STRATEGIC RISK REGISTER

The Strategic Risk Register (SRR) develops a risk based approach to the Corporate and Service Plans. The risks included in the SRR are those which have been identified as likely to impact on the Council's delivery of its Strategic Objectives. The responsibility for development and thereafter the maintenance of the SRR lies ultimately with the Strategic Management Team. The SRR is a dynamic document which is the subject of regular review and adjustment. It informs corporate and service plans and will be reviewed and adjusted in light of Improvement Plan, Corporate and Service Plan and Budget decisions.

'All Services' risks, means every Service within the Council has a responsibility to attempt to mitigate/reduce that particular risk wherever it manifests itself within that Service.

Other risks specific to one or more but not all Services, but which are so significant to that Service that there could be an adverse impact on the Council as a whole, are the responsibility of that Service to mitigate/reduce.

Each risk has a reference number and description.

The criteria on which the risk is assessed are shown in the risk matrix. The SRR identifies firstly the pure risk (without controls); then assesses the current risk with the current controls in place; then details the actions which are to be taken to mitigate/reduce the risk and assesses the potential residual risk. In some cases it may not be possible to do more a risk has to be accepted or the level of risk is acceptable. In such a case there may be no additional actions.

A column confirms either the links to other strategic documents. At this stage there are links to the Corporate Plan, the Single Outcome Agreement and the Improvement Plan. Once the new Operational Risk Registers (ORR) are developed in relation to the Service Plans, there will be links from both to the SRR for any strategic risk which has been identified as being the responsibility of that Service to mitigate/reduce.

The SRR then confirms which Service(s) are responsible for the actions and the timescale by which the action will be undertaken. An assessment of the residual risk (ie, after the actions have been taken) is then included at the end.

The SRR is a live document and the review of the SRR and the effect of the actions taken to mitigate the risks will follow the cycle:

High – 3, 6, 9 and 12 months, Medium – 6 and 12 months and Low – 12 months

The basic elements of the Strategic Risk Register have been included in the Pyramid Performance Management System. The intention is to have the Strategic Risk Register fully developed within Pyramid over the next six months.

Nigel Stewart
Director of Corporate Services

Strategic Risk Register

1	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
		Pure (Uncontrolled) Risk			**View Risk Matrix Tables**	**Current Risk**							**Potential Residual Risk**		
Risk Reference	**Risk Description**	**L**	**I**	**Risk**	**Controls in place**	**L**	**I**	**Risk**	**Actions**	**Corporate Plan/Service Plan or Other link**	**Responsibility**	**Timescale**	**L**	**I**	**Risk**
SR01	Staff Absence	4	4	HIGH	Adequate response in acting up and cover.	3	3	Med	Monitor and manage absence within departments.	ABC13a ABC13b ABC13c	All Services	Quarterly Review	2	3	med
SR02	Recruitment and retention of high quality staff	4	4	High	Robust recruitment policies, trained recruitment staff, corporate grow your own. Training programmes for staff.	3	3	Med	Implement HR Strategy, Employee Development Strategy, Employee Involvement Strategy	ABC10a ABC13a ABC13b ABC13c IP14 IP15 IP16	All Services/Head of Strategic HR	Jun-09	2	3	Med
SR03	Failure to implement legislation in relation to the young and vulnerable.	4	5	High	Identification of all new posts requiring disclosure checks. Auditing of outside organisations. Retrospective referrals, continuous assessment, new and updated procedures approved by SMT.	3	5	High	Participation by services in vetting and barring group and feed back to departments as necessary, application of Disclosure Checks to staff.	ABC04c ABC04d ABC04e ABC05a ABC05b ABC06a	Community Operational and Corporate	Quarterly Review	2	5	Med
SR04	Adverse media coverage due to ineffective and inaccurate communication by the Council	3	5	High	Experienced and competent Communications team and media protocol	2	4	Med	Development of Communications Strategy and action plan approved	ABC10b IP05 IP18	Ch Exec/ Communications Manager	Aug-09	2	3	Med
SR05	Failure or loss of IT software and existing data	4	5	High	1. Information and software back up from IT Sections 2. Disaster recovery plan in place	3	4	Med	1. Ensure procedures in place across departments 2. Further development of disaster recovery plan		All Services/ Head of ICT and Financial Services	Ongoing	2	3	Med
SR06	Failure to provide strong leadership and direction resulting in failure to clearly identify overall strategic aims and objectives of the Council	4	5	High	Current constitutional framework of Council, current budgetary process and ongoing development of the Corporate Plan to take account of financial pressures and risks	4	4	HIGH	Implement improvement plan and development of PPMF.	ABC12a ABC12b ABC12c ABC12d IP01	Ch Exec/SMT	Jul-09	3	3	Med

