



Strategic Risk Register Summary September 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:

- **01/26 - Failure to Deliver Against Highland Outcome Improvement Plan (HOIP) Strategic Priorities: Amber**
Delivery oversight arrangements have been strengthened through the introduction of an annual reporting schedule for Delivery Groups and Short Life Working Groups. This provides clearer escalation routes where progress against the Delivery Plan is not being achieved.
- **02/26 - Financial Sustainability & Funding Alignment: Red**
Additional mitigation activity has been identified through improved alignment of funding streams, including HTSI Funder Forum, the Caithness Funding Circle and the Highland Council BeConnected platform. Long term funding arrangements beyond May 2027 remain a key area for Board consideration.
- **03/26 - Partnership Capacity & Skills: Amber**
Implementation of the new Induction Module commencing September 2026 and the Board Induction Pack has been issued. Additional actions include gathering partner feedback on local capacity and engagement with Workforce North regarding recruitment and retention challenges. Risk score has increased from 6 to 9 due to an increase in impact assessment.
- **05/26 - Cost of Living & Poverty: Red**
The Fuel Poverty Action Group has now been established following approval at the June Board meeting, with its first meeting held in August 2026. Strong partnership commitment has been demonstrated and the group will seek to influence future policy and Scottish Government action.
- **06/26 - Community Engagement & Trust: Amber**
Additional controls noted including presentation of the 2025-26 Annual Report to the CPP Board and development of a programme of community networking events across Highland. Further partnership work is planned with NHS Highland to align engagement activity around strategic planning.
- **07/26 - Implementation of New and Existing Scottish Government Policies: Red**
- The risk has been expanded to reflect emerging Public Service Reform proposals, increasing pressures associated with short-term funding cycles and the potential for national policy approaches which may not fully recognise the challenges of delivering services across remote and rural Highland communities. The CPP has submitted a response to the Scottish Government Budget Scrutiny Call for Views and will continue to influence policy development through national engagement opportunities.
- **08/26 - Data Resource, Sharing & Analysis: Amber**
Progress has been made on implementation of the HOIP indicator framework through the Health Inequalities Indicator Report. The Whole Family Wellbeing Programme has purchased FORT, with a new data dashboard currently being developed, noted as future actions.

Notable movements in risk scores:

- 03/26 – Partnership Capacity & Skills increased from 6 (Green) to 9 (Amber) following reassessment of impact from 2 to 3. Additional controls and actions have been identified to strengthen partnership capacity, governance and workforce planning.
- All other risk scores remain unchanged.



Risks added or removed from the Strategic Risk Register:

- No risks have been added to or removed from the Strategic Risk Register since June 2026.

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	↔	Enhanced delivery oversight arrangements in place
02/26	Financial Sustainability & Funding Alignment	People, Place, Prosperity	20	20	20	↔	Improved funding alignment activity underway
03/26	Partnership Capacity & Skills	People, Place, Prosperity	6	6	9	↑	New induction arrangements and workforce planning actions
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	↔	Fuel Poverty Action Group established
06/26	Community Engagement & Trust	People, Place, Prosperity	12	12	12	↔	Annual report and community networking programme implemented
07/26	Implementation of New and Existing Scottish Government Policies	People, Place, Prosperity	16	16	16	↔	Additional policy and funding pressures recognised
08/26	Data Collection, Sharing & Analysis	People, Place, Prosperity	12	12	12	↔	WFW Data framework and dashboard development progressing

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. Delivery oversight improved with annual reporting schedule implemented, including Delivery Groups and Short Life Working Groups reporting to CPP Board, reporting will allow for underperformance escalation routes also. 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.	Identify priority areas for focused action, highlighting areas where progress is limited within the Delivery Plan, 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. Explore opportunities for joint investment, external funding bids, and pooled resources to strengthen financial sustainability.

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				Alignment of available funding streams to maximise flexibility, prevent duplication, and support priority HOIP programmes now available via HTSI Funder Forums, Caithness Funding Circle and the launch of the Council's BeConnected platform.	
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. Implementation of the new Induction Module beginning September 2026, enhancing consistency of training and supporting improved understanding of partnership priorities and ways of working. Board Induction Pack circulated with meeting papers September 2026, providing key information to support effective leadership and governance across the CPP.	Review and update induction materials regularly to ensure content remains relevant, accessible, and aligned with evolving CPP requirements and HOIP priorities. Chair to collate feedback from partner meetings between August and September 2026, will confirm discussion points including partners ability to commit at a local level fully. Engage with Workforce North to understand strategic plans to address recruitment and retention challenges, building in to the new ten year HOIP.
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	Device and data-access initiatives in place, supporting individuals and communities with low or no access to digital technology. Community access points established, enabling people to use digital services locally with support from partner organisations.	Target communities with limited or no high-speed internet or reliable mobile signal, ensuring outreach and support are focused where barriers are greatest. Support community broadband and connectivity projects, working with local groups and partners to improve digital access in remote and rural areas. Expand awareness campaigns, ensuring communities know what support is available

