

**STRATEGIC RISK REGISTER**

**NEXT REVIEW DATE 02/11/2020**

No	Risk	Corporate Outcome	Consequences	Gross Risk			Current Mitigation	Residual Risk			Approach	Key Actions and Deadlines	Last Reviewed	Risk Owner
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1	<p><b>Population and Economic Decline</b></p> <p>Failure to identify relevant factors contributing to the decline and failure to develop strategies and actions targeting these factors.</p>	Our Economy is diverse and thriving	<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> <p>Insufficient people of working age with appropriate skills and experience to fill vacancies across CPP</p>	5	4	20	<ol style="list-style-type: none"> <li>Local outcome improvement plan targets population and economic recovery</li> <li>Maximise external funding opportunities</li> <li>Strategic economic development action plan</li> <li>Strategic infrastructure plan</li> <li>Area economic development action plans</li> <li>Promote and Market Argyll and Bute</li> <li>Maximise social-eco benefits via effective partnership working</li> <li>Single Investment Plan</li> </ol>	4	4	16	Treat	<ol style="list-style-type: none"> <li>Deliver Rural Growth Deal (Initial Phase August 2020)</li> <li>Lobbying activity in pursuit of regional immigration policies and related strategies</li> <li>Consider the findings of the scrutiny review of the economic strategy (October 2020)</li> </ol>	SMT 07 April 2020	Kirsty Flanagan
2	<p><b>Condition and suitability of Infrastructure &amp; Asset Base</b></p> <p>Infrastructure and asset base does not meet current and future requirements and is not being used or managed efficiently and effectively.</p>	Our Infrastructure supports sustainable growth	<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 deteriorate resulting in cost, lost opportunities and wasted resource.</p>	4	4	16	<ol style="list-style-type: none"> <li>Asset management board</li> <li>Robust capital planning and monitoring</li> <li>Asset management work plan</li> <li>Business case modelling including sustainability, development and strategic change</li> <li>Intelligence and best practice sharing via Heads of Property Group.</li> <li>New schools programme</li> <li>Smarter Places</li> <li>Community Empowerment and Community Asset Transfer – Arrangements in place to evaluate and determine requests.</li> <li>Roads Asset Management Plan</li> <li>Status and Options Report</li> <li>R&amp;A Services control hub and joint operations team</li> <li>One Council Property Approach</li> </ol>	4	3	12	Treat	<ol style="list-style-type: none"> <li>Development of capital strategy (December 2020)</li> </ol>	SMT 07 April 2020	Kirsty Flanagan and Douglas Hendry
3	<p><b>Financial Sustainability</b></p> <p>Insufficient resource to meet current and future service requirement. Budget not aligned / does not support business outcomes.</p>	Enablers	<p>Unable to deliver Local outcome improvement plan.</p> <p>Reduction in performance.</p> <p>Reputational damage.</p>	4	4	16	<ol style="list-style-type: none"> <li>Longer term financial planning.</li> <li>Income generation activity</li> <li>Robust budget preparation and budget monitoring protocols</li> <li>Maintaining adequate contingency with reserves.</li> <li>Digital transformation</li> <li>Develop Effective workforce planning model</li> <li>Transformation Programme.</li> <li>RPIF / Business Outcomes</li> </ol>	4	3	12	Treat	<ol style="list-style-type: none"> <li>Implement SF resilience building project including knowledge sharing and development of guidance notes (December 2020)</li> <li>Complete review of financial strategy (December 2020)</li> <li>Development of medium to longer term savings options (October 2020)</li> <li>Deliver Rural Growth Deal (Initial Phase August 2020)</li> <li>Review of HSCP Scheme of Integration (June 2020)</li> </ol>	SMT 07 April 2020	Kirsty Flanagan

