

APPENDIX 2

STRATEGIC RISK REGISTER AUG 15

Risk Ref	Description Of Risk	Example Consequences	Gross Risk			Desired Outcome	Current Mitigations	Planned Mitigations	Residual Risk			T O L	A P P	Risk Owner
			Li	Im	Sc				Li	Im	Sc			
			1.	Population and economic decline	<p>Sustained economic decline and population loss, particularly amongst our economically active generations results in a circle of decline with reduced employment, lower earnings, failing businesses and poor perception of the area.</p> <p>Population decline reduces Government funding and reduces scope for efficiencies and economies of scale. Combined population and economic decline may increase the need and costs for services</p>				5	4	20			

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			2.	Condition and suitability of overall Council infrastructure and asset base.	<p>Infrastructure and asset base do not support overall Council objectives.</p> <p>Infrastructure and asset base do not support delivery of service outcomes.</p> <p>Infrastructure and asset base is allowed to deteriorate resulting in cost, lost opportunities and wasted resource.</p>				4	4	16			

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			3.	External – built environment non-council assets and infrastructure	Our built environment is not maintained to an adequate standard and does not support investment or regeneration aspirations. Built environment deteriorates to levels where intervention is required.				We do not have a built environment which supports sustainable growth. Communities and public sector partners fail to make the best use of our natural and built environment.	3	4				12

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			4. Welfare reform	Implementation of welfare reform is not managed well resulting in increased poverty and deprivation or short term crisis.	<p>Increase in demand or costs for Council services.</p> <p>Financial crisis and hardship for individuals.</p> <p>Adverse impact on local economic development.</p> <p>Adverse impact on communities.</p> <p>Potential widening of inequalities gap.</p>				5	4	20			

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			5. Political leadership	Political instability resulting in a lack of collective strategic leadership by councillors.	Loss of Strategic direction. Deterioration in performance. Negative impact on reputation.				4	5	20			

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			6. Finance – Income and funding	<p>A major reduction in income /funding as result of a reduction in grant funding.</p> <p>This may arise from global or local economic circumstances, government policy on public sector budgets and funding or data that determines grant funding formula.</p>	<p>Lack of income /funding to support Council objectives.</p> <p>Requirement to reduce service provision or budget allocations.</p> <p>Reduced income may impact on performance levels.</p>				4	4	16			

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			7.	Health and social care integration	<p>Implementation of health and social care integration is not managed effectively.</p> <p>Unable to proceed with health and social care integration on a managed basis and/or in accordance with timescales.</p> <p>Integration has a negative impact on health and social care service delivery.</p>				4	5	20			

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			8. Reputation	<p>The Council fails to maximise its profile at national level.</p> <p>Trust and Integrity of the Council is undermined leading to diminishing reputation resulting in negative external scrutiny.</p> <p>Council fails to maintain its general reputation with residents, the Community and the wider Local Government</p>	<p>Reputation declines.</p> <p>Negative impact on morale.</p> <p>Poor reputation undermines action being taken to target population and economic growth.</p> <p>Increased risk of audit and inspection activity.</p>				4	4	16			

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			9. Demographic change	The Council fails to recognise, plan and deliver services in a way that takes account of demographic trends.	Services not configured to meet user/citizen requirements This will impact on the Council's ability to attract and retain staff and the model of care we provide for Social work services.				4	4	16			

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			10. Finance - expenditure	Expenditure is estimated to exceed available resource and the Council is facing a considerable funding gap in the medium term. Expenditure continues to rise against an increasing demand for services.	Resources need to be diverted. Reduced levels of performance. Expenditure exceeds available resource Services are unable to make required efficiencies				3	4	12			

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			11. Partnership governance	Inadequate Partnership Governance Arrangements. Risk that partnership arrangements are poorly defined and constituted leading to an inability to deliver outcomes and objectives or being democratically deficient	Lack of Accountability. Lack of democratic input to key decisions. Partnership viewed as having failed and not achieving objectives. Wasted resources and effort. Reputational damage.				4	3	12			

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			12.	Engagement and alignment of service delivery.	The Council fails to understand service user needs and align service delivery to meet these. Gaps between community needs and Council services. Also impacts on reputation.				3	4	12			

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			13. Leadership and management	<p>A lack of Strategic Leadership and Direction will have a negative impact on the ability of the Council to set out strategic objectives and then align service delivery and resources to ensure these objectives are achieved.</p> <p>May also impact on development of the community planning partnership.</p> <p>Risk that organisation is not focussed on outcomes /objectives resulting in poor decision making and inadequate governance arrangements</p>	<p>No clear strategic direction/set of objectives.</p> <p>Objectives not achieved as services and resources are not fully aligned to objectives.</p> <p>Opportunities missed to demonstrate community leadership.</p> <p>Confidence in, and reputation of, the Council harmed.</p> <p>Fail to adapt to changing environmental, social and economic conditions.</p> <p>Fail to meet service needs of citizens.</p>				3	4	12			

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			14. Civil contingency and business continuity	The arrangements in place for civil contingencies and business continuity are not effective.	<p>Ineffective management of major emergencies affecting Council services and communities in Argyll and Bute in response to a major emergency.</p> <p>Incident and recovery phase of an emergency lead to greater inconvenience and hardship and a longer timescale for return to normal.</p> <p>Council unable to effectively deliver its own services as a result of an emergency.</p>				2	4	8			

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			15.	Management of services and resources	<p>Poor performance.</p> <p>Increased costs.</p> <p>Negative publicity.</p> <p>Unable to demonstrate best value.</p> <p>Services fail to achieve agreed performance levels and as a result are not contributing fully to Council objectives</p> <p>Resources are poorly managed with result that agreed outcomes and objectives are not fully achieved.</p> <p>Unable to achieve continuous improvement and improve effectiveness and efficiency.</p>				3	3	9			

APPENDIX 2

Li = Likelihood
 Im = Impact
 Sc = Score

TOL = Tolerance
 APP = Appetite

Risk Assessment Matrix – Appendix 2			
Likelihood		Impact	
Score	Description	Score	Description
1	Remote – Very unlikely to ever happen.	1	None – minimal impact on objectives, budget, people and time
2	Unlikely – Not expected but possible.	2	Minor – 1%/10% budget, first aid, minor impact objectives, 1wk/3 months delay.
3	Moderate – May happen occasionally.	3	Moderate – 10%/30% budget, medical treatment required objectives partially achievable, 3/12 months delay.
4	Likely – Will probably occur at some time.	4	Major – 30%/70% budget, permanent harm, significant impact on service delivery, 1/2 years delay.
5	Almost certain – Will undoubtedly happen and possibly frequently	5	Catastrophic – Over 70% budget, death, unable to fulfil obligations, over 2 years delay.

A combined score of 15 or more is classed as a red risk. HIGH
 A combined score of between 6 and 14 is classed as an amber risk. MEDIUM
 A combined score of less than 5 or less is classed as a green risk. LOW