

Agenda Item	15.
Report No	CPPB/15/25



Highland
Community
Planning
Partnership

Com-pàirteachas
Dealbhadh
Coimhearsnachd

na Gàidhealtachd

Highland Community Planning Partnership Board – 6 June 2025

Strategic Risk Register Review

Report by: CPP Senior Officers

Summary

Following previous discussions at Community Planning Partnership (CPP) Board meetings, the CPP Senior Officers agreed to conduct a comprehensive review of the Strategic Risk Register. The Board recommended that all risks be reassessed considering the CPP's risk appetite.

The purpose of the review is to ensure the CPP's risk register accurately reflects current arrangements and to identify any necessary adjustments to better align with the CPP's and partners' risk appetite. It was noted that the Council's new risk analysis framework will be used to support this review.

The CPP Board is asked to:

- i) Note progress on the Strategic Risk Register review.
- ii) Agree to establish a Strategic Risk Register Sub-Group of the Board.
- iii) Confirm membership of the Strategic Risk Register Sub-Group.

1. Background

- 1.1 The current format of the CPP Strategic Risk Register, adopted several years ago, is based on a model and matrix originally introduced by Police Scotland.
- 1.2 Recognising the need for alignment with current priorities, the CPP Board has identified the importance of updating the Strategic Risk Register to ensure it accurately reflects the risks associated with the 2024–2027 Highland Outcome Improvement Plan, along with its associated Delivery Plan and Performance Framework.

2. Strategic Risk Register Review

- 2.1 In preparation for the June 2025 Board meeting, CPP Senior Officers participated in a dedicated session focused on the Council's new risk analysis framework, which is being used to support the review of the Strategic Risk Register.
- 2.2 Drawing on insights from this session, the CPP Senior Officers identified the need to completely update the current risk register. This includes revising the terminology and formatting to reflect the new framework, and adopting a clearer, more accessible format that uses plain language.

2.3 CPP Senior Officers propose the development of a new Strategic Risk Register template. The new template will include:

- A more intuitive and structured flow for each risk entry.
- New risk matrix scoring (aligned to the Councils risk analysis framework).
- Risk appetite statements.
- A defined reporting schedule aligned to risk and risk appetite.
- An escalation process.
- Monitoring levels.
- Accessibility across all levels of the CPP.

3. Strategic Risk Register Sub-Group

3.1 To support the completion of the Strategic Risk Register review, CPP Senior Officers are seeking the Board's endorsement and active participation. Specifically, inviting volunteers from partners to join a dedicated sub-group focused on the Strategic Risk Register. Involvement from across the Board will support the knowledge and resourcing required to develop the comprehensive new Strategic Risk Register that is required.

3.2 This sub-group will oversee:

- Creation of the new Strategic Risk Register.
- Review and update all current risks to reflect the new template.
- Identify new risks based on the new template.
- Assess likelihood and impact for all risks.
- Create risk appetite statements.
- Assign who will monitor and agree frequency of review.
- Undertake actions related to the risk register from the Board meetings.
- Report to the Board utilising the reporting schedule.

3.3 A key focus for the group will be undertaking actions identified by the Board, including Risk 04/20 – Joint Situational Awareness: Information Sharing, as highlighted at the February 2025 meeting, where the need for a Risk Management Plan to enhance data-sharing across partner organisations was identified.

Recommendation

The CPP Board are asked to:

- i) Note progress on the Strategic Risk Register review.
- ii) Agree to establish a Strategic Risk Register Sub-Group of the Board.
- iii) Confirm membership of the Strategic Risk Register Sub-Group.

