

Risk Register

1. INTRODUCTION

- 1.1 The purpose of this report is to provide the Performance and Audit Committee with its six-monthly update on SEStran's risk register.

2. BACKGROUND

- 2.1 The Performance and Audit Committee, at its meeting in November 2021 approved the [SEStran Risk Management Framework Policy](#). This policy supports the management of the overall risk process within the organisation, including its governance arrangements.
- 2.3 The latest version of the risk register can be found at **Appendix 1** of this report.

3. MAIN REPORT

- 3.1. In previous updates to the Committee, reports have covered the organisation's Strategic Risk Register in its entirety. However, in its final report on the annual audit for 2023/24, Audit Scotland will recommend that the format of future reports is revised to ensure that the report to the Committee focuses on the 3-5 key strategic risks.
- 3.2 As a result, this report focuses on the 3 main current strategic risks, based on the total risk scores shown in the strategic risk register, which is included as an appendix to the report:
- 1.1 Change to Regional Governance
 - 2.5 Sources of Additional Income
 - 2.6 Funding Reductions

3.3 A potential change to transport governance

Transport Scotland has announced a much needed initiative to review the split of roles and responsibilities and, therefore, funding, between national, regional and local government.

This presents both a risk and an opportunity to the Partnership, and to RTPs in general.

Transport Scotland is in the process of establishing an Officers' Group, which will report to the Cabinet Secretary for Transport. The Group will have members from Transport Scotland, CoSLA, SCOTS and the RTPs. The scope and timescales of the work have still to be confirmed.

The work should build on work previously undertaken but paused in 2023, including a report by Jacob's, and the revised version of 'Develop to Deliver' – a report outlining the potential role that RTPs could play if transport governance is optimised.

3.4 **Additional Income**

Overall, the Partnership's income has increased significantly in the year to date due to the introduction of the People and Place Plan which increased the budget by £5.326m. However other sources of governmental income have decreased this year:

- The main block grant reduced by 5% or £39k
- Usual active travel funding of c.£400k ceased
- Ad hoc project funding has been at a much lower level than in previous years

This wider reduction presents risks to the Partnership's ability to undertake work on the various strategies and projects that will be required to facilitate delivery of the Regional Transport Strategy. As a result, there is a pressing requirement to identify and secure alternative funding sources.

Capacity to do this is now in place with the recruitment of a Communications and Marketing Officer. This role will facilitate improved chances of securing funds from sources such as Innovate UK and Horizon Europe.

The Partnership has had some success in the current year, working jointly with UrbanTide to secure Connected Places Rural Accelerator Funding for a project aiming to improve options for travelling to healthcare in rural areas.

However failure to secure additional funding will continue to be a risk in future years, or until a more secure funding mechanism is put in place for RTPs – possibly as part of the review outlined in 3.3.

3.5 **Funding reductions**

As outlined in 3.4, usual sources of funding have been at reduced levels this year. This has presented challenges, which have largely been mitigated, in funding the work programme for 2024/25. As a result, the risk for 2024/25 has been downgraded.

However the threat to funding continues, perhaps at a greater level, for 2025/26 given the financial constraints facing the Scottish Government.

Chiefly among these, the block grant, which was reduced by 5% could be further reduced. This follows more than a decade of standstill funding, which has resulted in a drastic reduction in real terms funding.

As a result, a new risk has been introduced for potential funding reduction for 2025/26.

3.6 **Other Strategic Risks**

Three other key strategic risks have been downgraded for the current financial year, but will be re-created for 2025/26. These are:

- Budgeted Staff Pay Award
- Budgeted Inflation Level

- Budgeted Changes to the Staff Pension Fund

3.7 People and Place Plan

Due to its size and scale, especially in relation to the Partnership's total budget, the People and Place Plan is considered 'strategic'.

However project risks are managed as part of the Project Lifecycle Management framework, which is scrutinised separately by the P&A Committee. As such they are considered outside the remit of this report.

