

**UPDATED STRATEGIC RISK REGISTER – APPENDIX 1**

Risk Ref	Description Of Risk	Example Consequences	Gross Risk			Desired Outcome	Current Mitigations	Planned Mitigations	Residual Risk			Risk Owner
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1. Population and economic decline	Projected population decline and potential economic decline and failure to identify relevant factors causing the decline and the need to develop and strategies and action plans to address that decline in an effective manner.	<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	Sustainable economic growth and population growth in Argyll and Bute with a focus on economically active generations.	<p>Single outcome agreement targets population and economic recovery.</p> <p>Strategic Economic Development Action Plan (EDAP).</p> <p>Argyll and Bute Development Plan implementation.</p> <p>Some CHORD works and additional area regeneration works.</p>	<p>Relevant CPP policies and strategies underpin a business friendly ethos.</p> <p>Implementation of local development plans</p> <p>Action SOA delivery plans</p> <p>Deliver area based economic development action plans</p> <p>Establish economic task group</p> <p>Holding Population summit building on CPP consultation findings</p>	4	4	16	<p>Director of Development and Infrastructure</p> <p>Head of Economic Development and Strategic Transport</p>

								Holistic approach to economic development and regeneration				
								Maximise funding levered in from external sources to support economic development				

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2. Condition and suitability of overall Council infrastructure and asset base.	Infrastructure and asset base does not meet current and future requirements. Infrastructure and asset base is not being used or managed efficiently or effectively.	<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	The Council has an infrastructure and asset base that is maintained, safe, efficient and fit for purpose and which supports development of the area and achievement of objectives.	<p>Corporate Plan and Service Plans. (actions)</p> <p>Capital planning and monitoring process.</p> <p>Asset Management planning process.</p> <p>Project prioritisation process</p> <p>Business case prepared with regard to asset sustainability, service development and strategic change.</p>	<p>Improve linkage between assets and infrastructure and Corporate and Service plans</p> <p>Improved Life Cycle Planning</p> <p>Improved Asset Condition Surveys</p> <p>Members Seminar on Business case assessment process.</p> <p>Robust Implementation of prioritisation process.</p>	3	4	12	<p>Executive Director of Development and Infrastructure</p> <p>Head of Facility Services.</p>

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.	4	4	16	We have an environment which supports sustainable growth. Communities and public sector partners make the best use of our natural and built environment with clear plans for development and investment	Townscape Heritage Initiative THI – Conservation Area Regeneration Scheme. CARS –  Building Standards Area Teams	Physical Regeneration programmes focused on enhancing and maintaining the built environment including THI and CARS	3	4	12	Executive Director of Development and Infrastructure
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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.	Increase in demand or costs for Council services.  Financial crisis and hardship for individuals.  Adverse impact on local economic development.  Adverse impact on communities.  Potential widening of inequalities gap.	5	4	20	Well managed implementation of welfare reform in a way that minimises impact on individuals and communities but does not create a financial burden for the Council.	Separate project established to manage welfare reform with clear plans, resources and risks identified.  Joint working with DWP, CPP and other Agencies to plan response to potential impact.  Discussions on- going at national level re local services support framework which will lead to targeted support.		3	4	12	Head of Customer and Support Services

5. Political leadership	Political instability means there is a lack of collective strategic leadership by councillors. Current political management arrangements are contributing to the problem. Whilst not affecting front line services these issues are beginning to affect strategic planning.	Loss of Strategic direction. Deterioration in performance. Negative impact on reputation.	4	5	20	Improved Strategic focus. Performance level maintained. Support political leadership.	Administration in place from late September with 27 out of 36 members.  Revised political management arrangements agreed at Council on 23 January 2014.  Action plan to address issues set out in Audit Scotland statutory report approved by Council 23 Jan 14.	Members seminar programme and support from Improvement Service secured in order to take forward aspects of elected member development.	3	4	12	Chief Executive
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6. Finance – Income and funding	A major reduction in income /funding as result of a reduction in grant funding.  This may arise from global or local economic circumstances, government policy on public sector budgets and funding or data that determines grant funding formula.	Lack of income /funding to support Council objectives.  Requirement to reduce service provision or budget allocations.  Reduced income may impact on performance levels.	4	4	16	The Councils finances are managed effectively.	Effective framework for longer term financial planning that takes account of longer term funding projections.  Monitoring of grant funding formula.  Research opportunities for maintaining or enhancing government funding to the Council.	Actions to improve current income streams.  Actions to attract new income streams. Targeted Investment in specific areas /initiatives	3	4	12	Head of Strategic Finance and Head of Customer and Support Services

