

Agenda Item	9
Report No	AS/25/22

HIGHLAND COUNCIL

Committee: Audit and Scrutiny Committee

Date: 30 November 2022

Report Title: Review of Corporate Risks

Report By: Strategic Lead (Corporate Audit & Performance)

1. Purpose/Executive Summary

1.1 The Corporate Risk Register identifies the Council's key strategic risks and the actions being taken to mitigate these. It is reviewed in the Executive Leadership Team Meeting quarterly and presented to every Audit and Scrutiny Committee. This quarter it has been reviewed by the Performance & Governance Board and this will be the Senior Officer governance route for future quarterly reviews prior to submission to the Audit and Scrutiny Committee.

2.1 Members are asked to:

- i. Scrutinise the Corporate Risk Register provided at Appendix 1 and consider the risk profile at Appendix 2.

3. Implications

3.1 Resource: Having a robust approach to risk management will continue to help the Council minimise future financial risks and implications. It will also prevent reputational damage.

3.2 Legal: The Corporate Risk Register supports the Chief Audit Executive (the Strategic Lead (Corporate Audit & Performance)) to provide an annual internal audit opinion that concludes on the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control.

3.3 Community (Equality, Poverty and Rural): Having a Council which is resilient to risk means that it is better positioned to support its communities. Some of the actions detailed on the register will reduce the likelihood and potential impact of risks affecting our communities.

- 3.4 Climate Change / Carbon Clever: As highlighted in Corporate Risk 7, the Council will need to adapt to the potential impacts of climate change and build resilience in its own operations and in its communities. Corporate Risk 9 also highlights the need to rationalise property assets and to make sure buildings are fit for purpose, which will reduce the Council's carbon emissions.
- 3.5 Risk: The corporate risk management process reduces the Council's exposure to risk by ensuring that corporate risks are identified and proactively managed.
- 3.6 Gaelic: There are no Gaelic implications identified at this time.

4. Corporate Risk Register

- 4.1 As part of the risk management process, Highland Council has a Corporate Risk Register, **Appendix 2**. This has previously been reviewed on a quarterly basis at a meeting of the Executive Leadership Team prior to being presented to each meeting of the Audit and Scrutiny Committee. This quarter, the register was reviewed at the Performance & Governance Board and this will be the senior officer governance route going forward. Overall responsibility for Corporate Risk sits with the Chief Executive.
- 4.2 The Corporate Risk Register was last presented to the Audit and Scrutiny committee in September 2022. There are currently **19 risks** on the Corporate Risk Register. For each risk the following information is given:
- Risk name;
 - Risk type;
 - Current and target risk rating;
 - A description of the risk;
 - A risk owner;
 - Mitigating actions (with responsible officer, target date, and current RAG);
 - Notes (where applicable).
- 4.3 Each risk action is delegated to a Responsible Officer. Officers provide an update on progress to complete the action quarterly. The updates presented in **Appendix 1** represent the position at the end of Quarter 2 (Q2) 2022/23.
- 4.4 The current and target risk ratings assigned to risks on the corporate risk register are based on the risk matrix **Appendix 2**, and have been determined by the Executive Leadership Team (ELT).
- 4.5 As Corporate Risks are removed from the register, or risk actions completed, they are taken out of the Appendix reported to Committee. For this reason, Members will notice that risks and risk actions are not necessarily numbered sequentially.
- 4.6 Following agreement at the September Audit & Scrutiny Committee, mitigating actions with target dates of 'ongoing' have been amended to show either a firm target date or a proposed review date. These have been marked with an asterisk*.
- 4.7 A new risk, 'Managing Long-Term Sickness Absence' was raised and agreed in Q2 and has been added to the Risk Register as CR26 with four mitigating risk actions.
- 4.8 It was previously highlighted to Committee that CR7: Climate Change would be subject to review. This has now been undertaken and changes made to the text,

with additional mitigating actions added. [These were agreed by the Climate Change Committee earlier this month.](#)

- 4.9 Changes have been made to Responsible Officers as follows:
- Risk action CR11.2 has been changed from the Interim DCE to the ECO Communities and Place. The text has also been amended.
 - Risk action 18.1 has been changed from the ECO Resources and Finance to the Head of People.
 - The Responsible Officer for 18.4 has changed from ECO Resources & Finance to ECO Property & Housing.
- 4.10 CR18: Covid-19 will be removed from the Risk Register. It has become a business-as-usual process and all actions marked as complete for Q2.
- 4.11 CR21: Elections will be removed from the Risk Register. Of its two risk actions, one (21.4: Core Election Team Resilience) has been completed, and the other (21.1: Safeguard Critical Services), sitting with all ECOs, is business-as-usual. New risks relating to the Parliamentary Boundary Review and implementation of the Elections Act 2022 will be brought to the next meeting of the Audit and Scrutiny Committee.
- 4.12 The wording in CR23: Refugee Resettlement Programmes has been amended to clarify the nature of the risk and how the actions mitigate this.
- 4.13 The wording of risk actions CR22.3 & CR22.4 was amended to address ongoing concerns regarding the new Protect Duty and risks to our power supply from NETS failure and Planned Interruptions.
- 4.14 Corporate Risk 25 Capital Programme Affordability and Deliverability was added to the Corporate Risk Register in September 2022. The Target risk rating, previously shown as TBC, has now been set.

Designation: Strategic Lead (Corporate Audit & Performance)

Author: Hannah Kollef, Acting Corporate Performance Manager, 15/11/2022

Appendix 1: Corporate Risk Register

The colour coding of the Risk **Rating** indicates the following:

Green	The overall level of risk is low, and it is below the corporate risk appetite. Management of this risk through the corporate risk process is optional.
Amber	The overall level of the risk is moderate. It is above the corporate risk appetite and actions are in place to manage and reduce the overall risk.
Red	The overall level of the risk is high. It is above the corporate risk appetite line and should be managed as a priority. Risk actions are in place to manage and reduce the overall risk.