4. RECOMMENDATIONS

- 4.1 The Committee are asked to comment on the contents of the report, and;
- 4.2 To note that a final version of the Risk Register will be referred to the Partnership Board for noting;


Brian Butler
Partnership Director

Appendix 1: SEStran Risk Register

Policy Implications	Policies have been reviewed and updated.
Financial Implications	As highlighted in the register.
Equalities Implications	None
Climate Change Implications	None




APPENDIX

Risk Number	Risk Category	Risk Detail	Gross Risk Assessment				Planned Response/Mitigation	Net Risk Assessment				Risk After Mitigation	Date and Owner	Risk Appetite		Action Required				
			Probability	Impact	Risk Score			Probability	Impact	Risk Score				Low	Med					
R001 1.1	Strategic	Regional Governance Transport Scotland review of regional transport governance arrangements could result in changes to functions of RTPs. This could present either a risk or an opportunity to SEStran.	4	Probable	4	Major	16	High	The joint RTPs have submitted a refreshed Develop to Deliver report to TS. This report will also be submitted to Cosla. TS have now agreed to restart the review of regional governance and a group will be set up, including RTPs, Cosla and TS.	4	Probable	4	Major	16	High	High Treat (because mitigations are ongoing)	Review at end of Dec 2024 Partnership Director	Low	Med	↓
R001 1.2	Strategic	Regional Governance Lack of clarity on role of non statutory REP/ESES City Region Deal groupings	4	Probable	3	Possible	12	Medium	A Concordat has been agreed between SEStran and the ESESCRD, committing to working together in an open and transparent matter to jointly support land use planning and economic growth across the region.	2	Unlikely	3	Moderate	9	Medium	Medium Tolerate	Review at end of Dec 2024 Partnership Director	Low	Med	↔
R001 1.3	Strategic	Pandemic / Epidemic: Interruption of normal service/inability to deliver functions. Financial impact of crisis on sources of funding.	3	Possible	4	Major	12	Medium	Adhere to Government restrictions, rules or guidance. Regular communication with Transport Scotland and constituent councils officials to guide any operational changes. Ensure that all staff are trained on the Business Continuity Plan, and that it is reviewed regularly. Maintain current functions that can be delivered within working guidance. Working from home arrangements now tried, tested and effective.	3	Possible	3	Moderate	9	Medium	Medium An ongoing risk remains for future spikes of Covid-19 or other kinds of disease outbreaks Tolerate	Review at end of Dec 2024 Partnership Director	Low	Med	↔

R001 1.4	Strategic	Political/Govt Change There is a risk that a change in government could lead to changes to RTPs/Regional Governance	3	Possible	4	Major	12	Medium	Continued engagement with all political parties and agencies. Ensure dialogue on the Develop to Deliver report is prioritised	3	Possible	3	Moderate	9	Medium	Medium An ongoing risk remains. Tolerate	Review at end of Dec 2024 Partnership Director	Low	Med	
R002 2.0	Financial	Financial: Significant deviation from budgeted spend	2	Unlikely	3	Moderate	6	Low	The Financial Rules do not permit spending (whether revenue or capital) to exceed available budget. Budget and spend is monitored on a monthly basis by SEStran officers, using financial information provided by CEC through the Partnership's Financial Services Service Level Agreement with CEC and supported by qualified accounting staff of CEC. Action is taken by Partnership officers to develop alternative savings measures, including options for development of contingency arrangements, if required and subject to approval by the Partnership. The Partnership's Financial Rules require reporting of financial performances to the Partnership Board on a quarterly basis. Transport (Scotland) Act 2019 includes section on RTPs carrying reserves.	1	Remote	2	Minor	2	Low	Low Tolerate	December 2024 Partnership Director	Low	Med	
R002 2.1	Financial	The approved budget for 2023/24 2024/25 makes provision for a pay award of up to 3%.	5	Highly Probable	3	Moderate	15	High	Prudent planning assumption with ongoing monitoring of public sector pay negotiations. Ongoing monitoring and review of all costs and forecasts during 2023/24-2024/25 - Costs will be aligned with COSLA pay offer. Actual increase agreed is 3.6% - so impact on budget is £4000.	2	Unlikely	3	Moderate	6	Low	Medium Tolerate	November 2023 December 2024 Partnership Director	Low	Med	

