

# Report

Report to:	<b>Community and Enterprise Resources Committee</b>
Date of Meeting:	<b>7 November 2023</b>
Report by:	<b>Executive Director (Community and Enterprise Resources)</b>

Subject:	<b>Update of the Community and Enterprise Resources' Risk Register and Risk Control Plan</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to: -

- ◆ present an update on the Risk Register and Risk Control actions for Community and Enterprise Resources

## 2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the current position with regards to the Resource Risk Register be noted; and
- (2) that it be noted that the outstanding Risk Control Actions will be progressed by relevant officers.

## 3. Background

- 3.1. The Council's Risk Management Strategy promotes consideration of risk in service delivery, planning and decision-making processes. The strategy requires Resources to record and review risks and control actions regularly. Community and Enterprise Resources follow the guidance in developing, monitoring and updating the risk register on an ongoing basis.
- 3.2. The purpose of the register is to ensure that the Resource is fully aware of its top risks; that these risks are prioritised; and that controls are in place to eliminate or minimise the impact of the risks.
- 3.3. The Resource scores the risks in accordance with the Council scoring mechanism, based on likelihood and impact. This results in risks being scored between one and 25 (low – very high).
- 3.4. Risks are scored on their inherent score (risk if we do nothing) and their residual risk (risk after applying controls). The Council's scoring matrix is attached at Appendix 1.
- 3.5. The last update of the Community and Enterprise Resources' Risk Register was reported to Committee on 13 December 2022.
- 3.6. The Resource's risk register, and risk control plan has been reviewed. This work was completed in August 2023.

- 3.7. The Central Risk Management team annually review Resource compliance with the Risk Management Strategy. The outcome of the 2022/2023 review identified that Community and Enterprise Resources achieved 100 per cent compliance, scoring 45 out of a possible 45.

#### **4. Resource Risk Management**

- 4.1. Each Resource has a Resource Risk Management Group which has responsibility for the promotion and management of risk.
- 4.2. The Community and Enterprise Resources' Risk Management Group continues to meet as required.
- 4.3. The work of the Group over the last year has focused on the review and update of the Resource Risk Register and ensuring that the register reflected the Council Plan and individual Service Plans.

#### **5. Risk Register**

- 5.1. Work has been completed by the Resource Risk Group to finalise the review of the Resource Risk Register. The review considered risks at a Service level, as well as strategic Council risks.
- 5.2. The Resource Risk Register will be monitored on an ongoing basis to allow new risks to be added and for the control measures and scores of the existing risks to be reviewed in light of new information.
- 5.3. Risks can result from internal or external influences, with examples being the impact of projected funding cuts or legislative changes or the impact of internal service changes.
- 5.4. The development process for the Resource Plan requires a risk assessment process to be undertaken as appropriate resulting in some actions within the Resource Plan having a corresponding risk identified within the risk register.
- 5.5. The main changes to the Register are summarised below:-
- ◆ Four new Council top risks have been added:-
    - ◆ the Council fails to deliver the outcomes of the Economic Strategy
    - ◆ implications of the Scottish Fire and Rescue Service (SFRS) Unwanted Fire Alarm Signals Policy within the Council's non-domestic estate
    - ◆ inability to maintain infrastructure, assets and property in a safe and well-maintained condition and failure to achieve objectives of asset/property reviews
    - ◆ the provision of council services is disrupted because of industrial action
  - ◆ the top risk 'Increasing levels of adverse weather' has been expanded to cover potential damage to Council properties and housing stock from weather related events and is now a joint risk with Housing and Technical Resources
  - ◆ the scoring of the Council top risk 'The council fails to meet statutory and legislative duties in respect of public protection' has increased corporately from 12 to 16 to reflect capacity and local workforce supply challenges and increased levels of disruption to the Community Alarms service, however, the improved workforce position within Environmental Services has reduced the score for this risk in the Community and Enterprise Resources register to 9
  - ◆ two Economic Development risks covering external funding and derelict/contaminated land have been merged into a combined risk and will be managed by a single set of control measures

- ♦ the EU Exit risk has been removed as a Community and Enterprise top risk and replaced by a medium scoring risk to cover current Market and Provider Capacity issues. Relevant control measures have been incorporated

5.6. Risks scored 15 to 25 are considered to be very high risks and risks scored 8 to 12 are considered to be high risks. Very high and high risks are monitored closely. The top risks identified for the Resource, that is those that are residually scored as being very high and high, are attached at Appendix 2.