Risk Mitigating
Action status:



No significant progress



Some Slippage



On Target



Complete

CR1	Financial Sustainability	Risk Rating		
		Current	Target	
Risk Owner: Head of Corporate Finance Risk Type: Financial		A2	C2	
The Council faces a range of financial challenges, both revenue and capital, and we need to be able to plan and meet these challenges so that we can continue to deliver effective services and achieve all the priorities that we wish to. These challenges have increased significantly since the emergence of COVID-19 which is placing significant pressure on the Council's budget with limited time to plan a financial response. We will need to act more commercially as an organisation to ensure this financial sustainability.				
Mitigating Actions:		Responsible Officer	Target Date	RAG
CR1.2	Multi-year Budgets: Our financial approach is based on considering a range of different scenarios to address uncertain grant settlements and other external factors. A key part of the approach is looking at multi-year budgets with the flexibility to accelerate or slip actions as conditions change. External factors, including anticipated funding levels, will be reviewed every three months.	Head of Corporate Finance	Ongoing	A
CR1.4	Budget Savings: Every year the Council has a requirement to deliver approved budget savings, the delivery of which is important to ensuring a balanced budget in-year. Forecast service outturn positions and updates on the delivery of savings are monitored within Services and reported every three months to respective strategic committees. An	Head of Corporate Finance	Ongoing	G

	overview of all savings and the overall monitoring position is scrutinised by the Executive Leadership Team and reported to Corporate Resources Committee.			
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Notes:
CR1.2 & 1.4: As financial reporting is a continuous process, we have kept 'ongoing' as the Target Date. Financial update reports are also being provided to Council on a regular basis.

CR2	Security and Resilience – Cyber Security	Risk Rating		
		Current	Target	
Risk Owner: Interim Depute Chief Executive		Risk Type: Technological		
The Council must take all reasonable steps to protect ICT networks and systems from the risks of cyberattack. The Council must also plan effectively to respond to and mitigate the impacts of a cyberattack.				
Mitigating Actions:			Responsible Officer	Target Date
CR2.8	Cyber Security: ICT undertake an external ICT Security Health check annually to ensure independent verification. Regular patching regimes are in place for ICT infrastructure and we review active security notifications from external sources and community of practise groups such as CISP and NCSC. We will follow and adopt national standards as appropriate from UK and Scottish Governments. We constantly monitor security threat and have weekly reviews and monitoring updates through our ICT Security function. ICT updates and changes are reviewed for security risks prior to implementation.	ICT Operations Manager (Service)	*TBR September 2023	G
CR2.12	Identify critical impacts of a cyber-attack or ICT outage: Identification of critical corporate functions and applications for prioritisation in event of a cyber-attack or serious ICT long-term outage	Interim Depute Chief Executive	December 2022	C
CR2.14	Review Business Continuity Plans in relation to cyber security: Effective business continuity plans to be in place which take account of the potential impacts of a cyber-attack or serious long-term ICT outage. These should prioritise the critical corporate functions which have been identified and detail mitigation.	All ECOs	January 2022	A
CR2.15	Scenario testing Business Continuity Plans: Scenario testing of business continuity plans prioritising the critical corporate functions	All ECOs	January 2022	A
CR2.16	Cyber security staff training: Ongoing programme of training and awareness of all staff of their role in prevention of a cyber-attack and their role in the Council's response to an attack.	Interim Depute Chief Executive	March 2022 and then ongoing	C
CR2.17	ICT Infrastructure Resilience: Make infrastructure changes to allow secure direct access to "cloud" systems without having to route via the data centre.	Head of ICT & Digital Transformation	December 2022	A
CR2.18	Backup hardware and email service: Provide backup hardware and email service to allow key staff to continue to operate independently of the Council network in the event of a major cybersecurity incident.	Head of ICT & Digital Transformation	December 2022	G

CR2.19	Cloud-first Strategy: Produce a roadmap for remaining systems and services located in the data centre to migrate to the “cloud” where possible.	Head of ICT & Digital Transformation	October 2022	G
CR2.20	Business case for external cybersecurity services: Investigate options and the business case for contracting external cybersecurity services to provide increased protection from threats and ability to react effectively to a major incident.	Head of ICT & Digital Transformation	April 2023	A
Notes: CR2.12 & 2.16: Marked complete Q2 2022/23 CR2.14 & 2.15: These risk actions are undergoing review. CR2.17: Some technical issues being worked through with supplier. The target has been updated to reflect this. CR2.18: Solution is available but not used yet. Target has been updated to include time for testing before marking the action complete. CR2.20: Now aligned to a national procurement exercise run by the Local Government Digital Office. Expected timescale early 2023, target has been updated to reflect this.				

CR5	Effective Governance in Local Decision Making		Risk Rating		
			Current	Target	
Risk Owner: ECO Communities & Place		Risk Type: Political, financial, citizen		C3	D3
We need to develop arrangements for effective local decision making and to enable our communities to engage and participate at a local level. We must put in place effective and consistent governance arrangements for local decision making to ensure we are able to fully achieve the priorities of our local communities, while being in alignment with strategic priorities.					
Mitigating Actions:			Responsible Officer	Target Date	RAG
CR5.3	Resources for Place Based Approaches: A review of resources to support Place Based approaches.		All ECOs	*March 2023	G
CR5.4	Local Participation: We will work with Members in local areas on place-based approaches and to explore new ways to widen public participation in Council decisions and in community-run services including prioritisation of budgets.		Head of Community Support and Engagement	Ongoing	G
CR5.5	Local Partnerships: We will develop and facilitate the work of Community Partnerships as a forum for local partnership priorities and action.		Head of Community Support and Engagement	Ongoing	G
Notes:					

CR6	Workforce Planning		Risk Rating		
			Current	Target	
Risk Owner: Head of People		Risk Type: Financial		C2	C2
Our most important resource is our staff, and they are at the centre of the services that we provide. Given the changing nature of the organisation, and the need to reduce the workforce, we need to make sure we continue to have the right people, with the right skills, in the right place at the right time.					
Mitigating Actions:			Responsible Officer	Target Date	RAG

CR6.3	OHSW: We will continue to address the occupational health, safety, and well-being (OSHW) challenges identified through our annual OHSW report with progress monitored quarterly.	Head of People	*March 2023	G
CR6.4	Electronic management system: We will introduce an electronic occupational health, safety, and well-being management system to improve reporting and reduce the risk of sending confidential personal information through the post.	Head of People	October 2022	C
Notes: CR6.4: Marked as Complete Q2 22/23.				

