

Highland Community Planning Board Risk Register

Date: November 2023

Risk Score	
20-25	Very High
12-16	High
8-10	Medium
1-6	Low

Risk ID & Date	Risk Category	Target Score		Risk Description	Untreated Probability	Untreated Impact	Untreated Score	Management Plan			Current Score	Risk Owner Review	Target Date	Risk Movement	Escalation	Risk Closure Date	Risk Owner	Risk Lead
		Risk Appetite	Risk Tolerance					Current Probability	Current Impact	Current Score								
01/20 23.01.2020	Public Confidence	Cautious 8-10	Moderate 12-16	Risk Title: <u>Reputational</u> Risk Description: Community Planning Partnership fails to deliver broadly and specifically the Highland Outcome Improvement Plan Impact: Loss of public confidence	4	3	12	Current controls in place: Community Planning Board governance has been reviewed and refreshed this will provide enhanced understanding of how we are delivering and what gaps exist.	3	3	9	(1) Date of Review: 21/07/2023 (2) Review Notes - Ongoing review during reporting periods of 23/24 will identify any specific areas for concern and these will be priorities and actioned accordingly. (3) Further Controls Required (include action owner and date for completion):	Ongoing				CPP Board	CPP Chair
02/20 23.01.2020	Public Confidence	Cautious 8-10	Moderate 12-16	Risk Title: <u>Failure to deliver key priorities</u> Risk Description: Community Planning Partnership fails to deliver the defined key priorities which have been set and resource delivery of these Impact: Loss of Public Confidence and impact on local Partnerships and communities	4	4	16	Current controls in place: Mitigation – Refreshed structure and governance, regular updates going forward to ensure objectives are being met.	4	3	12	(1) Date of Review: 21/07/2023 (2) Review Notes - Ongoing review during reporting periods of 23/24 will identify any specific areas for concern and these will be priorities and actioned accordingly. (3) Further Controls Required (include action owner and date for completion):	Ongoing				CPP Board	CPP Chair
03/20 23.01.2020	Service Delivery	Cautious 8-10	Moderate 12-16	Risk Title: <u>Resourcing of Partnership Activity</u> Risk Description: Individual Partners not effectively resourcing the function of Community Planning Impact: Loss of confidence/credibility within the Board and similar impact at a local level	4	4	16	Current controls in place: Review and succession planning with clear audit and governance to ensure appropriate leadership, chairing, accountability and support by each and every partner with CPP mandate. This includes; time, resource and finance. Work to review resourcing and requirements in order to mitigate and address any issues.	4	4	16	(1) Date of Review: 21/07/2023 (2) Review Notes - The partnership has experienced a sustained period of challenge linked to the ownership/chairing of Local Partnership Groups, whilst this has been addressed by recent changes, until said changes have been fully implemented and there is stability in these areas the risk of effective leadership and direction in these areas continues to be a concern to the partnership. (3) Further Controls Required (include action owner and date for completion):	Ongoing				CPP Board	CPP Chief Officers
04/20 23.01.2020	Service Delivery	Cautious 8-10	Moderate 12-16	Risk Title: <u>Knowledge/Intelligence Gaps</u> Risk Description: There is a lack of cross partnership data/sharing to effectively fully understand where resources should be intelligently deployed to best address demand/need. Impact: Failure to fully understand Threat, Risk and Harm impacts across the Partnership/Communities.	3	3	9	Current controls in place: Individual organisations have appropriate business intelligence processes/products and are able to plan/deliver as required but this needs enhanced.	3	3	9	(1) Date of Review: 21/07/2023 (2) Review Notes - This is an ongoing area for focus within the Partnership and there could be a number of shared products in 23/24 which will provide a better understanding of gaps/demand. (3) Further Controls Required (include action owner and date for completion):	Ongoing				CPP Board	CPP Chief Officers
05/20 23.01.2020	Public Confidence	Cautious 8-10	Moderate 12-16	Risk Title: <u>CPB Communication</u> Risk Description: There is a need to have a clearer defined method of communication both internally and externally for the CPP. Impact: Lack of knowledge/understanding of Partnership and how it can support communities and achieve collaborative outcomes.	3	3	9	Current controls in place: Individual organisations have appropriate media strategies and can communicate activity, but this needs to be enhanced to include impact/effectiveness of CPP.	4	3	12	(1) Date of Review: 21/07/2023 (2) Review Notes - It is acknowledged that the Community Planning Board needs to better communicate its purpose, intentions and outcomes internally with all stakeholders and with our wider communities. This will be subject of increased discussion and focus during 23/24. CPP Communications Strategy to be developed and proposed to Board for December 2023 Board meeting. (3) Further Controls Required (include action owner and date for completion):	Ongoing				CPP Board	Partnership Development Manager
06/21 01.02.2021	Service Delivery	Cautious 8-10	Moderate 12-16	Risk Title: <u>Pandemic/Influenza Resilience</u> Risk Description: New demands and priorities for the Partnership strategically and locally to respond to the onset of a pandemic/influenza outbreak and these competing with pre-existing priorities Impact: Failure to delivery on new, existing and competing priorities	5	5	25	Current controls in place: Partnership response to new demands and issues. Prioritisation of actions and identifying short, medium and long term action. Response monitored and managed within the Relationship Partnership structure.	4	5	20	(1) Date of Review: 21/11/23 (2) Review Notes - Updated to reflect Pandemic/Influenza risk, not just Covid-19 (3) Further Controls Required (include action owner and date for completion):	Ongoing				CPP Board	CPP Chief Officers
07/21 01.02.2021	Service Delivery	Cautious 8-10	Moderate 12-16	Risk Title: <u>COVID Recovery</u> Risk Description: Recognition of long term impacts associated with Covid and risks impacted on communities in the future. For example economic recovery, children and young people, education. Impact: Failure to effectively collaborate, mitigate and address issues affecting Highland communities as a result of impacts of Covid	4	5	20	Current controls in place: Continued engagement to effectively understand needs of Highland communities. Collaboration and sharing of organisational intelligence in order to develop an effective strategy for dealing with recovery. Reviewing and updating CPP priorities to reflect emerging covid recovery issues. Covid recovery needs to be a golden thread implemented across all workstreams and is mainstreamed into plans and priorities regionally and locally.	3	4	12	(1) Date of Review: 21/11/23 (2) Review Notes - Management of Covid recovery is embedded as business as usual (3) Further Controls Required (include action owner and date for completion):	Ongoing				CPP Board	CPP Chief Officers
08/22 05.09.2022	Service Delivery	Cautious 8-10	Moderate 12-16	Risk Title: <u>Support and Resourcing for People Fleeing Crisis</u> Risk Description: Failure to co-ordinate support and meet the demand for services for people fleeing a crisis in other countries Impact: Duplicating resource and unable to meet the needs of those coming to Highland.	2	2	4	Current controls in place: Importance of partnership forum to ensure communication and sharing of service pressures, demands and plans to ensure a joined up approach. Ensure appropriate liaison and communication with Scottish Government regarding the needs of those fleeing crisis and resourcing of support.	2	2	4	(1) Date of Review: 21/11/23 (2) Review Notes - October 2023 - Brian Cameron, Chair of the Resettlement Group and he has said that although most services have been 'normalised' there's still a need to keep the risk on the register, and suggested downgrading it to green as everything (for now) is under control and processes are in place. November 2023 - Risk Description updated to reflect widening of potential support required for people fleeing a crisis in other countries (3) Further Controls Required (include action owner and date for completion):					Highland Council Housing	Resettlement Group
09/22 05.09.2022	Service Delivery	Cautious 8-10	Moderate 12-16	Risk Title: <u>Cost of Living Crisis</u> Risk Description: Being unable to mitigate the affects of the cost of living crisis on individuals, families, communities, third sector and public sector partners and businesses Impact: Inability to meet increasing service demand and the potential for reduced service provision.	5	5	25	Current controls in place: Building understanding into planning processes and future proofing Ensure that the partnership co-ordinates efforts in order to maximise local response. Raising awareness and lobbying national governments of the greater challenges facing Highland communities due to social, economic and geographical circumstances. Review activity of the partnership locally and strategically to support.	5	5	25	(1) Date of Review: 27/10/23 (2) Review Notes - Re-scored by the Chair of the Poverty Reduction Group as identified that the CPP have limited ability to mitigate this Risk but any deliverables will be through the Poverty Reduction Delivery Group. (3) Further Controls Required (include action owner and date for completion):	Ongoing				CPP Board	Poverty Reduction Delivery Group
08/23 25.08.2023	Service Delivery	Cautious 8-10	Moderate 12-16	Risk Title: <u>Partnership Development Team</u> Risk Description: Partnership Development Team fails to deliver against the proposals agreed by the Board. Partnership Officers on fixed term contracts to May 2025.	3	3	9	Current controls in place: Annual Milestones developed by Partnership Development Team and agreed by the Board. Review of contracts due end of 2024.	2	3	6	(1) Date of Review: 25/08/2023 (2) Review Notes - Risk added as part of August 2023 review (3) Further Controls Required (include action owner and date for completion):	01/05/2025				CPP Board	CPP Chief Officers

