










Risk Description	Potential Consequences	Gross Risk			Business Outcome	Mitigations /Control Measures	Residual Risk Score	Risk Appetite	Status & Approach	Lead Officer
		Li	I m	Sc						
<p>1 Population and Economic Decline</p> <p>Failure to identify relevant factors contributing to the decline and failure to develop strategies and actions targeting these factors.</p>	<p>Population decline reduces available funding impacting on Councils capacity to deliver services.</p> <p>A circle of decline with reduced employment, lower earning and failing businesses and poor perception of the area</p> <p>Combined population and economic decline may increase the need for and cost of services.</p>	5	4	20	<p>BO23 –Economic Growth is Supported.</p> <p>BO15 – Argyll and Bute is open for business.</p>	<p>1.Local outcome improvement plan targets population and economic recovery</p> <p>2.Economic Forum</p> <p>3.Rural resettlement fund</p> <p>4.Deliver Rural growth Deal</p> <p>5 Maximise external funding opportunities</p> <p>6.Strategic economic development action plan</p> <p>7. Strategic infrastructure plan</p> <p>8 Area economic development action plans</p> <p>9.Promote and Market Argyll and Bute</p> <p>10. Maximise social-eco benefits via effective partnership working</p>	16	Low	<p>TREAT</p> 	Executive Director D & I.
<p>2 Condition and suitability of Infrastructure & Asset Base.</p> <p>Infrastructure and asset base does not meet current and future requirements and is not being used or managed efficiently and effectively.</p>	<p>Infrastructure and asset base does not support or is not aligned to business outcomes and does not aid effective service delivery.</p> <p>Infrastructure and asset base is allowed to</p>	4	4	16	<p>BO27 Infrastructure and Assets are fit for purpose.</p> <p>B009 Our assets are safe, efficient and fit for purpose.</p>	<p>1.Asset management board</p> <p>2.Robust capital planning and monitoring</p> <p>3. Asset management work plan 2017/2018</p> <p>4. Project prioritisation process</p> <p>5. Business case modelling including sustainability, development and strategic change</p> <p>6. Intelligence and best practice sharing via Heads of</p>	12	Medium	<p>TREAT</p> 	Head of Facility Services




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	deteriorate resulting in cost, lost opportunities and wasted resource.					Property Group. 7.New schools programme 8.Smarter Places 9. Community Empowerment and Community Asset Transfer – Arrangements in place to evaluate and determine requests.					
3	Financial Sustainability. Insufficient resource to meet current and future service requirement. Budget not aligned / does not support business outcomes.	Unable to deliver Local outcome improvement plan. Reduction in performance. Reputational damage.	4	4	16	B028 Our process and business procedures are efficient, cost effective and compliant.	1. Longer term financial planning. 2.Active monitoring of grant formula funding 3. Income generation activity 4.Targeted investment in specific initiatives 5. Robust budget preparation and budget monitoring protocols 6. Performance Improvement framework 7. Maintaining adequate contingency with reserves. 8. Digital transformation 9. Agreement on financial sustainability principles. 10. Develop Effective workforce planning model 11. Transformation Programme.	12	Medium	TREAT 	Head of Strategic Finance
4	Governance and Leadership.	Poor decision making, lack of strategic direction.	4	4	16	B028 Our process and business procedures are	1.Administration in place with working majority 2.Members Seminar	12	Medium	TREAT	Chief Executive

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	<p>Governance and leadership arrangements are not conducive to effective working and lead to a lack of strategic direction.</p> <p>Lack of operational direction.</p> <p>Confidence in, and reputation of, the Council harmed.</p> <p>Deterioration in performance</p>				efficient, cost effective and compliant						
5	<p>Engagement and Understanding the needs of the Community.</p> <p>The Council fails to understand service user needs and emerging demographic trends and does not align service delivery to meet</p>	<p>Gaps between community needs and Council services.</p> <p>Ineffective partnership working</p> <p>Services not configured to</p>	3	4	12	<p>BO30 We engage with our customers and staff</p> <p>BO08 The third sector has increased capacity to support sustainable communities</p>	<p>1. Community Planning partnership</p> <p>2. Community Engagement Strategy</p> <p>3. Customer Service Board</p> <p>4. Operation and development of panels and forums. Young people's plan, citizens panel</p> <p>5. Budget Consultation</p> <p>6. Comprehensive Complaints</p>	8	Medium		<p>Chief Executive</p> <p>All Heads of Service</p>