Strategic Risk Register

Risk Reference	Risk Description	Pure (Uncontrolled) Risk			Controls in place	Current Risk			Actions	Corporate Plan/Service Plan or Other link	Responsibility	Timescale	Potential Residual Risk		
		L	I	Risk	**View Risk Matrix Tables**	L	I	Risk					L	I	Risk
SR07	Failure to maximise the benefits of Best Value	4	4	High	Chief executive and Directors own action plans to address issues raised by Audit Scotland	3	4	Med	Implement improvement plan	ABC10a IP01 IP02 IP03 IP04 IP06	Ch Exec	Jul-09	2	3	Med
SR08	Failure to realise efficiency gains	3	3	Med	Shared Services & Procurement Board established to agree startegy and oversee action plan. Shared services diagnostic completed.	2	2	low	Principles for future sharing in roll out of Process for Change to be agreed by Performance Improvement Board	ABC10a ABC11 IP02 IP08	All Services/Judy Orr	Apr-09	2	2	low
SR09	Failure to progress community planning partnership	3	4	Med	Chief Executive and Council Leader engage in decisions. Process and buy in from common services	3	3	Med	PPMF for community planning, revised community plan and structure and governance arrangements	ABC12a ABC12b ABC12c ABC12d ABC14 IP09 IP10	Ch Exec/Policy and Strategy Manager	Sep-09	2	3	Med
SR10	Inefficient use of Council assets and consequent financial loss	4	5	High	Employment of trained staff to prepare, implement and maintain the Councils Asset Management Strategy	3	4	Med	Develop performance measures to assess, monitor and manage asset performance. Complete OBC's for Helensburgh and Oban Office rationalisation projects	IP21 IP22	Operational/ Head of Facility Services	Apr-09	2	3	med
SR11	Failure to meet capital/revenue spending targets, thus contributing to financial inefficiency	4	4	High	Employment of qualified staff. Budget monitoring in place. Accredited Quality Management System in place.	3	3	Med	Detailed monitoring of budget on an ongoing basis		Head of Strategic Finance	Ongoing	2	2	low
SR12	Failure of members to maintain standards of conduct in public life	3	4	High	Regular training and advice to members, monitoring of Members Register of Interest by Corporate Services	3	3	Med	Annual update and training for members	ABC10a	Corporate/N. Stewart	May-09	2	3	med
SR13	Failure to comply with legislation, regulations or statutory responsibilities	3	5	High	All proposed legislation passed to relevant departments/managers for decision on requirement for a review of procedures	2	4	Med	Continue to monitor	ABC05f ABC10a	All Services	Ongoing	2	4	Med