Risk ID & Date	Risk Category	Risk Appetite	Risk Tolerance	Risk Description	Untreat. Probab	Untreated Inj	Untreated Sr	Management Plan	Cur Probab	Current Inj	Current Sr	Risk Owner Review	Target L	Move	Escala	Risk Clor	Risk Ow	Risk L	
Oct-23	Service Delivery	Cautious 8-10	Moderate 12-16	<p>Risk Title: Public Sector Funding</p> <p>Risk Description - With the budget reductions across all sectors, there is a risk that services will not be able to provide sufficient, skilled resource to deliver the services expected by the communities, and a reduced capacity to work in partnership</p> <p>Impact:</p> <p>Service Delivery - reduced delivery of services due to lack of staff and limited opportunities to invest in collaboration to enable working practices to overall reduce demand</p> <p>Partnership working – inability to commit to joint planning and delivery models or participate in joint working groups</p> <p>Public Confidence - reduced public confidence in in partnerships due to lack of staff and budget</p> <p>Finance - Financial implications due to overtime, staff movement and potential high sickness/absence levels</p> <p>Legal - Potential breach of legislatively required functions, leading to internal and external scrutiny</p>	5	4	20	Current Controls in place:			0	<p>(1) Date of Review: 21/11/23</p> <p>(2) Review Notes - Risk added as part of October 2023 review and discussions at CPP September 2023 Board meeting</p> <p>(3) Further Controls Required (include action owner and date for completion):</p>						CPP Board	CPP Chief Officers
		#N/A	#N/A	<p>Risk Title:</p> <p>Impact:</p>			0	Current Controls in place:			0	<p>(1) Date of Review:</p> <p>(2) Review Notes -</p> <p>(3) Further Controls Required (include action owner and date for completion):</p>							
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