NORTH AYRSHIRE COUNCIL

16 November 2021

Audit & Scrutiny Committee

Title:	**Strategic Risk Register 2021/22: Mid-year update**
Purpose:	To provide Audit & Scrutiny Committee with a mid-year update on the progress with actions related to the Strategic Risk Register.
Recommendation:	That Audit & Scrutiny Committee notes the mid-year update on the 2021/22 Strategic Risk Register.

1. Executive Summary

1.1 The Council's most significant risks are identified through the Strategic Risk Register, which is refreshed annually and was last approved by Cabinet on 23rd February 2021.

1.2 The Audit and Scrutiny Committee previously identified the requirement to submit a mid-year update report on the Strategic Risk Register.

1.3 This report and the appendix demonstrate progress made by the Council in mitigating against the potential impact of the Strategic Risks.

2. Background

2.1 The Council's most significant risks are identified through the Strategic Risk Register, recognising the challenges facing the Council within the current financial year and demonstrating the arrangements in place for managing those risks.

2.2 The Strategic Risk Register is refreshed annually and was last approved by the Cabinet on 23rd February 2021.

2.3 The 2019 self-assessment of the Audit and Scrutiny Committee identified a number of improvement actions – one of these was the introduction of a mid-year update report on the progress made with mitigating these key risks.

2.4 The register is attached at Appendix 1 and provides an update on what was approved by Cabinet in February 2021. The next full refresh of the risk register will take place early in the new year, will go to Cabinet for approval in March 2022 and thereafter be reported to Audit and Scrutiny.

2.5   To help plan for this a horizon scanning exercise will be conducted in January 2022 with members of the Corporate Risk Management Group. There are emerging risks such as Blackstart (power failure) and the new National Care Service and they will be considered for inclusion in the Strategic Risk Register 2022/23.

2.6   Where relevant, key actions from the Council Plan Delivery Plan have been linked to the risks and progress shown at mid October 2021 and these actions are more strategic in nature. Some risks are managed as 'Business as Usual', through the appropriate operational plans within Services or through current controls.

2.7   The Strategic Risk Register identifies the most significant risks which the Council faces at the present time.

Very High Risks

2.8   There are four strategic risks classed as 'Very High' (scoring 17-25):

Financial Environment (risk score 20) – this risk reflects the ongoing financial challenge faced by the Council. The Strategic Risk Action Plan has been updated and included within Appendix 1.

Inequalities (20) – this highlights the socio-economic inequalities faced in North Ayrshire. The Strategic Risk Action Plan has been updated and included within Appendix 1.

Financial Sustainability of the Health and Social Care Partnership (20) – this reflects the ongoing financial challenges faced by the Partnership and the risk these present to the Council. The Strategic Risk Action Plan has been updated and included within Appendix 1.

Note: The risk score was reduced from 20 to 16 at the six month review.

COVID-19 Impact on Service Delivery (20) – there is a developing risk to the Council from the ongoing impacts from the pandemic. This risk was tabled and accepted at Cabinet in March 2020. The Strategic Risk Action Plan has been updated and included within Appendix 1.

High Risks

2.9   There are four strategic risks classed as 'High' (scoring 10-16):

Cyber Security (16) – this reflects the increasing risk from external cyber-attack which is being faced by all organisations. The Scottish Government has put in place a cyber-resilience action plan which the Council is complying with. The Strategic Risk Action Plan has been updated and included within Appendix 1.

Transformation (16) – this reflects the wider risks associated with delivering the current Transformation programme and developing a pipeline of future initiatives. The Strategic Risk Action Plan has been updated and included within Appendix 1.

Climate Change (16) – this risk was reassessed following the declaration by the Council of a climate change emergency during 2019. The Strategic Risk Action Plan has been updated and included within Appendix 1.

Community Capacity Building and Empowerment (12) – this highlights the challenges associated with community empowerment. The Strategic Risk Action Plan has been updated and included within Appendix 1.

3. Proposals

3.1 Cabinet is requested to note the mid-year update on the 2021/22 Strategic Risk Register.

4. Implications/Socio-economic Duty

Financial

4.1 None.

Human Resources

4.2 None.

Legal

4.3 None.

Equality/Socio-economic

4.4 None

Environmental and Sustainability

4.5 None.

Key Priorities

4.6 A successful risk management framework helps to underpin the delivery of the Council's strategic priorities in the Council Plan 2019-2024.