7. Health and social care integration	Implementation of health and social care integration is not managed effectively.	Unable to proceed with health and social care integration on a managed basis and/or in accordance with timescales.  Integration has a negative impact on health and social care service delivery.	4	4	16	Planned and managed implementation of health and social care.	A separate project has been established to focus on implementation and identifying and addressing any issues arising.  Clear Project Governance  Agreed project plan  Agreed Delivery model (Body Corporate)  Appointment of Joint Project Manager	Creation of Shadow Board  Appointment of Chief Officer  Delivery of Integration project plan.	3	4	12	Executive Director – Community Services
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8. Reputation	The Council fails to maximise its profile at national level.  Trust and Integrity of the Council is undermined leading to diminishing reputation resulting in negative external scrutiny. Council fails to	Reputation declines.  Negative impact on morale.  Poor reputation undermines action being taken to target population and economic growth.  Increased risk of	4	4	16	The reputation of the Council is protected and enhanced.	Community Engagement Strategy.  Improved Communications Strategy.  Planning and performance management framework to ensure services properly planned	Action plan to improve customer services.  Employee survey to develop internal communication.  Update approach to reporting performance.  Increase options for communication with citizens	3	4	12	Head of Improvement and HR

	maintain its general reputation with residents, the Community and the wider Local Government Community.	audit and inspection activity.					and managed and performance targets achieved.	through improved communications strategy.				
9. Demographic change	The Council fails to recognise, plan and deliver services in a way that takes account of demographic trends.	Mismatch of resources and service requirements.  Services not configured to meet user/citizen requirements.	4	4	16	Performance of key priority services and other key areas identified by the public maintained or improved	Monitoring of population trends.  Corporate and service plans.  Planning and performance management framework (PPMF).  Community Engagement Strategy.  Workforce planning.	Continued workforce planning.  Corporate and service planning.	3	4	12	Head of Improvement and HR
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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	The Councils finances are managed effectively.	Revenue and capital budget monitoring and preparation including review of base budget, inflation, cost and demand pressures.  Maintaining an adequate contingency within General Fund reserve. Procurement	Service Prioritisation process being developed.  Efficiency monitoring process integrated into routine budget monitoring  Exploration of shared services (shared cost) opportunities	3	4	12	Head of Strategic Finance

							Strategy					
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	Effective and efficient partnership which is both accountable and democratic and focused on delivering outcomes.	Single Outcome Agreement  Clear line of sight from SOA to individual partner contributions  CPP governance arrangements and partnership agreement.  Area community planning groups	Single Outcome Agreement Delivery Plans	3	3	9	Head of Community and Culture.  Head of Governance and Law
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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	The Council understands local needs and aligns service deliver accordingly.	Community Engagement Strategy.  Customer service board and action plans.  Scorecard analysis		2	4	8	Director of Customers and Services.  All Heads of Service

							Operation & development of: Panels & Forums - Young Peoples Panel - Youth Website - Citizens Panel etc					
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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 the 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	<p>The Council has a clear strategic direction and service and resources are aligned to ensure Council objectives are achieved.</p>	<p>Corporate Plan sets out overall Council objectives.</p> <p>Community Plan/SOA sets out CPP objectives with clear links to Council contributions Corporate Improvement Plan.</p> <p>PPMF and service planning and performance monitoring to ensure service outcomes and activity is aligned with Council and Government objectives and performance is meeting targets.</p> <p>Community engagement and consultation to understand activity local needs.</p> <p>Corporate plan</p>	<p>Delivery Plans for Single outcome agreement.</p>	2	4	8	Chief Executive

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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. Council unable to effectively deliver its own services as a result of an emergency.</p>	3	4	12	Effective plans and procedures in place to respond to a major event affecting Council services and/or the general public.	<p>On-going training programme in place and continual update of Emergency Plans and procedures.</p> <p>Recent review of business continuity arrangements.. All critical activities identified.</p> <p>West of Scotland local resilience partnership</p> <p>EMST regular meetings</p> <p>Regular testing of procedures</p> <p>Regular training</p> <p>Community resilience plans.</p>	<p>Emergency Planning Test events.</p> <p>Regular Critical Activity Recovery Plan (CARP) updates.</p> <p>Further roll out of community resilience partnership programme</p>	2	4	8	<p>Head of Improvement and HR</p> <p>Head of Governance and Law</p>

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15. Management of services and resources	<p>Services and resources are not effectively managed.</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>	<p>Poor performance.</p> <p>Increased costs.</p> <p>Negative publicity.</p> <p>Unable to demonstrate best value.</p>	3	3	9	<p>Performance targets achieved.</p> <p>Performance improves over time and compared to others.</p> <p>Improved use and management of resources.</p>	<p>PPMF and service planning</p> <p>Regular performance monitoring and review.</p> <p>Performance scorecards and Pyramid.</p> <p>Corporate Improvement Plan and monitoring of progress.</p> <p>Effective communications team</p> <p>Argyll and Bute Manager Programme.</p>	<p>Continued roll out and development of Argyll and Bute Manager Programme</p> <p>Further development and continued implementation of Attendance Management Policy</p>	2	3	6	<p>Executive Directors</p> <p>Heads of Service</p>

Li = Likelihood  
Im = Impact  
Sc = Score

<b>Risk Assessment Matrix – Appendix 2</b>			
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.

A combined score of between 6 and 14 is classed as an amber risk.

A combined score of less than 5 or less is classed as a green risk.