

Report to Partnership Meeting 6 February 2026

PARTNERSHIP

Risk Management: Risk Register Update – February 2026

PURPOSE OF REPORT

For the Partnership Board and Advisors to review the Strategic, Management/Operational and Financial Risks faced by the Partnership and through doing so ensure significant risks are identified, evaluated and controlled.

BACKGROUND

The Partnership first introduced a Risk Management Strategy in 2011 to support a proactive effort to manage risk across our project and strategy portfolio. This is embedded at an individual project level and included within the regular reporting to the Partnership Board and Advisors throughout the year.

A number of actions are required to implement this Strategy including identifying the risks faced, assessing the risks, integrating risk management into the business planning process, challenging and reviewing the process, and reporting.

A new HITRANS Risk Management Framework was approved by the Partnership Board in April 2025. This document noted the continuation of the annual updating of the Risk Register. The latest such update was undertaken in November 2024. This has again been reviewed by Officers to ensure it continues to support the good management of the major risks faced by HITRANS. The revised list of Risk Management Controls is included in the Appendix to the report and approval of this Register, which covers Strategic, Management and Operational, and Financial Risks faced by the Partnership, is now sought.

The risks faced by the Partnership as reflected in the Risk Register will continue to be monitored by HITRANS Officers and Advisors and subsequently presented to the Partnership for monitoring and approval on at least an annual basis.

RISK REGISTER

RTS Delivery

Impact - Positive

Comment – No further comment

Policy

Impact - Positive

Comment - Formal management of the risks faced by the Partnership in delivering the RTS will support its better achievement

Financial

Impact – Positive

Budget line and value – This item has no financial cost but impacts across all budget lines.

Comment - Formal consideration by the Board of the financial risks faced by the Partnership supports improved financial management.

Equality

Impact – neutral

Comment – Ensuring positive equality impacts is important to HITRANS and this will be managed through our Equalities Duty rather than the Risk Register.

RECOMMENDATIONS

Members are asked to approve adoption of the HITRANS Risk Register February 2026 as included in the Appendix to the Report.

Report by: Ranald Robertson
Designation: Partnership Director
Date: 27 January 2026
Background Paper: Appendix A HITRANS Risk Register February 2026

Appendix: HITRANS RISK REGISTER – 2025/26

RISK MANAGEMENT - CONTROLS

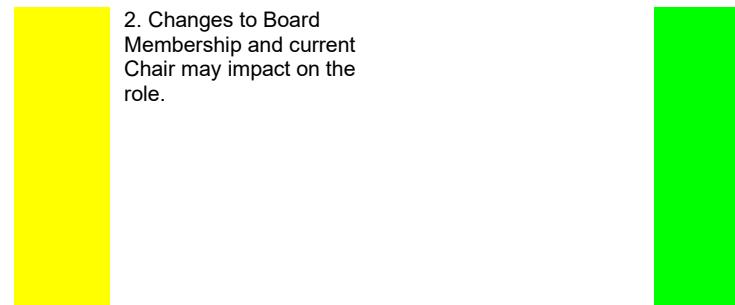
DATE

- 27-Jan-2026

Ref	Detail	Nature of Risk	Inherent				Residual				Owner	Actions
			Impact	Likelihood	Risk	Controls	Impact	Likelihood	Risk	Owner		
100 Strategic Risks - RTS delivery												
101	Stakeholders may not focus efforts towards delivery of the RTS	Political - Councils and local public sector stakeholders may focus on Local Outcome Improvement Plan commitments, and Governments on national priorities in other areas	5	4	H	<p>1. monitoring systems in place to review and report on success in delivering RTS</p> <p>2. RTP makes case for transport interventions and actions through CPP and LOIP process</p>	5	3	H	Director/Board	1. HITRANS lobbies for refocusing of national funding to provide element for regional projects and is currently represented various national influencing groups.	
										Director/Board	2. HITRANS continues to engage with CPPs and Development Planning Authorities promoting case for a strategic transport focus. This includes inputting to the LOIP development and other strategic activity including Growth Deals and RTS.	

