

Risk Register

Print Date: 13 Sep, 2024

Risk Code	Risk Event	Primary Risk Category	Secondary Risk Categories	Risk Type	Active	Causes	Risk Effects	Initial Impact	Initial Likelihood	Initial Risk Rating	Proximity	Existing Controls	RiskTreatment	Revised Impact	Revised Likelihood	Revised Risk Rating
SR1	4.1.5. There is a change in external political leadership with different priorities.	Political		Strategic Risk	Active	UK and Scottish Elections. Constitutional change.	Financial cost. Fail to meet Strategic Priorities. Changing Strategic Priorities. We do not have the support of the Scottish Government or the UK Government. Economic uncertainty.	3.00 Significant	2.00 Possible	Medium	Medium-term	COSLA. Islands Growth Deal. Corporate Strategy 2022-27. Financial Plan. Constitutional documents. Good networks, including with both Governments.	Retain the threat	3.00 Significant	2.00 Possible	Medium
SR2	4.1.4. Continued reduction of income streams.	Budget / Financial	• Political	Strategic Risk	Active	UK Budget. Scottish Government Budget. Local Government Funding. Priorities of Scottish Government.	Reduction in local services. Failure to meet statutory services. Impact on island economy. Reducing financial reserves to absorb future financial challenges. Difficulties in developing medium-term financial strategy due to One-year financial settlements from Scottish Government.	3.00 Significant	4.00 Almost Certain	High	Current	Engagement with COSLA. Engagement through Scottish Directors of Finance. Scottish Government (through SOA/LOIP). Public Service Reform. Single Authority Model.	Retain the threat	3.00 Significant	4.00 Almost Certain	High
SR3	4.1.4. Unplanned expenditure / budget savings are not realised	Budget / Financial		Strategic Risk	Active	Additional cost associated with recovery and replacement of systems following the cyberattack. Agreed savings proposals not implemented. Overspends - projects, winter maintenance, mainland placements, severe weather (climate change). Increased energy costs. Pay inflation climbs above budgeted figures. Inflationary increases in contracts, e.g. bus service, air service. Health & Social Care demand. Fraud. Construction market volatility (see SR20).	Further reduction in financial reserves. Failure to meet statutory services. Necessary reduction in services required to make savings - Service Redesign. CRC Financial implications.	3.00 Significant	3.00 Likely	High	Current	Balances. Review of Earmarked Reserves to identify funds that can be released to support the budget. Monitoring and management of known budget pressures, such as Mainland Placements. Project monitoring through Investment Delivery, and by Budget Board, Service Committees and Policy & Resources Committee. E-Mentoring and external advocacy.	Retain the threat	3.00 Significant	3.00 Likely	High
SR4	1.1.5. Destabilisation of local economy. Failure to support growth in key sectors and progression of key infrastructure projects.	Budget / Financial	• Social	Strategic Risk	Active	Drop in working age population. Rising energy costs. Drop in consumer spending. Transport link problems. Scottish Highly Protected Marine areas. Resource issues means unable to invest in specific sectors, including for significant projects. Oil & gas decommissioning. Spaceport. OH radial interconnector does not progress. Failure to achieve equal coverage of Next Generation Broadband (NGB) connectivity to all areas of the OH. Outer Hebrides unable to influence decision makers and sources of finance (e.g. Cal Mac, Scottish and UK Government, Crown Estate).	Sector economic failure. Rise in unemployment. Lack of economic opportunity. Jobs are not created in rural areas. Decrease in population. Transport infrastructure restricts economic growth.	2.00 Moderate	3.00 Likely	Medium	Current	Outer Hebrides Economic Regeneration Strategy and Action Plan. Support to new and existing businesses. Support to traditional industries such as crofting, agriculture, textiles and fisheries. Population group established. SG assurance that 100% NGB coverage will be achieved. Efficient delivery of Planning and Building Services. Ferry Review Group. Capital Programme. Community Empowerment and Local Democracy. Islands Scotland Act and Islands Growth Deal. Levelling Up Funding. Digitalisation Strategy.	Reduce the threat	2.00 Moderate	2.00 Possible	Low