Community Wealth Building

4.7 None.

5. Consultation

5.1 The Strategic Risk Register has been reviewed in consultation with the Executive Leadership Team and the Corporate Risk Management Group.

Thomas Reaney
Head of Service (Recovery and Renewal)

For further information please contact **Alex Fitzharris, Risk Manager (Recovery and Renewal),**on **01294-324515**.

Background Papers
None.

Appendix 1 - Strategic Risk Report 2021/22: Mid-Year Update

Risk Code	SRR2122_R01	Risk Title	Financial Environment		Latest Note Date	20-Oct-2021
Risk Owner		Mark Boyd				

Risk Proximity Factors	Consequences / Impact	Existing Risk Control Measures	Likelihood	Impact
The risk is that the level of funding from Scottish Government to local government will require the Council to take increasingly difficult and challenging decisions, potentially operating with increased levels of risk to ensure service delivery and investment in assets align with available resources. Although the 2021/22 local government settlement represents an increase of 0.84% in core grant funding, this has to continue to be looked at within the context of financial pressures facing the council including pay, contractual and demographic pressures over the short, medium and long term. The continuation of single year settlements makes effective medium and long term financial planning challenging. It is recommended that following the settlement and within the wider financial pressure context, the risk score remains unchanged at this time. Any consideration to change this will only occur following a sustained period of annual growth in core revenue funding.

The Council is exposed to financial risk as a result of the financial performance of the IJB; more detail on this is set out at risk SRR03. | Funding not keeping pace with demand and cost means that there will be a reduction in some service areas potentially resulting in higher risks for service users. | Robust monitoring of the Council's revenue and capital budgets is in place as well as regular reporting of financial performance of the IJB to Cabinet and Audit and Scrutiny.

To assist financial planning The Long-Term Financial Outlook (LTFO) to 2030/31 was approved at Council on 16 December 2020 - this is the cornerstone of the Council's financial planning in the medium to long term.

The Council is currently preparing to deliver a balanced budget for 2022/23 with work being progressed to further develop the Transformation and Renewal programme over the period 2022/23 to 2030/31. Additional pressures have been identified through additional national insurance contributions and energy. Current level of reserves may provide some short-term funding solutions as well as progressing the identification of sustainable savings.

Based on the outturn position in 2020/21 for the IJB, the annual debt repayment to the Council of £1.497m was achieved, therefore reducing overall debt to £3.796m. This position is further supported by the creation of a potential surplus position to help enable the delivery of the IJB Transformation programme. | 4 | 5 |

Status	Risk Score	Heat Map		Change in Score	Approach
				No change	Treat
Stable	20				

Strategic Risk Action Plan			Date Updated	20-Oct-2021
Analysis of Effectiveness of Controls	**Further Action Required**	**Target Date for Completion**	**Officers Responsible**	**Current Status: RAG**
Regular financial monitoring of Revenue and Capital Budgets	**28 January 2021:** Bi-monthly monitoring **20 October 2021:** Bi-monthly monitoring is being undertaken.	31-Mar-2024	Mark Boyd	🟢
Deliver balanced Budget for 2021/22	**28 January 2021:** No update **20 October 2021:** Action Complete.	04-Mar-2021	Mark Boyd	🟢
Develop Renewal Programme monitoring framework to capture and monitor plans to address funding gap over medium and long-term	**28 January 2021:** Governance arrangements have now been agreed and include programme development and monitoring through the Transformation Board and ELT. **20 October 2021:** Action Complete.	31-Mar-2021	Mark Boyd; Thomas Reaney	🟢
Maintain Financial Governance Arrangements for IJB	**28 January 2021:** Bi-monthly monitoring. **20 October 2021:** Bi-monthly monitoring is being undertaken	31-Mar-2024	Mark Boyd	🟢

Risk Code	SRR2122_R02	Risk Title	Inequalities	Latest Note Date	20-Oct-2021
Risk Owner		Audrey Sutton/Caroline Amos			