CR7	Climate Change and the Ecological Emergency	Risk Rating			
		Current	Target		
Risk Owner: ECO Performance & Governance		Risk Type: Environmental, Physical, Reputational, Political, Economic, Social, Health		B2	C3
Climate change and biodiversity loss presents long term challenges both to the Council and to Highland communities. The Council must adapt and build resilience and its communities to address vulnerabilities to the potential effects of climate change (e.g., changing weather patterns, sea level rise) and ecological loss.					
Mitigating Actions:		Responsible Officer	Target Date	RAG	
CR7.1	Contribute to Highland Adapts to support the production of a regional wide climate risk and opportunity assessment. Take an evidence-based and place-centred approach to inform the regions adaptation actions.	Climate Change & Energy Team Manager	May 2024	G	
CR7.4	Develop net zero strategy and action plan with quarterly progress updates to Committee	Climate Change & Energy Team Manager	March 2023	G	
CR7.5	Net zero corporate emissions: Agree target date for net zero corporate carbon emissions with quarterly progress updates to Committee, beginning with the energy performance benchmarking of Council properties.	Climate Change & Energy Team Manager	March 2023	G	
CR7.6	Develop a Council Natural Environment & Ecological Strategy emphasising the interconnectedness of the twin climate and ecological emergency and rationalise ongoing and future Council commitments, projects and activities that will help halt biodiversity loss and deliver biodiversity enhancements. The Strategy will include a Council Vision that will be supported by a suite of deliverables, objectives and targets.	Service Lead – Environment, Development Plans & Active Travel	December 2023	G	
CR7.7	Mitigate potential increases in both use and cost of energy by enhanced investment in renewable energy and transformational projects, and expanding energy saving initiatives with quarterly progress reports to committee.	Energy Manager	March 2023	G	
Notes: Title: Changed to include 'and the Ecological Emergency' Description: Amended Risk type: Additional risks added					

CR7.1 Amended
 CR7.4-5 Target date and text amended
 CR7.6-7 New additions proposed for inclusion in Corporate Risk Register

CR8	Demographic Change	Risk Rating			
		Current	Target		
Risk Owner: ECO Communities & Place		Risk Type: Social, Customer, Financial		B2	C3
The population in Highland, its distribution, its demography and the related service demands are changing. The Council must plan and act for these changes to be able to deliver the services that people require. This includes achieving the benefits of an integrated health and social care service for adults, involving the development of more community based services.					
Mitigating Actions:			Responsible Officer	Target Date	RAG
CR8.2	Local Partnership Plans: We will ensure targets are included in Local Partnership Plans.	Children's Planning Manager	Ongoing	C	
CR8.3	Balance of Care: Push for progress on shifting the balance of care.	ECO Health and Social Care	*January 2023	A	
CR8.4	Workforce Plans: We will ensure there are sustainable recruitment strategies in our workforce plans.	All ECOs	*March 2023	G	
CR8.5	Workforce Strategies: Our workforce strategies will include an assessment of changing and increasing demands for services.	Head of People	*March 2023	G	
CR8.6	Financial Strategy: Our financial strategy will include an assessment of the risks and implications associated with demographic change.	Head of Corporate Finance	*TBR March 2023	G	
CR8.7	Partnership Working: Work with our partners, principally the Community Planning Partnership, to plan services that are responsive to demographic changes.	ECO Communities and Place	*TBR March 2023	G	
Notes: CR8.2: Marked as Complete Q2 22/23. CR8.6: This is an ongoing action that will be reviewed on 2 nd March 2023, when the Council is due to set its budget.					

CR9	Safe and Effective Property	Risk Rating			
		Current	Target		
Risk Owner: ECO Housing & Property		Risk Type: Physical, Financial		B2	D2
We need to ensure that our buildings and premises provide safe and effective environments for people who use our services, and our staff.					
Mitigating Actions:			Responsible Officer	Target Date	RAG
CR9.13	Full Implementation of a Corporate Property Landlord Model: Council-wide implementation of the Corporate Property Landlord Model as agreed at the Housing and Property committee in August 2020.	ECO Housing and Property	December 2022	A	

CR9.14	Investment into the Property Estate: £2.85m of funding has been allocated to improve Council property.	Head of Property and Facilities Management	Ongoing	G
CR9.15	Health and Safety Requirements associated with Capital Bids: As part of the Council's Capital Strategy, a health and safety risk assessment tool is being developed. This will assess the level and likelihood of H&S risk where H&S is a reason for requiring capital investment. It will also set out the mitigating actions. This will allow an assessment on whether the mitigating actions are reasonably practical and the extent to which they affect the need and/ or timing of capital investment. This will help to prioritise capital projects which will reduce health and safety risk. Reasonably practicable steps involve a balance of cost (effort, money and time) balanced against risk (severity and likelihood).	Head of People	March 2022	C
CR9.16	Condition Surveys: Understanding the condition of our properties is a continuous process. Condition surveys and how we manage this data are a fundamental aspect of this and can help us plan future investments and disposals.	Head of Property and Facilities Management	Ongoing	G
CR9.17	Asset Rationalisation Strategy: Implementation of our asset rationalisation strategy will ensure that the Council's property portfolio is suitable for service delivery.	Head of Property and Facilities Management	Ongoing	A
Notes: CR9.15: Marked complete Q2 2022/23.				