5.7. Appendix 3 provides a comparison of risk scores for 2022 and 2023. This appendix also details any significant changes made to the risks.

5.8. Risks evaluated residually as being medium or low risk will be monitored to ensure that they continue to be adequately managed.

5.9. The Committee is asked to note the contents of the Resource Risk Register.

## **6. Insurance Hotspots**

6.1. The following areas of work have been progressed over the last year to mitigate insurance hotspots.

### Property

- ♦ A property insurer survey programme was undertaken by the Council's insurers. Properties were prioritised and 3 Community and Enterprise Resource's depots Carnwath, Lesmahagow and Strathaven were surveyed. A report was prepared and whilst no actions were identified at these locations, 8 recommendations were made to address potential low/medium fire and security risks.
- ♦ Ongoing work of Security Co-ordinator, undertaking surveys and identification of measures to improve security of council properties, vehicles and assets.

### Vehicle

- ♦ Ongoing development 'Challenging Driver Behaviour' learn online course for drivers to be launched via management bulletin.
- ♦ Continued fact-finding investigations into accidents.

### Combined Liability

- ♦ Health and safety/training review has been undertaken by the Council's claims handlers, Gallagher Bassett and a report detailing any improvement actions will be prepared.
- ♦ Roads and Transportation Services have an ongoing trial of Artificial Intelligence (AI) technology associated with managing the roads network. If successful, the data captured could in the future assist with the information available to defend public liability claims.

## **7. Scope and appetite for risk**

7.1. The Council aims to be risk embracing, that is it will accept a tolerable level of risk in seeking service efficiencies and in agreeing control measures.

7.2. The level of risk facing the Council is measured both before (inherent risk) and after (residual risk) consideration of controls. The Council should never carry a very high residual risk exposure as this would indicate instability, but a low residual risk exposure should also be avoided as this indicates lack of innovation.

7.3. The Council's ideal risk profile is defined within the Risk Management Methodology as:-

- ◆ no more than 10 per cent of residual risks at a very high level
- ◆ no more than 15 per cent of risks at a high level
- ◆ around 50 to 60 per cent of residual risks at a medium level
- ◆ no more than 30 per cent of residual risks at a low level

7.4. Table 1 below shows the top risks heat map, that is. it details the total number of risks for each individual residual risk score. Table 2 below notes the overall risk profile for the top risks.

**Table 1 – Community and Enterprise Resources Top Risks Heat Map**

<b>Likelihood</b>	<b>5</b> Almost Certain	0	0	1	2	0
	<b>4</b> Likely	0	2	3	3	0
	<b>3</b> Possible	0	4	7	3	0
	<b>2</b> Unlikely	0	3	9	2	0
	<b>1</b> Rare	0	3	4	4	0
		<b>1</b> Negligible	<b>2</b> Minor	<b>3</b> Moderate	<b>4</b> Major	<b>5</b> Catastrophic
		<b>Impact</b>				

**Table 2 – Community and Enterprise Resources Top Risks Risk Profile**

<b>Risk Category</b>	<b>Risk Rating</b>	<b>Number of risks</b>	<b>Percentage of risks</b>
1	Very high	6	12%
2	High	17	34%
3	Medium	20	40%
4	Low	7	14%

7.5. Despite the fact that the profile noted in Table 2 is out with the ideal universal risk exposure defined by the Risk Management Strategy, this risk exposure is reasonable given the number of high-level risks currently being faced by the Resource.

7.6. Community and Enterprise Resources has ensured that all inherent risks scored at a very high and high level have cost effective control measures in place. Where further control measures are required, these are included within the Resource risk control plan.