102	Funding may not be available to deliver the interventions necessary to deliver the RTS.	Financial/ political	4	5	H	<p>1. RTP looks for alternative sources of match funding</p> <p>2. RTP makes case for transport interventions and actions to Government</p>	4	3	M	Director /Board/ Officers	<p>1. HITRANS continues to engage with CPPs and Development Planning Authorities promoting case for a strategic transport focus including opportunities for Growth / City Deals.</p> <p>2. Commitment by Government to deliver a number of key road and rail projects within the region as part of the Infrastructure Investment Plan</p> <p>3. RTS Refresh completed in 2024/25 with approval from partner Councils and wider partners.</p> <p>4. HITRANS continues to look to work with regional partners to realise new funding opportunities including from EU (Horizon) and UKRI programmes. Officers recognise the risk from Brexit but in the short term EU funding is confirmed and HITRANS is already actively investigating alternative external funding streams.</p> <p>5. RTPs are represented across NTS delivery groups and Governance Review Board and HITRANS Director has been engaged in the latest Transport Governance work. Positive progress has been made in this area</p>
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103	Case for delivery of RTS not made and reinforced	political	5	4	H	1. development of effective publicity through website and press releases and newsletters 2. Chair and Vice Chair to promote case with Government, business and Council leaders	5	3	M	Director/ chair and Vice Chair	1. Case for specific projects, e.g. rail projects, A9, A96, A82, air access to London, promoted both publicly and in private with Government and key stakeholders 2. An annual meeting invitation will be extended to the Cabinet Secretary for Transport to meet the Chair and Director to build on the good relationship HITRANS enjoys with Ministers.	as evidenced in increased funding at RTP level.
104	Continuity of Board focus and effectiveness	political	4	4	M	1. Councils in appointing Members to the HITRANS Board will elect representatives with the knowledge and experience in the transport sector commensurate with HITRANS roles and functions	4	2	L	Director/ Board	1. Workshops and information sessions will be a feature of Partnership meetings and pre meetings to ensure Board Members are engaged fully in HITRANS policy development and current critical issues.	



200 Management/ Operational Risks

201	Inadequate staff resource available to carry out actions agreed by Board	HR/ financial	5	3	M	<p>1. HR support in employing optimum staff compliment</p> <p>2. Staff training and development</p> <p>3. Staff absence through illness and other factors including maternity leave.</p>	4	1	L	Director	<p>1. Development reviews undertaken and workload reviewed</p> <p>2. Short term internships and contractor appointments considered as option to increase resources.</p> <p>3. Use of consultants with specialist knowledge and skills in short term support roles when necessary</p> <p>4. Staff offered training opportunities and ensure all members of staff are supported and empowered.</p>
202	Failure of IT systems	technical	4	3	M	<p>1. Good IT support systems that include annual Cyber Resilience Testing / Certification</p>	4	1	L	Director/ Office Managers	<p>1. Employment of effective IT support services including in Cyber Resilience.</p>

203	Actions taken on behalf of HITRANS exposes Partnership to corporate or financial liability	operational/ financial	5	2	M	<p>2. Effective backup arrangements for hardware and files</p> <p>3. Systematic updates to server, laptops and website</p> <p>1. rules of delegation from Board</p>	5	1	L	Director/ Finance manager	<p>2. Programmed approach to replacement of IT equipment</p> <p>3. Monitor performance of broadband and Cloud Based server systems to ensure optimum service and current systems offer a 120 day recovery facility on all files.</p> <p>Regular reviews of Financial and Contract Systems</p>	
204	Reliance on knowledge and actions of individuals may result in business failure if they leave or are unavailable	Human Resources	5	4	H	<p>2. Service procurement and monitoring arrangements in place</p> <p>1. HR procurement arrangements and employment conditions adequate to retain staff and replace individuals if needed</p>	5	3	M	Director/ HR support	<p>1. Recruitment programme put in place to ensure continuity between staff changes but no anticipated risk at present.</p> <p>2. The specialist knowledge within the team means that a certain level of knowledge and experience is difficult to replace in the short term but every effort is made to share knowledge across the team and records are maintained on the Cloud server.</p>	

300 Financial Risks

301	Expenditure exceeds budget	financial	4	3	M	1. effective financial monitoring reporting and control systems in place to manage expenditure	4	1	L	Finance Manager / Director	Regular reviews undertaken to monitor expenditure during year, meetings with Finance Manager by exception. Programmes varied by Board to reflect changes.
302	Projects expenditure slips resulting in year on year funding discrepancy	financial	4	3	M	1. effective financial monitoring reporting and control systems in place to manage expenditure	4	2	L	Finance Manager / Director	1. Regular reviews undertaken by Team to monitor expenditure during year, meetings with Finance Manager by exception. Programmes varied by Board to reflect changes.
303	Income from Government and Councils reduces	operational/ financial	4	4	H	2. HITRANS will work to meet its efficiency targets and reduce core costs 1. Proposed use of funding clearly identified before budgets agreed for subsequent years	3	4	M	Director/ Chair	2. Government have given RTPs greater flexibility in our financial management with the legislation established that enables the the Partnership to carry reserves. 1. In the event of reduced income being available, review the extent of services procured from Councils through Service Level Agreements with a view to undertaking more tasks in-house



Director
/
Finance
Manager

2. Update and maintain information to highlight the very positive return for investment received from HITRANS for our Partners particularly Council partners and Transport Scotland.
3. Continue to develop opportunities for HITRANS to provide a shared service to Councils as we have with Public Transport Information.
4. Build on Audit Recommendations to ensure Medium Term Financial Planning is focussed on and published.