TAYSIDE AND CENTRAL SCOTLAND TRANSPORT PARTNERSHIP

16 MARCH 2021

REVIEW OF RISK REGISTER

REPORT BY DIRECTOR

This report presents the Partnership's Risk Register for annual review and approval by the Partnership.

1 RECOMMENDATIONS

1.1 That the Partnership: -

(i) reviews the Risk Register which forms Appendix A to the report; and

(ii) agrees to receive a further report reviewing and updating the Risk Register not later than March 2022.

2 BACKGROUND

2.1 At its meeting on 21 June 2011 the Partnership approved a Risk Management Policy and Strategy (Report RTP/11/14 refers). This recognises that compliance with the principles of best value and good corporate governance requires a formalised approach to the management of strategic, operational and financial risks which the Partnership may face, in a proactive and controlled manner.

2.2 The Risk Management Policy and Strategy was reviewed and updated in December 2016, as part of the Partnership's agreed approach to undertaking periodic comprehensive review of its Core Governance Policies (Report RTP/16/34 refers).

2.3 The Risk Register, which supports implementation of the Risk Management Policy and Strategy, is reviewed formally by the Partnership at least annually. The Partnership last reviewed its Risk Register at its meeting on 19 March 2020 (Report RTP/19/03 refers).

3 DISCUSSION

3.1 The Risk Register reflects the Partnership's status along with primary statutory duties and responsibilities in relation to: -

- the future of the Partnership's role and responsibilities in the context of the published National Transport Strategy and STPR2 national review;

- the role of the Partnership with regard to the collaboration arrangements for the respective City Deals;

- development, monitoring and overseeing the implementation of the Regional Transport Strategy;

- engaging in and supporting Community Planning;

- acting as a Key Agency in the Development Planning process; and

- ensuring advice is made available on the potential impact of Brexit.

3.2 The Register identifies and takes account of relevant strategic, operational and governance risks, including any key risks identified during annual audit processes by external auditors and through other internal and external review processes.

3.3 The main areas of identified risk are categorised in relation to (1) Reviews, Collaboration & Governance; (2) RTS Development and Delivery; (3) Management and Operation of the Partnership; and (4) Financial. The various risks are monitored and updated by the Director and Treasurer.

3.4 Risk Controls and Actions were previously updated in March 2018, March 2019 and March 2020 to reflect major actions such as refresh of the RTS and review of the RTS Delivery Plan and Monitoring Framework. The Register has been further updated to reflect completion of and progress against these key activities during 2020/21, with the addition of a section on risks relating to the national reviews and emerging regional collaborative arrangements.

3.5 Review of the Register during 2020/21 included these additional risks along with a reclassification of a number of Management/Operational risks, which had been increased during recent years owing to identified risks in relation to succession planning and as a result of planned and unplanned staff turnover during that period. Following successful completion and implementation of a review of the Partnership's Management and Staffing structures during 2018/19 and the successful conclusion of the staff recruitment processes which have returned the Partnership to a full staffing complement, including the appointment of a new Partnership Director on a two-year fixed-term contract from 1 April 2020, the associated Management/Operational residual risks in the Appendix had been downgraded from High to Medium accordingly.

3.6 At its meeting on 12 December 2017 the Partnership noted the publication of a Public Sector Action Plan setting out a number of key actions requested of public sector organisations, which are designed to implement a common and robust approach to cyber resilience across the public sector (Report RTP/17/39 refers). The Action Plan set out 11 key actions with various timelines and milestones going forward on issues including governance; independent assurance on critical controls; training and awareness raising; incident response; supply chain cyber security; and monitoring and evaluation. Tactran's IT systems, procurement and support are provided under a Service Level Agreement (SLA) with Perth & Kinross Council. It has been confirmed that the various Public Sector Action Plan requirements affecting Tactran will be addressed through development and updating of the current SLA with the Council's IT service and providers. Discussions are ongoing regarding the various technical and operational aspects of compliance with the Public Sector Action Plan and the Partnership's Risk Register will be further reviewed to reflect these ongoing discussions and developments in relation to cyber resilience, as noted in Risk 3.2.

3.7 As identified through successive annual audits, the principal strategic risks facing the Partnership are in relation to securing the necessary commitment and funding to supporting implementation of the RTS and associated Delivery Plan. As part of the 2019/20 review a number of references were included to reflect the proposals for implementation of the now approved City Deals for the Tay Cities and Stirling & Clackmannanshire city-regions offer in relation to securing Government and other funding commitment for advancing a number of RTS Delivery Plan proposals. The partnership will now be focused on developing the business cases to secure the agreed funding via the Regional Transport Working Groups. The Stirling/Clackmannanshire City Region Deal was formally signed on 26 February and the Tay Cities Deal was signed on 17 December 2020.