## **8. Risk Control Actions**

8.1. Two risk control actions due for completion during 2022/2023 have been completed. 100% (2/2) of these risk control actions were completed on time against an overall Resource target of 90%. A further 2 have completion dates for March 2024

8.2. Details of the completion of risk control actions during 2022/2023 and those due in 2023/2024 to date are contained in Table 3 below.

**Table 3 – Completion of top risk control actions**

	<b>2022/2023</b>	<b>2023/2024 (as at September 2023)</b>
Total number of actions due	2	2
Completed on time	2	0
Completed late	0	0
Due to be completed at a later date	0	2

8.3. Progress with completion of Resource Risk Control Actions is monitored on a quarterly basis by the Central Risk Management team. This is also reviewed by the Resource Risk Group.

8.4. There are two risk control actions due for completion during 2023/0224. The Committee is asked to note that the outstanding actions to mitigate risks within the Risk Control Plan will be progressed by the relevant officers.

## **9. Major projects, partnerships or change**

9.1. Within Community and Enterprise Resources, 25 partnerships have been identified. Five of these are considered to be high risk, these are the Clyde Gateway Partnership, SPT, City Deal, Climate Ready Clyde Partnership and Business Gateway. The remaining 20 partnerships have been assessed as being low risk.

9.2. Appropriate risk management arrangements are in place for the high-level partnerships.

## **10. Next steps**

10.1. The Resource Risk Management Group will continue to meet as required. The risk register will be reviewed on an ongoing basis by the group to ensure that risks remain valid for the appropriate Service areas and to identify new areas of risk that affect the Resource. An update report will be provided to Committee on an annual basis.

## **11. Employee Implications**

11.1. Time will be required by the Resource Risk Management Group in the management of the Resource Risk Register and Risk Control Plan.

## **12. Financial Implications**

12.1. There are no direct financial implications associated with the council's top risks. There are a number of proposed risks which are classified under the heading of financial. Where this is the case, the appropriate controls and actions have been included in the risk control cards and progress will be monitored.

## **13. Climate Change, Sustainability and Environmental Implications**

13.1. There are no direct implications associated with the Council's top risks. There are a number of proposed risks which are classified under the heading of Environmental. Where this is the case, the appropriate controls and actions have been included in the risk control cards and progress will be monitored.

13.2. Sustainable development issues are included within the council's top risk register as a standalone top risk and also through risks being linked directly to the Council Plan outcomes 'Caring, connected, sustainable communities' and 'Good quality, suitable and sustainable places to live'.

#### **14. Other Implications**

- 14.1. Failure to demonstrate that risk is actively considered and managed cannot only lead to avoidable financial loss but could also affect delivery of services and could affect the Resources' reputation.

#### **15 Equality Impact Assessment and Consultation Arrangements**

- 15.1. This report does not introduce a new policy, function or strategy or recommend a change to existing policy, function or strategy and, therefore, no impact assessment is required.
- 15.2. Consultation on the content of this report has been undertaken with members of the Community and Enterprise Resources' Risk Management Group.

**David Booth**

**Executive Director (Community and Enterprise Resources)**

16 October 2023

#### **Link(s) to Council Values/Priorities/Outcomes**

- ◆ Values: Accountable, effective, efficient and transparent

#### **Previous References**

- ◆ Community and Enterprise Resources Committee – 13 December 2022

#### **List of Background Papers**

- ◆ Figtree extracts (risk register and risk control action plan)

#### **Contact for Further Information**

If you would like to inspect the background papers or want further information, please contact:-

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## Appendix 1 – Risk scoring matrix and likelihood and impact definitions

### Likelihood

Score	1	2	3	4	5
Description	Rare	Unlikely	Possible	Likely	Almost certain
Likelihood of occurrence	1 in 10 years	1 in 3 years	1 in 2 years	Annually	Monthly
Probability of occurrence	The event may occur in certain circumstances	The event could occur	The event may occur	The event will probably occur	The event is expected to occur or occurs regularly

