



Strategic Risk Register Summary June 2026

To sit alongside the Highland CPP Strategic Risk Register this summary provides the Board with an overview of the movement of risk scores over time for consideration. This summary will be published for each Board meeting, as an alternative to circulating the full Strategic Risk Register.

Review of risks, lessons learned and points for discussion:

- 02/26 - Financial Sustainability & Funding Alignment: Red
Actions to be progressed by CPP Board.
- 04/26 - Access to and Awareness of Services: Amber
Actions identified are long term actions.
- 05/26 - Cost of Living & Poverty: Red
Additional Planned Actions proposed focussing on fuel poverty.
- 06/26 - Community Engagement & Trust: Amber
Current Controls/Mitigations added: Six monthly HOIP update report presented to Highland Council, Communities and Place Committee May 2026. 2026 CPP Annual Conference – increased third sector representation and involvement.
- 07/26 - Implementation of New and Existing Scottish Government Policies: Red
Planned Actions: New Scottish Government elected May 2026, verbal update from Place Director at June meeting.

Notable movements in risk scores:

- N/A

Risks added or removed from the Strategic Risk Register:

- N/A

Current areas of key risk:

The current areas of key risk categorised into themes:

- People
- Place
- Prosperity

Risk ID	Risk name	Themes	Risk score			Risk Movement	Comments
			Original	Previous	Current	Previous score to current	
01/26	Failure to Deliver Against Highland Outcome Improvement Plan (HOIP) Strategic Priorities	People, Place, Prosperity	12	12	12	↔	
02/26	Financial Sustainability & Funding Alignment	People, Place, Prosperity	20	20	20	↔	
03/26	Partnership Capacity & Skills	People, Place, Prosperity	6	6	6	↔	
04/26	Access to and Awareness of Services	People; Place	9	9	9	↔	The actions identified are long term solutions
05/26	Cost of Living & Poverty	People; Prosperity	20	20	20	↔	Additional actions: Fuel Poverty proposal paper
06/26	Community Engagement & Trust	People, Place, Prosperity	12	12	12	↔	Six month update report presented to Communities and Place Committee, May 2026 2026 CPP Annual Conference – increased third sector representation and involvement
07/26	Implementation of New and Existing Scottish Government Policies	People, Place, Prosperity	16	16	16	↔	New Scottish Government elected May 2026, verbal update from Place Director
08/26	Data Collection, Sharing & Analysis	People, Place, Prosperity	12	12	12	↔	



Risk ID	Risk name / owner	Risk description	Current risk score	Controls in place	Actions planned
RISKS					
Risk 01/26	Failure to Deliver Against Highland Outcome Improvement Plan (HOIP) Strategic Priorities	There is a risk that the partnership may be unable to fully deliver the agreed Highland Outcome Improvement Plan (HOIP) strategic priorities. This may arise from challenges such as limited or uncertain resources, insufficient cross-partner coordination, competing organisational pressures, or weaknesses in performance management and monitoring arrangements. Failure to address these issues could result in reduced impact for communities, missed statutory or strategic commitments, and diminished confidence in the partnership's ability to drive improvement.	12	HOIP delivery plan and governance structure established, providing clarity on responsibilities, reporting lines, and expected outcomes. Quarterly performance reporting to the CPP Board, ensuring ongoing oversight, visibility of progress, and early identification of issues. Senior officers assigned to each cross-cutting theme, responsible for coordination, delivery, and escalation of risks or barriers across partner organisations.	Strengthen delivery oversight, including more frequent monitoring of priority actions and clearer escalation routes for underperformance. Identify and agree priority areas for focused action, ensuring resources are directed where they will have the greatest impact. Confirm agency leads for specific actions, ensuring accountability and enabling coordinated work across partners.
Risk 02/26	Financial Sustainability & Funding Alignment	There is a risk that the partnership may be unable to sustain long-term financial viability or effectively align funding streams to support shared priorities. This risk may arise from reducing or unpredictable budgets, competing organisational demands, short-term or ring-fenced funding arrangements, and limited flexibility to redirect resources. If not managed, these pressures could constrain delivery of partnership outcomes, hinder strategic planning, and weaken the ability to invest in preventative or collaborative approaches.	20	Multi-year partnership funding agreement in place until 2027 to support the Partnership Development Team, providing medium-term stability and protecting core capacity. Regular financial planning and monitoring across partners, ensuring early identification of emerging pressures and alignment with HOIP priorities.	Agree budget arrangements beyond May 2027, including confirmation of partner contributions and long-term funding commitments. Review and align available funding streams to maximise flexibility, prevent duplication, and support priority HOIP programmes. Explore opportunities for joint investment, external funding bids, and pooled resources to strengthen financial sustainability.
Risk 03/26	Partnership Capacity & Skills	There is a risk that insufficient capacity and critical skills within the partnership will limit the ability to deliver services effectively and achieve strategic priorities. This may stem from recruitment and retention challenges, an ageing workforce, limited specialist expertise, and difficulties attracting talent to remote or rural areas. If unaddressed, these pressures could reduce service resilience, hinder innovation, and weaken the partnership's ability to meet current and future community needs.	6	Induction Guidance and Toolkit developed to support consistent onboarding and strengthen understanding of partnership roles and responsibilities.	Board Induction Pack in place, providing key information to support effective leadership and governance across the CPP. Develop and implement a new Induction Module, enhancing consistency of training and supporting improved understanding of partnership priorities and ways of working.