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		L	I	Risk	[View Risk Matrix Tables]	L	I	Risk					L	I	Risk
SR14	Failure to implement the Single Outcome Agreement	3	5	High	Implementation programme being undertaken within departments and with partners	2	5	Med	SOA will be linked to Corporate and Community Plan and be performance managed	ABC12a ABC12b ABC12c ABC12d ABC14	Ch Exec	Ongoing	2	5	Med
SR15	Financial management processes need to be aligned with structures and Council's objectives	4	5	High	Review of Financial procedures to ensure they are consistent with the Council's method of operation	3	4	Med	PPMF	IP06	Ch Exec/SMT	Apr-09	2	4	Med
SR16	Failure to have a robust internal control process and system	4	5	High	Internal Audit work plan. Financial guidelines and directives, codes of conduct, annual statement in budget	3	4	Med	Annual programme for Internal Audit		Head of Strategic Finance	Quarterly Review	2	4	Med
SR17	Non recurring financial burdens and one off financial crises like the credit crunch resulting in impact on Service Delivery	4	5	High	Ongoing monitoring of the current financial position. Reporting changes to SMT for discussion	4	4	High	Continue to monitor financial position		All Services	Ongoing	4	4	High
SR18	Failure to embed risk management into the organisation	4	5	High	Corporate wide Risk Management Group and risk management framework in place. Current review of Strategic Risk Register to confirm links to the Corporate Plan.	3	3	Med	Review of both Strategic and Operational risk registers and inclusion of these within Pyramid.	IP19 IP20	All Services/ Governance and Risk Manager	Jun-09	2	3	Med
SR19	Failure to progress Business Continuity Programme within the Council and failure to comply with CCA	4	5	High	Ongoing development of BC programme to ensure compliance with CCA and recovery from major disruption to ability to provide services	3	4	Med	Complete BC programme		All Services/ Governance and Risk Manager	Mar-09	2	3	med
SR20	Failure to ensure the Council acts in accordance with the Law and its own regulatory framework	4	4	High	Council Constitution, scheme of delegation sets down processes for decision making, governance arrangements in place	3	4	Med	Review of Council Constitution, scheme of delegation and governance arrangements		Corporate/ N. Stewart	Mar-09	2	4	Med

Strategic Risk Register

Risk Reference	Risk Description	Pure (Uncontrolled) Risk			[View Risk Matrix Tables](#) Controls in place	Current Risk			Actions	Corporate Plan/Service Plan or Other link	Responsibility	Timescale	Potential Residual Risk		
		L	I	Risk		L	I	Risk					L	I	Risk
SR21	Failure to maintain and improve attainment/achievement levels of school pupils	5	5	High	National Exam results, HMIe Inspections and Quality Improvement Officer teams	3	4	Med	Progress Curriculum for excellence programme	ABC04a ABC04b ABC04c ABC04d ABD04e ABC04f ABC04g SOA3 SOA4	Head of Secondary Education and Head of Primary Education	Aug-10	2	4	Med
SR22	Failure to agree and implement the School Estate Strategy	4	4	High	Ongoing work with IPF Consultants to complete option appraisal exercise.	3	4	Med	Regular meetings with IPF and Scottish Government to ensure that all requirements are met	ABC04i	Head of Community Regeneration	Feb-09	2	3	med
SR23	Demographic/Societal changes which increase demand for services beyond existing/planned budget levels.	5	5	High	National and local policy. Maintenance of accurate demographic/other information. Operation of prioritisation framework for service delivery.	3	4	Med	Continue to monitor changes and reassess service priorities in light of these	ABC05a ABC05b ABC05c ABC05d ABC05e SOA6 SOA11 SOA15	All Services	ongoing	3	4	Med
SR24	Changes to Scottish Government policy which increase demand for services beyond existing/planned budget levels .	5	3	High	Reassessment of service provision	4	3	Med	Reassess service priorities in light of policy changes	ABC05a ABC05b	All Services	2009/10	4	3	Med
SR25	Failure to comply with H & S Legislation, resulting in possible prosecutions, injury, loss of life, loss of staff resources and damage to reputation	4	5	High	Employment of qualified staff, individual RAs and SWMs developed, Procedures established	3	4	Med	Further staff training and monitoring of procedures. Continual review of RAs and SWMs		All Services/ L. Collins	Ongoing	2	3	Med
SR26	Failure to attract external funding to assist Council's strategic projects during current and future funding programmes leading to reduction in service outcomes	3	4	Med	Excellent knowledge of current priorities and programme scope. Staff in place to meet demand	2	4	Med	Lobbying and staff trained to implement and cascade info.	ABC07a ABC08 SOA1 SOA2 SOA10	Development	Ongoing as determined by budget for co-finance	1	2	low

