Report

Report to:	**Community and Enterprise Resources Committee**
Date of Meeting:	**13 December 2022**
Report by:	**Executive Director (Community and Enterprise Resources)**

Subject:	**Update of the Community and Enterprise 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 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 is 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 twenty-five (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 One.

3.5. The last update of the Community and Enterprise Resources Risk Register was reported to Committee on 28 September 2021.

3.6. The Resource's top risk register, and risk control plan has been reviewed. This work was completed in August 2022.

3.7.   The Central Risk Management team annually reviews Resource compliance with the Risk Management Strategy. The outcome of the 2021/22 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 gave consideration to 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:-
   ♦   Three new top risks have been added
      ♦   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 (**SLC Top Risk**)
      ♦   The Council fails to deliver the outcomes of the Community Wealth Building Strategy (**SLC Top Risk**)
      ♦   Failure to achieve the outcomes of the Council Plan (**SLC Top Risk**)
   ♦   The previous Grounds Service risk which covered the damage caused by Ash Dieback disease has been re-scored as a high risk and re-categorised as an 'all service' risk due to the potential impact on other services
   ♦   The 'EU Exit' risk has been removed as a Council top risk as this is no longer considered a corporate issue for the Council. This remains as a CER top risk, scoring high, to allow any residual risk issues to be addressed.
   ♦   The Emergency Response Council top risk has been transferred to Finance and Corporate Resources

5.6.   Risks scored 15 to 25 are considered to be very high risks and risks scored eight 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 Two.

5.7. Appendix Three provides a comparison of risk scores for 2021 and 2022. 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. Following the completion of claims analysis reports by insurers, various areas of work have been identified to mitigate insured losses. Those which affect Community and Enterprise Resources include a property insurer survey programme; ongoing development of driving at work training; and a Health and Safety/training review to be undertaken by the Council's claims handlers:

  ♦ **Property**
    ♦ A property insurer survey programme is underway
    ♦ Work to address functionality and reliability of CCTV systems across South Lanarkshire

  ♦ **Motor**
    ♦ Following the development and launch of a 'Challenging Driver Behaviour' learn online course for managers this year, a review to be undertaken on the uptake and steps taken to ensure that all managers with responsibilities for driving at work complete the course.
    ♦ Development and roll out of the same 'Challenging Driver Behaviour' learn online course for all drivers
    ♦ Following the update and roll out of motor insurance procedures this year, managers have been asked, through a more detailed post incident interview process, to establish the root cause of motor accidents and identification of support/corrective action, where required. Continued support and monitoring of this process via the Drivers Safety Group
    ♦ Continued factfinding investigations into accidents, as per guidance which forms part of the Council's driving at work procedures

  ♦ **Combined Liability**
    ♦ Health and Safety/training review to be undertaken by the Council's claims handlers, Gallagher Bassett
    ♦ Roads and Transportation Services to trial technology associated with road safety inspections and network condition surveys

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 One below shows the top risks heat map, i.e. it details the total number of risks for each individual residual risk score. Table Two below notes the overall risk profile for the top risks.

Table One – Community and Enterprise Resources Top Risks Heat Map

Likelihood	**5** Almost Certain	0	0	1	2	0
	4 Likely	0	2	3	1	0
	3 Possible	0	3	7	4	0
	2 Unlikely	0	4	10	2	0
	1 Rare	0	3	4	4	0
		1 Negligible	**2** Minor	**3** Moderate	**4** Major	**5** Catastrophic
				Impact		

Table Two – Community and Enterprise Resources Top Risks Risk Profile

Risk Category	Risk Rating	Number of risks	Percentage of risks
1	Very high	4	8%
2	High	18	36%
3	Medium	21	42%
4	Low	7	14%

7.5. Despite the fact that the profile noted in Table Two is outwith 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 have 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 2021/22 have been completed. One hundred per cent (2/2) of these risk control actions were completed on time against an overall Resource target of 90 per cent. A further 4 have completion dates for March 2023

8.2. Details of the completion of risk control actions during 2021/22 and those due in 2022/23 to date are contained in Table Three below.