CR10	Condition of our Roads	Risk Rating	
		Current	Target
Risk Owner: ECO Infrastructure, Environment and Economy		Risk Type: Financial, Physical	
		B2	D2
Highland Council is responsible for the largest road network in Scotland, comprising over 6,700 km of carriageways and 1,902 km of footways. The Road Condition Indicator (RCI) is a national Key Performance Indicator (KPI). The national average for 2016 was 36.7% and Highland Council was 39.1%. Highland was ranked 21 st out of the 32 Scottish Councils, but the rate at which the roads are deteriorating in Highland is increasing. In 2012 the RCI was 29.3%, so there has been a 10% decrease in road condition over the last 5 years. This has been exacerbated and accelerated by the prolonged 2017/18 winter with regular freeze-thaw-freeze conditions causing rapid decline across the whole network. Failure to maintain investment in (capital) re-surfacing programmes and structural repairs will accelerate the deterioration of our roads, resulting in higher (revenue) maintenance costs, and increase the risk to the Council of litigation claims arising from damage to vehicles and personal injuries.			
Mitigating Actions:		Responsible Officer	Target Date
CR10.2	Innovation and Partnership working: The Service will continue to use innovative techniques to secure best value for the Council and will work closely with partners, including Transport Scotland, to achieve this.	ECO Infrastructure, Environment and Economy	Ongoing
CR10.3	Additional Inward Investment: Support lobbying activity to secure additional inward investment in road maintenance.	ECO Infrastructure, Environment and Economy	Ongoing

Notes:
 CR10.2: This target date is ongoing as the Council is a Member of the Northern roads Collaboration Group that meets with other local authorities to discuss best practice and compare operations. The Roads redesign process is also underway and will look to best practice and innovation elsewhere as part of the ongoing process.
 CR10.3: This target date is ongoing as the Council is taking every opportunity available to lobby for further funding for roads, including improvements associated with active travel funding, levelling up fund applications and contribution to national consultation documents.

CR11	Residual Waste Project	Risk Rating			
		Current	Target		
Risk Owner: ECO Communities & Place		Risk Type: Financial, Legal, Reputational, Physical, Environmental		A2	D2
<p>The residual waste project focuses on developing a legally compliant solution for the management of residual waste collected by Highland Council from 2025 when the Waste (Scotland) Regulations 2012 landfill ban becomes active. Complying with the landfill ban poses a range of risks, including:</p> <ul style="list-style-type: none"> Financial – changing practice will produce revenue and capital costs to the Council. Business models need to be carefully costed and reviewed to ensure the most affordable long-term solution is selected. Legal – the project is required to comply with the Waste (Scotland) Regulations 2012 – not having a compliant solution in place from 2025 poses a risk of non-compliance. Reputational/Physical/Environmental – without a compliant solution there would be the risk of residual waste building up within Highland, with attendant storage, environmental, and reputational impacts. 					
Mitigating Actions:			Responsible Officer	Target Date	RAG
CR11.2	Project Governance: Ensure appropriate governance through the officer project board; senior officer scrutiny from ELT and Change and Improvement Board; member oversight and scrutiny via the Member Waste Strategy Working Group; C&P Committee; and the Council.	ECO Communities and Place	*December 2022	G	
CR11.6	Waste Transfer Stations: Progress the development of 3 new waste transfer stations in line with the project plan and waste capital programme	ECO Communities & Place	*December 2022	G	
<p>Notes: CR11.2: Responsible Officer changed from Interim DCE to ECO Communities and Place. Please note the text has also changed to remove references to the Resources Governance and Transformation Boards and replaced with the Change and Improvement Board where appropriate.</p>					

CR12	NHS Highland Partnership	Risk Rating			
		Current	Target		
Risk Owner: The Chief Executive		Risk Type: Financial, Legal, Reputational		D2	D2
<p>The partnership agreement between NHS Highland and The Highland Council determines that NHS Highland is the lead agency for Adult Services and The Highland Council is the lead agency for services for children. The re-negotiation of this Agreement has been completed and executed on behalf of both organisations. The scheme is now awaiting approval from the Scottish Government. It is necessary to monitor the implications of the</p>					

adoption of the Feeley Report and the proposed National Care Service which are likely to result in potential need to change the model or make other changes impacting on delivery of service in terms of future partnership working with NESH.					
Mitigating Actions:			Responsible Officer	Target Date	RAG
CR12.4	Feeley Report: Monitor the implications of legislation to implement the proposed National Care Service and consider the adoption of the Feeley Report and potential need to change the model or make other changes impacting on delivery of service in terms of future partnership working with NHS Highland.		Head of Integration Adult Social Care	*TBR March 2023	G
Notes: As raised by Elected Members at the meeting of the Audit and Scrutiny Committee on 23 September 2021, this risk requires review given the National Care Service for Scotland Consultation. The Council wishes to see Local Government at the centre of change in relation to the social care consultation. It will be reviewed by the Executive Leadership Team following the submission of the Council's response which was agreed at Council on 28 October 2021 and when greater clarity on the proposals is available nationally. Engagement is still continuing with ongoing consultations as of October 2022.					

CR14	Inverness and Highland City Region Deal			Risk Rating	
				Current	Target
Risk Owner: ECO Infrastructure, Environment and Economy		Risk Type: Financial, Reputational		D2	D2
The Inverness and Highland City Region Deal is a significant programme of investment in the Highlands, coordinated on behalf of partners, by The Highland Council. Given the profile and importance of this investment, it bears associated financial and reputational corporate risks.					
Delays to project delivery within the programme (such as individual project issues, COVID-19, BREXIT) may impact benefits expected from the programme. The programme has a finite delivery deadline with an extension not possible. A key indicator to delivery is the rate of spend within the projects and there is underspend apparent already.					
Mitigating Actions:			Responsible Officer	Target Date	RAG
CR14.1	Risk Register: All projects are required to maintain risk registers and issues registers. This is in addition to an overall programme level risk and issue register.		City Region Deal Programme Manager	Ongoing	C
Notes: This risk will be reviewed next quarter to assess if further risk actions are required or if it will be removed. CR14.1: Marked as complete Q2 2022/23.					