3.8 Officers continue to seek and explore other opportunities for levering external and matched delivery funding to support development and delivery of the RTS, including continued work and partnering with relevant delivery agencies such as Sustrans, Cycling Scotland, transport operators and Transport Scotland. Delivery of the successful bid of £550k to the MaaS Investment Fund continues as a risk item on the register.

3.9 The Partnership is asked to review the Risk Register at Appendix A and to approve this as a basis for ongoing review during 2021/22, and to receive a further report reviewing the Register within 12 months. Areas where revisions and updating of the Register have been included are highlighted in yellow for ease of identification.

3.10 Covid 19 has resulted in organisations adapting to the new restrictions required to control the pandemic. Tactran immediately moved it business online however measures must be undertaken to ensure the safe return of employees to the office environment. Risks are inherent and Tactran has taken and will continue to implement measures to mitigate these risks. Special attention will be required in the formulation of the Regional Transport Strategy to ensure the longer impact of travel patterns following Covid 19 are understood and reflected in the document. Risks and action have been recorded in the risk register appendix.

4 CONSULTATIONS

4.1 The Risk Register has been developed and updated having regard to the Partnership's core statutory duties and responsibilities, taking account of emerging operational and legislative issues and other areas of risk identified during annual audit processes.

5 RESOURCE IMPLICATIONS

5.1 This report has no additional resource implications.

6 EQUALITIES IMPLICATIONS

6.1 This report has been screened for any policy implications in respect of Equality Impact Assessment and no major issues have been identified.

Mark Speed
Director

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NOTE

The following background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (and not containing confidential or exempt information) were relied on to a material extent in preparing this Report.

Report to Partnership RTP/11/14, Review of Governance Policies and Procedures, 21 June 2011

Report to Partnership RTP/16/34, Review of Core Governance Policies and Procedures, 6 December 2016

Report to Partnership RTP/16/04, Review of Risk Register, 8 March 2016

Report to Partnership RTP/17/02, Review of Risk Register, 14 March 2017

Report to Partnership RTP/17/39, Directors Report, 12 December 2017

Report to Partnership RTP/18/07, Review of Risk Register, 27 March 2018

Report to Partnership RTP/19/03, Review of Risk Register, 19 March 2019

Report to Partnership RTP/20/11, Review of Risk Register, 19 March 2020

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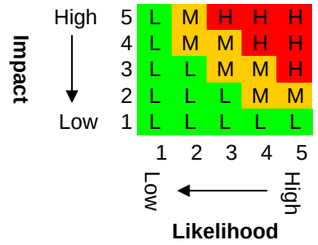

Ref	Detail	Nature of Risk	Inherent Impact	Inherent Likelihood	Inherent Risk	Controls	Residual Impact	Residual Likelihood	Residual Risk	Owner	Actions
1 Existential Risks - Reviews, Collaboration & Governance											
1.1	The process and outcome of the NTS2 Review diminishes the role of the Partnership and undermines delivery of the RTS.	**Strategic/Governance**	5	3	H	The published NTS2 references a regional approach to transport governance. Mitigate the uncertainties through positive advocacy with Scottish Ministers, Transport Scotland and COSLA both directly and via the RTP Chairs' Forum. Also, active participation in the Roles & Responsibilities review.	5	2	M	Director/Partnership Board Members	Continue to engage with Scottish Government, Transport Scotland and partner Councils advocating for the positive role of RTPs and extolling the virtues of the regional integration of transport, planning and economic development.
1.2	The process and outcome of the STPR2 Review diminishes the role of the Partnership and reduces its ability to secure funding to deliver the RTS.	**Strategic/Financial**	5	3	H	Mitigate the uncertainties of the STPR2 Review by Tactran acting as Secretariat/Support to the RTWGs and positively influence the STPR Case for Change report.	5	2	M	Director/Partnership Board Members	Continue to engage with Scottish Government, Transport Scotland, Consultants, partner Councils, City Deals and other stakeholders seeking potential capital investment for sustainable transport initiatives
1.3	The collaborative arrangements established through the respective City Deals and associated Regional Transport Working Groups are not effective and reduce the ability of Partnersip to deliver the RTS.	**Strategic/Governance**	5	4	H	Postively shape the governance arrangements for the City Deal Joint Committees and Regional Transport Working Groups to acknowledge the role of transport investment in securing sustainable and inclusive economic growth.	5	2	M	Director/Partnership Board Members	Continue to engage with Scottish Government and Transport Scotland, partner Councils, City Deals and other stakeholders seeking to shape the emerging governance arrangements and business cases providing a robust platform for delivering the RTS.
1.4	Partnership Board fails to function collegiately	**Governance**	5	3	H	Induction training undertaken for new Members at start of each new Council election cycle and periodically to take account of changing circumstances. Providing the opportunity to discuss the emerging organisational landscape and relay a Partnership view to partner agencies	5	1	L	Director/Proper Officers/Partnership Board Members	Induction training delivered to all Board Members on appointment and will be supplemented periodically as required in response to changes to legislative or other controls and issuing of new or amended Guidance. Private & confidential discussion on Governance facilitated for the new Board Members 2020.
1.5	The outcome of Brexit, withdrawal from the EU, has an adverse impact on the development, planning and operation of the transport network in the Tactran area.	**Strategic/Governance**	5	5	H	The UK has now formally left the EU. Maintain a regular obverview of the implications of Brexit on the development and delivery of the Regional Transpoort Strategy and to highlight any potential for adverse impacts on the operation of the transport network and key gateway sites in the Tactran area.	5	3	H	Director/Proper Officers/Partnership Board Members	Ensure that partner Local Authorities and owners/operators of key transport gateways, e.g. ports etc. remain aware of the current guidance issued from the Department of Transport and Transport Scotland and to publish links to this guidance on the Tactran web site.