Risk Proximity Factors	Consequences / Impact	Existing Risk Control Measures	Likelihood	Impact
North Ayrshire residents, and in particular certain excluded groups, will experience increasing levels of poverty and its effects, as a result both of the economic situation and Covid-19. Health inequality is closely linked to poverty, employment and people's earliest experiences as children, and will increase. The population of North Ayrshire is projected to fall over the next 10 years but there will also be a larger proportion of the population considered dependent (not economically active).	The impact on specific risk groups is greatest for our children, young people and families, unemployed people and those in in-work poverty and people exposed to the risks of drug and alcohol addiction. Demand for HSCP and Council Services will increase. As reductions in resources increase, early intervention and prevention activities are at risk, thus increasing the potential for an increase in costly crisis interventions. The local economy will be impacted by reduced spending power by economically inactive residents.	Tackling inequalities is a strategic priority of the Community Planning Partnership (CPP), the Council and the HSCP. Current poverty-related controls fall into two categories: measures to address the root causes of socio-economic inequalities – income through employment or benefits – and mitigation measures to minimise the impacts of poverty. A range of strategies are in place: Fair for All, Children's Services Plan, the Child Poverty Action Plan, Economic Renewal Strategy, Community Wealth Building, the Ayrshire Growth Deal. The HSCP tackles inequalities in areas of economy, health and community. Through the HSCP strategic plan, the Partnership sets out actions to tackle inequality through its Partnership Pledge and across its strategic priorities. The Alcohol and Drug Partnership has a focus on drug and alcohol misuse, with a focus on reducing the numbers of drug related deaths. The 'Housing First' programme provides tenancies for the most vulnerable homeless people in North Ayrshire, initially targeting households with addiction and mental health issues on discharge from prison. Through Covid-19 responses a whole system approach is being developed to support residents through a place based model. We continue to progress work to fulfil our commitment in equality of opportunity in employment for all our employees.	5	4

Status	Risk Score	Heat Map		Change in Score	Approach
Increasing	20			No Change	Treat

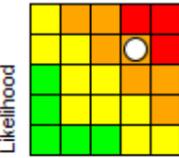| Strategic Risk Action Plan			Date Updated	20-Oct-2021
Analysis of Effectiveness of Controls	**Further Action Required**	**Target Date for Completion**	**Officers Responsible**	**Current Status: RAG**
Many of the current controls are in early stages of implementation: Fair for All (ongoing) Children's Services Plan (new plan) Child Poverty Action Plan (new annual plan) HSCP Strategic Plan (new plan) Economic Renewal Strategy (new strategy) Community Wealth Building (new strategy) Ayrshire Growth Deal (in ongoing development)	**27 January 2021:** Each of these strategies, taken together, and further developed and implemented, should make a significant contribution to inequalities. **20 October 2021:** Actions are being progressed and remain within the Target date for completion.	31-Mar-2024	Audrey Sutton/Caroline Amos; Caroline Cameron	🟢
Recovery & Renewal Strategy Implementation	**27 January 2021:** The implementation of this strategy includes children and young people service transformation, locality working via hubs and place-based approaches to joined up service provision **20 October 2021:** Actions are being progressed and remain within the Target date for completion.	31-Mar-2022	Thomas Reaney	🟢

Risk Code	SRR2122_R03	Risk Title	Financial Sustainability of the Health and Social Care Partnership	Latest Note Date	20-Oct-2021
Risk Owner		Caroline Cameron			

Risk Proximity Factors	Consequences / Impact	Existing Risk Control Measures	Likelihood	Impact
Uncertainty of future funding against growing demand and demographic pressures.

Resources have not kept pace with the demand for and cost of social care services.

Covid-19 has the potential to impact our ability to meet an on-line budget position and ensure repayment of debt.

In earlier years, the HSCP did not manage to contain spend within the delegated budget, but a surplus was recorded in 2020-21. Outstanding debt to the Council is currently £3.807m following a repayment of £1.486m in 20/21. A similar repayment will be made at the end of 21/22.

Current Scottish Government proposals to introduce a National Care Service (NCS) by 2026 will significantly impact on the IJB. A consultation on the NCS closed in November 2021 and legislation will be developed. | Funding levels could result in savings being made that are not in alignment with the strategic plan. This could impact on the future demand levels e.g. reduction in early intervention and prevention means that future demand is increased.

Funding levels increase the requirement to transform services at scale and pace.

If the Covid-19 response is not fully funded the IJB may be required to recover any overspend in-year. The Partnership requires to put in place a financial recovery plan if there is a significant projected overspend.

In 2020-21, the Partnership was in an underspend and is also projecting a year-end underspend for 2021-22.

The impact of the National Care Service will become clearer as legislation is progressed. | The IJB actively monitors the financial position with regular detailed reporting. Directors of Finance of the Council and Health Board have oversight and regular updates are provided to the Council's Cabinet.

There is an integrated approach to managing the totality of NHS and Council resources delegated to the IJB. A Medium-Term Financial Plan is being developed for 2022-25.

