

Level 0 Risks - Appendix 1

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 and 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	Attraction, retention and 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	Chief Operating Officer	Director of Network Management; Director of Bus Operations; Director of Rail and Sponsored Services; Director of LU Asset Performance & Capital Delivery; Director of People and Cultural Change	MTS: A good public transport experience
ER4	Major security incident	Chief Customer and Strategy Officer	CTO & Director of Strategy; Director Compliance Policing & On-Street; Chief Operating Officer	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	Director of Communications and Corporate Affairs	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	Chief Capital Officer	Director of Project & Programme Delivery; Delivery Director, LU Director of Asset Performance and Capital Delivery, Director of PMO	MTS: A good public transport experience
ER9	Changes in customer demand	Chief Customer and Strategy Officer	CTO & Director of Strategy; Director of City Planning; Director of Public Transport Service Planning	CS: Finance
ER10	Inability to support new ways of working	Chief People Officer	Head of Business Partnering	MTS: A good public transport experience

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 and Talent	Chief Safety, Health & Environment Officer; CTO & Director of Strategy; Director of City Planning;	CS: People and stakeholders
ER12	Asset condition unable to support TfL outcomes	Chief Operating Officer	Director of TfL Engineering Asset Strategy	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	TfL Commissioner	Chief Operating Officer; Operations Business Manager	MTS: A good public transport experience

TfL Level 0 Enterprise Risks – 2022/23 Schedule

#	Enterprise Risk	Owner	Exco Routing Date	Exco Date	Committee Panel	Committee Panel Routing Date	Committee Panel Date
ER1	Major safety, health or environmental incident or crisis	Lilli Matson	26 April 2022	5 May 2022	SSHRP	13 June 2022	29 June 2022
ER2	Attraction, retention and wellbeing of our employees	Tricia Wright	26 April 2022	5 May 2022	SSHRP	13 June 2022	29 June 2022
ER3	Major Service disruption	Andy Lord	3 January 2023	12 January 2023	CSOPP	20 February 2023	8 March 2023
ER4	Major security incident	Gareth Powell	8 July 2022	19 July 2022	AAC	5 September 2022	21 September 2022
ER5	Supply chain disruption	Simon Kilonback	26 April 2022	5 May 2022	FC	6 June 2022	22 June 2022
ER6	Loss of stakeholder trust	Matt Brown	3 January 2023	12 January 2023	CSOPP	20 February 2023	8 March 2023
ER7	Financial sustainability	Simon Kilonback	8 July 2022	19 July 2022	FC	20 September 2022	6 October 2022
ER8	Delivery of key projects and programmes	Stuart Harvey	3 January 2023	12 January 2023	PIC	13 February 2023	1 March 2023
ER9	Changes in customer demand	Gareth Powell	11 October 2022	20 October 2022	FC	7 November 2022	23 November 2022
ER10	Inability to support new ways of working	Tricia Wright	11 October 2022	20 October 2022	SSHRP	31 October 2022	16 November 2022
ER11	Disparity leading to unequal or unfair outcomes	Marcia Williams	11 October 2022	20 October 2022	CSOPP	18 November 2022	6 December 2022
ER12	Asset condition unable to support TfL outcomes	Andy Lord	8 July 2022	19 July 2022	CSOPP	16 September 2022	4 October 2022

ER13	Governance and controls suitability	Howard Carter	27 April 2023	18 April 2023	AAC	TBC 23/24	TBC 23/24
ER14	Opening of the Elizabeth Line	Andy Byford	27 April 2023	18 April 2023	ELC	TBC 23/24	TBC 23/24

Exco Group Performance, Risk and Assurance Meetings			
Meeting Date	Routing deadline	Risk #	Enterprise Risk
12 January 2022	10 January 2022	ER6 ER8 ER13	Loss of stakeholder trust Delivery of key projects and programmes Governance and controls suitability
5 May 2022	26 April 2022	ER1 ER2 ER5	Major safety, health or environmental incident or crisis Attraction, retention and wellbeing of our employees Supply chain disruption
19 July 2022	8 July 2022	ER4 ER7 ER12	Major security incident Financial sustainability Asset condition unable to support TfL outcomes
20 October 2022	11 October 2022	ER9 ER10 ER11	Changes in customer demand Inability to support new ways of working Disparity leading to unequal or unfair outcomes
12 January 2023	3 January 2023	ER3 ER6 ER8	Major Service disruption Loss of stakeholder trust Delivery of key projects and programmes
27 April 2023	18 April 2023	ER13 ER14	Governance and controls suitability Opening of the Elizabeth Line

Safety, Sustainability and Human Resources Panel (SSHRP)			
Meeting Date	Routing deadline	Risk #	Enterprise Risk
29 June 2022	13 June 2022	ER1 ER2	Major health, safety or environmental incident or crisis Attraction, retention and wellbeing of our employees
14 September 2022	26 August 2022		
16 November 2022	31 October 2022	ER10	Inability to support new ways of working
22 February 2023	6 February 2023		

Customer Service and Operational Performance Panel (CSOPP)			
Meeting Date	Routing deadline	Risk #	Enterprise Risk
13 July 2022	27 June 2022		
4 October 2022	16 September 2022	ER12	Asset condition unable to support TfL outcomes
6 December 2022	18 November 2022	ER11	Disparity leading to unequal or unfair outcomes
8 March 2023	20 February 2023	ER3 ER6	Major Service disruption Loss of stakeholder trust

Finance Committee (FC)			
Meeting Date	Routing deadline	Risk #	Enterprise Risk
22 June 2022	6 June 2022	ER5	Supply chain disruption
6 October 2022	20 September 2022	ER7	Financial Sustainability
23 November 2022	7 November 2022	ER9	Changes in customer demand
8 March 2023	20 February 2023		

Audit & Assurance Committee (AAC)			
Meeting Date	Routing deadline	Risk #	Enterprise Risk
6 June 2022	17 May 2022		
21 September 2022	5 September 2022	ER4	Major security incident
30 November 2022	14 November 2022		
15 March 2023	27 February 2023		

Programmes and Investment Committee (PIC)			
Meeting Date	Routing deadline	Risk #	Enterprise Risk
18 May 2022	29 April 2022		
20 July 2022	4 July 2022		
19 October 2022	3 October 2022		
14 December 2022	28 November 2022		
1 March 2023	13 February 2023	ER8	Delivery of key projects and programmes

Elizabeth Line Committee (ELC)			
Meeting Date	Routing deadline	Risk #	Enterprise Risk
25 May 2022	9 May 2022		
14 July 2022	28 June 2022		
29 September 2022	13 September 2022		
24 November 2022	8 November 2022		
26 January 2023	10 January 2023		
16 March 2023	28 February 2023		