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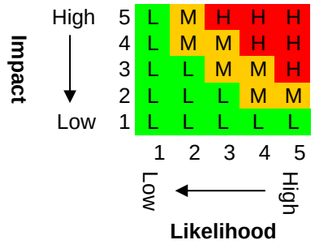

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2 Strategic Risks - RTS Development and Delivery											
2.1	Councils and other public sector stakeholders may not prioritise the delivery of Regional Transport Strategy objectives and RTS Delivery Plan measures.	**Political/Financial**	5	4	H	Monitoring Framework and Revenue and Capital Programmes monitoring systems in place to review and report on success in delivering RTS. Review of RTS Delivery Plan and RTS Monitoring Framework completed during 2016 having regard to recommendations identified in Annual Audit Reports (ISA 260). RTS Delivery Plan 2016-2021 identifies priorities and lead and supporting delivery agencies/partners. Relevant RTS priorities included in emerging City Deals for Tay Cities and Stirling, with potential for Government and other partner delivery commitment and funding through these.	5	2	M	Director/Senior Strategy Manager	Proactive engagement by Tactran officers within partner Councils, Community Planning, Development Planning, City Deals and related CPP Action Programming to promote strategic benefits of RTS in supporting delivery of local and national outcomes.

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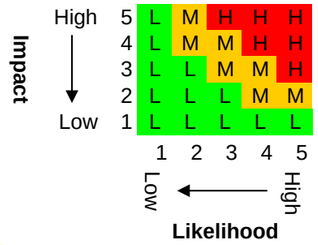

			Inherent				Residual				
Ref	Detail	Nature of Risk	Impact	Likelihood	Risk	Controls	Impact	Likelihood	Risk	Owner	Actions
2.2	Lack of delivery funding to support implementation of Regional Transport Strategy.	**Financial/Political**	4	4	H	Investigate alternative sources of delivery and match funding	4	3	M	Director /Partnership Board Members	Investigate and engage with City Deals, Transport Scotland, Councils, operators and other potential partners on availability of match funding. To include external funding for Active Travel and the £550k MaaS Investment Fund. MaSS 2 funding bid is being prepared and any successful bids will be added as required.
						Engage with partner Council Revenue Budget and Capital Programme processes. Engage with City Deals				Director/Partnership Board Members/Senior Partnership Manager	Liaise with Council Chief Officers and Heads of Finance on annual Revenue and Capital Budget setting processes. Review of RTS Delivery Plan has included agreement on proposed profiling and prioritisation of RTS delivery.
						Make case for prioritising RTS interventions and actions with Councils and with Government				Director/Partnership Board Members	Continue to engage with CPPs, emerging City Deal governance structures, and Development Planning Authorities promoting case for a strategic transport delivery focus
2.3	Case for delivery of RTS not recognised by Stakeholders	**Political/Public**	4	4	H	Ongoing promotion of benefits of RTS through effective promotion, publicity campaigns and communication through website, press releases and stakeholder newsletters	4	2	M	Director/Chair/Partnership Board	Re-write of RTS Delivery Plan will included consultation with all relevant stakeholders and partners on prioritisation and profiling of RTS delivery. Promote case for RTS delivery priorities through City Deals and through influencing forthcoming review of the Strategic Transport Projects Review.
						Promote benefits and case for RTS with Scottish Government, City Deals, Councils, transport providers and business				Director/Chair/Partnership Board	Ongoing discussion with City Deals, Transport Scotland and other stakeholders on promoting and developing business case for RTS priority actions
2.4	RTS policies and priorities not identified in Strategic and Local Development Plans	**Strategic**	4	1	L	Officers fully engaged in SDP and LDP key stakeholder groupings. Also in the emerging NPF4 discussions.	4	1	L	Director/Senior Partnership Manager	Maintain existing officer input to SDP and LDP processes. Relevant RTS Delivery Plan priorities embedded with TAYplan SDP Action Plan and LDP Action Plans. Rewrite of RTS Delivery Plan will maintained and strengthened alignment with reviewed and updated SDP and LDPs. Also with the NPF4 discussions. Partnership receives reports at key Main Issues Report, Proposed Plan and Action Programme stages of SDP/LDP/NPF4 processes