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					Review and update induction materials regularly to ensure content remains relevant, accessible, and aligned with evolving CPP requirements and HOIP priorities.
Risk 04/26	Access to and Awareness of Services	There is a risk that barriers to accessing services continue to be evident across Highland, particularly remote and rural communities. This may be caused by poor digital connectivity, limited access to technology, geographic isolation, workforce shortages, and financial pressures. This results in reduced engagement with services, widening inequalities, and slower progress toward HOIP priorities.	9	<p>Device and data-access initiatives in place, supporting individuals and communities with low or no access to digital technology.</p> <p>Community access points established, enabling people to use digital services locally with support from partner organisations.</p> <p>Partner-led digital support available, helping residents build confidence and skills to engage with online services.</p>	<p>Target communities with limited or no high-speed internet or reliable mobile signal, ensuring outreach and support are focused where barriers are greatest.</p> <p>Support community broadband and connectivity projects, working with local groups and partners to improve digital access in remote and rural areas.</p> <p>Expand awareness campaigns, ensuring communities know what support is available and how to access it.</p>
Risk 05/26	Cost of Living & Poverty	There is a risk that the ongoing cost-of-living crisis and persistent levels of poverty will increase demand for support services, negatively affect health and wellbeing, and further widen inequalities. These pressures may place additional strain on already limited partnership resources, reduce the capacity to deliver preventative support, and hinder progress toward achieving HOIP strategic priorities.	25	<p>Whole Family Wellbeing Programme in place, providing coordinated and preventative support to families experiencing financial pressures.</p> <p>Local coordination arrangements established, enabling partners to identify emerging needs and align responses at community level.</p> <p>Advocacy to Scottish and UK Governments on cost-of-living impacts, funding needs, and policy barriers affecting Highland communities.</p> <p>Signposting to support services, ensuring residents are aware of</p>	<p>Strengthen coordination of hardship and crisis support, ensuring streamlined access and reduced duplication across agencies.</p> <p>Deliver targeted locality-based interventions in communities most affected by poverty and rising living costs.</p> <p>Develop and implement the Poverty Reduction Action Plan, setting out clear priorities, actions and indicators aligned with HOIP outcomes.</p> <p>Enhance signposting and communication, ensuring consistent messages reach those most in need.</p>