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	these.	meet user/citizen requirements					Protocols 7.Demographic and end user analysis				
6	Service Delivery Ineffective management of services and resources	Services fail to achieve agreed performance levels and as a result are not contributing fully to Council objectives Resources are poorly managed with result that agreed outcomes and objectives are not fully achieved. Unable to achieve continuous improvement and improve effectiveness and efficiency	3	3	9	BO28 Our processes and business procedures are efficient, cost effective and compliant BO31 We have a culture of continuous improvement BO32 Our workforce is supported to realise its potential	1.Performance Improvement Framework 2. Service plans 3.Regular performance monitoring and review 4.Service Improvement plans 5.Argyll and Bute Manager programme 6. Customer needs analysis 7.Workforce Planning 8.Internal and External Scrutiny Arrangements 9.Complaints process	6	Medium	Tolerate 	Executive Directors
7	Health and Social Care Partnership Failure to deliver strategic objectives and integrate Health and Social Care services in an efficient and effective manner exposes the Council, as a key partner, to	Partnership viewed as having failed or not achieved strategic objectives Partnership Failure or weakness exposes Council to significant Financial liability	4	5	20	BO01 The health of our people is protected through effective partnership working B028 Our process and business procedures are efficient, cost effective and	1.HSCP integration scheme approved by Scottish government 2. Strategic Plan in place 3. Performance and Financial reporting arrangements in place 4. Independent scrutiny arrangements in place. 5. Integrated Joint board with elected member	15	Medium	TREAT 	Chief Officer HSCP

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	unacceptable Financial and Reputational risk.				compliant	representation 6.Chief Officer member of ABC Senior Management Team					
8	Civil Contingency & Business continuity arrangements are not effective.				BO10 Quality of life is improved by managing risk.	1.Emergency Planning Test events 2.Critical Activity Recovery Plans 3. Roll out of Community resilience partnership programme 4.Peer review of major exercises undertaken to provide external validation of planning process 5. West of Scotland local resilience partnership 6.Cross sector expertise and partnership working 7.EMST regular meetings 8. Training programme for key staff	6	Medium	Tolerate 	Head of Governance and Law	
9	Welfare Reform Implementation of welfare reform is not managed well resulting in increased poverty and deprivation or short term crisis	Financial crisis and hardship for individuals Increase in demand or costs for Council Services	5	4	20	BO04 Benefits are paid promptly and accurately BO11 There is no place for discrimination and inequality	1. Welfare reform group established. 2. Joint working with DWP, CPP and other agencies. 3. Big Lottery Financial inclusion award (3 year contract) and services about to go live under the banner of Money Skills Argyll.	12	Low	TREAT 	Head of Customer and Support Services

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	Potential widening of inequalities gap					4. Preparations for move to Universal Credit Full Service in Argyll and Bute in May 2018 due to commence late summer 2017. 5. Review of advice services completed and recommendations being considered. 6. Anti-poverty strategy being developed				
EMERGING RISKS THEME: POLICY AND LEGISLATIVE CHANGES: 1. Governance Review – Education		These areas have been identified as emerging risk events which may result in potential risk implications for Argyll and Bute Council. Consideration will be given to any specific risk detail together with any required mitigation or control action as part of the existing SRR review arrangements and /or as and when the full detail of any policy / legislative change is known.								

	Risk level equals or lower risk appetite /tolerance
	Risk Score exceeds risk appetite and /or tolerance
	Risk Score is in High Category requiring active management