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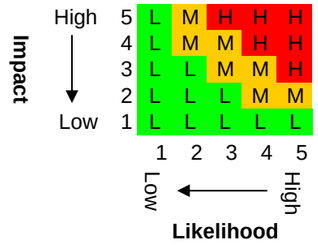

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2.5	The Partnership fails to engage fully in Community Planning	**Strategic**	4	1	L	Officers proactively engaged in CPPs and relevant Thematic Groupings	4	1	L	Director/Senior Partnership Manager	Maintain and strengthen officer input to CPP governance and delivery activity aligning RTS priorities with supporting CPP and local outcomes. Active engagement of Partnership officers in ongoing review of CPP structures and endorsement by Board of Locality Outcomes Improvement Plans (LOIPs) replacing former SOAs in 2018/19 and through ongoing contribution to the development of emerging Locality Plans and priorities.
										Director	Partnership receives regular reports on SOA approval, development and Action Programming. LOIPs endorsed by Partnership Board on 12/12/17 and ongoing officer engagement on related LOIP action planning. Partnership Board to receive at least annual progress update on contributing to LOIPs.
										Director	Governance procedures and RTS Delivery Plan and priorities have been developed and are regularly reviewed to ensure continued alignment with CPP/LOIP objectives and delivery
2.6	Projects are not delivered in accordance with programme and budget	**Operational/Financial**	4	3		Project Risk Assessment carried out as part of Project Management process	4	1	L	Senior Partnership Manager	Review of RTS Delivery Plan completed during 2016 included agreement with partner Councils and other lead/supporting agencies on prioritisation, profiling and programming of RTS delivery moving forward
						Regular monthly monitoring of progress in liaison with project delivery partners and contractors and quarterly reporting to Partnership Board on Revenue expenditure and Capital Programme monitoring as necessary				Senior Partnership Manager	

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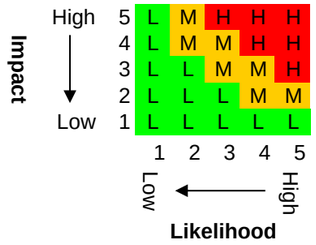

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3 Management/ Operational Risks											
3.1	Inadequate staff resource available to carry out actions agreed by Board	**HR/ Financial**	5	2	M	HR support in employing optimum staff complement	4	1	L	Director	Resources planning taken into account in reporting to Board and as part of Board Action reviews. Revised Management and staffing structures approved by Board and successfully implemented during 2018/2019. New Partnership Director recruitment concluded March 2020.
						Staff training and development				Director	Ongoing review of staff development and training needs by Director/Team.
3.2	Failure of IT systems including cyber attack	**Technical**	4	3	M	Effective and reliable IT support systems	4	1	L	Office Manager	Employment of effective IT support services through SLA with Perth & Kinross Council
						Secure and effective backup arrangements for hardware and files				Office Manager	Secure backup and file management systems maintained and updated through IT SLA review process and through new, statutory Records Management Plan systems and approaches. SLA to be updated during 2020/21 to take account of new Public Sector Action Plan on Cyber Resilience
						Systematic updates to server, laptops and website				Office Manager/IT support	Annual review of IT system capability and renewals through SLA with Perth & Kinross IT. Updating of office desktop hardware for all staff undertaken in 2020/21.
3.3	Action by Partnership staff, members or partners exposes Partnership to corporate or financial liability	**Operational/Financial**	5	2	M	Financial Regulations and Scheme of Delegation	5	1	L	Director/Treasurer	Regular reviews of Financial and other Control Systems
						Service procurement and monitoring arrangements in place				Director/Treasurer	Monthly financial monitoring meetings with Finance support staff monitoring