R002 2.2	Financial	Staff recharges—externally funded projects. The approved budget assumes that £4,000 of staff time can be recharged to Projects. There is a risk this may not be achievable. NEEDS REWRITTEN	3	Possible	3	Moderate	9	Medium	Any shortfall in employee cost recharges will be offset by a corresponding reduction in Projects Budget expenditure. Other funding sources will continue to be pursued.	3	Possible	3	Moderate	9	Medium	Medium Tolerate	November 2023 December 2024	Low	Med	↔
R002 2.3	Financial	Inflation: There is a risk that the indicative budget does not adequately cover price inflation and increasing demand for services.	4	Probable	4	Major	16	High	When setting the revenue budget, allowance was made for specific known price inflation. Budgets adjusted in line with current cost forecasts. Ongoing monitoring and review of all costs and forecasts during 2023/24-2024/25 . Risk revised down because inflation has been around government target over the year to date.	3	Possible	3	Moderate	9	Medium	Medium Tolerate	November 2023 December 2024	Low	Med	↔
R002 2.4	Financial	Delays in payment of external grants results in additional short-term borrowing costs.	3	Possible	3	Moderate	9	Medium	SEStran grant claims for projects are submitted in compliance with grant funding requirements to ensure minimal delay in payment. Ongoing monitoring of cash flow is undertaken to manage exposure to additional short-term borrowing costs. Grant submission procedures in place, along with financial planning.	3	Possible	3	Moderate	9	Medium	Medium Tolerate	November 2023 December 2024	Low	Med	↔
R002 2.5	Financial	Sources of additional income to the Partnership may become constrained in the current economic climate and/or due to changes in operating arrangements.	4	Probable	4	Major	16	High	Revenue budget for 2023/24-2024/25 developed to take account of most likely level of external income in 2023/24- Budget confirmed for 2023/24 Continue to explore alternative funding options Lobby/bid for additional funds	3	Possible	4	Major	12	Medium	Medium Treat	Review at end Dec 2024	Low	Med	↓


R002 2.6	Financial	Funding reductions: Future reductions in core funding from Scottish Government and/or council requisitions. This could result in difficulty in delivering statutory obligations/duties.	3	Possible	4	Major	12	Medium	The Partnership will continue to source and develop external funding. Manage organisation in accordance with available funding but ability of organisation to deliver RTS objectives will inevitably be dictated by available funding. Engagement/advocating with SG/TS to maintain/increase funding Working with other RTPs to influence SG review of allocation of funding	3	Possible	4	Major	12	Medium	Medium Tolerate	June End of 2024 Partnership Director	Low Med	
R002 2.7	Financial	The funding position of the staff pension fund could lead to increases in the employers pension contribution	4	Probable	3	Moderate	12	Medium	Following the Lothian Pension Fund Triennial Actuarial Review of 2020, Partnership contribution rates have been advised until 2023/24. Planning assumptions have been updated and included in the revenue budget 2023/24 and indicative budget for 2024/25 reported to the Partnership Board on 17th March 2023. The outcome of the Triennial Actuarial Review of 2023 will be included in the revenue budget for 2024/25.	4	Probable	3	Moderate	12	Medium	Medium Tolerate	November-December 2024 2023 Partnership Director	Low Med	
R002 2.8	Financial	Current staffing levels cannot be maintained due to funding constraints and the Partnership incurs staff release costs	3	Possible	4	Major	12	Medium	The Partnership continues to seek additional sources of funding for activities aligned to the Partnership's objectives to supplement resources. Recruitment control measures in place. Additional resources can be managed through consultancy as required. People and Place Programme has increased financial flexibility.	2	Unlikely	4	Major	8	Medium	Medium Tolerate	Review at end of Dec 2024 Partnership Director	Low Med	
R002 2.9	Financial	Funding/Grant Awards: The timing of some funding applications and grant awards do not align with the financial year, resulting in an inability to spend allocated funding within prescribed timescales	4	Probable	3	Moderate	12	Medium	The Partnership will seek to introduce a number of suitable on the shelf schemes Regular budget monitoring and reports to the Partnership Board.	3	Possible	3	Moderate	9	Medium	Medium Treat	September End of 2024 Partnership Director	Low Med	