Previous financial settlements have seen both partners meet the Scottish Government settlement conditions with any additional resources passed to the IJB.

The IJB has uncommitted reserves of £4.151m (at 01/04/21).

Significant funding has been provided to IJBs for the Covid-19 response, supported by regular financial returns to the Scottish Government. Costs were fully funded in 20-21 and the expectation for 21-22 is again that all Covid related costs will be supported.

The Partnership has a Transformation Board overseeing the programme of service re-design. | 4 | 4 |

Status	Risk Score	Heat Map		Change in Score	Approach
				Reduced from 20 to 16	
Reducing	16				Tolerate

Strategic Risk Action Plan			Date Updated	20-Oct-2021
Analysis of Effectiveness of Controls	Further Action Required	Target Date for Completion	Officers Responsible	Current Status: RAG
Sustainability - Budget outlook report and budget setting paper are effective but further action is required.	20 October 2021: 1) Integrated Strategic Plan and Budget 2) Refresh the medium-term financial plan for 2022-25	31-Mar-2022	Caroline Cameron; Paul Doak	🟢
Budget Monitoring - Regular budget monitoring reports to IJB are effective.	20 October 2021: No additional actions planned at this time but will keep under review.	31-Mar-2024	Caroline Cameron; Paul Doak	
Corrective Action – Transformation Board is effective	20 October 2021: No additional actions planned at this time but will keep under review.	31-Mar-2024	Caroline Cameron; Paul Doak	

Risk Code	SRR2122_R04	Risk Title	Cyber Security	Latest Note Date	20-Oct-2021
Risk Owner		Fiona Walker			

Risk Proximity Factors	Consequences / Impact	Existing Risk Control Measures	Likelihood	Impact
The potential compromise of business operations or a data breach orchestrated via either digital channels or the IT infrastructure. This can include targeting of the user base. Risk derives from both Council operations and those of its supply chain.

The increasing importance of delivering services through digital channels and maximising efficiency through effective and secure use of technology. This includes a growing adoption of cloud-based computing resources which extend processing capabilities, and associated risks, beyond the Council's network.

The Covid-19 pandemic has accelerated the adoption of remote and mobile working practices by staff. While this ensures business continuity, such a distributed work force increases the complexity of protecting against cyber and data protection risks. | Failure by Services to adopt and comply with strategies, policies and procedures may result in a failure to adequately ensure the desired levels of cyber-security required to maintain and protect council systems and data.

There may be a significant impact on the authority through the release of personal and/or sensitive information resulting in a loss of public confidence and significant financial loss incurred through fines and service disruption.

A successful cyber-attack (malicious external or internal action) on the Council's IT environments could also result in significant service disruption, loss of income streams and possible data loss.

Impacts of a cyber-attack could include economic (i.e. inability to collect online payments), societal disruption (i.e. loss of diaries and client appointments), and reputational damage (i.e. loss of public confidence in digital services). | It is recognised that it is not possible for any organisation to expect to be completely protected against continually evolving cyber threats. A threat actor with sufficient motivation, resource and capability will be able to compromise the most secure system.

The Council takes a sociotechnical approach to reducing risk by continually developing protective measures through technical, organisational and people-focused controls.

Technical controls are implemented in areas such as network defences, secure configuration of systems, user authentication, malware protection, and vulnerability management. These are based on best practice and independently tested on an annual basis to confirm their effectiveness in accordance with compliance schemes.

The Council maintains a comprehensive set of policies, standards, guidelines, metrics and reporting mechanisms as part of its information security governance structure. A comprehensive training and awareness programme is delivered to nurture a cyber-aware workforce and culture. | 4 | 4 |

