Report

Report to:	Education Resources Committee
Date of Meeting:	5 December 2023
Report by:	Executive Director (Education Resources)

Subject:	Update of the Education Resources Risk Register and Risk Control Plan

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 Education Resources.

2. Recommendation(s)

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

(1) that the contents of the Resource Risk Register are 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. Education 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 risks in accordance with the Council scoring mechanism, based on likelihood and impact. This results in risks being scored between 1 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 matric is attached at Appendix 1.

3.5. The last update of the Education Resources Risk Register was reported to the Education Resources Committee in November 2022.

3.6. The Resource's top risk register and risk control plan has been reviewed. This work was completed in October 2023.

3.7. The Central Risk Management team annually review Resource compliance with the Risk Management Strategy. The outcome of the 2022/23 review identified that Education Resources achieved 100% 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 Education Resources Risk Management Group continues to meet on a quarterly basis as part of the Resource Health and Safety Partnership Working Group.

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 update 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, 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 risk register are summarised below. The following new risks have been added:-
   ♦ Implications of the Scottish Fire and Rescue Service Unwanted Fire Alarm Signals Policy within the council's non-domestic estate
   ♦ Failure to comply with or meet the expected standards, scrutiny levels, or improvement as identified by regulatory bodies
   ♦ Third and private sector market capacity. The market has a level of fragility which means that there may be reduced choice to meet demand for services potential (impact on early learning and childcare)
   ♦ Inability to maintain infrastructure assets and property in a safe and well-maintained condition and failure to achieve objectives of asset / property reviews

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 changes in risk descriptions.

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

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

6. Insurance Hotspots

6.1. Following the completion of claims analysis reports by insurers, various areas of work have been identified to mitigate insured losses. Those which affected Education Resources include a property insurer survey programme which included 2 primary schools (St Bride's Primary School, Bothwell and Crosshouse Primary School); ongoing development of driving at work training 'Challenging Driver Behaviour'; and a Health and Safety/training review to be concluded by the Council's claims handlers, Gallagher Bassett, with the main focus being on violent incidents in schools (a report is due by the end of the year).

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 universal risk tolerance levels were updated as part of the review of the risk management strategy last year, with the ideal risk profile defined as:-
   ♦ No more than 10 per cent of residual risks at a very high level
   ♦ No more than 15 per cent of residual 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, i.e., 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 – Education Resources Heat Map

Likelihood		1 Negligible	2 Minor	3 Moderate	4 Major	5 Catastrophic
	5 Almost Certain				2	
	4 Likely			2	2	
	3 Possible			5	5	
	2 Unlikely				1	
	1 Rare					
		1 Negligible	2 Minor	3 Moderate	4 Major	5 Catastrophic
				Impact		

Table 2 –Education Resources Risk Profile

Risk Category	Risk Rating	Number of residual risks	Percentage of residual risks
1	Very high	4	24%
2	High	13	76%
3	Medium	0	0
4	Low	0	0

7.5.   It should be noted that whilst the profile shown in Table 2 appears out with the ideal universal risk exposure defined by the Risk Management Strategy, the risks shown relate only to Education Resources' top risks and those at the highest level currently being faced by the Resource and do not include low risk numbers, the inclusion of which would bring the profile within that of the Council average.

7.6.   Education Resources has ensured that all inherent risks scored at a very high and high level have well-informed, costed, practicable and necessary control measures in place and that a clear and workable strategy has been adopted. Where further control measures are required, these are included within the Resource risk control plan.

8.   Risk Control Actions
8.1.   Progress with completion of Resource Risk Control Actions is monitored monthly by the Central Risk Management team. This is also reviewed by the Resource Risk Group. There are no risk control actions for Education Resources due for delivery.

8.2.   Any actions to mitigate risks within the Risk Control Plan will be progressed by the relevant officers within Education.

9.   Major Projects, Partnerships, or Change
9.1.   Education Resources operates within several high-level partnerships including those in relation to school transport, early learning, and the school estate.

