

## Risk Register - Chief Executive's Directorate

Print Date: 28 Mar, 2024

Risk Code	Risk Event	Primary Risk Category	Secondary Risk Categories	Risk Type	Responsible Person	Active	Causes	Risk Effects	Initial Risk Rating	Proximity	Existing Controls	Risk Treatment	Revised Risk Rating	Risk Action Title	Responsible Officer
ID01	Project objectives relating to safety, cost, programme and customer expectations are not met.	Asset / Infrastructure		Operational Risk	Dan MacPhail - Senior Projects Manager	Active	Ineffective management of safety, progress, expenditure and customer relationships.	Unsuccessful project delivery.	Medium	Current	Effective project management methods employed by Investment Delivery and include project risk management.	Retain the threat	Medium		
ID02	Unable to secure competitive and affordable construction tenders; reduced positive contribution to local economy.	Budget / Financial		Operational Risk	Dan MacPhail - Senior Projects Manager	Active	Lack of appetite, capacity and competitiveness in regional and local supply chains.	Construction not affordable.	High	Current	Early contractor engagement and market-testing through use of procurement frameworks; main contractors encouraged to utilise local supply chain. Partnership working with Education, Business Gateway, HHP, NHS Eilean Siar to provide local supply chain with visibility of future workload.	Reduce the threat	High	Establish Corporate Construction Market Volatility risk register and action plan.	Dan MacPhail
CEU02	Unable to meet funding deadlines.	Budget / Financial		Operational Risk	David Macleay - Team Leader - Community Engagement Unit	Active	Staff time is diluted across equitable geographical areas.	Unable to deliver services. Local communities suffer through missed Community Wealth Building projects.	Low	Short-term		Retain the threat	Low		
CEU03	Incorrect advice given to Community groups.	Reputational		Operational Risk	David Macleay - Team Leader - Community Engagement Unit	Active	Procurement protocols not followed correctly. Lack of resources.	Negative audit report. Legal action. Reputational damage.	Medium	Current	Work in close Partnership with HIE.	Reduce the threat	Low		
ID03	Long-term absence or loss of staffing resource from Investment Delivery.	Workforce		Operational Risk	Dan MacPhail - Senior Projects Manager	Active	Annual leave, sickness, family responsibilities etc.	No cover due to small team. Negative impact on programme.	Medium	Current	Lack of internal capacity and resilience requires increased reliance on and use of external consultants	Retain the threat	Medium		
ID04	Poor performance of external consultants; including lack of continuity of key personnel; external workforce issues outwith control of Investment Delivery.	Asset / Infrastructure		Operational Risk	Dan MacPhail - Senior Projects Manager	Active	Minimal staffing within Investment Delivery and high reliance on external consultants.	Negative impact on performance relating to project safety, programme, expenditure and outcomes.	Medium	Current	Procurement strategy and processes involving SCAPE and Hub North Frameworks which have performance criteria against management of contracting partners.	Retain the threat	Medium		
CEU04	CLD statutory provision outcomes are weakened.	Social	• Budget / Financial	Operational Risk	David Macleay - Team Leader - Community Engagement Unit	Active	Financial uncertainty around recruitment.		High	Current	National frameworks.	Reduce the threat	Medium	Release post for Southern Isles	David Macleay