Status	Risk Score	Heat Map		Change in Score	Approach
Stable	16			No change	Treat

Strategic Risk Action Plan			Date Updated	20-Oct-2021
Analysis of Effectiveness of Controls	**Further Action Required**	**Target Date for Completion**	**Officers Responsible**	**Current Status: RAG**
Security Controls and Compliance – Overall, the current controls remain effective. However, they are continually reviewed to ensure they remain effective in countering emerging threats and risks.	**21 January 2021:** PSN IT Health Check assessments and compliance certification. **20 October 2021:** Completed - Certification achieved in September 2021	31-Mar-2021	Fiona Walker	🟢
	21 January 2021: Introduction of improved authentication controls, such as removal of password expiry and deployment of multi-factor authentication. **20 October 2021:** In progress – New password policy is being incrementally introduced to Corporate and Education networks. Multi-Factor Authentication is being introduced to the Corporate networks in different phases of users.	31-Dec-2021	Fiona Walker	🟢
	21 January 2021: Deployment of new anti-malware solution. **20 October 2021:** Completed – New Sophos client has now been deployed to all endpoints and servers.	30-Jun-2021	Fiona Walker	🟢
Remote Working Security Controls – These have shown to be effective during the pandemic response with limited need for additional solutions.	**21 January 2021:** Deployment of a new remote access Always-On VPN service in-line with new best practice. **20 October 2021:** Completed – New VPN service now deployed.	31-Dec-2021	Fiona Walker	🟢
Incident Detection and Response – Recent cyber-attacks on public sector organisations highlight the need for robust incident detection and response procedures and technologies. The current response procedures been shown to be effective based on incidents experienced so far, however detection capabilities will need to be reviewed and improved.	**21 January 2021:** Review of existing monitoring controls **20 October 2021:** In progress – Initial review of existing monitoring controls completed, however further work required to introduce procedures for dealing with alerts. Revised Target date of 31st December 2021.	31-Dec-2021	Fiona Walker	🟢

	21 January 2021: Development of a strategic approach on protective monitoring and incident response **20 October 2021:** Completed – Strategic approach agreed to partner with an external security services provider to introduce a managed security operations centre. A pressure bid has been submitted for 2022/2023.	30-Sep-2021	Fiona Walker	🟢
	21 January 2021: Implementation of new protective monitoring technologies and procedures. **20 October 2021:** In progress – Awaiting outcome of pressure bid before proceeding with implementation.	31-Dec-2022	Fiona Walker	🟢
	21 January 2021: Review the benefits of Cyber Insurance and procure, if appropriate. **20 October 2021:** In progress – Risk assessment underway with Aon to enable the brokering of cyber insurance quotes.	30-Jun-2021	Fiona Walker	🔺
Training and Awareness – The pandemic has impacted on the cyber training programme with the long-term cancellation of all classroom-based training. However, a new online course was launched to compensate for this.	**21 January 2021:** Review effectiveness of online course. **20 October 2021:** In progress – Review of effectiveness still to be undertaken.	30-Jun-2021	Fiona Walker	🔺
	21 January 2021: Re-instate classroom training, when possible. **20 October 2021:** In progress – New Teams-based training beginning in October 2021.	31-Dec-2021	Fiona Walker	🟢
	21 January 2021: Use the Cyber Scotland Week national campaign to increase cyber awareness **20 October 2021:** Completed – Awareness activities undertaken in February 2021.	28-Feb-2021	Fiona Walker	🟢

Risk Code	SRR2122_R05	Risk Title	Transformation	Latest Note Date	20-Oct-2021
Risk Owner		Thomas Reaney			

Risk Proximity Factors	Consequences / Impact	Existing Risk Control Measures	Likelihood	Impact
There is an overarching corporate risk that transformation and change management activities, which are core to the future delivery models and long-term financial sustainability of both the Council and Health and Social Care Partnership, fail to deliver.	Failure to deliver transformational change will impact on the Council's financial sustainability, effectiveness of service delivery and delivery of the outcomes set out in the Council Plan 2019-24 and the Local Outcome Improvement Plan (LOIP). Failure to deliver the HSCP Transformation programmes across the Partnership, involving North Ayrshire Council (NAC) and NHS Ayrshire & Arran (NHSAA) services may lead to the identified outcomes not being delivered; resulting in financial instability, reduced performance, deteriorating patient outcomes, and reputational damage within North Ayrshire Health and Social Care Partnership (NAHSCP). Failure to embed cultural transformation activities may lead to difficulties in building future workforce capacity and in ensuring we have an engaged, skilled and knowledgeable workforce to meet service demand.	The transformation programme aligns to the Council Plan and is monitored via the Executive Leadership Team (ELT) and the Transformation Boards. A Benefits Tracking monitoring has been developed to ensure financial and wider outcomes, aligned to our Transformation plan, are captured. HSCP have an established Transformation Board to closely monitor progress with plans, regular updates on programme to the IJB and regular meetings with the Chief Executive and S95 Officer to review progress and mitigation plans. IJB will approve budget and Strategic Plan for 2021-22 in March 2021 which will align financial plans with transformational strategic change ambitions. Cultural transformation activities continue to evolve to support the Council's transformation and improve effectiveness and capability. This includes sharing learning and skills, engagement, design experiments and a whole systems approach to transformation and change. Our workforce planning approach utilises a variety of tools and techniques, such as career development, succession planning, vacancy management, redeployment and early release schemes to ensure our workforce requirements for the future, in terms of skills and capabilities, are planned. Each Head of Service has a workforce plan, and these are monitored six-monthly with continued HR support and guidance to ensure service review and redesign of the workforce is on track.	4	4