### Impact

	Reputation	Financial	Service delivery/ Time to recover	Compliance	Safety
<b>1 Negligible</b>	Public concern restricted to local complaints	<£50,000 per annum	No impact to service quality; limited disruption to operations.	No external interest	Minor injury – no lost time
<b>2 Minor</b>	Minor adverse local/public/media attention and complaints	£50,000-£250,000 per annum	Minor impact to service quality; minor service standards are not met; short term	Very minor attention from legislative/regulatory body	Minor injury – resulting in lost time
<b>3 Moderate</b>	Adverse national media Public attention	£250,000 to £500,000 per annum	Significant fall in service quality; major partnership relationships strained; serious disruption in service standards	Short-term attention from legislative/regulatory body	Major injury or ill health resulting in lost time
<b>4 Major</b>	Serious negative national or regional criticism	£500,000 to £1million per annum	Major impact to service delivery; multiple service standards are not met; long term disruption to operations; multiple partnerships affected	Medium-term attention from legislative/regulatory body	Fatality; Or injuries to several people
<b>5 Catastrophic</b>	Prolonged international, regional and	>£1million per annum	Catastrophic fail in service quality and key service	National impact with rapid intervention	Multiple fatalities; Or injuries to large

	national condemnation		standards are not met; long term catastrophic interruption to operations; several major partnerships are affected	of legislative/ regulatory body	number of people
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The assessments for impact and likelihood combine to provide an overall inherent risk score on the scale of between 1 and 25, using the Council's recognised risk matrix.

#### Risk matrix

<b>Likelihood</b>	<b>5</b> Almost Certain	5	10	15	20	25
	<b>4</b> Likely	4	8	12	16	20
	<b>3</b> Possible	3	6	9	12	15
	<b>2</b> Unlikely	2	4	6	8	10
	<b>1</b> Rare	1	2	3	4	5
		<b>1</b> Negligible	<b>2</b> Minor	<b>3</b> Moderate	<b>4</b> Major	<b>5</b> Catastrophic
		<b>Impact</b>				

The risk score is calculated as follows:

**Likelihood score x Impact score = Risk Score**



## Appendix 2

### Community and Enterprise Resources' Risk Register (as at September 2023) – Extract of risks with residual score category of Very High and High

Risk Category	Key risk	Inherent Risk Score	Sample of Controls	Residual Risk Score
1 Very High (15-25)	Reduction in external funding and fees/income received by the Council, as well as the increased demand for services and increased cost of services including impact of price increases and inflation results in increasing budget gaps. <b>Council Top Risk</b>	25 Very high	<ul style="list-style-type: none"> <li>• Reports prepared to Council timetable and reported to Finance and Community and Enterprise Resource Committee to provide assurances that income and expenditure is within budget and regular updates provided to Director of Finance</li> <li>• Robust arrangements in place to monitor service delivery outturns against budgets</li> <li>• Implications of changes to service provision managed through consultation, impact assessments and Trade Union negotiation</li> <li>• Promotion of new/updated policies via Website, Press, social media etc.</li> <li>• Management of outsourced work including regular contractor meetings as appropriate</li> </ul>	20 Very high
	The Council is unable to support households significantly impacted by the cost-of-living crisis resulting in increasing levels of poverty, debt and damage to health. <b>Council Top Risk</b>	25 Very high	<ul style="list-style-type: none"> <li>• Provision of support to local business by Economic Development</li> <li>• Increased School Meal provision / breakfast clubs</li> <li>• Resourcing and support to the provision of 'Warm Spaces' hubs in Lifestyle Centres/ Libraries and other council properties</li> </ul>	20 Very high