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

10.   Next Steps
10.1. The Resource Risk Management Group will continue to meet on a quarterly basis. 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 Resource'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.   Sustainable development issues are included within the Council's top risk register through being linked directly to the Council plan objective 'make communities safer, stronger and sustainable' and one of the 5 Education Resources priorities 'Empower learners to shape and influence actions on climate change and sustainability'.

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 the Resource Management Team.

Carole McKenzie
Executive Director (Education Resources)

17 November 2023

Link(s) to Council Values/Priorities/Outcomes
♦   Education and learning: inspiring learners, transforming learning, strengthening partnerships

Previous References
♦   Education Resources Committee – November 2022

List of Background Papers
None

Contact for Further Information
If you would like to inspect 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
1 Negligible	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
2 Minor	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
3 Moderate	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
4 Major	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
5 Catastrophic	Prolonged international, regional, and national condemnation	>£1million per annum	Catastrophic fail in service quality and key service standards are not met; long term catastrophic interruption to operations; several major partnerships are affected	National impact with rapid intervention of legislative/ regulatory body	Multiple fatalities; Or injuries to large number of people

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

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

The risk score is calculated as follows:

Likelihood score x Impact score = Risk Score

Appendix 2

Education Resources Top Risk Register 2022/2023 - Very High and High Risks

EDUCATION RESOURCES
Support Services

Education Resources
Top Risk Register 2023/2024

Version Control   **Version 1.2**

Version	Comment	Date
1.0	First Draft – added two new risks. Amened risk scores of top risks as per CMT report 31/8/2023 on annual review. Changed wording on Risk 1 description. Changed wording in Risk 2 description and raised residual score. Added new risks at number 12 & 3. Changed wording on Risk 6 description.	09/10/2023
1.1	After discussions with Risk Management, additional two risks at 5 & 16, with further controls to be considered / added.	19/10/2023
1.2	Feedback from EMT, additional information on risk description re. SFRS. Re-numbered risks in residual risk score order.	13/11/2023

Education Resources Top Risk Register 2023/2024

Risk Description	Inherent Risk Score	Sample Controls	Residual Risk Score	Service
1. Reduction in available funding and income. 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. **Council Top Risk**	25	▪ Continuous financial monitoring will take place in line with good governance arrangements. ▪ Regular meetings with Corporate Finance and other colleagues assist in reviewing, monitoring and identifying solutions to help work towards a balanced budget. ▪ Senior Officers contribute to corporate efficiency groups and the Resource is represented on the Corporate Procurement Group. ▪ Review groups both within Education and cross Resource continue to look at more effective service delivery models linked to national frameworks and strategic and operational plans. ▪ Financial support for inflationary levels e.g., for employee pay award, utilities and PPP contracts.	20	All
2. The council is unable to support households significantly impacted by the cost-of-living crisis. The council is unable to support households most impacted by the cost-of-living crisis resulting in increasing levels of poverty, debt, and damage to health. **Council Top Risk**	25	▪ Working to contribute towards the actions contained within the Child Poverty Action Plan ▪ In the context of the Cost-of-Living Crisis, and in light of school policy statements on assisting with the 'cost of the school day', numerous initiatives are in place to support children and families including e.g., breakfast clubs, free school meal payments during holiday periods, support with other welfare payments, sanitary products, IT devices, internet access, recycling school clothing and other physical resources.	20	All
3. Implications of the Scottish Fire and Rescue Service (SFRS) Unwanted Fire Alarm Signals Policy within the council's non-domestic estate. Whilst the risk of a fire starting within a non-domestic council property remains the same, the change in SFRS policy may result in a delayed response to the fire from the SFRS, increasing the severity of damage to the property and enhancing risk to life or injury from the fire.	25	▪ Support from Housing & Technical Resources to upgrade existing fire alarm systems so that confirmation of a fire can be provided as quickly as possible, and to minimise the need for staff to enter buildings to confirm the presence of fire. ▪ Publication of updated Guidance Document (GD24) for Property Responsible Persons (PRP), aligning with national guidance issued by the SFRS and Fire Industry Association. ▪ Communication with all PRP including management and personnel bulletins. ▪ Establishment of a new training module for relevant PRPs and staff. ▪ Support provided from Support Services Co-ordinators.	16	Schools / Early Years / YFCL / Support Services