Status	Risk Score	Heat Map		Change in Score	Approach
Stable	16			No change	Treat

Strategic Risk Action Plan			Date Updated	20-Oct-2021
Analysis of Effectiveness of Controls	**Further Action Required**	**Target Date for Completion**	**Officers Responsible**	**Current Status: RAG**
Existing controls remain effective and are constantly reviewed. However, in order to enhance these, additional actions have been developed	**21 January 2021:** Develop a new Benefits Tracking Tool to capture financial savings and other benefits, such as environmental gains. The tool should also include potential medium-long terms savings (up to 10 years ahead) and workforce planning. **20 October 2021:** This action is now complete	30-Jun-2021	Mark Boyd; Thomas Reaney	🟢
	21 January 2021: Develop governance arrangements around the reporting and management of the Transformation Programme. **20 October 2021:** This action is now complete.	30-Jun-2021	Thomas Reaney	🟢

Risk Code	SRR2122_R06	Risk Title	Climate Change	Latest Note Date	20-Oct-2021
Risk Owner	Yvonne Baulk				

Risk Proximity Factors	Consequences / Impact	Existing Risk Control Measures	Likelihood	Impact
Climate change is expected to continue and worsen in the future if no action is taken, with increases to mean global temperatures, sea level rise and the increasing frequency and severity of weather events such as floods, heatwaves, droughts and storms. More frequent and intense heavy rainfall events increase the risk of soil erosion and flooding. Rises in mean sea level increases risks of coastal erosion, flooding, saltwater intrusion and soil salinisation (risk to agricultural land and freshwater habitats). Severe weather is already affecting public services across Scotland, with operational, reputational, financial and legal consequences. There is also an ongoing impact of severe winter weather including snowfall and freezing temperatures which impact service delivery and the integrity of our roads open space and buildings infrastructure. This shift in weather patterns caused by climate change is also affecting biodiversity across Scotland.	Increased frequency of severe weather conditions and flooding events may lead to more instances of damage to Council infrastructure and property, interruptions to service delivery and increased demands on services, often with little notice. Risk to life, transport disruption and pollution to the local environment, as well as impact adversely on the local economy if businesses are unable to operate. Council requirement to provide immediate response and manage the adverse effects of more frequent and severe weather emergency situations, including support to local communities and businesses. The Council is required to comply with the 'Public Bodies Climate Change Duties' under the Climate Change (Scotland) Act 2009. These duties require the Council to assess the risks, threats and opportunities associated with climate change and identify actions to increase resilience to climate change.	North Ayrshire Council declared a Climate Emergency in June 2019, committing to act on climate change and reduce carbon emissions. In January 2020 the Council approved the target to become net-zero carbon by 2030. The third iteration of the Environmental Sustainability & Climate Change Strategy is being finalised and will be presented to Cabinet in Spring 2021 for approval. Climate Change Adaptation has been included as a workstream within the new strategy, utilising Adaptation Scotland's Capability Framework to ensure North Ayrshire takes a strong, proactive approach to adapting to climate change The Flood Risk Management Strategy has been developed into a 6-year plan which began in 2016. A second plan, which will follow on, is in development. In addition, actions to mitigate Climate Change risk are held within strategies such as the Core Paths Plan, Outdoor Access Strategy, Local Biodiversity Action Plan, and Weather and Winter Emergencies Plan. Asset management plans are in place which are regularly reviewed for our Roads, Fleet, Housing, Property and Open Spaces. Furthermore, through the Ayrshire Civil Contingencies Team there are emergency planning arrangements in place in the event of severe weather and flooding conditions causing major disruption and damage to the area or to individual communities within it.	4	4

