



Corporate Risk Register update

Committee Audit and Standards

Date of meeting 26 November 2021

Date of report 2 November 2021

Report by Acting Chief Executive

1. Object of report

To update the committee on the Corporate Risk Register and mitigations to minimise risk.

2. Background

The Risk Management strategy requires the committee to consider the effectiveness of the Partnership's risk management arrangements.

To assist members a copy of the current Corporate Risk Register, as at November 2021, is provided to the committee (see Appendix 1). Members are advised that more specific local risk registers are maintained for specific projects and departments and again these are reviewed regularly thus ensuring that the corporate risk register reflects the current environment and conditions within which SPT operates.

3. Outline of proposals

The Corporate Risk Register is reviewed and updated at strategy group meetings every four weeks. Since the last Audit and Standards committee meeting, the following updates have been noted:

- SPT 11: Current economic conditions adversely impact on SPT's operational income and return on cash reserves: close attention continues to be given to this risk from reports presented to the Strategy & Programmes committee;
- SPT 20: Continual network reviews/service withdrawals by commercial operators in bus market: close attention continues to be given to this risk from reports presented to the Operations committee;
- SPT 25: Rolling stock contact is not delivered to budget, time and quality requirements: close attention continues to be given to this risk with regular reports presented to the Partnership;

- SPT 26: EU (withdrawal) Act 2018 – Brexit implications: while the transition period has concluded, close attention continues to be given to this risk from Scottish and UK government information provision;
- SPT 28: Impact of climate change: close attention continues to be given to this risk with regular reports presented to the Strategy & Programmes committee; and
- SPT 29: Impact of coronavirus (Covid-19): close attention continues to be given to this risk and all guidance and updates provided by the respective governments. Consideration given to minimising the impact on individuals (customers and staff) as well as the wellbeing of the organisation. **Note:** Covid-secure workplace risk assessments have been completed and return to work risk assessments for all individual office-based staff have been undertaken in accordance with Scottish government guidelines.

COP26 summit

Corporate risks from the COP26 summit were considered and incorporated into organisational plans.

4. Committee action

The committee is asked to note the contents of this report and the updated Corporate Risk Register.

5. Consequences

Policy consequences	<i>As noted in the register.</i>
Legal consequences	<i>As noted in the register.</i>
Financial consequences	<i>As noted in the register.</i>
Personnel consequences	<i>As noted in the register.</i>
Equalities consequences	<i>As noted in the register.</i>
Risk consequences	<i>As detailed in the report.</i>

Name Neil Wylie

Name Valerie Davidson

Title Director of Finance

Title Acting Chief Executive

For further information, please contact Iain McNicol, Audit and Assurance Manager, on 0141 333 3195.

SPT Corporate Risk Register - November 2021

Ref	Risk	Effect	Impact	Likelihood	Score	Mitigation	Fall back plan (what would SPT actually do / has already done?)	Responsible Officer(s)	Review date by Strategy Group	Date of last change	Movement from last change
Type	Financial										
SPT 1	Potential Capital funding allocation not matched to programme demands	Potential project delays; Project reprioritisation; Loss of reputation and lost opportunities.	4	5	20	Continued dialogue with Scottish Government with regards to funding; Aligning programme and budgets to funding schedules; Effective project delivery, programme management processes, monitoring of expenditure, accounting and budgeting regimes.	Adjust capital programme to known funding availability; Consider alternative funding routes including borrowing to support the programme; Affordability of projects; Prioritisation of projects; Reserves policy (potential utilisation).	Strategy Group/ Director of Finance	01 November 2021	23 March 2021	↑
SPT 5	Potential Reduced future Local Authority budget settlements	Reduction in service provision, lost opportunities, potential impact on internal resourcing.	4	5	20	Continued dialogue with constituent authorities; Continuation of ongoing efficiency programme.	Continue to reconfigure processes and services to maximise efficiencies, with particular emphasis on digitalisation; Renegotiate contracts with suppliers. Reprioritise spend.	Strategy Group/ Director of Finance	01 November 2021	23 March 2021	↑
SPT 11	Current economic conditions adversely impact on SPT's operational income and return on cash reserves	Economic conditions impact on employment and employment practices with a consequential downturn in patronage; Rental income negatively impacted by economic downturn; Return on investment significantly reduced in line with Bank of England base rate reduction to 0.1%; Brexit implications are unclear.	4	5	20	Continued dialogue with Scottish Government with regards to grant funding; Frequent, proactive review and management of cash balances to maximise return; Strict maintenance of treasury management practices including counter party lists and spread of investments.	Reduce services and staff numbers in line with budgetary reductions; Regular review of SPT's investment portfolio.	Strategy Group/ Director of Finance	01 November 2021	11 August 2020	↑
Type	Operational										
SPT 19	Unplanned disruption of Subway	Potential closure of Subway, loss of business/income, poor press coverage, negative public perception, loss of political backing.	4	3	12	Robust operational resource planning; Project plans, project management skills and techniques, dialogue with constituent authorities and Scottish Government and customers, Media management.	Continue existing Subway operations, Inform public and stakeholders.	Director of Subway	01 November 2021	-	-
SPT 20	Continual network reviews/ service withdrawals by commercial operators in bus market	SPT requested to step in to provide services; SPT requested to explain and/or rationalise the actions of commercial market.	4	4	16	On-going dialogue with operators, traffic commissioner and other stakeholders; Framework for supporting local bus services.	Reprioritise support to local bus services; Apply to Scottish Government for additional funding; Introduce lower cost delivery options.	Strategy Group/ Head of Bus Strategy & Delivery	01 November 2021	14 August 2018	↑
SPT 9	Arrangements for business continuity in the event of a major interruption may be inadequate (scenario planning makes reference to HMG Risk Register)	Non prevention of avoidable loss, adverse media, injury or death, inability to recover service provision.	3	2	6	Develop, complete and test business continuity plans.	Use buses to replace Subway, redirect buses services around affected bus stations; reallocate staff where possible; Inform the public and stakeholders.	Strategy Group	01 November 2021	-	-
SPT 27	Loss of key, skilled and experienced employees	Temporary impact in delivery of service outcomes; Temporary impact in service performance.	4	4	16	Succession planning arrangements; Internal policy and processes.	Review internal resource options (in short term); HR policy and procedures.	Head of HR	01 November 2021	21 May 2019	-
*SPT 25	Rolling stock contract is not delivered to budget, time and quality requirements	Unable to deliver reliable service or to customer expectations due to rolling stock or infrastructure performance; Reduced/degraded operation; Undermining of the key business case; Impact on public, government and stakeholder reputation.	4	4	16	Appointment of project delivery team including project controls/governance roles; Appointment of Client technical advisory team (CTA); Appointment of Independent Competent Person service as part of safety verification and validation process; Robust tendering process and appointment of suitable JV contractor; Continued programme challenge and reporting; Development of operational readiness plan; Budget contingency. Programme effectiveness review.	Review maintenance and operations plans; Increased inspection, testing and verification; Proactive communication and engagement with stakeholders and public.	Strategy Group	01 November 2021	09 August 2021	-