Risk Category	Key risk	Inherent Risk Score	Sample of Controls	Residual Risk Score
	Changes in the response to automatic fire alarms by the Scottish Fire and Rescue Service within the council's non-domestic estate. <b>Council Top Risk</b>	25 Very high	<ul style="list-style-type: none"> <li>Housing and Technical Resources have commenced a review of the existing alarm systems within affected non-domestic premises to enable investment works to reprogramme or replace systems so that confirmation of a fire can be provided as quickly as possible</li> <li>Preparation of fire investigation plans underway for CER premises</li> </ul>	16 Very high
	The Council fails to maximise the outcomes of the Community Wealth Building Strategy. <b>Council Top Risk</b>	25 Very high	<ul style="list-style-type: none"> <li>Supplier Development Programme provides training to businesses on how to bid for contracts/meet the buyer events</li> <li>Work with Scottish Enterprise, Scottish Development International and Glasgow City Region partners to raise the profile of investment opportunities</li> <li>Support is provided to all businesses through the council's Business Support Team and Business Gateway Lanarkshire service</li> <li>Reporting schedule in place to monitor progress through Sustainable Development and Climate change Strategy</li> </ul>	16 Very high
	The provision of council services is disrupted because of industrial action <b>Council top risk</b>	20 Very high	<ul style="list-style-type: none"> <li>Operational services have plans in place to address the impact of the industrial once they end</li> <li>Strike protocols in place to manage action and communication</li> </ul>	16 Very high
	Inability to deliver sustainable development and climate change objectives and timescales in such a way to support a fair and just transition. <b>Council Top Risk</b>	20 Very high	<ul style="list-style-type: none"> <li>Sustainable development and climate change is mainstreamed across the Council and associated Plans, Policies and Strategies</li> </ul>	15 Very high

Risk Category	Key risk	Inherent Risk Score	Sample of Controls	Residual Risk Score
			<ul style="list-style-type: none"> <li>Implementation of the Council's Sustainable Development and Climate Change Strategy and Carbon Management Plan</li> <li>A long-term capital programme that tackles climate change mitigation and adaptation</li> <li>The preparation of a pipeline of climate change mitigation and adaptation projects to attract investment/funding</li> <li>Active membership in Climate Ready Clyde regional adaptation partnership</li> </ul>	
2 High (8-12)	The council does not have the appropriate emergency / business continuity plans; contingency arrangements or partnerships in place to respond to/or recover from a pandemic/endemic event. <b>Council Top Risk</b>	25 Very high	<ul style="list-style-type: none"> <li>The ability to adapt funding to support community and third sector groups, e.g. government support provided via additional funding to support vulnerable groups, hardship funds etc.</li> <li>Business Continuity Plan developed to facilitate the continued delivery of safety critical Priority 1 Services, the plan also facilitates the delivery of priority 2 services as far as practicable and priority 3 services as far as resources allow</li> <li>Budget monitoring and re-alignment arrangements in place for lines that could potentially be affected by loss of income</li> </ul>	12 High
	Fraud, theft, organised crime and cyber attacks. <b>Council top risk</b>	20 Very high	<ul style="list-style-type: none"> <li>Community and Enterprise Resource Fraud risk register in place and updated annually.</li> <li>Fraud, Cyber / Information security Training Learn on Line Modules; mandatory for all employees.</li> </ul>	12 High

Risk Category	Key risk	Inherent Risk Score	Sample of Controls	Residual Risk Score
	Information governance not subject to adequate control. <b>Council top risk</b>	20 Very high	<ul style="list-style-type: none"> <li>• Compliance with Information Governance Strategy</li> <li>• Retention schedules</li> <li>• Electronic Content Management System (ECM)</li> <li>• Completion of annual information Governance checklist</li> </ul>	12 High
	Failure to work effectively with the private sector to support local businesses, town centres and the rural economy.	16 Very high	<ul style="list-style-type: none"> <li>• Support to Business Improvement Districts, town centres and other partnerships via numerous channels include the 'Invest in South Lanarkshire' website and management of the Supplier Development Programme including strategic development and delivery of events, training and e-commerce</li> <li>• Regular operational and steering group meetings and ongoing liaison with partnership authorities. (e.g. Clyde Gateway, Lanarkshire Area Tourism Partnership)</li> <li>• Implementation of the Community Led Local Community Fund (CLLD), Community Benefit funding in rural area with appropriate funding in line with relevant (e.g. rural) strategies, and the Business Loan Scotland</li> </ul>	12 High
	Inability to maintain infrastructure, assets and properties in a safe and well-maintained condition due to budget constraints and failure to achieve objectives of asset/ property reviews. <b>Council Top Risk – new risk</b>	16 Very high	<ul style="list-style-type: none"> <li>• Programme of carriageway upgrading to improve the road condition being undertaken - progress monitored closely through iMPROVE</li> <li>• Regular monitoring by managers of progress and budgets</li> </ul>	9 High