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SR6	3.1.2. Fail to ensure that appropriate Social Care Services are available for the people of the Outer Hebrides.	Social	• Reputational	Strategic Risk	Active	Insufficient resources to meet rising demand. Ageing population. Business decisions of external providers. Inefficient use of resources. Ineffective partnership working. Inadequately trained and supported management and workforce. Assets and infrastructure not fit for purpose. Service redesign. National Care Service not suitable for Island needs. Legacy of the impact of the pandemic in relation to unmet need, workforce challenges and the pressure across the health and social care system.	People are unable to live safely at home (or in a homely setting) for as long as they could. People unable to access social care services when they need it. Not achieving Best Value or best outcomes for service users/carers. Reputational damage. Poor inspection grades and outcomes.	4.00 Major	3.00 Likely	High	Current	Development of New Strategic Plan. Public Bodies (Joint Working) (Scotland) Act 2014. Integrated Corporate Management Team Restructuring of Care at Home Service. Partnership working with Housing stakeholders to deliver new campus and model of care and strategic planning for services to attract and retain workforce. Exceptional Care Board - professional, clinical and financial oversight for integrated exceptional care. Scottish Government Island Assessment Group for HSC. Integrated service delivery in Barra. Corporate Asset Management Plan. Social work eligibility criteria maintained at substantial/critical. Contracts and service level	Reduce the threat	4.00 Major	3.00 Likely	High
SR9	4.1.4. Partnership working failure (excluding the Adult Health & Social Care Integration Bill is addressed at SR6)	Budget / Financial	• Social	Strategic Risk	Active	Partner fails (legally, financially, other) or is no longer able to provide their side of the partnership. Grant or funding to partner is cut.	The responsibility to deliver the service or function for which the partnership was formed, may fall to Comhairle nan Eilean Siar.	3.00 Significant	2.00 Possible	Medium	Current	Community Planning Partnership. Regional Resilience Partnerships. Highlands & Islands Transport Partnership. COSLA. Service Level Agreements. Islands Scotland Act and Islands Deal Programme Director.	Retain the threat	3.00 Significant	2.00 Possible	Medium
SR11	1.1.3. Failure to provide adequate assets and infrastructure to support long-term service objectives.	Asset / Infrastructure	• Budget / Financial	Strategic Risk	Active	Insufficient revenue funding to ensure lifecycle maintenance. Lack of Capital Funding for investment. Lack of capacity in Construction Sectors. Severe weather (climate change). Construction Market Volatility (see SR20). Changes to building regulations.	Deterioration in asset condition. Not meeting regulations with regards to service delivery. Inefficient & unprioritised investment. Increased insurance claims. Increased Health & Safety risk. Increased maintenance costs (planned & reactive). Affects service delivery. Significant infrastructure damage.	3.00 Significant	3.00 Likely	High	Current	Use of Asset Management Plans to inform investment priorities. Allocation of funding and capital investment through Asset Investment Team. Health & Safety Policies. Insurance. Explore alternative sources of funding to supplement established capital programme etc.	Reduce the threat	3.00 Significant	2.00 Possible	Medium
SR13	4.1.4. The Comhairle fail to deliver high quality continuously improving services that are reflective of local needs.	Budget / Financial	• Social	Strategic Risk	Active	Reducing resources. Ageing population. Recruitment challenges. Failure to deliver projects. Partnership working. Political initiatives. Cyber Crime. Social unrest.	Corporate priorities are not fully delivered/supporting actions are ineffective.	3.00 Significant	2.00 Possible	Medium	Current	Local Outcome Improvement Plan. CnES Service Business Plans including Service Redesign. Public Service Improvement Framework. BVAR 2022. Public Reporting. Community Engagement. Emergency Plans. Risk Registers. Business Continuity Planning. Budget Board. Links with COSLA and Scottish Government. Digitalisation Strategy.	Retain the threat	3.00 Significant	2.00 Possible	Medium

