

## CPP risk register – review December 2009

The risks described below are the risks and assessed level of risk for the CPP. These were originally based on those in the SOA, but have been updated to reflect changed circumstances since the SOA was agreed. The right hand column in the table details recommended changes to the assessment based on changes since the last review in September 2009.

Note: the Council is currently reviewing its strategic risk register and is likely to introduce a risk framework where risks are grouped under a smaller number of headings. If this approach is successful, a similar change will be developed for the CPP risk register.

Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R01	Impact of recession on funding for public services	Longer term effects of the recession reduce funding available for public services leading to cuts in services and increased risk on other factors as resources are stretched to meet demand	All	Likelihood assessed as Almost certain (5) because we are in a recession and government finances are already stretched with commitments to mitigate the effects of the credit crunch and banking failures  Impact assessed as Major (4) because significant cuts in funding will impact on public services	High	Partners are reviewing budgets and service provision. Public sector partners now meet on a regular basis to maintain a joint view of future prospects and possible plans.	No change

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Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R02	Lack of suitable employment and housing	Lack of suitable employment and housing within local communities requires people to work at a distance from their home.	2, 10	Likelihood assessed as Possible (3)  Impact assessed as Moderate (3)  This is a recognised issue - especially where service providers are serving smaller or more remote communities	Medium	Local housing strategy agreed with housing associations.  Economic Development Action Plan in preparation by Council	No change
CPP-R03	Violence against people providing services	Violence and anti-social behaviour against personnel undertaking duties within the community	9, 11	Likelihood assessed as Unlikely (2) because of low incidence of violence  Impact assessed as Minor (2) because of low levels of violent crime	Low	Partners undertake risk assessments or have policies in place for staff working in environments where they may be exposed to violence or anti-social behaviour	No change

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Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R04	Impact of geography on outcomes for individuals	Geography of islands and remote mainland with dispersed population creates difficulty for people to access all emergency service provision and emergency health and social care response with possibility of more severe outcomes than would be expected in other areas	9, 10, 15	Likelihood assessed as Likely (4)  Impact assessed as Moderate (3) because of impact on people located at greater distances or in more remote locations from main service centres	Medium		No change
CPP-R05	Environmental pollution/contamination	Pollution and contamination of the environment as a result of dealing with operational incidents in an effort to save life or saveable property	12	Likelihood assessed as Unlikely (2) because of the historic pattern of incidents  Impact assessed as Minor (2) because expected to be confined to a specific location	Low		No change

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Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R06	Increase in drugs misuse	Potential increase in drugs misuse due to economic climate	8, 9, 11	Likelihood assessed as Possible (3)  Impact assessed as Moderate (3) because of possible impact on individuals	Medium		No change to risk rating. CPP requested review of risk description. Strathclyde Police suggest alternative wording of “Potential increase in drugs misuse due to economic climate”
CPP-R07	Lack of investment in transport infrastructure	Key schemes unable to progress due to insufficient investment in transport infrastructure	1, 2, 10, 11	Likelihood assessed as Likely (4) because of investment backlog and expected future financial pressures keeping investment at similar levels to current  Impact assessed as Moderate (3) because of economic and service impact	Medium	Capital investment programme prioritised to minimise impact	No change

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Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R08	Economic downturn – impact on regeneration projects	Focus on city regions and economic downturn draws investment away from rural areas; potential impact on CHORD town centre regeneration	1, 2, 10, 12	Likelihood assessed as Almost certain (5) because of the current economic situation in the UK and globally  Impact assessed as Major (4) because of high reliance of waterfront regeneration projects on external investment	High	Economic Development Action Plan in preparation by Council to complement detailed programme management of the CHORD projects	No change
CPP-R09	Shortage of affordable housing – limiting economic investment	Shortages of good quality, affordable housing preventing economic investment in rural areas	1, 2, 7, 10, 11	Likelihood assessed as Likely (4) because of expected cuts in investment in social housing in Argyll and Bute by the Government  Impact assessed as Moderate (3) because the ability to find a house is a continuing issue for people wanting to work in Argyll and Bute	Medium	Local housing strategy agreed with housing associations to guide and prioritise future investment	No change