R003 3.0	Reputational	Project Management: Project incomplete or of poor quality Late Delivery	3	Possible	4	Major	12	Medium	All project progress reported to the Projects Team monthly- and the P&A Committee quarterly. Management action taken as required..	2	Unlikely	3	Moderate	6	Low	Low Tolerate	Review at end Dec 2024 Programmes Manager	Low Med	
R003 3.1	Reputational	Reputation: Regard by the public and stakeholders. Negative or inaccurate media coverage leading to misrepresentation of SEStran position	3	Possible	3	Moderate	9	Medium	Quick response to negative or inaccurate coverage. Proactive profile and reputation management via social media, website and press releases. Partnership staff and Board Members continue to promote and advocate activities via speaking, writing or wider networking Continue to work closely with regional partners Board members regularly updated on SEStran work successes and issues. Agreed approach to media position set out in Standing Orders.	2	Unlikely	3	Moderate	6	Low	Low Tolerate	Review at end of Dec 2024 Partnership Director	Low Med	
R003 3.2	Reputational	Project Management: Potential insolvency of 3rd party supplier	3	Possible	4	Major	12	Medium	Improved supplier viability checks before award, renewal or modification of contracts or grants to be introduced by January 2024. Individual risks and mitigations to be developed for any contract or grant over an agreed threshold. Where appropriate, Government frameworks will be utilised. Full review of procurement procedures to be carried out by is nearing completion by Legal Advisers. An updated set of Contract Standing Orders will be presented to the June meeting of the Partnership Board for approval. Legal Advisers to provide staff training on new procedures.	2	Unlikely	4	Major	8	Medium	Medium Treat	Review at end of Dec 2024 Partnership Director	Low Med	

R005 5.0	External	Third party Service Level Agreements: Failure or inadequacy of service	2	Unlikely	2	Minor	4	Low	Service Level Agreements in place for Financial Services, HR and Insurance services. Reviewed annually by senior officers. Subject to independent audit scrutiny. Action: Progress renewals of SLA's to secure continuity of services Cross RTP discussion exploring viability of introducing shared services	2	Unlikely	2	Minor	4	Low	Low Tolerate	Review at end of 2024 Partnership Director	Low	Med	↔
R005 5.1	External	Contract Management: Failure to manage contracts leads to under performance and failure to obtain best value and delivery from contractual relationship.	3	Possible	4	Major	12	Medium	Conditions of contract are being reviewed, including Contract Standing Orders and Procurement Strategy Ensure contract documentation sound and up to date. Apply adequate supervision to the contract. Business propriety/credit/analytic criteria to be written in to documentation. Contract management process to be included as part of full procurement review.	2	Unlikely	3	Moderate	6	Low	Low Tolerate	Review at end of 2024 Partnership Director	Low	Med	↔
R005 5.2	External	Grants: Failure to adhere to grant conditions could result in grants being withheld or reclaimed, impacting the SEStran budget	4	Probable	4	Major	16	High	Develop processes to ensure that grant conditions are understood before application is submitted, that relevant team members are briefed on grant conditions, and that adequate controls are in place to ensure that all steps and approvals are documented. Also refer to risk 2.9. Successful management of risk 5.2, reduces likelihood of risk 2.9	2	Unlikely	4	Major	8	Medium	Medium Treat	March 2025 Partnership Director	Low	Med	↓
R006 6.0	Legal and Regulatory	Statutory Duties: Failure to adhere to duties described in legislation and related documentation	3	Possible	4	Major	12	Medium	Board members regularly updated on SEStran work successes and issues. Ongoing liaison with Transport Scotland and relevant governing bodies. Regular liaison with Auditors. Regular monitoring and programming of statutory duties is undertaken by the Partnership Director, Senior Partnership Manager and Business Manager. Audited by third parties.	2	Unlikely	4	Major	8	Medium	Low Medium Treat	Review at end Dec 2024 Partnership Director	Low	Low	↔