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Risk Reference	Risk Description	Pure (Uncontrolled) Risk			View Risk Matrix Tables	Current Risk			Actions	Corporate Plan/Service Plan or Other link	Responsibility	Timescale	Potential Residual Risk		
		L	I	Risk	Controls in place	L	I	Risk					L	I	Risk
SR27	Failure to implement agreed CHORD programme leading to adverse economic and environmental impact.	4	4	High	Formation of delivery mechanisms	3	3	Med	Creation of Programme Project Mgt arrangements. Development of full business cases	ABC08	Programme Board	Ongoing	3	3	med
SR28	Failure to ensure the efficient and effective operation of the corporate body	4	5	High	Employment of experienced and qualified legal and governance staff. Council Constitution. Recognised procedures in place for dealing with issues as they arise	3	4	Med	Review of Council Constitution and monitoring of processes		Corporate/ N. Stewart	Ongoing	2	3	med
SR29	Failure to control energy/utility costs	5	3	High	Appointment of Energy Manager and introduction of energy management software	2	3	Med	Centralisation of energy/utility invoice payments; provision of information/advice on Energy Management to front line users. Saving measures such as restriction on temperature levels and annual heating periods	ABC01a SOA2 SOA12 SOA14	Operational/ Property Services Manager	Ongoing	1	3	low
SR30	Failure to meet recycling targets	3	3	Med	Review of recycling methods. Support of Community initiatives. Ongoing clarification with Shanks as to standard of composted material	2	3	Med	Continuous adaption of refuse collection methods and response to technological advances in recycling	ABC02a ABC02b SOA2 SOA12 SOA14	Operational/Walter MacArthur	Ongoing	1	3	low
SR31	Failure of ferries/damage to ferries/collapse of ferry contractor	4	4	High	Maintenance of fleet/contract for back up vessels	4	2	med	Funding for long term improvement to fleet vessels	ABC07a ABC07b	Operational/Martin Gorringe	Ongoing	4	1	low

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| Risk Reference | Risk Description | Pure (Uncontrolled) Risk | | | View Risk Matrix Tables | Current Risk | | | Actions | Corporate Plan/Service Plan or Other link | Responsibility | Timescale | Potential Residual Risk | | |
		L	I	Risk	Controls in place	L	I	Risk					L	I	Risk
SR32	Failure to maintain Roads Infrastructure	5	4	High	Adequate arrangements for maintenance	4	3	med	Adequate design and maintenance	ABC07a ABC07b SOA1 SOA2 SOA7 SOA10 SOA11 SOA14 SOA15	Operational/Alan Kerr/Neil Brown	Ongoing	3	2	med
SR33	Failure to achieve income targets	4	4	High	Procedures and processes in place	2	2	low	Continued monitoring of procedures		All Services	Ongoing	2	2	low
SR34	Failure to ingather Council Tax and Non Domestic Rates	4	5	High	Procedures and processes in place	2	3	med	Continued monitoring of procedures		Corporate/ N. Stewart	Ongoing	2	2	low

Table 1 - Likelihood Description

Likelihood of Occurrence	Score	Description
Almost certain	5	Will undoubtedly happen, possibly frequently
Likely	4	Will probably happen, but not a persistant issue
Possible	3	May happen occasionally
Unlikely	2	Not expected to happen, but is possible
Remote	1	Very unlikely this will ever happen

Table 2 - Impact of Occurrence

Impact of Occurrence	Score	Description				
		Impact on Service Objectives	Financial Impact	Impact on People	Impact on Time	Impact on Reputation
Catastrophic	5	Unable to function, inability to fulfill obligations	Severe financial loss	Death	Serious - In excess of two years to recover pre event position	Highly damaging, severe loss of public confidence
Major	4	Significant impact on service provision	Major financial loss	Extensive injury, major permanent harm	Major - Between 1 year - 2 years to recover to pre event position	Major adverse publicity, major loss of confidence
Moderate	3	Service objectives partially achievable	Significant financial	medical treatment required, semi-permanent harm up to 1 year	Considerable - between six months to 1 year to recover to pre event position	Some adverse publicity, legal implications
Minor	2	Minor impact on service objectives	Moderate financial	First aid treatment, non-permanent harm up to 1 month	Some - 2 to 6 months to recover	Some public embarrassment, no damage to reputation
None	1	Minimal impact, no service disruption	Minimal loss	No obvious harm/injury	Minimal - up to 2 months to recover	No interest to the press, internal only

Table 3 - Risk Matrix

	Impact				
Likelihood	None (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Almost certain (5)	5	10	15	20	25
Likely (4)	4	8	12	16	20
Possible (3)	3	6	9	12	15
Unlikely (2)	2	4	6	8	10
Remote (1)	1	2	3	4	5

1-5 Low
6-12 Medium
15-25 High