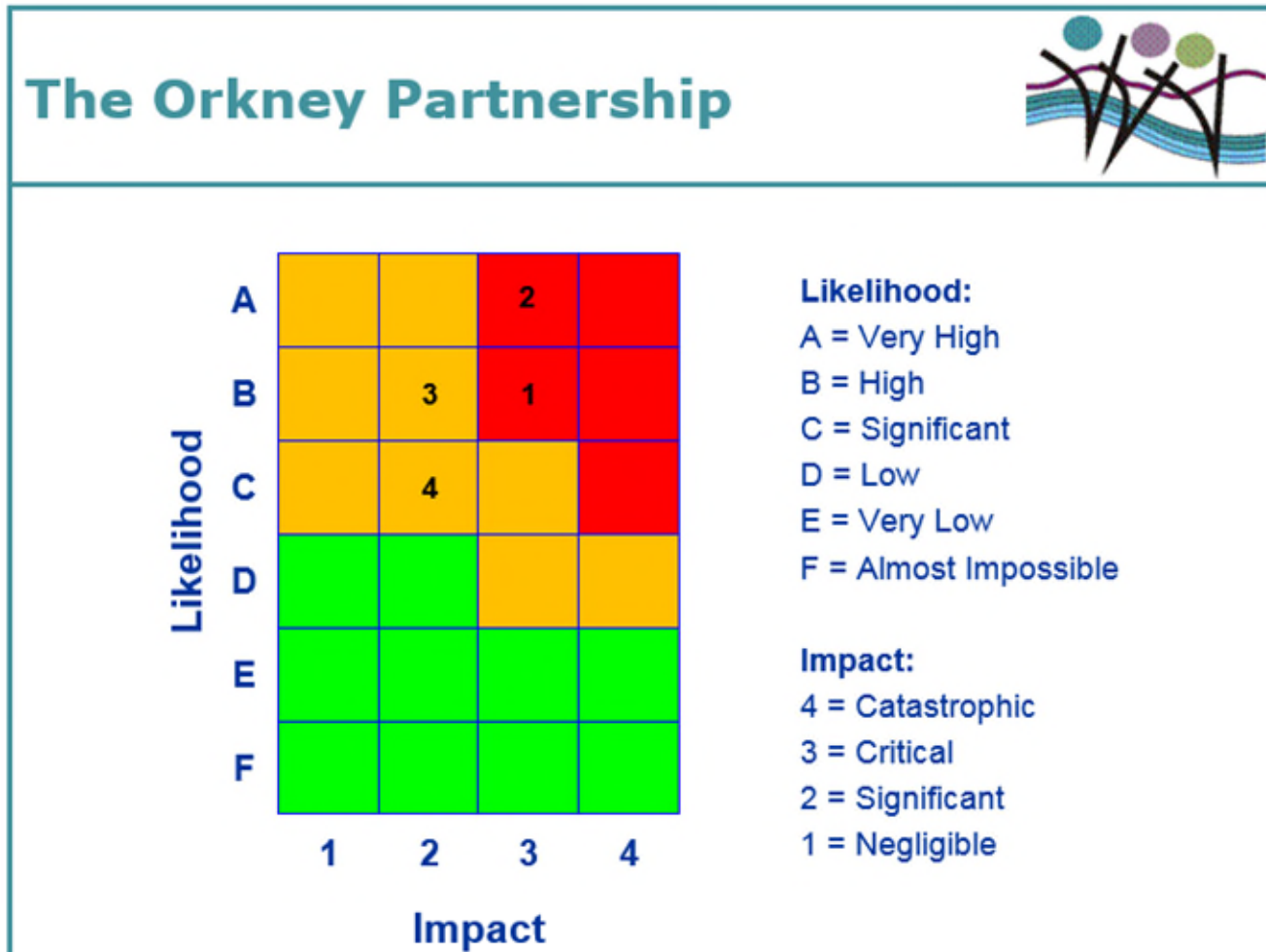


The Orkney Partnership Risk Register and Risk Management Action Plan



Risk scores and targets approved by Orkney Partnership Board on 18 September 2019



Risk ID	Risk	Owner	Vulnerability	Trigger (Risk)	Consequences
1	Lack of capacity to deliver.	Orkney Partnership Board	To achieve its objectives the Partnership needs resources – people and money. The public sector funding gap is increasing year on year. Partnership priorities are geared to preventative work which is under increasing pressure as resources are focused on funding essential statutory services. Potential workforce capacity issues immediately following exit from EU depending on the nature of the Brexit agreement, if any.	Partners are unable to fund the shared support post or other jointly resourced commitments and withdraw unilaterally. Partners are unable to commit staff time to attend Board or Delivery Group meetings or to progress agreed projects. Brexit may draw on organisational capacity in contingency planning and immediate operational needs leaving no capacity for partnership work. Professional staff from EU may lose their eligibility to work in the UK after exit from EU.	<ul style="list-style-type: none"> • Failure to achieve planned outcomes and make a difference. • Loss of credibility with stakeholders. • Loss of community confidence. • Non-compliance with Community Empowerment (Scotland) Act 2015. • Partner agencies disengage from the Partnership.