R007 7.0	Specific Operational	People and Place Plan: Funding changes result in programme not continuing regionally beyond 2024-25.	3	Possible	3	Moderate	9	Medium	Engage regularly with Transport Scotland. Ensure outcomes and outputs from the programme delivery are captured to evidence efficacy of regional approach.	1	Remote	3	Moderate	3	Low	Medium Low Tolerate	March 2025 Programme Manager	Low	Med	
R008 8.0	System and Technology	Digital/IT: Server failure Comms failure Website breach Resulting in loss of service to business operations	3	Possible	4	Major	12	Medium	Regular review of the Management Plan for Business Continuity. IT/Website maintained under contract. Both proactively managed by third parties. IT hardware/software/licences upgraded at regular intervals. Contracted IT consultants deliver IT services. Website contract includes security updates. Robust Information Security Policy in place with regular monitoring reports. GDPR compliant and Cyber Essentials Plus Accreditation maintained.	1	Remote	4	Major	4	Low	Low Tolerate	Ongoing Business Manager	Low	Med	
R009 9.0	People	HR: Non-compliance with employment and/or data privacy laws may result in poor reputation as an employer, difficulty in attracting skilled resource and greater probability of litigation and / or financial penalties	3	Possible	3	Moderate	9	Medium	SLA in place until May 2025 with Falkirk Council to provide specialist HR advice as required and is under regular review. Legal advice is provided, when required, through a framework contract, which is in place until August 2024 Retendering for Legal Services contract to commence shortly, utilising SG Framework Contracts.	1	Remote	3	Moderate	3	Low	Low Tolerate	Review at end Dec 2024 Partnership Director	Low	Low	

<p>R009 9.1</p>	<p>People</p>	<p>Inadequate measures in place to facilitate staff health, safety and well-being during contingency arrangements or future office arrangements.</p>	<p>3</p>	<p>Possible</p>	<p>4</p>	<p>Major</p>	<p>12</p>	<p>Medium</p>	<p>Regular review of appropriate policies. Carry out appropriate assessments of office equipment and working arrangements, following landlords guidance in relation to access to the office. Risk Management Framework approved by P&A Committee. Liaise with HR Adviser, SG facilities team. Hybrid Working Policy implemented to facilitate transition arrangements to normal working arrangements. An ongoing risk remains for future pandemics and future widespread disease or other outbreaks. Measures will be adjusted in accordance with government advice.</p>	<p>2</p>	<p>Unlikely</p>	<p>3</p>	<p>Moderate</p>	<p>6</p>	<p>Low</p>	<p>Low Tolerate</p>	<p>Review at end Dec 2024 Partnership Director (Subject to SG advice)</p>	<p>Low</p>	<p>Low</p>	<p>↔</p>
<p>R009 9.2</p>	<p>People</p>	<p>Inadequate measures in place to facilitate staff health, safety and well-being during working from home arrangements.</p>	<p>3</p>	<p>Possible</p>	<p>4</p>	<p>Major</p>	<p>12</p>	<p>Medium</p>	<p>Appropriate policies are reviewed and updated. Risk assessments of staff personal home working arrangements have been completed and will be subject to regular review. Risk Management Framework approved by P&A Committee. Business Continuity Plan reviewed. Liaise with HR Adviser. Review transition arrangements to normal working arrangements at appropriate time. Hybrid Working Policy implemented and working well. An ongoing risk remains for future pandemics and future widespread disease or other outbreaks. Measures will be adjusted in accordance with government advice and legislation.</p>	<p>2</p>	<p>Unlikely</p>	<p>3</p>	<p>Moderate</p>	<p>6</p>	<p>Low</p>	<p>Low Tolerate</p>	<p>Review at end Dec 2024 Partnership Director (Subject to SG advice)</p>	<p>Low</p>	<p>Low</p>	<p>↔</p>
<p>R009 9.3</p>	<p>People</p>	<p>Loss of key personnel may lead to inability to deliver strategy and projects.</p>	<p>3</p>	<p>Possible</p>	<p>3</p>	<p>Moderate</p>	<p>9</p>	<p>Medium</p>	<p>Recruitment strategy. Development of existing staff through performance appraisal. Staff training Specialist HR recruitment consultancy. Work programme will be monitored and redistributed as necessary. Recruitment exercise complete and full staff complement in place. by 20 Nov 2023.</p>	<p>3</p>	<p>Possible</p>	<p>1</p>	<p>Insignificant</p>	<p>3</p>	<p>Low</p>	<p>Low Tolerate</p>	<p>Review at end Dec 2024 Partnership Director</p>	<p>Low</p>	<p>Low</p>	<p>↔</p>