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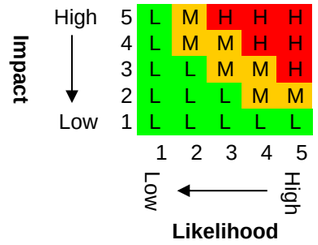

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3.4	Reliance on knowledge and actions of individuals may result in business failure if they leave or are unavailable, i.e. single points of failure.	**Human Resources**	5	4	H	HR procurement arrangements and employment conditions adequate to retain staff and replace individuals if needed	5	2	M	Director/ HR support	Review of Management and staffing structure approved and successfully implemented during 2017/18 designed to ensure continuity of appropriate personnel and experience. New Records Management Plan and systems will assist with business continuity planning.
						Staff training and development needs reviewed annually				Director	Review staff training and development requirements moving forward.
3.5	Non compliance with Freedom of information requirements	**Legislative**	5	3	H	Maintain approved Publication Scheme	5	2	L	Director	Arrangements in place for dealing with FOI requests in compliance with statutory requirements.
3.6	Failure to comply with relevant legislation and recognise implications of new legislation	**Legislative**	5	3	H	Monitoring of reports and recommended actions and relevant statutory changes	5	1	L	Legal Officer/Director	Ongoing monitoring of Scottish Government/Parliament legislative processes and other relevant Government publications.
3.7	Failure to comply with relevant Health & Safety Regulation	**Legislative**	5	2	M	Written policies covering Health & Safety for staff and Members	5	1	L	Director	Ongoing review.
						Workplace areas assessed and safe working procedures documented for operational areas				Office Manager	Ongoing review.
						Fire safety procedures and recognised First Aider cover in place				Office Manager	Ongoing review.

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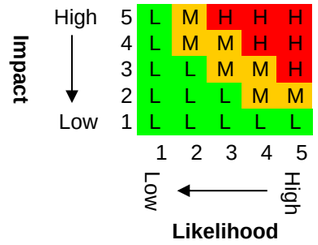

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4 Financial Risks											
4.1	Late announcemnet of local government settlement and hence Grant-in-Aid and LA contribution support for 2020/21.	**Financial**	5	3	H	Liaise with Transport Scotland, Treasurer and constitiuent Coucnils on likley outcome of LG settlement for 2021/22.	4	1	L	Treasurer/Director	Budget for 2021/22 and plan Core and RTS budgets have been confirm and stay the same as 2020/2021
4.2	Expenditure exceeds budget	**Financial**	4	3	M	Effective financial monitoring, reporting and control systems at Board and officer level are in place to manage expenditure	4	1	L	Treasurer/Director	Regular monthly monitoring meetings with Finance support staff and regular quarterly monitoring reports on Revenue Expenditure to Partnership Board and on Capital Programmes as necessary.
4.3	Projects expenditure slips resulting in year on year funding discrepancy	**Financial**	4	3	M	Effective financial monitoring reporting and control systems in place to manage project expenditure	4	1	L	Treasurer/ Director	Regular reviews undertaken to monitor expenditure during year, meetings with Finance Manager by exception. Programmes varied by Board to reflect changes.
						Arrangements are in place to manage slippage across Financial Years where necessary				Director	Continued to seek amendment to statutory controls to enable creation of RTP Reserves funds and carry over of reserves across Financial Years. This proposal was included as Section 122 of the Transport (Scotland) Act Reserve strategy in place.
4.4	Theft or loss of assets exposes Partnership to loss of reputation or financially	**Financial/Reputational**	5	2	M	External security measures in place	3	1	L	Office Manager	
						Adequate insurance cover in place				Office Manager	Ongoing
		COVID 19									
		Office				Office safety					Office assessment complete and measures introduced to ensure the workplace is safe for staff to return to the office
		Staff				Employee safety					Risk assessments in place. The whole team participated and contributed to the assessments. Induvidual assessments were made by each staff member
		Strategic Outlook				Uncertaintly over impact on travel demand and supply during and following the end to lock down due to Covid 19					Alll data collected by Tactran and partners wiil be used to assist re-writing of the RTS and Tactran transition planning.
		Home Working									Assement of employees needs and requirements for working from home have been completed. Successful implementation has allowed Tactran to convert to business online.