

Annex 3

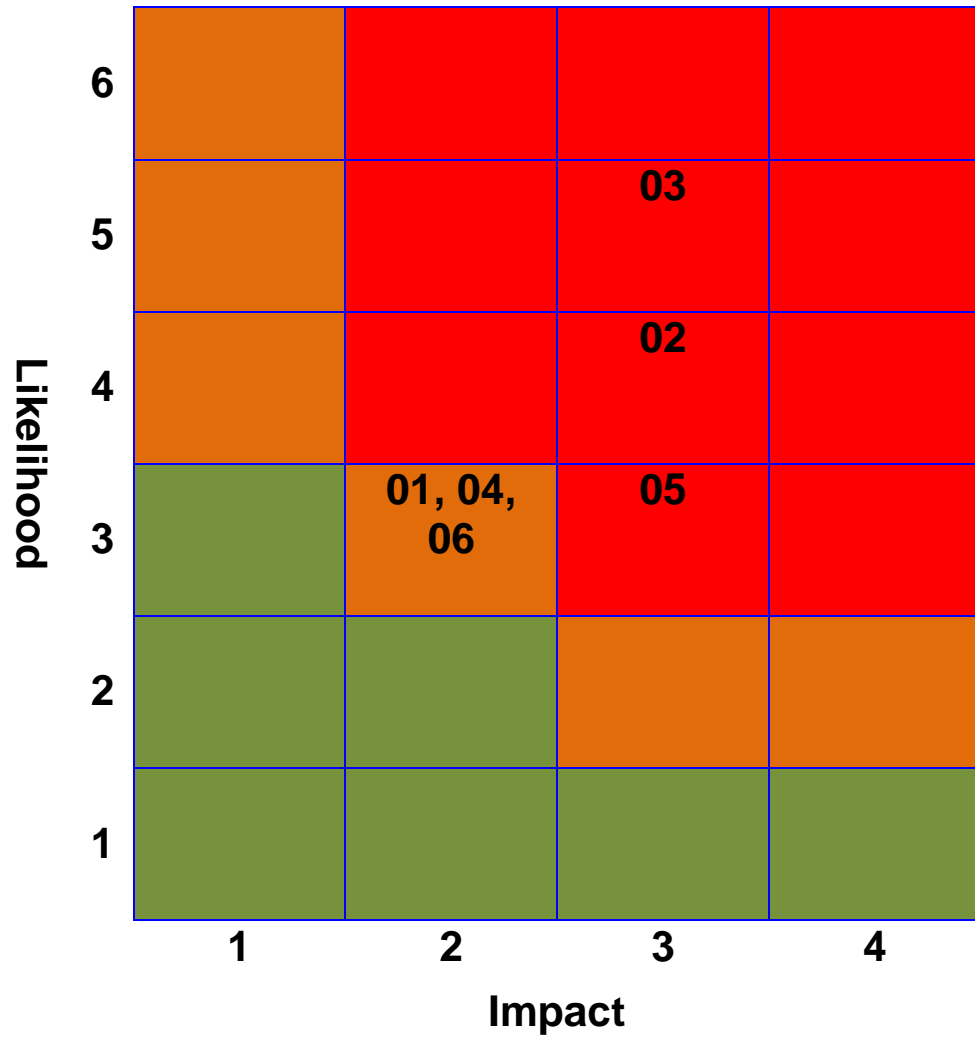
Chief Executive's Service Risk Register – 31 March 2018

Operational Risks

| Cluster. | Risk number. | Owner. |
|---------------------------------------|--------------|------------------------------------|
| Financial. | 5. | Head of Finance. |
| Staffing. | 3, 4. | Heads of Service and all Managers. |
| Economic Recovery and Sustainability. | | |
| Political. | | |
| Partnerships. | | |
| Governance. | 6. | Head of Executive Support. |
| Communication. | 1, 2. | Heads of Service and all Managers. |

Strategic Risks

| Cluster. | Risk number. | Owner. |
|---------------------------------------|--------------|------------------|
| Financial. | 5. | Head of Finance. |
| Staffing. | | |
| Economic Recovery and Sustainability. | | |
| Political. | | |
| Partnerships. | | |
| Governance. | | |
| Communication. | | |