Risk Category	Key risk	Inherent Risk Score	Sample of Controls	Residual Risk Score
			<ul style="list-style-type: none"> <li>Improvements to road related infrastructure using Roads Investment Programme and external funding</li> <li>Implement and maintain enhanced structural monitoring</li> <li>Maintain list of qualifying structures</li> <li>Implement appropriate reactive mitigation measures when need for repair identified</li> <li>Option to close if absolutely necessary</li> <li>Assessment of properties utilised by SLLC to prioritise investment available from Capital Programme.</li> </ul>	
	Lack of capacity and skills to meet increased service demands. <b>Council top risk</b>	20 Very high	<ul style="list-style-type: none"> <li>Performance Appraisal (PA) process including service learning and development priorities and employee training plans</li> <li>The Workforce strategy provides greater level of organisational control rather than service/resource specific and has a focus on agile working.</li> <li>Management Development and Leadership Challenge Programme</li> <li>Stress audit tool</li> <li>Effective partnership working with Trade Unions</li> </ul>	9 High
	Information Technology (IT) development and functionality does not keep pace with changing service requirements. <b>Council Top Risk</b>	20 Very high	<ul style="list-style-type: none"> <li>Service IT requirements restricted to reflect available resources</li> <li>IT service plan closely monitored and progress reports issued to Service managers</li> </ul>	9 High
	Increasing levels of adverse weather. <b>Council Top Risk</b>	16 Very high	<ul style="list-style-type: none"> <li>Council wide Emergency Planning arrangements, Duty Manager, standby rota, dedicated Flood Risk Management team and weather forecasting systems in place</li> </ul>	9 High

Risk Category	Key risk	Inherent Risk Score	Sample of Controls	Residual Risk Score
			<ul style="list-style-type: none"> <li>Effective management of existing budget resources through regular reporting and dialogue with Exec Dir Finance and Corporate</li> <li>Remote monitoring of high-risk flood sites using flood cameras/telemetry solutions</li> <li>Winter weather procedures, Winter Service Policy and Ops manual</li> <li>Pothole inspection and pro-active rectification programme using sub-contractors during extended severe weather</li> </ul>	
	Ash Dieback Disease.	20 Very high	<ul style="list-style-type: none"> <li>Raising awareness of ash dieback and the issues it may cause</li> <li>Preparing and implementing an Ash Dieback Action Plan</li> <li>Assisting with recovery of landscape and infrastructure affected by ash dieback</li> </ul>	9 High
	Failure to secure external funding, effectively manage funds/maximise investment and failure to agree/implement derelict/contaminated land programme.	16 Very high	<ul style="list-style-type: none"> <li>Corporate Management Team approval process for external funding</li> <li>Delivery of derelict/contaminated land action plans</li> <li>Funding and compliance section investigate all methods of external funding</li> </ul>	9 High
	Impact of Waste Management market changes <ul style="list-style-type: none"> <li>Changes to global economic policy changes resulting in market collapse and inability to dispose of recycled products.</li> </ul>	12 High	<ul style="list-style-type: none"> <li>Market changes monitored through waste industry network groups and via meetings with contractors</li> <li>Contracts include contingency arrangements including back up provision for alternative suppliers</li> <li>Operational monitoring process in place</li> </ul>	9 High