CR17	Open Water Safety	Risk Rating		
		Current	Target	
Risk Owner: ECO Performance and Governance		Risk Type: Physical, Legal.		
		C2	D2	
As a landowner, the Council has a duty of care under the Occupiers Liability Scotland Act 1960 to take reasonable steps to safeguard those on their land including open water. Failure to do this may put people at risk of harm. Highland Council is currently reviewing its policy and practice to ensure it is robust.				
Mitigating Actions:		Responsible Officer	Target Date	RAG
CR17.1	Open Water Policy: A short life officer working group will be established to review current policy and strategy around Open Water Safety. This group will contain officers from across Council services, and from partner organisations. An Open Water Strategy will be being developed in line with Scotland's drowning prevention strategy and implemented accordingly.	Policy Manager	December 2022	G
Notes: CR17.1: Policy to be submitted for committee approval in Autumn 2022.				

CR18	COVID-19	Risk Rating		
		Current	Target	
Risk Owner: Chief Executive		Risk Type: Health, Operational, Financial, Legal, Reputational, Economic, Social		
		D3	D3	
Coronavirus (COVID-19) has had a devastating impact on nations across the world. The UK and Scottish Governments introduced Emergency legislation in March 2020 to address a national health emergency. It has become apparent that there are 4 harms resulting from the pandemic. These include the impact of the virus on health, but also indirect health, societal and economic harms. Following the lifting of the majority of legislation in August 2021, protection from and recovery from these direct and indirect impacts will continue to present significant risks to the Highland Council as the country learns to live with the virus and any new variants as they arise.				
Mitigating Actions:		Responsible Officer	Target Date	RAG
CR18.1	<p>Staff Health and Safety: Reducing the immediate, short and long term health and safety risks to all staff.</p> <ul style="list-style-type: none"> • Preparation of risk assessments per Service led by ECOs followed by mitigation • Each Service to complete its own Health and Safety Plan • Protective measures to reduce the risk of staff exposure to the virus • Protecting staff from exposure to the virus • Promoting advice and guidance to staff • Reducing impact on mental health by promoting resources available • Development of policy framework to support new hybrid working arrangements • Developing a process to manage outbreaks impacting the workplace 	Head of People	Ongoing	C

	<ul style="list-style-type: none"> • Liaison and engagement with staff and with Trade Union representatives to understand concerns and address issues 			
CR18.4	<p>Customer and Client Health and Safety: Reducing the risk of the virus to customers and clients in council estate and assets.</p> <ul style="list-style-type: none"> • Preparation of risk assessments per Service led by ECOs followed by mitigation • Adaptation of estate and assets and policies • Prioritisation of resource to reduce risk 	ECO Property and Housing	Ongoing	C
CR18.5	<p>Operational Continuity: Reducing risk to operational activities and ensuring service continuity and prioritisation where necessary.</p> <ul style="list-style-type: none"> • Preparation of business continuity plans and actioning mitigation and contingency plans to address risk by all Services • Processes to mitigate for and manage outbreaks in the workplace • Agreeing how to prioritise services if staff absence cannot be covered and service disruption cannot be avoided. For some operations this may require Committee agreement in advance and/or Member briefing given public interest in certain areas of front-line service delivery. • Continued development of ICT resource and capacity and security to support remote working • Revised approach to performance and prioritisation • Provision of COVID related projects • Development of mitigation for any delays to Project Dochas (bringing ICT in-house) resulting from COVID. To include options to ensure ICT business continuity. <p>Identify emerging risks and possible mitigation</p>	All ECOs	Ongoing	C
CR18.9	<p>Support the Socio-Economic Recovery of the Highlands: Identify any potential socio-economic impacts of COVID-19 on the Highlands, and where relevant design and implement appropriate interventions.</p> <ul style="list-style-type: none"> • Poverty Reduction Strategy (led by ECO Communities and Place) • Economic Recovery Strategy (ECO Infrastructure, Environment and Economy) • Improvement and Transformation Programme (Interim ECO Transformation) • Implementation of Budget for Health and Prosperity (ECO Resources and Finance) • Future Highland Health and Prosperity Plan (Chief Executive) 	Chief Executive	*TBR quarterly	C
CR18.11	<p>Supporting partners to reduce the risk of all COVID harms to the Highland communities:</p> <ul style="list-style-type: none"> • Supporting the roll-out of asymptomatic testing • Supporting the rollout of the vaccination programme • Leading ongoing resilience support via helplines and food support • Participating in Local Resilience Partnership activity to tackle and reduce harm 	ECO Communities and Place	*TBR March 2023	C

Notes:

This risk has moved to business-as-usual work and the actions marked as Complete for Q2 22/23. It will be removed from the Register.

CR18.4: Marked as Complete Q2 22/23.

CR18.5: Marked as Complete for Q2 22/23.

CR21	Elections	Risk Rating		
		Current	Target	
Risk Owner: Chief Executive		Risk Type: Political, Financial, Reputational, Citizen		
<p>There is a risk to the business continuity of Council Services due to the workforce requirements to deliver effective elections at local and national levels. Democracy is at the core of what we do and delivering safe and secure elections that protects the health of the voter, its stakeholders and the health of the democracy is a priority for the Council. Resources throughout Council services will be re-prioritised to take on election duties, with the size and scale of undertaking the Local Government Election on 5 May 2022, specifically during the week of the election and the beginning of the following week, it is recognised that this will impact the overall delivery of Council services.</p> <p>Due to COVID-19, all election processes have been redesigned to deliver a safe and secure election with a call upon several specialised services to support the election team, if required, to deliver a safe successful election. Although a recognised service impact, there is an immediate reduction of this because of:</p> <ul style="list-style-type: none"> - The in-service day on 5 May for schools on polling day, safeguarding impact to education of our pupils and - In peak of election week, Monday 2 May is a public holiday, although election services will be in full operation, the majority of council services will be closed. <p>There is a risk with the high reliance on the ward managers in the area hubs to receipt the anticipated 200 nomination forms. These staff could be unavailable in the scenario of a major incident and mitigation for this risk is being considered. The election office has also undertaken an exercise to understand the allocation of staff against the overall resource plan for poll and count services to understand their overall commitment to elections and a fair percentage of staff can be allocated.</p>		B2	B3	
Mitigating Actions:		Responsible Officer	Target Date	RAG
CR21.1	Critical Services: Safeguard critical services.	All ECOs	Ongoing	G
CR21.4	Core Election Team resilience: Build resilience in the core election team.	ECO Performance & Governance	Ongoing	C
Notes:				
<p>This risk will be removed from the Register.</p> <p>CR21.4: This has been marked complete for Q2 22/23.</p>				