Author: CPP Senior Officers

Date: 12th May 2025

Appendices: Current Strategic Risk Register

Highland Community Planning Board Risk Register

Date: February 2025

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 Probability	Current Impact	Current Score	Risk Owner Review	Target Date	Risk Movement	Escalation	Risk Closure Date	Risk Owner	Risk Lead
		Risk Appetite	Risk Tolerance																	
02/20 23.01.2020	Public Confidence	Cautious 8-10	Moderate 12-16	Risk Title: <u>Failure to deliver against strategic priorities - People, Place, Prosperity</u> Risk Description: Community Planning Partnership fails to deliver against the actions in the HOIP Delivery Plan Impact: Issues identified in the HOIP Delivery Plan are not tackled and outcomes for people and communities do not improve	4	4	16	Current controls in place: Working towards implementing new HOIP delivery structure Mitigation: New HOIP delivery structure will be in place for each action and monitoring to CPP Board in place. Each Cross-Cutting Theme has a sponsor at senior officer level			3	4	12	(1) Date of Review: August 2024 (2) Review Notes - Ongoing review during reporting periods of 24/25 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>Commitment to Partnership Activity</u> Risk Description: Individual Partners not effectively committing to the function of Community Planning at all levels within organisations Impact: Loss of confidence/credibility within the Board and similar impact at a local level	4	4	16	Current controls in place: 2024 - 2027 HOIP is strategically aligned to Partners strategic plans, Partners take responsibility to ensure commitment is achieved to Community Planning at all levels			4	4	16	(1) Date of Review: August 2024 (2) Review Notes - Reflecting committing to Community Planning across an organisation as a whole (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>Joint Situational Awareness - Information Sharing</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	4	4	16	Current controls in place: Actions have been identified within the revised HOIP delivery plan to support this Mitigation: Reconciled need with Joint Needs Assessment and Mental Health and implemented 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: August 2024 (2) Review Notes - This is an ongoing area for focus within the Partnership and there could be a number of shared products during the lifetime of the HOIP 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
06/21 01.02.2021	Service Delivery	Moderate 12-16	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 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	The National Strategic Risk Assessment (NSRA) identified pandemic as HIGH risk, with impact rating 5 and likelihood rating 4 = 20. The Regional and Local Resilience Partnership undertook a Capability Assessment for the impact of this risk in H&I Area in January 2024. 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 Resilience Partnership structure			5	4	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): Regional Resilience Partnership plan in place, based on capability assessment, complimented by LRP action on work plan, noting that local work is delayed as a result of the National Plan not yet being produced. Gaps are particularly notable in respect of staffing resilience and body storage capability, and concerns regarding the likelihood of public compliance with health protection measures for another pandemic to the extent we saw during COVID.	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. Exacerbation of existing inequalities Impact: Failure to effectively collaborate, mitigate and address issues affecting Highland communities as a result of impacts of Covid	4	4	16	Current controls in place: Considered within 2024 - 2027 HOIP Developing new programme of work around prevention and inequalities 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</u> Risk Description: Being unable to mitigate the affects of the cost of living on individuals, families, communities, third sector and public sector partners and businesses Impact: Increased demand on services (public and third sector) and increasing levels of inequality	4	4	16	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 Mitigation: Whole Family Wellbeing Programme implementation and funding strategy			4	4	16	(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 does not continue, broader impact on CPP Impact: HOIP - Partnership's ability to deliver against the 2024 - 2027 Highland Outcome Improvement Plan; Partnership's ability to manage the HOIP Delivery Framework; Partnership's capacity to produce a new 10 year plan 2027 - 2037 is significantly reduced Communication - Partnership's ability to implement the new Communications Strategy; Community Briefing - CPP's ability to manage, develop and maintain the fortnightly Community Briefing circulation is lost; Website - CPP's ability to manage, develop and maintain the CPP website is lost Connection - the framework to connect Highland with local priorities and actions is lost Reputational - Risk to HCPP and Community Partnerships at a Highland and local level - loss of confidence across the Partnership and within communities Collaboration - Loss of Partnership's ability to work collaboratively and identify opportunities at Highland and local level Community Partnerships - Direct support for network of Community Partnerships lost Knowledge / Experience - Loss of knowledge and experience across the CPP structure is lost, including connections between Partnerships	4	4	16	Current controls in place: Partnership ongoing required re continuation of Partnership Development Team. Two year extension to June 2027 for Partnership Officers agreed.			3	3	9	(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 Im	Untreated Sr	Management Plan	Cur Probab	Current Im	Current Sr	Risk Owner Review	Target t	Move	Escala	Risk Clor L	Risk On	Risk L		
Oct-23	Service Delivery	Cautious 8-10	Moderate 12-16	<p>Risk Title: <u>Public & Third Sector Funding</u></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: 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 Partnership Working – inability to commit to joint planning and delivery models or participate in joint working groups Public Confidence - reduced public confidence in in partnerships due to lack of staff and budget Finance - Financial implications due to overtime, staff movement and potential high sickness/absence levels Legal - Potential breach of legislatively required functions, leading to internal and external scrutiny</p>	4	3	12	<p>Current Controls in place:</p> <p>Within the HOIP Delivery Plan there is a cross-cutting theme prioritised Shared Approaches to Commissioning. Deliverables include: Identify potential priority outcomes for co-commissioning; Test an identified co-commissioning approach; Mapping of budgets available for consideration under shared approaches to commissioning. Taking a place based approach to ensure local need is considered and is the driver for funding/commissioning.</p> <p>Within the HOIP Delivery Plan cross-cutting theme there is a commitment to identifying opportunities to better align funding streams available through partnership fora to deliver against HOIP shared priorities and outcomes.</p> <p>Mitigations: Mapping of budgets available for consideration under shared approaches to commissioning. Ensure fully understand the totality of the funding sources available across Highland, mapping the different funds. Ensure effective governance to avoid risk of duplication with particular focus on preventing duplication of grants and awards. Identify potential priorities for spend in partnership fora for funding streams. CPP Board to agree priorities for funding streams spend to promote alignment. Strengthen pre existing partnership mechanisms for procurement of services. Strengthen partnership working by encouraging third sector alliances and consortia to work collaboratively to ensure best value.</p>	4	3	12	<p>(1) Date of Review: 14/2/25</p> <p>(2) Review Notes - Risk reviewed February 2025 to reflect current funing landscape and incorporate delivery within the new HOIP</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: <u>Housing in Highland</u></p> <p>Risk Description: Failure to address the housing challenge in Highland will impact both on economic growth and on individual housing need across Highland</p> <p>Impact: HOIP - increased housing is necessary to deliver against the strategic priorities the HOIP: to enable people to live independently, safe and well within their community, to develop sustainable and resilient local communities and to creating opportunities for all people and places to prosper and to thrive economically Service Delivery - not having the people available locally within communities to deliver crucial local services</p>	5	5	25	<p>Current Controls in place:Highland Housing Challenge has been declared. Draft partnership action plan in place between public sector, third sector and private sector partners to address and tackle the challenge and ensure greater levels of housing are delivered in Highland</p>	4	4	16	<p>(1) Date of Review: June 2025</p> <p>(2) Review Notes - Final Action Plan to be agreed in May/June</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>								
		#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>								