R009 9.4	People	Climate Change Staff are unable to access the office more frequently due to increase in adverse weather events.	3	Possible	3	Moderate	9	Medium	Home working policy in place and procedures for inability to access the office outlined in the SEStran Business Continuity Plan (Jan 2024). Train team in BCP, and review regularly.	3	Possible	2	Minor	6	Low	Low Tolerate	Review at end Dec 2024 Partnership Director	Low	Low	
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Risk Number	Risk Detail	Risk Category	Gross Risk Assessment			Planned Response/Mitigation	Net Risk Assessment			Risk After Mitigation/Appetite for Risk	Date and Owner							
			Probability	Impact	Risk Score		Probability	Impact	Risk Score			Low	Med	High				
	Restricted ability to undertake RTS re-write: inadequate senior staff resourcing available due to continued absence of Partnership Director	Strategic	4	Probable	3	12	Medium	2	Unlikely	2	Minor	4	Low	Partnership Director appointed May 2019. Funds identified for RTS re-write	June 2019 CLOSED			
	Accommodation: Occupancy Agreement with SG due for renewal February 2019. SG may not renew and alternative premises required at market rates.	Financial	3	Possible	3	9	Medium	3	Possible	3	Moderate	9	Medium	A notice period of 12 months must be served by each party under the current occupancy agreement. Occupancy Agreement renewed until February 2022.	June 2019 CLOSED			
	ECOMM: Agreement to commit to ECOMM on the basis of being cost neutral. Income depends on number of delegates attending conference.	Financial	3	Possible	3	9	Medium	3	Possible	2	Minor	6	Low	SEStran withdrew offer to host ECOMM due to uncertainty over Brexit and subsequent impact on attendance at the conference.	June 2019 CLOSED			
	Following the outcome of the EU Referendum, the Partnership is unable to access EU funding.	Financial	5	Highly Probable	3	15	High	4	Probable	3	Moderate	12	Medium	The Partnership continues to seek alternative funding sources to progress knowledge exchange/transfer.	June 2021 CLOSED			
	Governance: Succession Planning Business Continuity	Governance	3	Possible	3	9	Medium	2	Unlikely	2	Minor	4	Low	Governance Scheme contains adequate provision to deal with senior officer absence. Staff structure and Business Continuity Plan in place. Senior Partnership Manager appointed.	CLOSED Partnership Director			
	Policy Appraisal: Poor Quality Lack of consultation	Strategic	1	Remote	3	3	Low	1	Remote	2	Minor	2	Low	Advised by Government of relevant policy changes and Partnership Director and Officers regularly looking out for further policies and responding accordingly. Consultative forums also enable greater visibility and integration of local policies into regional strategy. Make full use of online consultancy options.	CLOSED Partnership Director	Low	Med	↔
	Regional Transport Strategy: Introduction of new RTS. Delay in approval by ministers. Delayed introduction of the new strategy.	Strategic	3	Possible	2	6	Low	1	Remote	2	Minor	2	Low	Regular comms with Transport Scotland at all stages in the development of the RTS.	28 March 2023 Jim Stewart CLOSED	Low	Med	↔
	Newly Appointed Board. Risk of lack of continuity and loss of expertise due to high turnover in members for the new term of office.	Governance	3	Possible	3	9	Medium	2	Unlikely	2	Minor	4	Low	Ensure that full training and support is provided to the new Board in 2022 to enable strategic decisions to be made. A Regular schedule of meetings of the Succession Planning Committee.	Ongoing Partnership Director CLOSED	Low	Med	↔
	Other Funding Sources: Reduced access to EU project funding and lack of replacement funding from UK Government	Financial	5	Highly Probable	3	15	High	5	Highly Probable	2	Minor	10	Medium	The Partnership has sought to engage in as many relevant EU projects and funds as it can whilst UK authorities are allowed to access these funds. This should mitigate the short-term impact of any EU Exit negotiated and implemented. The Partnership has a proven track record in securing funding for relevant projects from the UK and other partners. It is anticipated that this will continue. Horizon projects being pursued.	CLOSED Partnership Director	Low	Med	↓