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				Partner-led digital support available, helping residents build confidence and skills to engage with online services.	and how to access it. Expand awareness campaigns, ensuring communities know what support is available and how to access it.
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	Whole Family Wellbeing Programme in place, providing coordinated and preventative support to families experiencing financial pressures. Local coordination arrangements established, enabling partners to identify emerging needs and align responses at community level. Advocacy to Scottish and UK Governments on cost-of-living impacts, funding needs, and policy barriers affecting Highland communities. Signposting to support services, ensuring residents are aware of available financial, wellbeing, and crisis support. Proposed additional thematic activity agreed at June Board meeting focussing on Fuel Poverty. Fuel Poverty Action Group held first meeting August 2026. Clear partner commitment and involvement Long term aim to influence policy and Scottish Government.	Strengthen coordination of hardship and crisis support, ensuring streamlined access and reduced duplication across agencies. Deliver targeted locality-based interventions in communities most affected by poverty and rising living costs. Develop and implement the Poverty Reduction Action Plan, setting out clear priorities, actions and indicators aligned with HOIP outcomes. Enhance signposting and communication, ensuring consistent messages reach those most in need.
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	12	CPP Consultation Standards applied, promoting consistent,	Develop and strengthen lived-experience forums, ensuring community voices directly

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		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.		inclusive, and meaningful engagement across partners. Locality-based engagement activity in place, ensuring communities have opportunities to influence local priorities and service design. Transparent reporting mechanisms established, enabling communities to see how decisions are made and how feedback is used. Produce and promote an accessible annual report, providing clear updates on progress, impacts, and next steps to maintain trust and accountability. 2025 - 2026 Annual Report presented to Board September 2026. 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. Schedule of 2026 Community Networking Events developed covering Mallaig to Newtonmore and Alness.	shape policy, service delivery and locality planning. Publish regular 'You Said / We Did' updates, demonstrating how community feedback has informed decisions and actions. Work in partnership with NHS Highland to develop joint engagement events for the Model of Integration, NHS 10 Year Strategy, 10 Year HOIP. Clear communication required.
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	16	Senior Officers monitor policy changes and statutory duties,	Develop and implement a CPP Policy Implementation Tracker, providing a central

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	Government Policies	Duty, Child Poverty targets, and Housing standards). This may result from 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.		ensuring awareness of emerging Scottish Government requirements and their implications for the CPP. Equality Impact Assessments and the Fairer Scotland Duty embedded within governance processes, supporting compliance and ensuring decisions reflect legal and national commitments. 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. New Scottish Government elected May 2026, verbal update from Place Director given at June 2026 Board meeting. CPP response to Budget Scrutiny Call for Views 2026 - 2027.	mechanism to monitor new policies, statutory duties, deadlines and compliance status. Assign clear leads for each major policy area (e.g. climate, health improvement, equality, housing, poverty) to ensure accountability and coordinated action across partners. Schedule annual compliance reviews, integrating findings into CPP Board reporting to provide assurance, identify gaps, and support timely corrective action. Embed forward-planning for policy changes into strategic planning cycles, reducing risk of non-compliance and supporting proactive alignment with national agendas. Monitor the development of Public Service Reform legislation and assess the potential impact on Highland communities, services and partnership arrangements, reporting significant risks or opportunities to the CPP Board.
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	Actions identified within the HOIP Delivery Plan, setting out initial steps to strengthen data collection, analysis, and reporting across the CPP. Individual organisations have established business intelligence and data-analysis processes, providing a foundation for understanding service performance, though these	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. Improve the consistency and quality of shared data, including work to align definitions, indicators, and reporting cycles across partners.

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				require further alignment and enhancement for partnership-level use. Implement the HOIP data-indicator framework, ensuring outcome measures can be populated reliably and used for performance monitoring. Developed through the Health Inequalities Indicator Report.	Strengthen analytical capacity, including exploring shared analytical resources or joint dashboards to support better decision-making. Whole Family Wellbeing Programme have purchased FORT with planned implementation. Whole Family Wellbeing Programme data dashboard to be finalised.