Table Three – Completion of top risk control actions

	2021/22	2022/23 (as at 16 September 2022)
Total number of actions due	2	4
Completed on time	2	0
Completed late	0	0
Due to be completed at a later date	0	4

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

8.4. There are four risk control actions due for completion during 2022/23. 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, 26 partnerships have been identified. Four of these are considered to be high risk, these are the Clyde Gateway Partnership, SPT, City Deal and Climate Ready Clyde Partnership. The remaining 22 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. 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'

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)

21 November 2022

Link(s) to Council Values/Priorities/Outcomes
♦ Accountable, effective, efficient and transparent

Previous References
♦ Community and Enterprise Resources Committee – 28 September 2021 - Annual update on Resource Risk Register and Risk Control Action Plan

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 One – 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		Negligible	Minor	Moderate	Major	Catastrophic
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 Two
Community and Enterprise Resources Risk Register (as at October 2022)
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 including the residual impact of the pandemic, and the increased cost of services due to rising inflation and the cost of living crisis, results in increasing budget gaps. The Council is seeing considerable increases in prices in terms of energy, fuel and food costs reflecting the global economic environment. These will have an impact on the current and future years' Budget Strategy. This may also affect the level of service that the council can provide. **Council Top Risk**	25 Very high	• Reports prepared to Council timetable and reported to Finance, CER Committee to provide assurances that income and expenditure is within budget and regular updates provided to Director of Finance • Robust arrangements in place to monitor service delivery outturns against budgets • Implications of changes to service provision managed through consultation, impact assessments and Trade Union negotiation. • Promotion of new/updated policies via Website, Press, Social media etc. • Management of outsourced work including regular contractor meetings as appropriate.	20 Very high
	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 Very high	• Provision of support to local business by Economic Development • Increased School Meal provision / breakfast clubs • Resourcing and support to the provision of 'Warm Spaces' hubs in Lifestyle Centres/ Libraries and other council properties.	20 Very High

Risk Category	Key risk	Inherent Risk Score	Sample of Controls	Residual Risk Score
High	The council fails to maximise the benefits of the Community Wealth Building Strategy **Council Top Risk**	25 Very High	• Supplier Development Programme provides training to businesses on how to bid for contracts/meet the buyer events • Work with Scottish Enterprise, Scottish Development International and Glasgow City Region partners to raise the profile of investment opportunities • Support is provided to all businesses through the council's Business Support Team and Business Gateway Lanarkshire service • Reporting schedule in place to monitor progress through Sustainable Development and Climate change Strategy	16 Very High
High	Failure to meet sustainable development and climate change objectives **Council Top Risk**	20 Very High	• Sustainable development and climate change is mainstreamed across the Council and associated Plans, Policies and Strategies • Implementation of the Council's Sustainable Development and Climate Change Strategy and Carbon Management Plan • A long-term capital programme that tackles climate change mitigation and adaptation • The preparation of a pipeline of climate change mitigation and adaptation projects to attract investment/funding • Active membership in Climate Ready Clyde regional adaptation partnership	15 Very high
2 High (8-12)	The council does not have the appropriate emergency / business continuity plans; contingency arrangements or partnerships	25 Very high	• The ability to adapt funding to support community and third sector groups, e.g. government support provided via additional	12 High

Risk Category	Key risk	Inherent Risk Score	Sample of Controls	Residual Risk Score
	in place to respond to/or recover from a pandemic/endemic event. **Council Top Risk**		• funding to support vulnerable groups, hardship funds etc. • 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 • Budget monitoring and re-alignment arrangements in place for lines that could potentially be affected by loss of income	
	The Council is significantly affected by the impact of the UK leaving the European Union (Brexit) • Limited procurement options and contract restrictions • Loss of EU funding • Implications of changes to free movement of trade and people • Demand on business support services could be affected	25 Very high	• All grants covering ESF, ERDF activity up to April 2023 approved and grant accepted prior to deadlines • Economic Development provides ongoing support to businesses within the South Lanarkshire area and gathers information and intelligence through partners and business networks • Implementation of the UK shared prosperity fund which replaced the previous ESF/ERDF funding streams • Contractor and supplier management arrangements in place including regular contract management for Contractors with meetings as appropriate	12 High
	Fraud, theft, organised crime and cyber attacks **Council top risk**	20 Very high	• CER Fraud risk register in place and updated annually. • Fraud, Cyber / Information security Training Learn on Line Modules; mandatory for all employees	12 High

Risk Category	Key risk	Inherent Risk Score	Sample of Controls	Residual Risk Score
	Information governance not subject to adequate control **Council top risk**	20 Very high	• Compliance with Information Governance Strategy • Retention schedules • Electronic Content Management System (ECM) • Completion of annual information Governance checklist	12 High
	The council fails meet statutory and legislative duties in respect of public protection **Council Top Risk**	16 Very high	• 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, • Ongoing review of contaminated land strategy and maintenance of register of contaminated land • 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 • Partnership working with police Scotland and NHS • Raising awareness of current scams and frauds being perpetrated in the local community	12 High
	Failure to work effectively with the private sector to support local businesses, town centres and the rural economy	16 Very high	• 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	12 High