Risk Action plan

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Current risk score	Target risk score
<ul style="list-style-type: none"> Updated LOIP for 2019-2022. Delivery Group action plans. TOP Development Plan. Joint Resourcing Plan. Locality Plan 2018-2021 Joint funded shared support post. 	<ul style="list-style-type: none"> New Delivery Groups to finalise action plans. Delivery Groups to report to Board in spring/autumn each year, with exception reports if necessary. Facilitate attendance at Board and Executive Group meetings as far as possible. Progress on Locality Plan actions on Board agenda as standing item. Partnership Brexit seminar once UK/EU deal is finalised. Sharing of contingency plans where useful 	<p>Executive Group Strategy Manager Community Planning Business Manager</p>	<ul style="list-style-type: none"> LOIP updated and agreed annually. Delivery Groups report to Board meetings. Annual report on LOIP published. Full attendance at Board and Executive Group meetings. Progress on Locality Plan to all Board meetings. Partnership approach to Brexit agreed. Partners continue to fund the shared support post. 	Annual	B3 (Red)	C3 (Amber)

Risk ID	Risk	Owner	Vulnerability	Trigger (Risk)	Consequences
2	Legislative and Political uncertainty.	Orkney Partnership Board	The partnership has to operate within a legislative framework which may not always support what it is trying to achieve. There is an exceptionally high degree of uncertainty following the Brexit vote as the UK disengages from European legislation. Failure to negotiate a deal with the EU opens up the possibility of a second independence referendum or a UK general election. Following enactment of the Islands (Scotland) Act 2018 there remains uncertainty around final content of National Islands Plan.	New or conflicting legislation not compatible with TOP aims. Second Scottish Independence Referendum. Snap UK General Election. 2 nd Brexit Referendum.	<ul style="list-style-type: none"> Conflicting legislative requirements causing confusion and delay. Planning blight, holding back the ability of partners to plan or agree future commitments. Inability of partnership to meet long term goals. Loss of motivation. Missed opportunities.

Risk Action plan

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Current risk score	Target risk score
<ul style="list-style-type: none"> Our Islands Our Future campaign is continuing through Islands Deal and greater control over local matters. OIC membership of Scottish Government's Islands Strategic Group. 	<ul style="list-style-type: none"> Liaise with Scottish Government ministers and officers re. the National Islands Plan. Keep partners appraised of legislative developments of relevance to TOP. Lobby to influence the development of legislation. 	OPB Chair OIC Chief Executive	<ul style="list-style-type: none"> Positive outcomes for Orkney from Brexit. Constructive National Islands Plan. Island proofing embedded in national policy development. Agreement on Islands Deal with UK and Scottish Governments. 	Annual and as required following Brexit Deal.	A3 (Red)	C2 (Amber)

Risk ID	Risk	Owner	Vulnerability	Trigger (Risk)	Consequences
3	Tension between national and local priorities.	Orkney Partnership Board	It is recognised that partner organisations may be subject to national objectives and political pressures in addition to the local strategic priorities in the LOIP. For example, HEAT targets set by Scottish Ministers. Local and national priorities may not always be compatible. Suite of PIs around health and social care integration may not necessarily fit an islands context. Scottish Government Performance Framework and island proofing have not been tested in a health context. Exploring Single Authority Model is likely to bring any tensions regarding different viewpoints to the surface.	Conflict between local and national priorities.	<ul style="list-style-type: none"> • Conflicting priorities limit the effectiveness of TOP and constrain what can be achieved. • National priorities take precedence. • Local priorities are devalued. • Opportunity costs of complying with national directives. • Funding may be directed to different priorities. • Lack of focus and failure to deliver. • Difficulty aligning TOP priorities with Partners' priorities.

Risk Action plan

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Current risk score	Target risk score
<ul style="list-style-type: none"> All partners signed up to LOIP strategic priorities which steer the action plans of the Delivery Groups. Annual horizon scanning exercise included in the Development Plan. Engagement with peer networks, Improvement Service and policy makers in Scottish Government. 	<ul style="list-style-type: none"> Maintain focus on local priorities through OIOF, the National Islands Plan and other ongoing work. Raise awareness of upcoming policy drivers and appraise the Board of potential conflicts. Continue to engage with national policy makers and advisers. Engage with Board members in exploring Single Authority Model. 	<p>OPB Chair Executive Group Strategy Manager Community Planning Business Manager</p>	<ul style="list-style-type: none"> Regular review and evaluation of collective contributions of Delivery Groups towards LOIP outcomes. Performance reports on LOIP achieve balance between local and national progress. Positive National Islands Plan which reconciles local and national priorities. Orkney being included in national strategic and advisory groups. 	Annual	B2 (Amber)	C2 (Amber)

Risk ID	Risk	Owner	Vulnerability	Trigger (Risk)	Consequences
4	Failure to engage with key audiences.	Orkney Partnership Board	For the partnership to be effective it must communicate effectively with three broad audiences: the Scottish Government, partner organisations and the public. It is difficult to maintain consistent and well co-ordinated engagement, especially with such a wide and diverse Board membership.	Communications strategy not kept up to date or not implemented. Contradictory messages put out by different partners.	<ul style="list-style-type: none"> Failure to explain the difference the Partnership makes to the community. The Partnership fails to engage effectively with the community. Breakdown in communication with partners and/or the Government. The Partnership loses credibility and/or is not valued.

Risk Action plan

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Current risk score	Target risk score
<ul style="list-style-type: none"> Communications Strategy updated. Regular Partnership updates / newsletters circulated. Annual Report. Consultation results considered as part of development of LOIP 2016-19. FAQs developed. 	<ul style="list-style-type: none"> Regularly review and update Communications Strategy. Regularly review and update Consultation and Engagement Guide. Pilot innovative modes of engagement including Participatory Budgeting. Manage expectations during consultation and PB exercises. Partners to cascade TOP information on request. Periodic public consultation to be carried out on revisions of LOIP. 	OPB members Strategy Manager Community Planning Business Manager	<ul style="list-style-type: none"> Partners fully engaged. Improved stakeholder awareness and knowledge of community planning. 	Annual	C2 (Amber)	D2 (Green)