4	<b>Governance and Leadership</b>  Governance and leadership arrangements are not conducive to effective working and lead to a lack of strategic direction.	All Corporate Outcomes	Poor decision making, lack of strategic direction.  Lack of operational direction.  Confidence in, and reputation of, the Council harmed.  Deterioration in performance	4	4	16	1. Administration in place with working majority 2. Members Seminar programmes 3. Mentoring and Coaching Support for policy leads and Senior Management 4. Priorities agreed by Council 5. Corporate Plan sets out objectives 7. Performance Improvement Framework and Service Planning. 8. Leadership development programme. 9. Council constitution regularly reviewed and updated. 10. Established partnership governance arrangements 11. Scrutiny arrangements in respect of Police, Fire and Health. 12. Governance arrangements for scrutiny established	4	3	12	Treat	1. Consider the findings of the BV3 review (June 2020) 2. Consider conclusions of short life working group review of current boards (September 2020)	SMT 07 April 2020	Pippa Milne
5	<b>Engagement and Understanding the needs of the Community</b>  The Council fails to understand service user needs and emerging demographic trends and does not align service delivery to meet these.	People live active, healthier and independent lives  Enablers	Prioritisation of services may not be aligned to community needs/views  Gaps between community needs and Council services.  Ineffective partnership working  Services not configured to meet user/citizen requirements	3	4	12	1. Community Planning partnership 2. Community Engagement Strategy 3. Customer Service Board 4. Operation and development of panels and forums. Young people's plan, citizens panel 5. Budget Consultation 6. Comprehensive Complaints Protocols 7. Demographic and end user analysis 8. Conducted future of public services roadshows Summer 2018	3	2	6	Tolerate		SMT 07 April 2020	Pippa Milne
6	<b>Service Delivery</b>  Insufficient resources to ensure effective service delivery	Enablers	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	1. Performance Improvement Framework 2. Service Improvement plans 3. Argyll and Bute Manager programme 4. Customer needs analysis Protocols 5. Demographic and end user analysis 6. Workforce Planning 7. Internal and External Scrutiny Arrangements 8. Complaints process	3	2	6	Tolerate		SMT 07 April 2020	Kirsty Flanagan and Douglas Hendry
7	<b>Health and Social Care Partnership</b>  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 unacceptable financial and reputational risk.	People live active, healthier and independent lives	Partnership viewed as having failed or not achieved strategic objectives Partnership Failure or weakness exposes Council to significant Financial liability  Confidence in, and reputation of, the Council harmed	5	4	20	1. HSCP integration scheme approved by Scottish government 2. Strategic Plan in place 3. Performance and Financial reporting arrangements in place 4. Independent audit arrangements in place. 5. Integrated Joint board with elected member representation including Council Leader 6. Chief Officer member of ABC Senior Management Team with co-location of officers 7. Tripartite leadership agreement 8. Monitoring of HSCP financial position.	5	3	15	Treat	1. Develop options to deliver sustainability of future years budgets (March 2020 and ongoing)	SMT 07 April 2020	Joanna MacDonald

8	<p><b>Civil Contingency &amp; Business continuity</b> arrangements are not effective.</p>	<p>People live in safer and stronger communities</p>	<p>Ineffective management of major emergencies affecting Council services and communities in Argyll and Bute.</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</p>	2	4	8	<ol style="list-style-type: none"> <li>1. Emergency Planning Test events</li> <li>2. Critical Activity Recovery Plans</li> <li>3. Roll out of Community resilience partnership programme</li> <li>4. Peer review of major exercises undertaken to provide external validation of planning process</li> <li>5. West of Scotland local resilience partnership</li> <li>6. Cross sector expertise and partnership working</li> <li>7. Emergency Management Support Team (EMST) meetings</li> <li>8. Training</li> <li>9. EU Withdrawal Tactical Working Group with arrangements for daily reporting to the West of Scotland Resilience Partnership</li> </ol>	2	3	6	Treat	<p>1. Develop a business continuity policy (December 2020)</p>	SMT 07 April 2020	Douglas Hendry
9	<p><b>Welfare Reform</b></p> <p>Implementation of welfare reform is not managed well resulting in increased poverty and deprivation or short term crisis</p>	<p>People live active, healthier and independent lives</p>	<p>Financial crisis and hardship for individuals</p> <p>Increase in demand or costs for Council Services</p>	5	4	20	<ol style="list-style-type: none"> <li>1. Welfare reform group established.</li> <li>2. Joint working with DWP, CPP and other agencies.</li> <li>3. Money Skills Argyll</li> </ol>	4	3	12	Treat	<p>1. Engage with partners, BIG and other project leads on compliance framework/requirements. Ongoing</p>	SMT 07 April 2020	Douglas Hendry
10	<p><b>Waste Management</b></p> <p>Unable to dispose of waste in landfill sites due to the implications of the biodegradable municipal waste (BMW) landfill ban in 2025</p>	<p>Our Infrastructure supports sustainable growth</p>	<p>Alternative delivery models would be more expensive than the current one which would result in cost pressures having to be accommodated by other services and service provision reduced</p>	5	4	20	<ol style="list-style-type: none"> <li>1. Helensburgh and Lomond waste solution available via third party off-takers</li> <li>2. Waste strategy</li> </ol>	4	4	16	Treat	<ol style="list-style-type: none"> <li>1. Seek Island impact assessment and funding necessary to achieve compliance</li> <li>2. Seek derogation from Scottish Government for contractual and island waste.</li> </ol>	SMT 07 April 2020	Kirsty Flanagan
11	<p><b>Service Delivery - Cyber Security</b></p> <p>Unable to deliver services to customers because of failure of ICT systems following major cyber security breach</p>	<p>Our Economy is diverse and thriving</p>	<p>Data corruption of ICT system caused by malware and/or loss of confidential data.</p> <p>ICT Systems unavailable for considerable period whilst recovery from uncorrupted backups takes place.</p> <p>Meanwhile Services fail to achieve agreed performance levels and as a result are not contributing fully to Council objectives.</p> <p>Reputational damage to Council and potential financial losses (fines, loss of income).</p>	5	3	15	<ol style="list-style-type: none"> <li>1. ICT Security &amp; compliance officer in post, producing weekly threat analyses, member of CISP</li> <li>2. PSN and Cyber Essentials Plus accreditations for corporate network</li> <li>3. Regular patching regimes in place</li> <li>4. ICT Disaster recovery plans tested regularly</li> <li>5. All critical activities have recovery plans developed (CARP's)</li> </ol>	3	2	6	Treat	<p>1. Consider the findings of Internal Audit's Cyber Security Audit (September 2020)</p>	SMT 07 April 2020	Douglas Hendry

