

No.	Risk Category	RISK Threat to achievement of business objective	Scope/potential consequences of risk	Assessment of Risk (likelihood x impact) Assume No Controls in Place			Risk Control Measures in Place	Are all Controls Operational? Y / N / Partial	Potential Financial Risk £	Assessment of Residual Risk (likelihood x impact) With Control Measures		
				Likelihood	Impact	Risk Score				Likelihood	Impact	Risk Score
1	Economy and Funding	Reduction in Government funding to Local Authorities in real terms.	Less funding from Government, reduction in ability to provide services, take on other agencies' responsibilities.	3	3	9	Estimate of reducing resources over the 5 year period built into financial plan.	Y	2,900,000 based on 1% variation in future govt grant levels and financial plan assumptions	4	3	12
2	Economy and Funding	Continuation of depressed housing market.	Assumption re Developer Contributions prove too optimistic. Risk of Challenge to existing policy with knock on impact on funding available for essential infrastructure projects.	4	3	12	Budget adjustment to take account of potential shortfall, diverting resources from other priorities in revenue and capital plans. Reassessment of likely developer contributions undertaken as part of review of CIP funding.	Y	0	4	2	8
3	Environment	Weather - adverse winter conditions.	Strain on Winter Maintenance budget. Additional revenue and capital costs.	4	4	16	Bellwin Scheme available, but only within certain criteria. Not available to cover higher costs of adverse winter weather. Reserve of £1m earmarked to provide contingency for adverse weather. Development of Community Resilience Scheme progressing but unlikely to make significant impact on costs.	Y	1,000,000 (unfunded residual estimate of Adverse Winter beyond average conditions)	4	3	12

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4	Environment	Weather - severe floods	Additional revenue and capital costs.	3	4	12	Bellwin Scheme, threshold applies at 0.2% of net revenue expenditure and within certain criteria.	Y	592,000	3	3	9
5	Budget Control	Inability to achieve projected savings.	Increased risks due to expenditure not being contained within budget, may result in future reduced service provision as a consequence.	4	3	12	Tracking through monitoring process. Monitoring indicates greater levels of savings required but delivery is becoming more difficult. 2019/20 monitoring indicates delay in delivery of £4m of savings and difficulty of delivery increasing.	Partial	2,300,000	4	3	12
6	Budget Control	Future demographics - Social Work. Ageing population, more children with complex needs.	Additional revenue and capital costs. Assumption this will be funded by transfer from IJB.	5	3	15	Business and medium term Revenue Financial Plans aligned to demographic pressures.	Y	0	4	2	8
7	Budget Control	Future Demographics Vulnerable Children.	Risk of significant overspend due to demand pressures and the need to accommodate looked after children in expensive residential settings including secure units.	5	4	20	Current costs reflected in revenue budget.	Partial	0	3	3	9
8	Projects	Development Major Capital projects requiring Govt Support E.g. Flooding	Potential Requirement to Write costs incurred developing capital Schemes off to Revenue should Govt Support not be forthcoming. Further risk of need for project acceleration in response to current flood events.	3	4	12	Inherent risks associated with development of large complex capital schemes e.g. Tweedbank and Hawick Flood. Robust project management. Dialogue and ensuring necessary statutory approvals are achieved mitigates risks.	Y	0	3	3	9

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9	Economy and Funding	Underfunding of national policy changes	Risk that the distribution formula used is misaligned with local requirements eg changes to charging regimes or teachers pay.	4	4	16	Active engagement through COSLA and the Settlement Distribution Group (SDG) to ensure local circumstances are reflected as far as possible in distributions.	Partial	200,000	4	3	12
10	Supplier failure	Major contractors / providers of essential services going out of business e.g. Transport provider or care providers	Immediate pressure on revenue budgets / reserves. Increased evidence of routes being handed back following retendering.	3	3	9	In some cases monthly contract monitoring and ongoing liaison. More due diligence required during and before contract periods. SBcares now in place as provider of last resort for care contracts.	Partial	250,000	3	3	9
11	Pension Fund	Local Government Pension Scheme - increase in employer contributions	Increased costs to the Council through increased employer contributions and impact on service budgets	4	4	16	Triennial Valuation with options to deal with any projected funding deficit through recovery period and / or medium term Revenue Financial Plan. Fund valuation at 31 March 2017 showed an improvement in the funding level to 114%. Stable contribution rate over the next 3 year Period. Next valuation due 31/3/20.	Y	0	3	3	9
12	Pension Fund	Pension Fund Including Admitted Bodies. Change in level of participation in the pension fund leading to a risk re past service cost.	Call on Council indemnity for past service costs.	3	2	6	Ongoing monitoring and engagement with admitted bodies and appointed actuary. Ongoing monitoring of financial impact of changes to the composition of scheme membership.	Y	700,000	3	2	6