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Ref	Risk	Effect	Impact	Likelihood	Score	Mitigation	Fall back plan (what would SPT actually do / has already done?)	Responsible Officer(s)	Review date by Strategy Group	Date of last change	Movement from last change
Type	Physical										
SPT 6	Security - physical protection of staff, assets, information and customers (including Transec issues)	Disruption to service delivery; Reputational damage; Loss of operational income.	4	3	12	Training, contingency plans, business continuity, cyber-resilience arrangements. Adherence to Transec requirements. Benchmarking with good practice.	Use buses to replace Subway, redirect buses services around affected bus stations; reallocate staff where possible; Inform the public and stakeholders.	Strategy Group / Heads of Service Operations and Security	01 November 2021	22 May 2018	-
Type	Technological										
SPT 7	Loss of digital infrastructure	Major disruption to service provision; Additional workload; Reputational damage.	4	3	12	Disaster Recovery/ Business Continuity plans; Redundancy plans for key systems; Cyber-resilience arrangements.	Contractual arrangements; Digital protocols; Policy and procedures.	Director of Finance	01 November 2021	27 February 2018	↑
Type	Reputational										
SPT 21	Adverse publicity	Reputational damage, potential patronage reduction and loss of operational income; employee morale and retention.	4	3	12	Media response plan.	Counter negative story with SPT view.	Strategy Group	01 November 2021	27 April 2016	↑
Type	Governance										
SPT 22	Failure to maintain high standards expected under good governance arrangements	Failure to adhere to good practice, possible external audit scrutiny, loss of management reputation.	3	2	6	Adhere to guidelines, inform staff of importance of governance.	External annual review of Governance by the External Auditor; Regular review of internal controls by Internal Audit; Follow-up reviews of corrective action, where required.	Strategy Group	01 November 2021	05 October 2021	-
SPT 26	EU (withdrawal) Act 2018 Brexit implications	Impact on service outcomes; Increased material costs; Disruption to supply chains/increased leadtimes.	4	5	20	Contract terms and conditions.	Follow government guidance; Internal policy and procedures.	Strategy Group	01 November 2021	12 November 2019	↑
Type	Environmental										
SPT 28	Impact of climate change	Public perception of SPT services; Changes to service delivery; Increased costs.	4	4	16	Environmental policy; Carbon management plan.	Follow government guidance; Statutory returns; Internal policy and procedures.	Strategy Group	01 November 2021	12 November 2019	-
SPT 29	Impact of coronavirus (Covid-19)	Major disruption to service provision.	5	5	25	Business Continuity plans; Social distancing measures; Face coverings.	Follow government guidance; Reduced external service providers; Apply to Scottish Government for additional funding.	Strategy Group	01 November 2021	21 April 2020	↑

*Note: SPT 25, SPT 26 and SPT 29: these risks may fall into a number of categories.

Risk	What could cause damage to SPT?	Score	1 - 6		Mitigation	What is being done to mitigate this risk?
Effect	If it happened what would it do to SPT?		7 - 19		Fall back plan	What do we do if the risk actually materialised?
Impact	Impact? from Catastrophic= 5 to negligible = 1		20 - 25			
Likelihood	Likely? Near future = 5 unlikely = 1					
Score	= impact X likelihood					

5 - Catastrophic	5 - Almost certain	High
4 - Major	4 - Likely	Moderate
3 - Moderate	3 - Possible	Low
2 - Minor	2 - Unlikely	Very low
1 - Almost none	1 - Rare	Minute