Risk Category	Key risk	Inherent Risk Score	Sample of Controls	Residual Risk Score
			Programme including strategic development and delivery of events, training and e-commerce • Regular operational and steering group meetings and ongoing liaison with partnership authorities. (e.g. EK task force and Clyde Gateway, Lanarkshire Area Tourism Partnership) • 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	
	Lack of capacity and skills to meet increased service demands **Council top risk**	20 Very high	• Performance Appraisal (PDR) process including service learning and development priorities and employee training plans • The Workforce strategy provides greater level of organisational control rather than service/resource specific and has a focus on agile working. • Management Development and Leadership Challenge Programme • Stress audit tool • Effective partnership working with Trade Unions	9 High
	IT development and functionality does not keep pace with changing service requirements **Council Top Risk**	20 Very high	• Service IT requirements restricted to reflect available resources • IT service plan closely monitored and progress reports issued to the IT Strategy Group/ICT Board on a regular basis	9 High

Risk Category	Key risk	Inherent Risk Score	Sample of Controls	Residual Risk Score
	Ash Dieback Disease	20 Very high	• Raising awareness of ash dieback and the issues it may cause • Preparing and implementing an Ash Dieback Action Plan • Assisting with recovery of landscape and infrastructure affected by ash dieback	9 High
	Failure of unrestricted substandard bridges • Injury to people, damage to assets and network interruption/disruption	16 Very high	• Implement and maintain enhanced structural monitoring • Maintain list of qualifying structures • Implement appropriate reactive mitigation measures when need for repair identified. • Option to close if absolutely necessary	9 High
	Failure to secure external funding and effectively manage funds / maximise investment	16 Very high	• CMT approval process for external funding • Manage expectations of Councils income at outset • Funding and compliance section investigate all methods of external funding	9 High
	Failure to improve SLC infrastructure	16 Very high	• Roads investment programme. • Major programme of carriageway upgrading to improve the road condition being undertaken - progress monitored closely through iMPROVE. • Regular monitoring by managers of progress and budgets. • Improvements to road related infrastructure using Roads Investment Programme and external funding.	9 High
	Increasing levels of adverse weather **Council Top Risk**	16 Very high	• Council wide emergency planning arrangements, Duty Manager, standby rota and weather forecasting systems in place • Effective management of existing budget resources through regular reporting and dialogue with Exec Dir Finance and	9 High

Risk Category	Key risk	Inherent Risk Score	Sample of Controls	Residual Risk Score
			Corporate and investment in flooding infrastructure • Remote monitoring of high risk flood sites using flood camera/telemetry solutions • Winter weather procedures, Winter Service Policy and Ops manual and dedicated flood risk management team • Pothole inspection and pro-active rectification programme using sub-contractors during extended severe weather	
	Impact of Waste Management market changes • Changes to global economic policy changes resulting in market collapse and inability to dispose of recycled products	12 High	• Market changes monitored through waste industry network groups and via meetings with contractors • Contracts include contingency arrangements including back up provision for alternative suppliers • Operational monitoring process in place • Waste Awareness Team – ongoing initiatives to promote and improve levels of domestic recycling	9 High
	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 **Council Top Risk**	20 Very high	• Occupational Health and Safety Management System embedded throughout Resource • Risk Assessments and Safe Systems of Work and associated local management procedures developed and implemented • Resource, Service and Trade Union communication and consultation arrangements in place • H&S Training matrices (Specific training requirements for employees at Service level within the Council)	8 High

Risk Category	Key risk	Inherent Risk Score	Sample of Controls	Residual Risk Score
			• Programme of H&S Audits and Inspections undertaken	
	Failure to achieve the outcomes of the Community Plan **Council Top Risk**	20 Very high	• Partners signed up to Community Plan 2022-2032 and have agreed to mainstream the Sustainable Development Goals to work on the Partnership • Governance arrangements via the Community Planning Partnership Board • Regular progress reporting to RMT/CMT/Committee • Community Planning Risk Register maintained and monitored	8 High
	Failure to achieve the outcomes of the Council Plan **Council Top Risk**	20 Very High	• Annual performance reporting • Governance arrangements via the Executive Committee, Performance and Review Scrutiny Forum and CER Resource Committee	8 High
	Increased costs providing winter maintenance • Failure to provide essential services during periods of extreme winter weather	12 High	• Effective management of existing budget resources through regular reporting and dialogue with Exec Dir Finance and Corporate. • Salt stocks and storage capacity • Winter weather procedures, winter service policy and ops manual • Daily winter task force meetings held during periods of extreme weather to ensure service delivered in most efficient and effective way. • Implementation of the actions arising from the review of winter maintenance	8 High