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				13	Economy and Funding	Counterparty risk				Funds deposited in banks are lost	3	3
14	Economy and Funding	Increase in scale of bad debts owed to the Council (AR, Council Tax, NDR)	Potential pressure on revenue budgets as greater amounts need to be written off. Debt recovery arrangements indicate this risks is being managed with significant improvement in recent years over debt management and recovery.	4	3	12	Bad Debt provision in place, proved adequate for Council Tax and NDR historically. More robust policy framework now in place. Current level of bad debt provision acceptable debt acceptable.	Y	200,000	3	3	9
15	Economy and Funding	Change to taxation base e.g. NDR income lies with collecting Authority and not part of national pool	Reduced level of NDR income for Council with subsequent pressure on revenue budgets	2	2	4	3 year spending review, medium term Revenue Financial Plan	Partial	Estimate Covered in Finance plan	1	2	2
16	Budget Control	General Contingency including - Failure of budgetary control processes (increased likelihood as budgets are stretched). Savings required by the 5 Year financial plan not delivered or delayed. Increased risk of overspend given pressures arising from H&SC integration, unplanned withdrawal of resource transfer funding or around delayed discharge.	Unexpected overspends in revenue and / or capital budgets.	4	3	12	Monitoring processes, both for revenue and capital. Monitoring now includes tracking of delivery of required efficiencies. Risk analysis re delivery of savings approved in financial plan. Regular reporting to CMT and quarterly reporting to Executive. Challenges facing the Council associated with constraints on public sector funding are increasing.	Y	2,960,000 (1% overspend risk on £296m)	4	3	12
17	Economy and Funding	Municipal Mutual Insurance	Council is a scheme creditor of failed insurance firm. Solvent run off of the company no longer anticipated.	4	3	12	Contained monitoring of the situation - no risk mitigation possible. Provision made in allocated balances.	N	0	5	2	10

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18	Economy and Funding	Contractual legal claims/ penalties levied against council claim including damages claims from individual formerly in local authority care	Litigation following a Contractual claim resulting from legal dispute. Legal costs following an adverse judgement.	5	3	15	Monitoring processes, both internal and reporting to Members. Corporate Approach to project delivery and Corporate Transformation. Council's legal position will be robustly defended via Court Process if necessary.	Y	1,000,000 general est. based on current risks.	4	3	12
19	Economy and funding	Compliance failure with HMRC requirements	Penalty and Interest due to failure of business processes.	4	3	12	Review of Business processes to ensure they remain fit for purpose.	Partially	0	3	2	6
20	Economy and funding	EU grant funded programmes	Risk of claw back of grant funding following EU grant funded programme conformity audit	4	3	12	Satisfactory governance systems within SBC. Discussions continue with Scottish Government to ensure clear guidance.	Partially	0	3	4	12
21	Economy and Funding	Uncertainties around the impact of Brexit	Adverse impact on the supply of goods and services to the Council primarily associated with food supplies to older people's homes and schools and distribution of fuel. Unplanned inflation risk following Brexit	5	4	20	Following UK departure from the EU the negotiation of a trade deal continues. Potential local impact on issues such as increased requirement for livestock exportation and certification of shellfish.	Partially	150,000	3	3	9
Projected General Fund unallocated balance as at 1 April 2020									6,315,000			
Risks Per risk register % of Risks per risk register covered by unallocated balances									12,252,000 52 %			