CR22	Security and Resilience – Physical Assets and Infrastructure		Risk Rating		
			Current	Target	
Risk Owner: Chief Executive		Risk Type: Physical		C2	D2
The Council must take all reasonable steps to protect our staff and communities from risks to their safety and security. Our infrastructure must be secure to protect against terrorist and criminal activity. Also, the Council must plan adequately to respond effectively to an emergency, to mitigate the impact upon our communities and to enable business continuity of critical services and full recovery. This should include preparation for the impact of extreme weather events, power outages and other risks in line with the Regional Risk Register					
Mitigating Actions:		Responsible Officer	Target Date	RAG	
CR22.1	Building Access Policies: All of our Responsible Premises Officers (RPOs) will develop site specific Building Access Policies. These will include evacuation and lockdown plans.	Head of Property Services	March 2018	A	
CR22.2	Multi-agency planning and exercising: 1. We will continue to fully participate in multi-agency planning and exercising Regional Resilience Partnership (RRP) and Local Resilience Partnership (LRP) for emergencies based on the national <i>and regional</i> risk register 2. We will continue to participate in the multi-agency CONTEST Group as part of the UK government's Counter-terrorism strategy 3. All Emergency Liaison Groups (ELGs) will take part in exercises 4. Review Care for People plans with partners	Communications and Resilience Manager	Ongoing	G	
CR22.3	New Protect Duty: Prepare for new legislation placing a duty of Local Authorities as owners of Publicly Accessible Locations.	ECO Property and Housing, ECO Infrastructure, Environment and Economy, and ECO Performance & Governance	TBC	G	
CR22.4	NETs Failure & Planned Interruptions to power supply: All service Business Continuity Plans should be reviewed and exercised for the potential impacts of a major sustained power outage, or planned series of interruptions as part of national power saving measures.	All ECOs	December 2022	G	
Notes: CR22.2: This target date reflects that these meetings are ongoing. The focus for the Local Resilience Partnership in 2022-23 is Cyber, Counterterrorism and NETS failure. Local resilience training and prioritisation is in line with the North of Scotland Risk register. CR22.3: As of 14/10/22 this had yet to be published, the findings of the public consultation indicated that there is an expectation local authorities will have a significant part to play, in addition to being subject to the legislation as owner/operators of Publicly Accessible Locations (PAL). This could see local authorities become responsible for (a) bringing together those operating public spaces to establish security partnerships, (b) facilitating the sharing of best practice and (c) driving compliance. Potentially, this could include ensuring that operators engage with appropriate training, risk management information and, where appropriate, invest in physical security.					

CR22.4: The loss of the electricity supply across the UK caused by a complete or partial shutdown of the National Electricity Transmission System (NETS) is referred to as a NETS Failure. This scenario may also be described as a National Power Outage. The current planning assessments as defined by the UK National Security Risk Assessment (NSRA) indicate that it could take up to seven days to restore 100% of electricity demand across the UK. The timeframe to a full power cut is likely to be less than 2-minutes, meaning there will be no preparation time. Within the last United Kingdom Government National Risk Assessment, NETS Failure is rated with medium likelihood and significant impacts.

CR22.4: The language was amended in November 2022 to include Planned Interruptions; more information is available here:

<https://www.nationalgrid.co.uk/power-cut-information/power-cut-advice/planned-interruptions>

CR23	Refugee Resettlement Programmes	Risk Rating			
		Current	Target		
Risk Owner: Head of Housing and Building Maintenance		Risk Type: Reputational		C2	D3
<p>The Council is currently supporting several resettlement programmes including refugees and displaced persons from Syria, Afghanistan and Ukraine. There is increased pressure on the resettlement programme due to the ongoing war in Ukraine and continuing arrivals, resulting in extra demand on the Council's Welfare and Educational systems, resulting in reputational and financial risk to the Council.</p> <p>In addition, a high of property inspections need to be undertaken across a large geographical area as well as disclosure checks for all those offering their properties under the 'Homes for Ukraine' scheme.</p>					
Mitigating Actions:			Responsible Officer	Target Date	RAG
CR23.1	Risk of Delay in property inspections: Addressed by prioritising work of Environmental Health Officers & options for additional support	Strategic Lead Environment Health and Bereavement Services		30 July 2022	C
CR23.2	Delays in disclosure checks	Head of Revenues and Customer Service		30 July 2022	C
CR23.3	Co-ordination of financial support and other services to Ukrainian families. – The administration of cash payments to Ukrainian Displaced Persons (UDPs) and hosts has been setup. Support provided by Welfare Officers to UDPs open bank accounts and access benefits.	Head of Revenues and Customer Service and the Housing Policy and Investment Manager		*TBR March 2023	G
CR23.4	Engagement with Scottish Government and COSLA related to refugee resettlement across all schemes including contributing to the development of operational guidance for the Ukrainian schemes.	Housing Policy and Investment Manager		*December 2022	G
CR23.5	Excess demands for Welfare Services – Funding from Scottish Government through the 'Warm Welcome' Fund has enabled full-time Welfare Officers to provide support for Ukrainian resettlement	Head of Revenues and Customer Service		Ongoing	C
CR23.6	Local Taxation & Benefits Administration	Head of Revenues and Customer Service		Ongoing	C
CR23.7	Excess demand on education services: Hold regular multi-agency meetings to review requirements and adapt resources, policies to support refugee children and their families.	Additional Support Needs Officer		*TBR December 2022	G

