




N o	Risk	Risk Score	First Line of Defence	Second Line of Defence	Third Line of Defence	Assessment
2	<p><b>Condition and suitability of Infrastructure &amp; Asset Base</b></p> <p>Infrastructure and asset base does not meet current and future requirements and is not being used or managed efficiently and effectively.</p>	<p><b>Amber 12</b></p>	<p>R&amp;A Control Hub and Joint Operations Team Operational risks monitored quarterly</p> <p>x Strategic Asset Mgt Board Corporate Asset Management Strategy and Corporate Asset Management Plan Service Asset Management Plans Community Empowerment and Community Asset transfer arrangements in place Roads Asset Management Plan One Council Property Approach Routine inspections of roads infrastructure to deal with potential weak areas Revised capital management procedures</p> <p><b>Future</b></p>			

N o	Risk	Risk Score	First Line of Defence	Second Line of Defence	Third Line of Defence	Assessment
3	<p><b>Financial Sustainability</b></p> <p>Insufficient resource to meet current and future service requirement.</p> <p>Budget not aligned / does not support business outcomes.</p>	<p><b>Amber</b> <b>12</b></p>	<p>Budget preparation and monitoring</p> <p>Medium term financial strategy with worst case, mid case and best case scenario planning</p> <p>Treasury Mgt Policy</p> <p>5 year budget outlook updated quarterly</p> <p>Financial Services Team aligned to service delivery</p> <p>Regular engagement between budget holders and appointed finance contact</p> <p>Reserve balances monitored throughout year</p>	<p>Financial monitoring and financial risk monitoring to P&amp;R/BCC Committee</p> <p>Budget and budget working papers considered by full Council</p> <p>Financial Strategy reported to P&amp;R Committee</p> <p>5 year budget outlook to P&amp;R Committee</p> <p>Treasury Mgt Annual Report to P&amp;R Committee and A&amp;SC</p> <p>Joint SMT/Policy Leads meetings include discussions around financial issues</p>	<p><b>Internal Audit</b></p> <p>Continuous Monitoring</p> <p>Financial Planning (2018/19 - Substantial)</p> <p>Capital Monitoring (2020/21 - Substantial)</p> <p>Internal Audit</p>	



No	Risk	Risk Score	First Line of Defence	Second Line of Defence	Third Line of Defence	Assessment
6	<p><b>Service Delivery</b></p> <p>Insufficient resources to ensure effective service delivery</p>	<p><b>Green</b> <b>6</b></p>	<p>consultation Development Mgt user forums</p> <p>Performance Improvement Framework Rolling out programme of service self-assessment Service improvement plans Workforce planning Complaints process Use of LGBF Strategic Plans with Success Measures aligned to Business Outcomes Performance Improvement Officers</p>	<p>Performance reporting to A&amp;SC, Service Committees and Area Committees LGBF Review to A&amp;SC, Service Committees and Area Committees Self-Assessments reported to SMT and A&amp;SC</p>	<p>made good progress with the Community Empowerment Act, and regular monitoring in relation to all other outstanding issues have been closed after regular and detailed report to the Audit and Scrutiny Committee until June 2023.</p> <p><b>Scrutiny</b></p> <p>Scrutiny . Community Asset Transfers (2021/22)</p> <p>Scrutiny . Community Engagement (2022/23)</p> <p><b>Future</b></p> <p>A working group has been established to review our approach to Community Engagement and to develop a Framework. The group has developed a terms of reference and is in the process of carrying out a self-assessment to identify strengths and areas for improvement. (2023/24)</p>	

N

No	Risk	Risk Score	First Line of Defence	Second Line of Defence	Third Line of Defence	Assessment
8	<p><b>Civil Contingency &amp; Business continuity</b></p> <p>Arrangements are not effective.</p>	<p><b>Green</b> <b>6</b></p>	<p>Critical activity recovery plans Emergency planning test events West of Scotland local resilience partnership Community resilience plans EU withdrawal tactical group</p>	<p>Emergency Mgt Support Team EU tactical group progress reported to SMT</p>	<p><b>Internal Audit</b></p> <p>Business Continuity (2019/20 - Reasonable) Internal Audit - Disaster Recovery Planning (2020/21 - Limited) Internal Audit . Civil Contingencies (2021/22- Substantial)</p>	<p>Moderate third level of defence assurance at current time. A project has commenced to review business continuity covering critical activities and testing of CARPS.</p> <p>This is an area that will merit a follow up audit in the medium term future.</p> <p>However assurance can be taken from the response to COVID which</p>

N o	Risk	Risk Score	First Line of Defence	Second Line of Defence	Third Line of Defence	Assessment
10	<p><b>Waste Management</b></p> <p>Unable to dispose of waste in landfill sites due to the implications of the biodegradable municipal waste (BMW) landfill ban in 2021</p>	<p><b>Red</b></p> <p><b>16</b></p>	<p>Council rolling out new waste strategy</p>			



N o	Risk	Risk Score	First Line of Defence	Second Line of Defence	Third Line of Defence	Assessment
						future.

12 **Cost of Living  
Crisis**

**Amber**

The Council are unable to respond to the implications arising from the 'Cost of Living' crisis.

N o	Risk	
--------	------	--