Risk Category	Key risk	Inherent Risk Score	Sample of Controls	Residual Risk Score
			<ul style="list-style-type: none"> <li>Waste Awareness Team – ongoing initiatives to promote and improve levels of domestic recycling</li> </ul>	
	<p>The Council fails to deliver the outcomes of the Economic Strategy.</p> <p><b>Council Top Risk</b></p>	12 High	<ul style="list-style-type: none"> <li>Increase the level of procurement spend with local business and social enterprises and support local recruitment by local businesses and social enterprises.</li> <li>Influence activity and skills investment to address skills gaps and the skills needs that have been identified as our economy grows and evolves.</li> <li>Work with partners to improve resilience, particularly in areas of greatest deprivation.</li> <li>Utilise our property assets and work with private sector landowners and developers to maximise sustainable development opportunities in our area.</li> <li>Secure sufficient financial resources through our External Funding team with specific focus on emerging Scottish and UK Government funding streams.</li> <li>Work with business to improve productivity and innovation through progressive workplace policies.</li> </ul>	9 High
	<p>The council fails to meet statutory and legislative duties in respect of public protection.</p> <p><b>Council Top Risk</b></p>	12 High	<ul style="list-style-type: none"> <li>Responsive public health service and inspection programme in place including food hygiene, health and safety enforcement and advisory service, contaminated land and air quality, private sector housing stock</li> <li>Ongoing review of contaminated land strategy and maintenance of register of contaminated land</li> </ul>	9 High

Risk Category	Key risk	Inherent Risk Score	Sample of Controls	Residual Risk Score
			<ul style="list-style-type: none"> <li>Agreed programme of business compliance visits and Health and Safety Welfare inspections and follow up visits carried out throughout the year, targets for inspections set and closely monitored</li> <li>Partnership working with police Scotland and National Health Service</li> <li>Raising awareness of current scams and frauds being perpetrated in the local community</li> </ul>	
	Failure to ensure the health, safety and wellbeing of employees and the protection of service users and members of the public in the delivery of council services. <b>Council Top Risk</b>	20 Very high	<ul style="list-style-type: none"> <li>Occupational Health and Safety Management System embedded throughout Resource</li> <li>Risk Assessments and Safe Systems of Work and associated local management procedures developed and implemented</li> <li>Resource, Service and Trade Union communication and consultation arrangements in place</li> <li>Health and Safety Training matrices (Specific training requirements for employees at Service level within the Council)</li> <li>Programme of Health and Safety Audits and Inspections undertaken</li> </ul>	8 High
	Failure to achieve the outcomes of the Community Plan. <b>Council Top Risk</b>	20 Very high	<ul style="list-style-type: none"> <li>Partners signed up to Community Plan 2022 to 2032 and have agreed to mainstream the Sustainable Development Goals to work on the Partnership</li> <li>Governance arrangements via the Community Planning Partnership Board</li> </ul>	8 High



Risk Category	Key risk	Inherent Risk Score	Sample of Controls	Residual Risk Score
			<ul style="list-style-type: none"> <li>Regular progress reporting to Resource Management Team/Corporate Management Team/Committee</li> <li>Community Planning Risk Register maintained and monitored</li> </ul>	
	Failure to achieve the outcomes of the Council Plan. <b>Council Top Risk</b>	20 Very High	<ul style="list-style-type: none"> <li>Annual performance reporting</li> <li>Governance arrangements via the Executive Committee, Performance and Review Scrutiny Forum and Community and Enterprise Resource Committee</li> </ul>	8 High
	Increased costs providing winter maintenance <ul style="list-style-type: none"> <li>Failure to provide essential services during periods of extreme winter weather.</li> </ul>	12 High	<ul style="list-style-type: none"> <li>Effective management of existing budget resources through regular reporting and dialogue with Executive Director Finance and Corporate</li> <li>Salt stocks and storage capacity</li> <li>Winter weather procedures, winter service policy and ops manual</li> <li>Daily winter task force meetings held during periods of extreme weather to ensure service delivered in most efficient and effective way</li> <li>Implementation of the actions arising from the review of winter maintenance</li> </ul>	8 High

### Appendix 3 – Comparison of the 2022 and 2023 Resource risk register

Risk Category	2023 Risk description	2022 Residual risk score	2023 Residual risk score	Change in residual risk scores	Key changes
	Reduction in external funding and fees/income received by the Council, as well as the increased demand for services and increased cost of services including impact of price increases and inflation results in increasing budget gaps. <b>Council Top Risk</b>	20	20	=	Wording updated to remove effects of pandemic.
	The Council is unable to support households significantly impacted by the cost-of-living crisis resulting in increasing levels of poverty, debt and damage to health. <b>Council Top Risk</b>	20	20	=	
	Changes in the response to automatic fire alarms by the Scottish Fire and Rescue Service within the council's non-domestic estate. <b>Council Top Risk</b>	N/A	16	New risk	This new council top risk is to ensure appropriate mitigation measures are being put in place including measures to investigate potential fires and associated training for relevant officers.
	The Council fails to deliver the objectives of the Community Wealth Building Strategy. <b>Council Top Risk</b>	16	16	=	