CR23.8	Refugee Resettlement Press Releases: Regular press releases prepared to keep the public informed of the Council's role and response to the refugee crisis	Corporate Communications Manager and Resilience Manager	*TBR March 2023	C
CR23.9	Potential for future homelessness presentations and associated housing support requirements: Potential hosting breakdowns are being closely monitored and support is being co-ordinated by the Resettlement Team.	Head of Housing and Building Maintenance	*TBR March 2023	G
CR23.10	Availability of interpretation services: Engagement with service provider to co-ordinate need when required.	Principal Policy Officer	*TBR March 2023	G
CR23.11	Recovering Costs associated with Refugee Resettlement: Ensure all costs associated with the Ukraine crisis are collated and are recovered from Scottish and UK Governments	Service Finance Manager	*TBR March 2023	G

Notes:

Please note changes to the Risk text reflecting the evolving nature of this risk. Changes have also been made to the text of CR23.3, 23.4, 23.5, 23.7, 23.9, and 23.10.

CR23.1: Marked complete for Q2 22/23.

CR23.2: Marked complete for Q2 22/23, with the note that additional resources were received, and Disclosure Scotland reprioritised these nationally.

CR23:5 & CR23.6: Both actions marked complete for Q2 22/23, with the note: Funding from Scottish Government through the 'Warm Welcome' Fund has enabled full-time Welfare Officers to provide support for Ukrainian resettlement.

CR23.8: Marked Complete for Q2 22/23, with the note that "Press releases issued following reports to committee. Refugee PR sits with UK Gov".

CR23.3, 23.7, 23.8, 23.9, 23.10 and 23.11: Please note these targets are to be reviewed in March 2023 as per current guidance from Scottish Government and due to the ongoing work with the Ukrainian Resettlement Schemes.

CR24	Care Home Viability	Risk Rating	
		Current	Target
Risk Owner: Head of Integration Adult Social Care		Risk Type: Financial and Social	
		A2	B3
<p>Since the COVID-19 pandemic, five care homes have been transferred in that they have gone into administration or ceased trading. Two have been sold as a going concern (Mo Dhachaidh and Home Farm), two have closed, one is being sold by administrators and a further 3 are on the market. Other care homes in Highland are being financially supported by NHS Highland. This sum has arisen as a result of supplements being paid to providers to ensure ongoing service delivery and is part of the cost of delivering adult social care albeit currently funded by monies from Scottish Government.</p> <p>As a result of these closures, a number of beds are not available. Further beds are not available as care homes which continue to operate do not have a full complement of staff to provide care for those waiting for care home availability. This has an impact in terms of cost and also the social cost in terms of waiting lists both for those at home and those delayed in hospital who are awaiting a care home placement.</p> <p>The care home sector is also adversely impacted by the recent increases in utility costs (including insurance and food) which together with the staffing difficulties means that there is a very significant vulnerability in terms of the future viability of the sector illustrated by the closures to date.</p>			
Mitigating Actions:		Responsible Officer	Target Date RAG

CR24.1	Ongoing work with NHH to support ongoing service delivery.	Head of Integration Adult Social Care	*TBR March 2023	G
CR24.2	Care Home Workforce planning: Workforce planning work to support a sustainable social care workforce to reduce numbers of agency workers required and/or beds which are not filled because of staff shortages.	Head of Integration Adult Social Care	*TBR March 2023	A
CR24.3	Transformational work related to Care Home Viability: Transformational work looking to come up with care solutions which are not predicated on admission to a care home	Head of Integration Adult Social Care	*TBR March 2023	A
CR24.4	National Care Service effect on Care Home viability: Creation and commencement of National Care Service is likely to have an impact which may mitigate risk but extent is yet to be determined.	ECO Health and Social Care	*TBR March 2023	G

Notes:

CR24.1- CR24.3: Head of Integration Adult Social Care as link with NHS Highland as the lead agency

CR24.2: Difficulties in recruitment which are experienced nationally across the social care workforce will continue to impact.