Risk Description	Inherent Risk Score	Sample Controls	Residual Risk Score	Service
Although not a legislative change, the council do not currently have appropriate mechanisms in place to mitigate the potential impact of the change in SFRS policy. **Council Top Risk**		Control measures will continue to be identified and refined as understanding of how the policy change will impact building management and evacuation procedures.		
4. **Disruption to council services as a result of industrial action.** **Council Top Risk**	20	- Work with other Resources to maximise the use of available council staff and target support to priority areas. - Frequent and ongoing support for Headteachers and other managers in providing communications on up-to-date and consistent information for parents and learners. - Dynamic Risk Assessment undertaken to review the position each time a strike is announced.	16	All
5. **Third and private sector market capacity.** The market has a level of fragility which means that there may be reduced choice to meet demand for services. Providers are potentially unable to sustain their business models, which could result in a deterioration in service standards and provider closures, with the council requiring to source alternative service provision. **Council Top Risk**	25	- Open and regular communication with partnership nurseries and childminders. Ability for other nurseries to become partner providers. - Clear and up to date capacity information held on council early learning and childcare establishments. - Links with SPT and fleet services to keep abreast of issues within the transport sector. - Council procurement frameworks in place for ASN transport, review underway for 2024. - Work with procurement colleagues where issues arise to secure further suppliers/service providers e.g., counselling services.	12	All
6. **Failure to meet sustainable development and climate change objectives and timescales in such a way to support a fair and just transition.** Failure to meet local objectives will limit the council's ability to meet organisational objectives. This can increase cost, damage reputation and affect health and wellbeing. **Council Top Risk**	20	- Close working with other Resources to reduce energy usage and non-recyclable waste within educational establishments. - Membership of the council's Climate Change and Sustainability Steering Group. - Participation in Climate Literacy training for some Education Staff, to raise general awareness and promote the Climate Change Agenda to others. '*Empower learners to shape and influence actions on climate change and sustainability*' is now one of Education Resources' 5 key priorities. - Facilitating children and young people to raise awareness and use their voice on the agenda of climate emergency, for example Youth Forum on Climate Change and Sustainability contributing to	12	Support Services / CQIS

Risk Description	Inherent Risk Score	Sample Controls	Residual Risk Score	Service
		community planning events, and mini 'COP' events for primary schools (COS1 October 2022) and for secondary schools (COS2 planned for Feb 2024). ▪ Seek to share knowledge, experiences and accessing of resources with partners such as Keep Scotland Beautiful, Education Scotland the West Partnership. ▪ Working with schools on promoting the environmental aspects of the curriculum and encouraging pupil ownership of local targets.		
7. **The council does not have the appropriate emergency / business continuity plans, contingency arrangements or partnership in place to respond to / or recover from a pandemic / endemic event.** **Council Top Risk**	25	▪ Contribute to corporate and business continuity forums which provide a horizon scanning and scenario approach so that the impact on schools and services is duly considered. ▪ Strong links established with NHSL Public Health teams to mitigate and take actions associated with a pandemic and/or other health related matters. Pan Lanarkshire Tactical Group able to reconvene under the auspices of the Local Resilience Partnership in the event of Covid-19 or other pandemic scenarios. ▪ Regular liaison with all Headteachers and other stakeholders to provide up to date information on continuity planning, revised curriculum delivery and robust health and safety arrangements to minimise infection transmission in educational establishments including e.g., Risk Assessment, Safe Systems of Work, general health advice via health colleagues to support children, young people and staff, PPE provision. ▪ Specialist support and advice from Educational Psychologists for children, young people and employees. ▪ Frequent and ongoing support for Headteachers and other managers in providing communications on up-to-date and consistent information for parents and learners. ▪ Critical incident procedures are in place and the Management Team will be active in assessing impact and liaising with the council's business continuity advisor team who report to the CMT. ▪ Continued readiness of alternative service delivery models to be able to adapt to any further potential pandemic restrictions. ▪ Consider a range of approaches to deliver remote learning support if necessary.	12	Support Services
8. **Failure to improve educational achievement and attainment and meet**	25	▪ This is a national issue with schools and establishments taking forward priorities within the National Improvement Framework,	12	All