Status	Risk Score	Heat Map		Change in Score	Approach
Stable	16			No change	Treat

Strategic Risk Action Plan			Date Updated	20-Oct-2021
Analysis of Effectiveness of Controls	**Further Action Required**	**Target Date for Completion**	**Officers Responsible**	**Current Status: RAG**
Reducing Carbon Emissions: North Ayrshire Council declared a Climate Emergency in June 2019, committing to act on climate change and reduce carbon emissions. In January 2020 the Council approved the target to become net-zero carbon by 2030. We have seen a significant reduction in overall carbon emissions in the first half of 2020/2021 from 17,184tCO2 to 9,738 tCO2. Existing controls remain effective and are under review as our response to climate change develops and we progress towards achieving net zero by the 2030 target.	**26 January 2021:** Implementation of the 3rd Environmental Sustainability & Climate Change Strategy, which Includes a Roadmap with actions towards achieving the target. The ESCCS 3 contains workstreams: • Affordable Warmth • Green Economy • Transport and Travel • Natural Environment • Sustainable Operations • Carbon Absorption • Climate Change Adaptation, which follows Adaptation Scotland's Capability Framework, to build a climate resilient North Ayrshire. Ongoing work to support renewable energy generation, energy from waste, increased energy efficiency in domestic and non-domestic properties, active travel and actions within the North Ayrshire Local Biodiversity Action Plan. **20 October 2021:** Actions are being progressed and remain within the Target date for completion.	31-Mar-2023	Yvonne Baulk	🟢
The Flood Risk Management Strategy: This has been developed into a 6-year plan which began in 2016. The strategy involves taking a proactive approach to flood protection, using modelling to identify vulnerable assets. Assets will then be protected on a prioritised basis taking financial damages and other impacts such as danger to life and disruption into account. Existing controls remain effective and are under review as our response to climate change develops and we progress towards achieving net zero by 2030 target.	**26 January 2021:** To continue the implementation of the flood risk management strategy and to develop the next flood risk plan. Adaptation to the impacts of climate change can be seen in the Flood Protection Schemes being developed and delivered in the Upper Garnock Valley and Millport. **20 October 2021:** We will continue the implementation of the flood risk management strategy and develop the next flood risk plan. Adaptation to the impacts of climate change can be seen in the Flood Protection Schemes being developed and delivered in the Upper Garnock Valley and Millport. CCTV inspections of culverts are undertaken along with a monthly programme of trash screen inspections. Trapped debris is removed from watercourses on a regular basis.	31-Mar-2022	David Hammond	🟢

Risk Code	SRR2122_R07	Risk Title	Community Capacity Building and Empowerment	Latest Note Date	20-Oct-2021
Risk Owner		Rhona Arthur			

Risk Proximity Factors	Consequences / Impact	Existing Risk Control Measures	Likelihood	Impact
Unrealistic timescales for implementation of aspects of legislation of the Community Empowerment Act (Scotland) 2015, such as Community Asset Transfer.

Pressure to support community capacity building and the variation of needs within a reducing workforce.

Duplication of effort across HSCP and Locality Partnerships to foster community participation and deliver engagement activities.

Complying with the complex consultation legislation in service redesign. | Where the risk is not managed effectively the potential benefits of community capacity building and empowerment may be lost.

Widening inequality gap between those communities where levels of capacity and engagement with the empowerment agenda are high and those with less social capital where interest remains low, which constrains the ability to influence the planning and delivery service.

Any disconnect between the Council's aspirations, community appetite for increasing ownership of assets and what communities themselves feel able and prepared to commit to can result in community assets reverting back to Council.

Accelerating asset transfer risks losing services and facilities.

Over-engagement carries disengagement and engagement fatigue. | Ongoing commitment to community empowerment and locality partnerships from CPP.

Six locality partnerships and alignment with HSCP locality arrangements.

Leadership of the CPP Senior Officers' Group.

Enabling approach with community partners and support with third sector interface to build capacity and identify opportunities for growth and sustainability.

Reviewed guidance and processes relating to asset transfer, allotment and Community Councils.

Participatory budgeting approach local grants, commitment to PB with partners and leading practice in mainstreaming participatory approaches

External funding bid help for groups through regular meetings with third sector, funders and funding officers.

Membership of The Consultation Institute.