Risk Description and Impacts Table

Ref	Type of Risk	Description	Impact
R001	Strategic	Inability to design and / or implement a strategic plan or strategy for SEStran.	Lack of clarity regarding future direction and structure of SEStran impacting quality and alignment of strategic decisions
R002	Financial	Inability to perform financial planning; deliver an annual balanced budget; manage cash flows; and confirm ongoing adequacy of reserves	SEStran is unable to continue to deliver in line with strategic objectives; inability to meet financial targets; adverse external audit opinion; adverse reputational consequences
R003	Reputational	Adverse publicity because of decisions taken and / or inappropriate provision of sensitive strategic, commercial and / or operational information to external parties	Significant adverse impact to SEStran's reputation in the public domain
R004	Governance	Inability of management and members to effectively manage and scrutinise performance, and take appropriate strategic, financial and operational decisions	Poor performance is not identified, and decisions are not aligned with strategic direction
R005	External	Inability to effectively manage SEStran's most significant supplier and partnership relationships	Inability to deliver strategy and major projects within budget and achieve best value
R006	Legal / regulatory	Delivery of services and decisions are not aligned with applicable legal and regulatory requirements	Regulatory censure and penalties; legal claims; financial consequences
R007	Specific Operational	Inability to deliver projects and programmes effectively, on time and within budget	Inability to deliver projects; achieve service improvements; and deliver savings targets
R008	System and technology	Potential failure of cyber defences; network security; application security; and physical security and operational arrangements	Inability to use systems to support services; loss of data and information; regulatory and legislative breaches; and reputational consequences
R009	People	Employees and / or citizens suffer unnecessary injury and / or harm	Legal; financial; and reputational consequences
R010	New Project Income	Inability to attract new projects to fill the funding gap left by diminishing EU projects/Brexit	Inadequate funding streams and lack of innovation.

Risk Impact

Likelihood		Severity		Risk Score	
1	Remote	1	Insignificant	1	Low Risk
2	Unlikely	2	Minor	2	
3	Possible	3	Moderate	3	
4	Probable	4	Major	4	
5	Highly Probable	5	Catastrophic	5	
				6	Medium Risk
				8	
				9	
				10	
				12	High Risk
				15	
				16	
				20	
				25	

At Risk
Strategic
Financial
Reputational
System and Technology
Governance
Specific Operational
External
Legal and Regulatory
People
New Project Income

Impact				
Descriptor	Score	Health and Safety Impact	Impact on Service and Reputation	Financial Impact
Insignificant	1	No injury or no apparent injury.	No impact on service or reputation. Complaint unlikely, litigation risk remote.	Loss/costs up to £5000.
Minor	2	Minor injury (First Aid on Site)	Slight impact on service and/or reputation. Complaint possible. Litigation possible.	Loss/costs between £5000 and £50,000.
Moderate	3	Reportable injury	Some service disruption. Potential for adverse publicity, avoidable with careful handling. Complaint expected. Litigation probable.	Loss/costs between £50,000 and £500,000.
Major	4	Major injury (reportable) or permanent incapacity	Service disrupted. Adverse publicity not avoidable (local media). Complaint expected. Litigation expected.	Loss/costs between £500,000 and £5,000,000.
Catastrophic	5	Death	Service interrupted for significant time. Adverse publicity not avoidable (national media interest.) Major litigation expected. Resignation of senior management/directors.	Theft/loss over £5,000,000.