Risk Description	Inherent Risk Score	Sample Controls	Residual Risk Score	Service
the aims of the National Improvement Framework. Improvement in attainment particularly in literacy and numeracy, reducing the poverty related attainment gap, promoting health and wellbeing and improving positive school leaver destinations are priorities for all schools. The availability of resources, curricular changes, standards of leadership and wider socio-economic issues can affect levels of attainment and achievement. This applies also to adult literacy and numeracy initiatives as well as other community learning activities.		(including using PEF and SEF funding) in order to raise attainment in literacy and numeracy, close the equity gap and provide more positive destinations. ▪ Continuous improvement remains an overarching aim of Education Resources with a current focus on health and wellbeing, continuity of learning and continued focus on recovery post pandemic. ▪ Trend data available for analysis. Positive strides have been made in enhancing analytic skills within schools. Progress is monitored continuously at primary and secondary levels and actions taken where required. ▪ Support and challenge from Quality Link Officers and Locality Managers.		
9. **Failure to promote positive relationships and understand distressed behaviours.** Failure to promote positive relationships and understand distressed behaviours can lead to continuing behaviours which can disrupt effective teaching and learning. It can affect school and individual performance, lower employee morale and divert resources from front line provision. This also links into the **Council Top Risk** 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 also detailed in number 17 below. Failure to proactively understand distressed behaviour and continue to seek positive strategies in relation to children and young people can lead to serious physical or	20	▪ The 'Promoting Positive Relationships and Understanding Distressed Behaviour' Resource is now embedded across the Resource for all establishments and supported by a learn-online module providing CPD for all staff. Additional specialist intervention training is available where required. Established procedures for clear recording of incidents, including those reported as violent incidents are also in place along with additional supports for those employees affected. ▪ Multi agency planning processes based on a staged intervention approach facilitate information sharing and robust assessment and planning responses. ▪ Continued use of anti-bullying guidance 'Treat Me Well' developed in partnership with Respect Me, the national organisation for anti-bullying. ▪ Schools now using this as a basis when considering the introduction of a variety of supports such as peer mentors, mediation, health ambassadors and other initiatives to support the messages of anti-bullying, respect and the importance of positive mental health and wellbeing. Process for recording and monitoring of incidents in place. ▪ Pupil counselling services in place. ▪ Working group with Trade Union partners to consider issues and consider potential improvement to processes.	12	Inclusion Services

Risk Description	Inherent Risk Score	Sample Controls	Residual Risk Score	Service
psychological injury as well as creating barriers to learning, affecting council reputation and increasing the risk of litigation. For some, extended lockdown or isolation periods has increased distressed behaviours when accessing their education.		▪ Use of data gathered/research undertaken post lockdown to assist with issues arising post covid pandemic lockdown periods. ▪ Availability of training to support effective learning and teaching for children with additional support needs.		
10. Procurement activity is affected by supply chain issues; a lack of resources; non-compliance or legal challenge. Failure to meet statutory procurement requirements can result in poor contract management, poor value for money, legal challenge and financial penalty. **Council Top Risk**	25	▪ Representation on Corporate Procurement Review Groups. ▪ Regular meetings with procurement colleagues on issues arising and planning for contract requirements and contract renewals. ▪ Working with the Central Procurement Team to ensure an effectively targeted PEF/SEF spend while still ensuring procurement compliance. ▪ Regular interface meetings between Education and Procurement to allow sharing and resolving of issues and to ensure compliance. ▪ Significant project work on Education Services Procured Service Arrangement (PSA) involving cross Resource inputs. ▪ Working with other partners such as SPT to better plan and mitigate service delivery issues due to market conditions.	12	All
11. Lack of clear and complete data transfer from early years to P1 in relation to child protection or support required with ASN.	16	▪ Ensure manual processes are in place for the transfer of all relevant data, which should be complete and timely, and in place while IT solution is being sought. ▪ Consider adequate resourcing to support new developments, impact analysis of service requirements and levels of training rollout. ▪ Cross Resource working on risk mitigation. Work with other local authorities to gain shared solutions where possible, design in-house systems or purchase IT products.	12	All
12. Failure to comply with or meet the expected standards, scrutiny levels, or improvement as identified by regulatory bodies. Inability to meet minimum requirements of Education Scotland or Care Inspectorate - either in council run or partner establishments. **Council Top Risk**	25	▪ Use of Care Inspectorate Quality Frameworks and other National Improvement Frameworks to enhance practice. ▪ Regular engagement with early years partner providers with access to support and training. ▪ Improvement plans developed at both establishment and service level. Support and challenge from Education Quality Link Officers and Locality Managers. ▪ Access to resources, training and regular meetings with HQ Officers and Heads of Service.	9	Early Years / Schools / CQIS