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Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R10	Economic, community and environmental benefits of renewables are not realised	Argyll and Bute has a significant (in UK and European terms) potential as a location to generate renewable energy. Lack of investment in generating capacity and the supporting infrastructure will have economic impacts as will the failure to realise community benefits. Investment in renewables needs to be managed sensitively to protect environmental assets and other sectors of the economy dependent on the environment (e.g. tourism)	1, 2, 12, 14	<p>Likelihood assessed as Unlikely (2) because of the significant commitment to invest in Campbeltown by Welcon and the large interest in development of new renewables onshore and offshore. Concern still apparent relating to supporting infrastructure including grid capacity.</p> <p>Impact assessed as Moderate (3) because of significant potential benefits of renewables to support local communities and the economy more generally</p>	Medium	Renewable Energy Strategy is being prepared to focus future action within Argyll and Bute and to present the needs and potential of the area nationally	Risk name and description revised following CPP Management Committee meeting on 16 September 2009. Overall rating as a risk relating to renewables remains the same.

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Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R11	Decline of remote and island communities	Continued decline of remote and island communities due to low or no economic growth and demographic change	2, 10, 11	<p>Likelihood assessed as Likely (4) because of projected population trends</p> <p>Impact assessed as Moderate (3) because of impact on objectives for remote and fragile communities</p>	Medium	Local housing strategy and economic development action plan are important drivers to focus action by partners to support these communities. Local Area Community Planning Groups are also starting to consider this issue.	No change

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Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R12	Low net inward migration of people of working age	Poor career opportunities discouraging inward migration	2, 3	<p>Likelihood assessed as Possible (3) because of current economic conditions</p> <p>Impact assessed as Major (4) because of impact of poor career opportunities on sustainability of communities where economic growth is essential for their survival</p>	Medium	Current attention is focused on protecting employment opportunities locally.	No change



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Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R13	Continued net out migration of young people	Continued out migration due to lack of further education, higher education and training opportunities	3, 4	<p>Likelihood assessed as Possible (3) because of current migration trends and continued need/desire of most young people to access university education outside the area</p> <p>Impact assessed as Major (4) because loss of young people will impact on sustainability of rural communities</p>	Medium		No change

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Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R14	Demographic changes impacting on service demand and resources	Demographic / societal changes which increase demand for services beyond existing / planned budget levels	6, 11, 15	<p>Likelihood assessed as Possible (3) because of projected population changes, moderated by the current review of service provision in key areas like elderly care</p> <p>Impact assessed as Major (4) because a higher proportion of the population living to an old age and more people living longer will increase demand on a range of services including, health, social care, housing and transport</p>	Medium	Health and a social care services are progressing through significant reviews to address these challenges.	No change

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Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R15	Changing Government policy impacting on service demand	Changes to Scottish Government policy which increase demand for services beyond existing / planned budget levels	6, 11, 15	Likelihood assessed as Likely (4)  Impact assessed as Moderate (3) because of changing financial position of Government and changes that are expected as the current position tightens	Medium	Regular contact maintained with Ministers, MSP and government officers	No change

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Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R16	Lack of affordable housing - impact on families	Lack of affordable housing impacting on families in remote and rural areas and areas of urban deprivation, making it difficult for people to stay and/or settle in Argyll and Bute	6, 7, 8, 11	<p>Likelihood assessed as Likely (4) because of impact of economic downturn on construction sector and possible lower future investment in social</p> <p>Impact assessed as Major (4) because of expected reduction in investment in social housing in Argyll and Bute by the Government (down from £22M to £11M for 2009/10)</p>	High	Local housing strategy agreed with housing associations to guide and prioritise future investment	No change