12	<p><b>Withdrawal from the EU</b></p> <p>Insufficient preparedness for exit from the European Union</p>	<p>Our Economy is diverse and thriving</p>	<p>A. Potential changes to legislation which may impact on the way the Council delivers services and the resource required to deliver them - there are particular risks in relation to the delivery of nregulatory services.</p> <p>B. Disruption of flow of goods, services and supply chains, in particular energy supplies, fuel and medical supplies</p> <p>C. Adverse impact on communities with regards to economy and population.</p> <p>D. Potential loss of intervention funding (current EU funding programmes).</p> <p>E. State Aid; lack of robust protection against distortion of markets.</p> <p>F. Disruption to the flow of information and data sharing due to impact of new/revised legal requirements.</p> <p>G. Detrimental impact on workforce including potential for Scotland wide job losses and shortage of skilled and unskilled workers in key areas</p>	3	5	15	<p>1. Establishment of tactical team with direct reports to Chief Executive as Strategic Lead</p> <p>2. Regular reporting to the Strategic Management Team and the Industry and Regional Development Sounding Board as the strategic group.</p> <p>3. Tactical team via the Civil Contingencies Manager liaising/ collaborating with Regional Resilience Partnerships and other resilience partners.</p>	2	5	10	Treat	<p>1. Development and regular review of dedicated risk register with input from representatives across the organisation and the Health and Social Care Partnership.</p> <p>2. Preparation of Brexit workplan</p> <p>3. Standing item on agenda for Strategic Management Team.</p> <p>Deadline - ongoing.</p>	SMT 07 April 2020	Pippa Milne
13	<p><b>Impact of COVID -19</b></p> <p>The Council are unable to deliver core services as a result of Covid 19 virus with adverse impact to community, the economy</p>	<p>Our Economy is diverse and thriving</p>	<p>1. Unable to meet national and Scottish Government guidance in terms of control of the virus</p> <p>2. Inability to deliver core services</p> <p>3. Not engaged in national and regional resilience groups with partner agencies</p> <p>4. Disruption of flow of goods, services and supply chains</p> <p>5. Adverse impact on workforce, communities with regards to economy and population.</p>	5	5	25	<p>1. Establishment of Strategic and Tactical Groups with links to HSCP, NHS and national/regional resilience groups</p> <p>2. Tactical team via the Civil Contingencies Manager liaising/ collaborating with Regional Resilience Partnerships and other resilience partners.</p> <p>3. Development and delivery of an integrated approach to deliver decisions and mitigations</p> <p>4. SITREP reporting thorough contingency planning structures in place</p> <p>5. Standing item on SMT agenda</p> <p>6. Working towards "ready" status on the Regional Resilience Dashboard</p>	4	5	20	Treat	<p>1. Development and regular review of dedicated risk register with input from representatives across the organisation and the Health and Social Care Partnership.</p> <p>2. Ongoing Tactical meetings reporting to SMT</p>	SMT 07 April 2020	Pippa Milne