Risk Description	Inherent Risk Score	Sample Controls	Residual Risk Score	Service
13. Information governance not subject to adequate control ICT and other data rich processes in Education fail to meet service user, employee and legislative requirements. Failure to have an effective strategy and mechanisms in place to manage and protect the data we hold can increase the risk of fraud, theft, organised crime and cyber-attacks as well as leading to loss of trust with stakeholders and damage to the reputation of the Resource and Council. Failure to comply with legislative requirements associated with information governance and data management (including GDPR sharing data, systems failure, virus attack, loss of confidential or sensitive information, outdated equipment, inappropriate access, misuse of email and online protection) will have adverse consequences for the council. **Council Top Risk**	20	▪ Mandatory information governance training/GDPR. ▪ Information sharing protocols and data transfer procedures are in place. ▪ Operating Procedure providing guidance on the use of electronic devices. ▪ As part of the school ICT managed service contract, virus protect software is updated and downloaded regularly, and workstations and servers are also refreshed regularly. ▪ Appropriate Privacy Impact Assessments in place for all 3rd party apps in use within schools. ▪ Continued development of online systems for more effective data collection, analysis and secure storage and retrieval e.g., introduction of ParentPortal.	9	All
14. Failure to meet Child Protection and other care and wellbeing legislation. Failure to meet Child Protection requirements can result in significant harm to children and young people. Failure to provide appropriate levels of care and welfare within school can lead to harm, injury, isolation and create barriers to learning. Failure to progress a Healthy Lifestyle agenda can lead to poor eating habits, lack of exercise and poor health as well as challenging behaviours, disruption and poor engagement.	25	▪ Our Child Protection procedures are firmly embedded in all schools and services. The importance of reporting and recording arrangements on our management information systems is well established. All schools have a policy on notification of unauthorised pupil absence. ▪ GIRFEC is an Improvement Priority within Resource and Establishment planning. Child Protection training is mandatory for all employees. ▪ Effective participation in the multi-agency Children's Services planning process. ▪ External validation on care and welfare practices is in place via HMIe / Care Inspectorate inspections.	9	Inclusion Services

Risk Description	Inherent Risk Score	Sample Controls	Residual Risk Score	Service
Failure to manage non-attendance can result in increased risks for children, lower attainment and achievement, disengagement with key services, poor results for schools and damage to council reputation.		▪ Emphasis on supporting vulnerable children, young people and families within our recovery planning. ▪ Enhanced support through continued roll out of Pathfinders,		
15. Lack of capacity and skills to meet increased service demands. A significant reduction in appropriately trained and competent employees as a result of budgetary reduction can result in poor performance, ineffective change management, reduced levels of provision, establishment closures, unsafe working practices, low morale and stress. **Council Top Risk**	20	▪ The Resource Learning, Development and Workforce Planning Board provide clear strategic direction on employee development linked directly to corporate and Resource planning. A Resource Learning and Development Plan is in place. Workforce planning and succession planning procedures are well established. Staff undertake a range of mandatory courses to ensure compliance with essential relevant training requirements. There is effective partnership working with Trade Unions on outcomes from wide scale consultative processes such as the Employee Survey. ▪ Where budget savings have reduced the number of employees within a service, a review of priorities and tasks is completed to ensure change is planned and the impact on all stakeholders is minimised as far as possible. ▪ Education has seen a significant increase in online employee learning and agreed a formal partnership with TUs on future mandatory training. ▪ Training improves practice and provides effective risk control. On-going resources available via the Education run Staff Leaning Centre. Inclusion Hub and the recently launched 'Feed'. ▪ Ongoing consideration to changes in recruitment approaches e.g., timing and advertising options to maximise levels of interest.	9	All
16. Inability to maintain infrastructure assets and property in a safe and well-maintained condition and failure to achieve objectives of asset / property reviews. **Council Top Risk**	16	▪ Liaison with Housing & Technical colleagues to ensure any spend, particularly from a reducing budget or where markets conditions are incurring higher than normal costs, is targeted to priority areas. ▪ Issues relating to health and safety, wind and watertightness or which threaten service closure are treated as priority, however other elements of maintenance may then be progressed at a slower pace. ▪ ICT contract in place for provision of ICT in schools, however any future financial constraints may affect elements of provision.	9	Schools / Early Years / Support Services
17. Failure to ensure the health, safety and wellbeing of employees and the protection of service users and members	20	▪ All educational establishments use the Corporate Occupational Health and Safety Management System.	8	Support Services