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SR14	4.1.3. The Comhairle does not have the capacity, or a sufficient workforce, to deliver services. Rapid reduction of workforce.	Workforce	• Social	Strategic Risk	Active	Reduction in revenue funding. Depopulation. Working age population. Recruitment challenges. Brexit. Lack of integrated partnership planning. Pay grades and pay gap. Sickness absence. Industrial relations. Shortage in skilled workforce. Gender imbalances. Childcare shortages. Emergency Planning Event. Construction Market Volatility (see SR20).	Lack of effective succession planning. Vacant posts in areas containing statutory duties. Lack of engagement with staff (resulting in reduced pace of change). Strike action. Unable to deliver services. Reduced employee productivity.	3.00 Significant	2.00 Possible	Medium	Current	Organisational change. Workforce and succession planning. HR Sub-Committee. Joint Consultative Committee. Local Negotiating Committee. New Workforce Plan. Apprenticeship Strategy. Health & Wellbeing. Business Continuity Management. Emergency Plans. Employee Forum. Corporate Management Team. Safety Committees. Digitalisation Strategy.	Retain the threat	3.00 Significant	2.00 Possible	Medium
SR16	4.1.2. The Comhairle is unprepared for Climate Change. Failure to adapt to the effects of Climate Change.	Environmental	• Asset / Infrastructure	Strategic Risk	Active	Climate Change. Rising sea levels. Changing weather patterns. Increased adverse weather events. Lack of resource for mitigation and adaptation. Slowdown in climate mitigation and adaptation globally due to other pressures. Growing pressure of climate change impacts.	Unable to fulfil legislative and regulatory changes – political damage. Loss or damage to assets & infrastructure. Disruption to services and wider community. Economic activities disrupted; economic growth restricted.	3.00 Significant	3.00 Likely	High	Short-term	Climate Change Act 2009. Public Bodies Climate Change Reporting Duties. OHCPP Climate Change Working group. Comhairle Carbon Management Plan. Flood Risk Management Plan. Emergency Planning. Climate Change Senior researcher in post. Comhairle Climate Change Strategy and Action Plan. Development of Resilience Strategy.	Retain the threat	3.00 Significant	3.00 Likely	High
SR17	4.1.1. Disruption to services and to the wider community.	Workforce	• Social	Strategic Risk	Active	Emergency Planning Event, i.e. epidemic (affecting the UK, Scotland or Outer Hebrides) or pandemic (global). Extreme weather event. Climate Change.	Unable to deliver services. Surface water flooding, storm damage, drought, overheating. Panic and disruption, panic buying. Stressed supply chains. Increased unemployment. Recession. Community impacts. Local economy impacts. No travel. Increased absenteeism. Stressed NHS. Harmful to trade.	4.00 Major	2.00 Possible	Medium	Current	Emergency plans and protocols, i.e. Pandemic Flu, Excess Death. Business Continuity Plans. Corporate Management Team. Communications Officers. Preventing the further spread of infection. Environmental, organisational and general hygiene measures to reduce flu transmission. Self-isolation advice. Home-working operations.	Reduce the threat	2.00 Moderate	2.00 Possible	Low
SR19	4.1.5. Widespread cybercrime and cyber insecurity	Technological	• Budget / Financial • Reputational	Strategic Risk	Active	Internal threats. Rapidly evolving vulnerabilities in software or hardware. Global increase in cyberattacks. Artificial Intelligence.	Loss of data. Theft of data - misuse of personal information. Render computer systems inaccessible. Unable to deliver Comhairle services. Misinformation and disinformation.	4.00 Major	3.00 Likely	High	Current	Investment in cyber security - new technologies, and staffing. Improved cyber resilience. Draft Disaster Recover Plan. Establishing Cyber Risk Plan. Development of a Digital Strategy. Staff awareness through Microsoft Teams ICT Notices, Information Security Training course.	Reduce the threat	3.00 Significant	2.00 Possible	Medium

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SR20	3.1.3. Uncertainty in relation to Construction Market costings. Slow development and delivery of infrastructure investment projects.	Asset / Infrastructure	• Social	Strategic Risk	Active	Construction Market Volatility: availability of key construction materials; increased tariffs; increased costs as a result of the energy crisis; product manufacture delays arising from Brexit, Covid and the war in Ukraine.	Increased challenges to local supply chain. Postponement of large-scale developments. Negative effect on local economy. Vulnerable people unable to afford the upkeep of their homes. Comhairle unable to deliver services safely, effectively and efficiently due to insufficient investment in sub-standard assets and infrastructure.	3.00 Significant	4.00 Almost Certain	High	Current	Engagement with local supply chain to provide transparency in relation to future capital investment. Monitoring of the Capital Programme. External funding.	Reduce the threat	2.00 Moderate	4.00 Almost Certain	Medium
SR21	3.1.5 Cost-of-living pressures	Social	• Budget / Financial	Strategic Risk	Active	Rising costs including energy costs. Inflation. Market volatility.	Increased food and fuel poverty, inequalities. Increased pressure on Education. Increased pressure on NHS.	3.00 Significant	4.00 Almost Certain	High	Current	Strategic Anti-Poverty Steering Group. Islands Cost Crisis Emergency Fund. Community Foodbanks/Fridge. Warmbanks. Third-sector voluntary and community grant funds.	Retain the threat	2.00 Moderate	4.00 Almost Certain	Medium
SR22	1.1.1 Local stakeholders are not ready for the significant and unprecedented uplift in construction and related activity over the next decade. Unprepared for the vast amounts of work required in a short timeframe.	Asset / Infrastructure	• Budget / Financial	Strategic Risk	Active	New activity generated by the Deep Water Terminal. Implementation of capital projects arising from the Islands Growth Deal: five visitor attraction projects / Spaceport 1 / piers and harbours / food hubs / creative industry hubs / Energy Hub. Marine and terrestrial Renewable Energy activity including multiple marine licenses and S37 consultations / HVDC converter station and related substations and infrastructure / new S36 application and discharge of planning conditions for consented terrestrial projects / ED2 programme / hydrogen economy development. Community-based projects arising through IP, PBIP, RCGF, SPF and other external funding sources.	Failure to meet the resource requirements essential to deliver across this suite of activity, resulting in project impacts / project delay / project failure.	4.00 Major	3.00 Likely	High	Current	Initiating large-scale project planning led by internal project board. Initiating Comhairle service reviews to identify & subsequently resource requirements. Major Developments Forum. Engaging with Government & Crown Estate Scotland around resource requirements.	Reduce the threat	4.00 Major	2.00 Possible	Medium