

12-16	High
8-10	Medium
1-6	Low

Target Score		Risk Description	Untreated Probability	Untreated Impact	Untreated Score	Management Plan	Current Probability	Current Impact	Current Score	Risk Owner Review
Risk Appetite	Risk Tolerance									
Cautious 8-10	Moderate 12-16	<p>Risk Title: <u>Reputational</u></p> <p>Risk Description: Community Planning Partnership fails to deliver broadly and specifically the Highland Outcome Improvement Plan</p> <p>Impact: Loss of public confidence</p>	4	3	12	<p>Current controls in place:</p> <p>Community Planning Board governance has been reviewed and refreshed this will provide enhanced understanding of how we are delivering and what gaps exist.</p>	3	3	9	<p>(1) Date of Review: 14/02/2020</p> <p>(2) Review Notes - Ongoing review during reporting periods of 20/21 will identify any specific areas for concern and these will be priorities and actioned accordingly.</p> <p>(3) Further Controls Required (include action owner and date for completion):</p>
Cautious 8-10	Moderate 12-16	<p>Risk Title: <u>Failure to deliver key priorities</u></p> <p>Risk Description: Community Planning Partnership fails to deliver the defined key priorities which have been set and resource delivery of these</p> <p>Impact: Loss of Public Confidence and impact on local Partnerships and communities</p>	4	4	16	<p>Current controls in place:</p> <p>Mitigation – Refreshed structure and governance, regular updates going forward to ensure objectives are being met.</p>	4	3	12	<p>(1) Date of Review: 14/02/2020</p> <p>(2) Review Notes - Ongoing review during reporting periods of 20/21 will identify any specific areas for concern and these will be priorities and actioned accordingly.</p> <p>(3) Further Controls Required (include action owner and date for completion):</p>
Cautious 8-10	Moderate 12-16	<p>Risk Title: <u>Resourcing of Partnership Activity</u></p> <p>Risk Description: Individual Partners not effectively resourcing the function of Community Planning</p> <p>Impact: Loss of confidence/credibility within the Board and similar impact at a local level</p>	4	4	16	<p>Current controls in place:</p> <p>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.</p>	4	4	16	<p>(1) Date of Review: 14/02/2020</p> <p>(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.</p> <p>(3) Further Controls Required (include action owner and date for completion):</p>
Cautious 8-10	Moderate 12-16	<p>Risk Title: <u>Knowledge/Intelligence Gaps</u></p> <p>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.</p> <p>Impact: Failure to fully understand Threat, Risk and Harm impacts across the Partnership/Communities.</p>	3	3	9	<p>Current controls in place:</p> <p>Individual organisations have appropriate business intelligence processes/products and are able to plan/deliver as required but this needs enhanced.</p>	3	3	9	<p>(1) Date of Review: 14/02/2020</p> <p>(2) Review Notes - This is an ongoing area for focus within the partnership and we should have a number of shared products in 20/21 which will provide a better understanding of gaps/demand.</p> <p>(3) Further Controls Required (include action owner and date for completion):</p>
Cautious 8-10	Moderate 12-16	<p>Risk Title: <u>CPB Communication</u></p> <p>Risk Description: There is a need to have a clearer defined method of communication both internally and externally for the CPP</p> <p>Impact: Lack of knowledge/understanding of Partnership and how it can support communities and achieve collaborative outcomes.</p>	3	3	9	<p>Current controls in place:</p> <p>Individual organisations have appropriate media strategies and can communicate activity, but this needs to be enhanced to include impact/effectiveness of CPP.</p>	4	3	12	<p>(1) Date of Review: 14/02/2020</p> <p>(2) Review Notes - It as 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 20/21.</p> <p>(3) Further Controls Required (include action owner and date for completion):</p>

Risk Appetite	Risk Tolerance	Risk Description	Untreat Probab	Untreat Imp	Untreated Sc	Management Plan	Cur Probab	Current Imp	Current Sc	Risk Owner Review
Cautious 8-10	Moderate 12-16	<p>Risk Title: <u>COVID Resilience</u></p> <p>Risk Description: New demands and priorities for the Partnership strategically and locally to respond to the ongoing pandemic and these competing with pre-existing priorities</p> <p>Impact: Failure to delivery on new, existing and competing priorities</p>	5	5	25	<p>Current controls in place:</p> <p>Partnership response to new demands and issues. Prioritisation of actions and identifying short, medium and long term action.</p>	4	5	20	<p>(1) Date of Review:</p> <p>(2) Review Notes -</p> <p>(3) Further Controls Required (include action owner and date for completion):</p>
Cautious 8-10	Moderate 12-16	<p>Risk Title: <u>COVID Recovery</u></p> <p>Risk Description: Lack of clarity regarding the community need and requirements to address recovery given the ongoing pandemic and changing impacts.</p> <p>Impact: Failure to effectively collaborate, mitigate and address issues affecting Highland communities as a result of covid</p>	4	5	20	<p>Current controls in place:</p> <p>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.</p>	3	4	12	<p>(1) Date of Review:</p> <p>(2) Review Notes -</p> <p>(3) Further Controls Required (include action owner and date for completion):</p>
Cautious 8-10	Moderate 12-16	<p>Risk Title: <u>Support and Resourcing for People Fleeing the Crisis in Ukraine</u></p> <p>Risk Description: Failure to co-ordinate support and meet the demand for services for people fleeing the crisis in Ukraine</p> <p>Impact: Duplicating resource and unable to meet the needs of those coming to Highland.</p>	5	5	25	<p>Control measures:</p> <p>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 Ukrainians and resourcing of support.</p>	4	4	16	<p>(1) Date of Review:</p> <p>(2) Review Notes -</p> <p>(3) Further Controls Required (include action owner and date for completion):</p>
Cautious 8-10	Moderate 12-16	<p>Risk Title: <u>Cost of Living Crisis</u></p> <p>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</p> <p>Impact: Inability to meet increasing service demand and the potential for reduced service provision.</p>	5	5	25	<p>Control measures:</p> <p>Building understanding into planning processes and future proofing Ensure that the partnership co-ordinates efforts in order to maximise local response.</p> <p>Raising awareness and lobbying national governments of the greater challenges facing Highland communities due to social, economic and geographical circumstances.</p> <p>Review activity of the partnership locally and strategically to support.</p>	5	5	25	<p>(1) Date of Review:</p> <p>(2) Review Notes -</p> <p>(3) Further Controls Required (include action owner and date for completion):</p>
#N/A	#N/A	<p>Risk Title:</p> <p>Impact:</p>			0	<p>Current Controls in place:</p>			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>
#N/A	#N/A	<p>Risk Title:</p> <p>Impact:</p>			0	<p>Current Controls in place:</p>			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>