Additional investment of £1m for a Community Asset Transfer Start Up Fund, prioritising additional staffing capacity to support CAT in Connected Communities and TACT. | 3 | 4 |

Status	Risk Score	Heat Map		Change in Score	Approach
Stable	12			No change	Tolerate

Strategic Risk Action Plan			Date Updated	20-Oct-2021
Analysis of Effectiveness of Controls	**Further Action Required**	**Target Date for Completion**	**Officers Responsible**	**Current Status: RAG**
Implementation of CEA: Existing controls remain effective and are keep under review to monitor the impact of Covid-19.	**26 January 2021:** Ongoing Locality Partnerships and Community Asset Transfer programme. Further development of Locality Hubs and participatory budgeting approaches. Implementation of NA Food System and Food Growing Strategy. **20 October 2021:** Actions are being progressed and remain within the Target date for completion.	31-Mar-2024	Rhona Arthur	🟢
Implementation of CEA: Existing controls remain effective and are keep under review to monitor the impact of Covid-19.	**26 January 2021:** Completion of Best Value Audit Review 2020 actions. **20 October 2021:** Action ongoing. A review of priorities was completed in June 2021. The consultation on the priorities took place during the difficult COVID-19 context and was extended to take account of the challenging environment. The locality action plans are being aligned and updated to incorporate the revised priorities. Deadline revised from June 2021.	30-Mar-2022	Rhona Arthur	🟢
Staff capacity: Existing controls remain effective and are keep under review to monitor the impact of Covid-19. *Staffing capacity increased with CAT Start Up Fund June 2021.*	**26 January 2021:** Continue to refine processes and develop staff skills, working closely with organisations and third sector through Community Empowerment Collective. **20 October 2021:** Actions are being progressed and remain within the Target date for completion.	31-Mar-2024	Rhona Arthur	🟢
Alignment of engagement: Existing controls remain effective and are adapting to respond to the impact of Covid-19.	**26 January 2021:** Share the learning from the Arran Locality Partnership Pilot. Continue to develop the NA Virtual Community Centre and Engagement Hub. Digital participation and social inclusion initiatives to support engagement.	31-Mar-2024	Rhona Arthur	🟢

	20 October 2021: Actions are being progressed and remain within the Target date for completion.			
Consultation: Existing controls remain effective and are adapting to respond to the impact of Covid-19.	**26 January 2021:** Continue to work closely with The Consultation Institute regarding service change and to keep staff skills updated. **20 October 2021:** Actions are being progressed and remain within the Target date for completion.	31-Mar-2024	Rhona Arthur	🟢

Risk Code	SRR2122_R08	Risk Title	Covid-19 Impact	Latest Note Date	20-Oct-2021
Risk Owner		Thomas Reaney			

Risk Proximity Factors	Consequences / Impact	Existing Risk Control Measures	Likelihood	Impact
Repeat waves of the pandemic and new strains emerging. There are ongoing and interrelated strategic risks impacted by the pandemic ranging from increased technology/cyber risk, financial, supply chain, inequalities to how this affects our transformation ambitions. Concurrent' resilience risks such as EU Exit and 'Blackstart' power resilience risks add a layer of complexity to the ongoing management of the pandemic.	Reduction in Council service provision in order to redirect and focus on prioritised activities or impacts on efficiency due to enhanced 'Covid secure' controls. Delays to key plans, objectives and projects. Consequences from this period including financial loss, backlogs, socioeconomic, health and mental health impacts on our staff and communities. The disruption to proactive work in the community has been detrimental to inequalities, poverty, socio-economic and health workstreams.	Strategic, tactical and operational response groups formed. Effective internal and external digital communication strategy in place. Covid-19 hub model adopted during response by North Ayrshire and Anchor Community Partners. The 'North Ayrshire Food System' has been developed to ensure enhanced resilience. Ongoing interpretation of guidance, involvement with national and local resilience partners and horizon scanning. Increased work on concurrent resilience risk planning. Refreshing the approach to Business Continuity Management. Work to identify recovery, renewal and transformation opportunities.	5	4

Status	Risk Score	Heat Map		Change in Score	Approach
Stable	20			No change	Treat

Strategic Risk Action Plan			Date Updated	20-Oct-2021
Analysis of Effectiveness of Controls	**Further Action Required**	**Target Date for Completion**	**Officers Responsible**	**Current Status: RAG**
Recovery: Existing controls remain effective and are under review as situation develops. However, in order to enhance these, additional actions have been developed	**21 January 2021:** Fulfilment of the Councils renewal and recovery strategy and associated action plan. **20 October 2021:** Recovery and Renewal strategy and action plan are in progress.	31-Mar-2022	Thomas Reaney	🟢
Business Continuity: Existing controls remain effective but are under review to ensure lessons from Covid-19 are incorporated.	**21 January 2021:** Revise Councils approach to business continuity including the development of an electronic Business Continuity Plan. **20 October 2021:** A revised business continuity process is in place and services are engaging to fulfil their obligations, however, there have been some time and resource issues causing delays to submissions.	31-Oct-2021	Thomas Reaney	🟢