Risk Category	2023 Risk description	2022 Residual risk score	2023 Residual risk score	Change in residual risk scores	Key changes
	The provision of council services is disrupted because of industrial action <b>Council Top Risk</b>	N/A	16	New risk	This council top risk has been added to the register to reflect industrial action undertaken in the FWG service this financial year
	Inability to deliver sustainable development and climate change objectives and timescales in such a way to support a fair and just transition. <b>Council Top Risk</b>	15	15	=	Wording expanded to include timescales in such a way to support fair and just transition.
High	The council does not have the appropriate emergency/business continuity plans; contingency arrangements or partnerships in place to respond to/or recover from a pandemic/endemic event. <b>Council Top Risk</b>	12	12	=	
	Fraud, theft, organised crime and cyber attacks. <b>Council Top Risk</b>	12	12	=	
	Information governance not subject to adequate control. <b>Council Top Risk</b>	12	12	=	
	Failure to work effectively with the private sector to support local businesses, town centres and the rural economy.	12	12	=	

Risk Category	2023 Risk description	2022 Residual risk score	2023 Residual risk score	Change in residual risk scores	Key changes
	Inability to maintain infrastructure, assets and property in a safe and well-maintained condition and failure to achieve objectives of asset/property reviews. <b>Council Top Risk</b>	N/A	9	New risk	This new council top risk recognises the current and potential deterioration in the condition of the council's infrastructure, properties and assets due to available funding and investment. The risk incorporates two previous Community and Enterprise Resources high scoring risks, failure of unrestricted substandard bridges and failure to improve SLC infrastructure.
	Lack of capacity and skills to meet increased service demands. <b>Council Top Risk</b>	9	9	=	
	IT development and functionality does not support service delivery to secure efficiencies. <b>Council Top Risk</b>	9	9	=	The risk description has been amended to cover service delivery not securing efficiencies.
	Increasing levels of adverse weather. <b>Council Top Risk</b>	9	9	=	Risk updated to cover potential damage to council properties and Housing stock from weather related events and is now a joint risk with Housing and Technical Resources.
	Ash Dieback Disease.	9	9	=	

Risk Category	2023 Risk description	2022 Residual risk score	2023 Residual risk score	Change in residual risk scores	Key changes
	Failure to secure external funding, effectively manage funds/maximise investment and failure to agree/implement derelict/contaminated land programme.	9	9	=	Two Economic Development risks covering external funding and derelict/contaminated land have been merged and will be managed by a single set of control measures.
	Impact of Waste Management market changes <ul style="list-style-type: none"> <li>Changes to global economic policy changes resulting in market collapse and inability to dispose of recycled products.</li> </ul>	9	9	=	
	The Council fails to deliver the outcomes of the Economic Strategy. <b>Council Top Risk</b>	N/A	9	New risk	This new council top risk has been added to reflect the significance of this council strategy and the council's pivotal role in economic development activity.
	The council fails to meet statutory and legislative duties in respect of public protection. <b>Council Top Risk</b>	12	9	↓	Risk score lowered to reflect improved establishment position as a result of vacant posts being filled.
	Failure to ensure the health, safety and wellbeing of employees and the protection of service users and members of the public in the delivery of council services. <b>Council Top Risk</b>	8	8	=	

Risk Category	2023 Risk description	2022 Residual risk score	2023 Residual risk score	Change in residual risk scores	Key changes
	Failure to achieve the outcomes of the Community Plan. <b>Council Top Risk</b>	8	8	=	
	Failure to achieve the outcomes of the Council Plan. <b>Council Top Risk</b>	8	8	=	
	Increased costs providing winter maintenance <ul style="list-style-type: none"> <li>Failure to provide essential services during periods of extreme winter weather.</li> </ul>	8	8	=	