS	MTS: Healthy Streets and Healthy People
LU10	LU Inability to establish strategy and governance	LU Chief of Staff	Head of LU Business Strategy; Head of LU Secretariat	MTS: All themes
LU11	LU Major programmes readiness and integration	Director of Operational Readiness	Head of 4LM Implementation and Operational delivery, Senior Readiness Manager, Upgrade Delivery Manager, Head of Station Integration,	MTS: A good public transport experience

Level 0 and Level 1 Risks

Appendix 1

			Head of Network Operations	
LU12	LU Failure to deliver asset investment	Director of LU Asset Performance and Capital Delivery	Head of Enhancements	MTS: A good public transport experience
LU13	LU Inability to operate Control Centres	Director of Customer Operations	Head of Line Operations (Circle & Hammersmith and District lines); Head of Profession Service Control)	MTS: A good public transport experience
LU14	Lack of resilience of back up control centres	Director of Customer Operations	Head of Line Operations (Circle & Hammersmith and District lines); Head of Profession Service Control)	MTS: A good public transport experience

Level 1 Surface Transport Strategic Risks				
Risk No.	Risk	Owner	Manager(s)	Mayor's Transport Strategy / Corporate Strategy
ST03	Inability to deliver the Investment Programme	Director of Project & Programme Delivery	Head of Projects & Programmes Delivery (Assets)	MTS: All MTS outcomes
ST04	Unable to maintain and renew the condition of assets	Director of TfL Engineering Delivery	Head of Asset Investment, Head of Asset Operations, Head of Engineering Surface	MTS: Healthy streets and healthy people
ST07	Disruption to quality of service	Director of Network Management	Head of Control Centre Operations	MTS: A good public transport experience
ST08	Protecting the wellbeing and inclusion of our people	Director of CPOS	Senior HR Business Partner	CS: People
ST10	Disruptive technology undermines core business	Director of Innovation	Senior Policy Manager	All MTS themes: All MTS outcomes
ST11	Major safety, health or environmental incident or crisis	Managing Director - ST	Head of SHE BP – ST	MTS: Healthy streets and healthy people
ST12	Major cyber security incident	Managing Director - ST	Head of T&D – Surface	MTS: A good public transport experience
ST16	Inability to source new revenue stream for roads	Divisional Finance Director (ST)	Head of Finance (Rail & Other Ops)	CS: Finance
ST17	Major security incident	Director of CPOS	Snr Op Security & Crime Reduction Manager	MTS: Healthy streets and healthy people
ST20	Inability to achieve net bus income target	Director of Bus Operations	Head of Buses Business Development, Senior Finance Business Partner (Bus Ops)	MTS: A good public transport experience

Level 1 Professional Services Strategic Risks				
Risk No.	Risk	Owner	Manager(s)	Mayor's Transport Strategy / Corporate Strategy
Customers, Communications and Technology				
CP03	Insufficient progress in meeting the MTS	Director of City Planning	Head of Transport Strategy and Planning	All MTS themes: All MTS outcomes
TD35	T&D cyber security incident	Director of Strategy & Chief Technology Officer	Chief Information Security Officer	MTS: A good public transport experience
TD31	TfL is not ready for the switchover from PSTN	Director of Strategy & Chief Technology	Head of Transformation	CS: Finance

Level 1 Professional Services Strategic Risks				
Risk No.	Risk	Owner	Manager(s)	Mayor's Transport Strategy / Corporate Strategy
		Officer	Portfolio – Networks	
Finance				
GP03	Continuity of Supply	Chief Procurement Officer	Head of Procurement - Strategy & Perform	CS : Finance
GP04	Single Source Supply	Chief Procurement Officer	Head of Procurement - Strategy & Perform	CS : Finance
GP05	Major Infrastructure Works Suppliers	Chief Procurement Officer	Head of Procurement - Strategy & Perform	CS : Finance
Engineering				
EN01	Engineering not understood or consulted	Director of TfL Engineering	COO Engineering	All MTS themes: All MTS outcomes
EN02	TfL is not compliant with its ROGS regulations	Director of TfL Engineering	Head of Technical Engineering	MTS: Healthy streets and healthy people
EN03	Engineering is unable to deliver its provision	Director of TfL Engineering	COO Engineering	MTS: A good public transport experience
General Counsel				
GCo1	Significant Legal Non-Compliance	Director of Legal	Director of Legal	All MTS themes: All MTS outcomes
GCo2	Insufficient legal resource to meet demand from the business	Director of Legal	Director of Legal	All MTS themes: All MTS outcomes
GCo4	Significant non-compliance with GDPR and other privacy legislation	Head of Information Governance and DPO	Head of Privacy and Data Protection	All MTS themes: All MTS outcomes
Human Resources				
HR01	Inability to attract the right resources	Chief People Officer	Director of Diversity, Inclusion & Talent	CS: People
HR02	Inability to retain the right resources	Chief People Officer	Director of Diversity, Inclusion & Talent	CS: People
HR04	Pay becomes neither fair nor equal	Chief People Officer	Director of Compensations & Benefits	CS: People