Appendix 3 – Comparison of the 2022 and 2021 Resource risk register

Risk Category	2022 Risk description	2021 Residual risk score	2022 Residual risk score	Change in residual risk scores	Key changes
Very High	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	N/A	20	New risk	The focus of this new risk is on the support that the council can provide to households. The council's support role is only a small part of the mitigation, with the Government and Energy Companies playing a lead role.
Very High	Reduction in external funding and fees/income received by the Council, as well as the increased demand for services including the residual impact of the pandemic, and the increased cost of services due to rising inflation and the cost-of-living crisis, results in increasing budget gaps. The Council is seeing considerable increases in prices in terms of energy, fuel and food costs reflecting the global economic environment. These will have an impact on the current and future years' Budget Strategy. This may also affect the level of service that the council can provide.	20	20	=	The risk description has been updated, to reflect the level of Government grant received, inflationary increases, rising energy costs, reduced income (cost-of-living crisis) and greater pressure on council budgets

Risk Category	2022 Risk description	2021 Residual risk score	2022 Residual risk score	Change in residual risk scores	Key changes
	The council fails to maximise the benefits of the Community Wealth Building Strategy	N/A	16	New Risk	This new council risk recognises the importance of councils Community Wealth Building (CWB) strategy. CWB is an alternative approach to traditional economic development and a fundamental shift in the councils approach across a number of services.
	Failure to meet sustainable development and climate change objectives	15	15	=	The risk has been updated to reflect the recently approved strategy and pending development of an action plan.
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.	16	12	↓	The risk description has been refocused to consider potential future events and residual effects of the current pandemic being managed at Resource level.
	Fraud, theft, organised crime and cyber attacks	12	12	=	The risk has been updated to reflect the global increase in cyber attacks
	Information governance not subject to adequate control	12	12	=	
	The council fails meet statutory and legislative duties in respect of public protection	12	12	=	
	The Council is significantly affected by the impact of the UK leaving the European Union (Brexit)	12	12	=	No longer considered a top risk for the council, remains on CER register until residual risk issues are addressed

Risk Category	2022 Risk description	2021 Residual risk score	2022 Residual risk score	Change in residual risk scores	Key changes
	• Limited procurement options and contract restrictions • Loss of EU funding • Implications of changes to free movement of trade and people • Demand on business support services could be affected				
	Failure to work effectively with the private sector to support local businesses, town centres and the rural economy	12	12	=	Introduction of the new Community Wealth Building top risk provided opportunity to combine three business support risks
	Lack of capacity and skills to meet increased service demands	9	9	=	The risk has been updated noting difficulties with the recruitment and retention of staff
	IT development and functionality does not keep pace with changing service requirements	9	9	=	
	Increasing levels of adverse weather	9	9	=	The risk has been updated to cover droughts/water supply issues and wildfires
	Ash Dieback Disease	N/A	9	New CER risk	The focus of this risk is to ensure the development of an Ash Dieback Action Plan in line with the Ash Dieback Toolkit (Scotland), the four key parts of the approach are Awareness, Planning, Action and Recovery. Ash Dieback has the potential to lead to long lasting changes in our landscape, tree populations and canopy cover and loss of ecosystem

Risk Category	2022 Risk description	2021 Residual risk score	2022 Residual risk score	Change in residual risk scores	Key changes
					services potentially leading to reduce carbon lockup. Tree failures could result in an increase in road network disruptions, flooding, and a potential significant increase in vehicle and property claims.
	Failure of unrestricted substandard bridges • Injury to people, damage to assets and network interruption/disruption	9	9	=	
	Failure to secure external funding and effectively manage funds / maximise investment	9	9	=	
	Failure to improve SLC infrastructure	9	9	=	
	Impact of Waste Management market changes • Changes to global economic policy changes resulting in market collapse and inability to dispose of recycled products	9	9	=	
	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	=	
	Failure to achieve the outcomes of the Community Plan	8	8	=	

Risk Category	2022 Risk description	2021 Residual risk score	2022 Residual risk score	Change in residual risk scores	Key changes
	Failure to achieve the outcomes of the Council Plan	N/A	8	New risk	This new risk recognises the importance of achieving the values, visions, priorities and outcomes set out in the Council plan
	Increased costs providing winter maintenance • Failure to provide essential services during periods of extreme winter weather	8	8	=	