Risk Description	Inherent Risk Score	Sample Controls	Residual Risk Score	Service
of the public in the delivery of council services. Failure to comply with current Health and Safety legislation and guidance can result in injury or death to employees and service users. The council would be liable for such occurrences and as such at risk of prosecution. **Council Top Risk**		▪ Detailed Employee Health and Safety risk assessments and SSOW for all sectors and curricular areas. All properties are inspected regularly in line with Fire and Workplace Health and Safety regulations. A Health and Safety Training Matrix and Resource Health and Safety Strategy Group in place. ▪ Clear processes for Fire Inspection and Property Maintenance Audits are in place in all establishments. ▪ Incident reports are analysed monthly in partnership with HTR (break-in, fire, and vandalism). ▪ Schools have fire sprinkler or suppressor systems. ▪ Regular liaison with the council's Health and Safety Team. ▪ Headteachers and managers are supported in their management of risk by Support Services Co-ordinators. ▪ All grade 5 Managers and above will complete IOSH accredited training.		

Appendix 3: Comparison of the 2023 and 2022 Resource risk registers

Risk Category	Key risk	2022 Residual risk score	2023 Residual risk score	Change in residual risk scores	Changes to key risk descriptions
1 **Very High** **(15-25)**	**Reduction in available funding and income.**	20	20	No change	Wording updated to remove effects of pandemic. Wording around price increases streamlined.
	The Council is unable to support households significantly impacted by the cost-of-living crisis.	20	20	No change.	
	Changes in the response to automatic fire alarms by the Scottish Fire and Rescue Service within the council's non-domestic estate	N/A	16	New Risk	
	Disruption to Council services as a result of industrial action	16	16	No change.	
2 **High** **(8-12)**	**Third and private sector market capacity.**	N/A	12	New Risk	
	Failure to meet sustainable development and climate change objectives and timescales in such a way to support a fair and just transition.	12	12	No change	
	The Council does not have the appropriate emergency / business continuity plans; contingency arrangements or partnership in place to respond to / or recover from a pandemic / endemic event.	12	12	No change	
	Failure to improve educational achievement and attainment and meet the aims of the National Improvement Framework.	12	12	No change	
	Failure to promote positive relationships and understand distressed behaviours.	12	12	No change	

Procurement activity is affected by supply chain issues; a lack of resources; non-compliance or legal challenge.	12	12	No change	
Lack of clear and complete data transfer from early years to P1 in relation to child protection or support required with ASN.	9	9	No change	Change in focus of SEEMIS decommissioning impact on Early Years transition solely.
Failure to comply with or meet the expected standards, scrutiny levels, or improvement as identified by regulatory bodies	N/A	9	New Risk	
Information governance not subject to adequate control	9	9	No change	
Failure to meet Child Protection and other care and wellbeing legislation.	9	9	No change	
Lack of capacity and skills to meet increased service demands.	9	9	No change	
Inability to maintain infrastructure assets and property in a safe and well-maintained condition and failure to achieve objectives of asset / property reviews.	N/A	9	New risk	
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.	8	8	No change	