Likelihood		
Descriptor	Score	Example
Remote	1	May only occur in exceptional circumstances.
Unlikely	2	Expected to occur in a few circumstances.
Possible	3	Expected to occur in some circumstances.
Probable	4	Expected to occur in many circumstances.
Highly Probable	5	Expected to occur frequently and in most circumstances.

Impact					
Impact	5	10	15	20	25
Catastrophic	5	10	15	20	25
Major	4	8	12	16	20
Moderate	3	6	9	12	15
Minor	2	4	6	8	10
Insignificant	1	2	3	4	5
Likelihood	Remote	Unlikely	Possible	Probable	Highly Probable

Risk Appetite

Risk Rating	Net Risk Assessment	Risk Appetite Response
High	15-25	Unacceptable level of risk exposure which requires action to be taken urgently.
Medium	7-14	Acceptable level of risk but one which requires action and active monitoring to ensure risk exposure is reduced
Low	1-6	Acceptable level of risk based on the operation of normal controls. In some cases, it may be acceptable for no mitigating action to be taken.

Risk Response

There are four categories of risk response:

Terminate: risk avoidance – where the proposed activity is outwith the current risk appetite level;

Treat: risk reduction – where proactive action is taken to reduce the likelihood or impact of an event occurring or limiting the consequences should it occur

Transfer: risk transfer – where the liability for the consequences is transferred to an external organisation in full or part (e.g. insurance cover)

Tolerate: where certain risks are accepted

Risk Appetite Target Scores

Risk Description	From	To	Commentary
Strategic	Low	Medium	SEStran has a low to medium appetite in relation to its strategic risks and aims to ensure effective delivery of its commitments in line with agreed timescales. Strategic delivery is monitored through ongoing reporting processes and governance processes.
Financial	Low	Medium	SEStran has a low to medium appetite in relation to financial risk and may be prepared to accept some risk, subject to: <ul style="list-style-type: none"> · setting and achieving an annual balanced revenue budget, in line with legislative requirements · maintaining an unallocated general reserve fund, in line with legislative requirements Financial risk is set out in SEStran's Governance Scheme.
Reputational	Low	Medium	SEStran is prepared to tolerate a low to medium level of occasional isolated reputational damage. Media response protocols are set out in the Governance Scheme.
System and Technology	Low	Medium	SEStran has a low to medium appetite in relation to system and technology risk. The risk appetite will vary depending on the nature, significance and criticality of systems used, and the services they support. Risks are managed through ongoing use of inbuilt technology, security controls, encryption, data loss prevention, firewalls and vulnerability scanning, plus a range of security protocols and procedures. SEStran has achieved Cyber Essentials Plus accreditation.
Governance	Low	Low	SEStran has a low appetite in relation to governance and decision making. The partnership's governance arrangements are detailed in the Governance Scheme. No officer or member may knowingly take or recommend decisions or actions which breach legislation.
Specific Operational	Low	Medium	SEStran has a low to medium appetite in relation to specific operational risks. The Partnership Director and Management Team are expected to design, implement and maintain appropriate programme, project management and governance controls to manage these risks.
External (Suppliers/contractors/partnerships)	Low	Medium	SEStran has a low to medium appetite in relation to external risks. The appetite will vary depending on the criticality of the service or third-party support. SEStran has an established procurement process, supported by the Contract Standing Orders and use of Public Contract Scotland frameworks.
Legal and Regulatory	Low	Low	SEStran aims to fully comply with all applicable regulatory and legislative requirements. No officer or member may knowingly take or recommend decisions or actions which breach the law.
People	Low	Low	SEStran recognises that accidents can occur because of unknown and/or unplanned events and has an appetite to fully comply with all relevant health and safety requirements to minimise any health and safety risks that could potentially result in loss of life or injury.
New Project Income	Medium	High	SEStran has a medium to high appetite in relation to attracting new projects to enable innovation and attract new funding streams. SEStran has an established procurement process, supported by the Contract Standing Orders and use of Public Contract Scotland frameworks. Financial risk is set out in SEStran's Governance Scheme.