KEY

Impact:
 4 = Catastrophic
 3 = Critical
 2 = Significant
 1 = Negligible

Likelihood:
 6 = Very High
 5 = High
 4 = Significant
 3 = Low
 2 = Very Low
 1 = Almost Impossible

| Risk title. | Likelihood. | Impact. | RAG. | Current risk score. | Target risk score. | Vulnerability. | Trigger. | Consequences. | Mitigating action/s. |
|--|-------------|---------|--------|---------------------|--------------------|--|---|---|--|
| 01 – Internal Communication and Engagement. | 3. | 2. | Amber. | 6. | 4. | The Service could improve its internal communication with staff to facilitate improved working relationships and understanding between Services. | We fail to explain clearly to staff key Service and Council information and we fail to meet internal customer's expectations. | Disengagement and resistance to change; Uncertainty among some staff; Poor staff morale; Lack of ownership of the change agenda and the need for change; Unhappy customers; Disruption to achieving Service objectives. | 01.1. Monitor quarterly at Chief Executive's Service Management Team meetings. 01.2. Development of staff newsletter. 01.3. Progress the actions from the Staff Engagement and Communication Group Managers to ensure distribution of correspondence, minutes of meetings. |
| 02 - Social | 4. | 3. | Red. | 12. | 9. | Instant, | Failure to manage | Reputational risk; | 02.1. Ensure |

| Risk title. | Likelihood. | Impact. | RAG. | Current risk score. | Target risk score. | Vulnerability. | Trigger. | Consequences. | Mitigating action/s. |
|---|-------------|---------|------|---------------------|--------------------|--|--|--|---|
| Media Communication. | | | | | | uncontrollable and unpredictable nature of the medium is highly resource intensive and 24/7. | how we respond to social media. | Impact on staff directly; Impact on staff morale; Legal implications. | Communications staff have the knowledge to respond effectively via social media. 02.2. Communication strategy for budget setting process includes social media. |
| 03 - Continuity of staffing and knowledge | 5. | 3. | Red. | 15. | 9. | Smaller teams are less resilient and more vulnerable. | Unplanned and planned staff absence; Unexpected and unplanned events. | Impact on staff morale and ability to take leave; Impact on team effectiveness; Poor communication; Impact on management capacity; Inefficient use of staff; Inability to implement planned work and deliver statutory functions. | 03.1. Staffing arrangements are constantly under review. 03.2 Take a flexible approach to staffing to help cover workloads. 03.3 Develop a flexible post / job description to cover more than |

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|---|-------------|---------|--------|---------------------|--------------------|---|--|--|--|
| | | | | | | | | | one area in the service. |
| 04 - Staff training and development. | 3. | 2. | Amber. | 6. | 6. | Staff may not be fully trained or experienced; Staff may not be aware of or may inadvertently breach Council policy or Code of Practice; Limited access to training budget. | The Service and Council are unable to deliver functions effectively; Lack of corporate consistency. | Lack of resilience; Poor staff morale; Legal and financial implications; Reputational loss; Increased rate of error; Unable to meet professional ERD requirements. | 04.1. Continue annual ERD's and review Service and team training plans. |
| 05 – Inability to deliver core services and expand demand-led services in line with expectation. | 3. | 3. | Red. | 9. | 6. | The risk of insufficient financial resources to meet current and future demand. | The Council's inability to deliver essential services within the funding package provided by Scottish Government; Expectations outstrip capacity to deliver. | Community unrest; dissatisfied service users and elected members; Unmet demand; Loss of credibility of the Council; Failure to deliver the range of services expected. | 05.1. Revenue Budget monitoring process and procedures. 05.2. Communication with Scottish and Westminster Governments including through the Our |

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|---|-------------|---------|--------|---------------------|--------------------|---|--|---|--|
| | | | | | | | | | Islands Our Future campaign. 05.3. Implement strategy for efficiency savings for 2017/18 and work with the Change Programme for longer term strategic planning. |
| 06 – Insufficient ongoing training and development programme for elected members and co-opted | 3. | 2. | Amber. | 6. | 4. | An inadequate ongoing training and development programme may lead to decisions which are made with inadequate information or training around governance | Members do not receive relevant information for informed decision making within governance arrangements. | Decisions are made which may be unlawful or ultra vires resulting in reports from the Monitoring Officer. Complaints regarding the conduct of members in respect of | 06.1. Deliver ongoing training and development programme. 06.2. Undertake a annual follow up with individual Councillors to identify any |

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|-------------|-------------|---------|------|---------------------|--------------------|----------------|----------|--|---|
| members. | | | | | | processes. | | governance may be made to the Standards Commission if members are unaware of governance procedures. Increase in Complaints to the Council, Increased number of appeals against planning or licensing decisions. | areas for further development or training. 0.6.3. Encourage councillors to sign up to professional development scheme. |