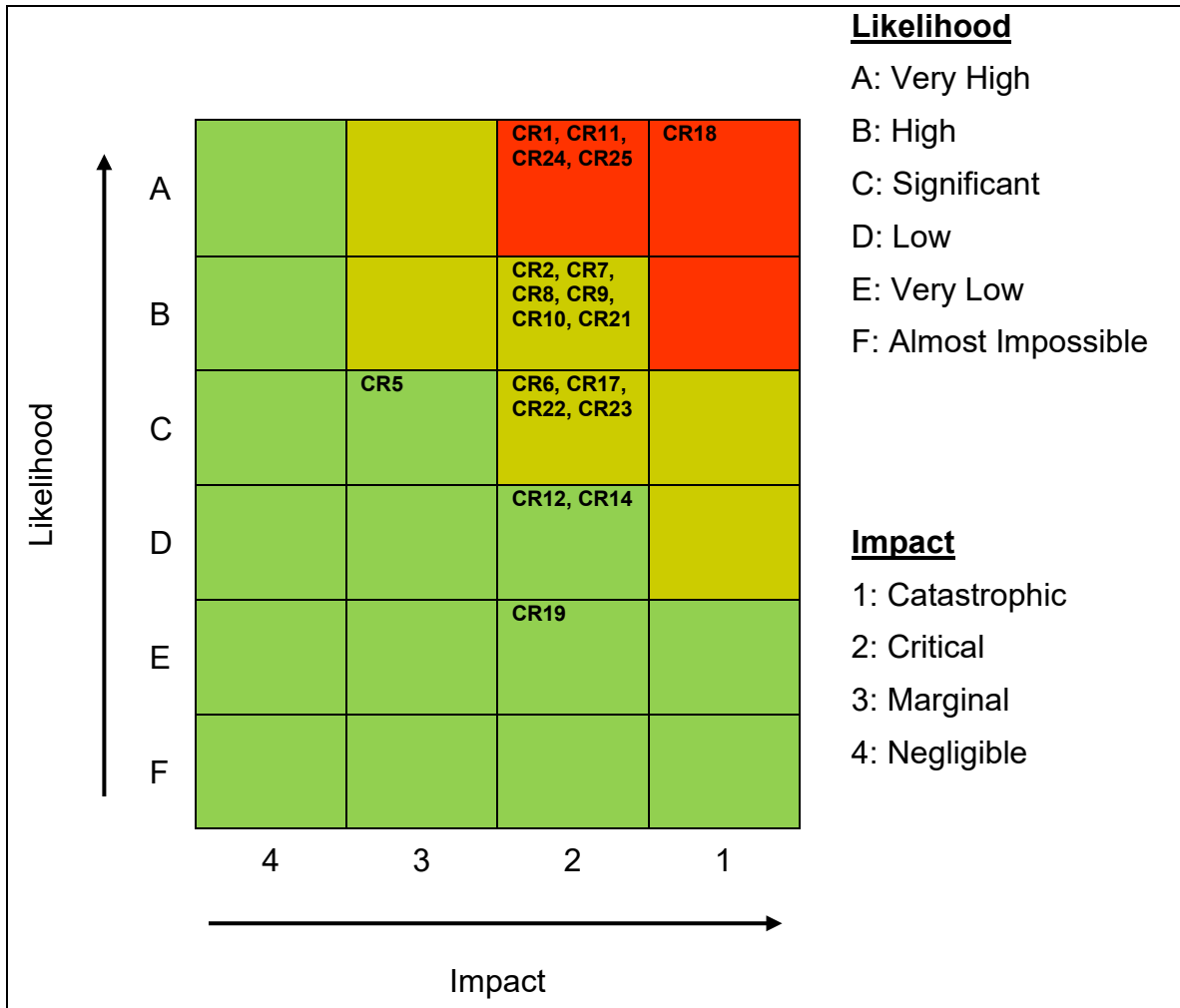
CR24.3: There is ongoing work and the strategic planning group has been re-established after being on hold during the pandemic and there is a degree of optimism that this will lead to progress soon. The work was impacted by the urgent need to address the risk identified at CR24.1.

CR25	Capital Programme Affordability and Deliverability	Risk Rating	
		Current	Target
Risk Owner: ECO Infrastructure, Economy and Environment		Risk Type: Financial and Physical	
		A2	D3
<p>In December 2021, Highland Council approved a near £1bn, 15 year plan for investment across the Council's asset base. This investment is a critical part of ensuring the Council's assets are fit for purpose and support the effective delivery of services. Wider economic factors (that also impact on CR1: Financial Sustainability) will provide challenges to the successful delivery of all planned projects. Specific risks to the successful delivery of the programme include:</p> <ul style="list-style-type: none"> Wider financial challenges (including rising interest rates) may mean the funding envelope for capital investment needs to reduce- this would necessitate a reduction in the size of the programme Wider construction market inflation means that many projects are seeing increasing costs. Any projects that exceed their budgets would require reduction or removal of other planned projects in order to fund the overspends <p>Contractor and material availability poses a significant challenge to delivering works on time and on budget.</p>			
Mitigating Actions:		Responsible Officer	Target Date
CR25.1	Capital Programme Review: Work to review the capital programme is underway with the intention to provide a revised and reduced programme for Council approval later in the financial year	ECO Infrastructure, Economy and Environment	March 2023
CR25.2	Enhanced Capital Programme Governance: The newly established officer Capital Programme Board will actively review individual project progress in order to ensure early mitigation of any issues arising.	ECO Infrastructure, Economy and Environment	Ongoing

Notes:
 Overall Risk Rating Target updated as per Risk Owner in Q2 2022/23.
 CR25.2: The roads related capital projects are subject to ongoing review through the Council's Capital Programme Board.

CR26	Managing Long-term Absence	Risk Rating				
		Current	Target			
Risk Owner: Head of People		Risk Type: Staffing and Financial		C2	D2	
Staff sickness absence is being extended due to delays in NHS treatment being offered to staff. This can result in staff unable to return to the workplace or on limited duties until treatment can take place impacting on productivity and additional cost with temporary cover and accrual of annual leave if staff are off long-term sick. There may also be instability in service provision with temporary cover provision and no indication of when treatment will take place to enable a return to work.						
Mitigating Actions:				Responsible Officer	Target Date	RAG
CR26.1	Monitor long term sickness absences to determine impact on delayed or reduction of NHS treatments provided to Council staff which results in staff's inability to return to the workplace.	Head of People/HR Manager		June 2023	G	
CR26.2	Support staff and their managers to assess what duties or alternative work can be undertaken on a temporary basis pending treatment to continue to employ the member of staff.	Head of People/HR Manager		31 March 2023	G	
CR26.3	Negotiate abatement of annual leave to statutory 28 days per year for staff off more than 3 continuous months.	Head of People/HR Manager		31 March 2023	G	
CR26.4	Provision of bite size training and refresh guidance to managers on how to manage short absence and long-term sickness absences to ensure staff are supported appropriately.	People Development Manager		31 March 2023	G	
Notes: -						

Appendix 2: Corporate Risk Matrix



The colour coding of the risk matrix indicates the following:

Green	The overall level of risk is low, and it is below the corporate risk appetite. Management of this risk through the corporate risk process is optional.
Amber	The overall level of the risk is moderate. It is above the corporate risk appetite and actions are in place to manage and reduce the overall risk.
Red	The overall level of the risk is high. It is above the corporate risk appetite line and should be managed as a priority. Risk actions are in place to manage and reduce the overall risk.