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				available financial, wellbeing, and crisis support.	Proposed additional thematic activity to be decided at June Board meeting focussing on Fuel Poverty.
Risk 06/26	Community Engagement & Trust	There is a risk that ineffective engagement, limited participation, and insufficient opportunities for communities to influence decisions may reduce public confidence in partnership decision-making. This could lead to lower levels of involvement in local initiatives, reduced support for service changes, and diminished impact of the HOIP strategic priorities. A lack of trust and meaningful engagement may also exacerbate inequalities and weaken the partnership’s ability to deliver sustainable, community-led outcomes.	12	<p>CPP Consultation Standards applied, promoting consistent, inclusive, and meaningful engagement across partners.</p> <p>Locality-based engagement activity in place, ensuring communities have opportunities to influence local priorities and service design.</p> <p>Transparent reporting mechanisms established, enabling communities to see how decisions are made and how feedback is used.</p> <p>Produce and promote an accessible annual report, providing clear updates on progress, impacts, and next steps to maintain trust and accountability.</p> <p>Six monthly HOIP update report presented to Highland Council, Communities and Place Committee May 2026.</p> <p>2026 CPP Annual Conference – increased third sector representation and involvement.</p>	<p>Develop and strengthen lived-experience forums, ensuring community voices directly shape policy, service delivery and locality planning.</p> <p>Publish regular ‘You Said / We Did’ updates, demonstrating how community feedback has informed decisions and actions.</p>
Risk 07/26	Implementation of New and Existing Scottish	There is a risk that the CPP may not have necessary finances and resources to deliver new and existing Scottish Government policies and statutory duties (e.g., Net Zero, Public Health Framework, Fairer Scotland Duty, Child Poverty targets, and Housing standards). This may result from	16	Senior Officers monitor policy changes and statutory duties, ensuring awareness of emerging	Develop and implement a CPP Policy Implementation Tracker, providing a central

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	Government Policies	limited capacity, competing priorities, insufficient coordination, or unclear national guidance. Failure to meet these obligations could lead to non-compliance, reputational harm, missed statutory or strategic commitments, and reduced ability to deliver the intended outcomes of the HOIP.		<p>Scottish Government requirements and their implications for the CPP.</p> <p>Equality Impact Assessments and the Fairer Scotland Duty embedded within governance processes, supporting compliance and ensuring decisions reflect legal and national commitments.</p> <p>Existing partnership delivery plans aligned to relevant national frameworks, helping maintain consistency with Scottish Government priorities such as Net Zero, public health, equality and housing.</p>	<p>mechanism to monitor new policies, statutory duties, deadlines and compliance status.</p> <p>Assign clear leads for each major policy area (e.g. climate, health improvement, equality, housing, poverty) to ensure accountability and coordinated action across partners.</p> <p>Schedule annual compliance reviews, integrating findings into CPP Board reporting to provide assurance, identify gaps, and support timely corrective action.</p> <p>Embed forward-planning for policy changes into strategic planning cycles, reducing risk of non-compliance and supporting proactive alignment with national agendas.</p> <p>New Scottish Government elected May 2026, verbal update from Place Director at June 2026 Board meeting.</p>
Risk 08/26	Data Collection, Sharing & Analysis	There is a risk that the CPP may be unable to establish or maintain fit-for-purpose data-sharing agreements and effective data-collection processes. This may limit the partnership's ability to understand service demand and community need at local levels, target support appropriately, and populate data indicators required to evidence progress against HOIP outcomes. Insufficient data quality, inconsistent sharing practices, or gaps in analytical capacity could undermine planning, decision-making, and the evaluation of partnership impact.	12	<p>Actions identified within the HOIP Delivery Plan, setting out initial steps to strengthen data collection, analysis, and reporting across the CPP.</p> <p>Individual organisations have established business intelligence and data-analysis processes, providing a foundation for understanding service performance, though these require further alignment and enhancement for partnership-level use.</p>	<p>Identify and develop fit-for-purpose data-sharing agreements, ensuring partners can lawfully and consistently share the information required to understand local need, measure performance, and track progress against HOIP outcomes.</p> <p>Improve the consistency and quality of shared data, including work to align definitions, indicators, and reporting cycles across partners.</p> <p>Strengthen analytical capacity, including exploring shared analytical resources or joint dashboards to support better decision-making.</p>

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					Implement the HOIP data-indicator framework, ensuring outcome measures can be populated reliably and used for performance monitoring.