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Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R17	Reduced attractiveness of Argyll and Bute for investors	Argyll and Bute is not seen as an attractive place to relocate to because of reduced investment in facilities and services for public and businesses	10, 11, 15	<p>Likelihood assessed as Unlikely (2) because possible change from current position is low</p> <p>Impact assessed as Minor (2) because of difficulty attracting investors, but this has been the case for many years and so impact less (concern is more about lost potential)</p>	Low	Officers working on the Economic Development Action Plan are considering ways to promote Argyll and Bute as a distinct area.	No change
CPP-R18	Delay to redesign of services for older people and impact on delayed discharges	Joint redesign of older peoples' services with the re-provision of NHS continuing care resources into the community (i.e. closure of NHS beds). Risk that lack of public and political acceptance of the solution will delay or prevent changes with consequent impact on delayed discharges.	6, 7, 10, 11, 15	<p>Likelihood assessed as Likely (4) because of public and political sensitivities to this as a topic</p> <p>Impact assessed as Moderate (3) because of possible public reaction to proposals and financial impact if change is delayed</p>	Medium		No change

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Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R19	Delay to redesign of mental health services	Mental health service redesign with re-provision of services into localities and community services – risk that lack of public and political acceptance of the solution will delay or prevent changes.	6, 7, 10, 11, 15	Likelihood assessed as Likely (4) because of public and political sensitivities to this as a topic  Impact assessed as Moderate (3) because of possible public reaction to proposals and financial impact if change is delayed	Medium		No change  Wording needs to change to reflect the fact that this risk now relates more to the challenges of implementation

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Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R20	Delay to modernisation of NHS services	Modernisation of NHS services – moving from unscheduled care (emergency provision) to preventative/anticipatory care relating to achievement of HEAT targets. Issues include reducing hospital beds, providing more care in the community, sustainable out of hours emergency services in remote and island communities e.g. for a GP opting out, Scottish Ambulance Service response etc. Risk that lack of public and political acceptance of the solution will delay or prevent changes.	6, 7, 8, 10, 15	Likelihood assessed as Likely (4) because of public and political sensitivities to this as a topic  Impact assessed as Major (4) because of possible public reaction to proposals and financial impact if change is delayed	High		No change

***Are there any strategic risks that have been identified since the SOA was agreed that now need to be included in the CPP risk register?***

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Risks are assessed using a combination of impact and likelihood using the criteria below. All risks are then classified as high, medium or low using a simple matrix to generate an overall assessment.

**Likelihood**

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

**Impact**

Impact of occurrence	Score	Description				
		Impact on service delivery	Financial impact	Impact on people	Impact on time	Impact on reputation
<b>Catastrophic</b>	5	Unable to function, inability to fulfil obligations	Severe loss	Death	Serious – more than 2 years to recover pre-event position	Highly damaging, severe loss of public confidence
<b>Major</b>	4	Significant impact on service provision	Major loss	Extensive injury, major permanent harm	Major – 1-2 years to recover pre-event position	Major adverse publicity, major loss of confidence
<b>Moderate</b>	3	Service objectives partially achievable	Significant loss	Medical treatment required, semi permanent harm up to 1 year	Considerable – 6-12 months to recover pre-event position	Some adverse publicity, legal implications
<b>Minor</b>	2	Minor impact on service objectives	Moderate loss	First aid treatment non-permanent harm up to 1 month	Some – 2-6 months to recover	Some public embarrassment, no damage to reputation
<b>None</b>	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



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**Overall assessment**

	Impact				
Likelihood	None	Minor	Moderate	Major	Catastrophic
Almost certain	Low	Medium	High	High	High
Likely	Low	Medium	Medium	High	High
Possible	Low	Medium	Medium	Medium	High
Unlikely	Low	Low	Medium	Medium	Medium
Remote	low	Low	low	Low	Low