

Risk Register - HR, Strategy and Performance																
Print Date: 11 Mar, 2025																
Risk Code	Risk Event	Primary Risk Category	Risk Type	Responsible Person	Active	Causes	Risk Effects	Initial Impact	Initial Likelihood	Initial Risk Rating	Existing Controls	Risk Treatment	Revised Impact	Revised Likelihood	Revised Risk Rating	Risk Action Title
HR002	High level of staff absence	Workforce	Operational Risk	Norma Skinner - CE - Chief Officer, HR, Strategy and Performance	Active	Workload pressures. Lack of succession planning. Sickness. Maternity Leave. Caring responsibilities.	Skills, knowledge and experience are lost. Unable to provide service, increased costs.	2.00 Moderate	3.00 Likely	Medium	Staff flexibility - trained across various areas. Succession planning. Staff training.	Retain the threat	2.00 Moderate	3.00 Likely	Medium	
HR003	Increased workload and pressure on the HR Team. Staff expertise is lost.	Workforce	Operational Risk	Norma Skinner - CE - Chief Officer, HR, Strategy and Performance	Active	HR case management system is not implemented. Lack of resource. Organisational restructuring.	Unable to carry out a full and effective HR service. Work overload. Expected efficiencies not achieved. Reputational damage. Poor governance of sensitive information.	2.00 Moderate	3.00 Likely	Medium	Systems Administrators in place.	Reduce the threat	2.00 Moderate	2.00 Possible	Low	Ensure staff training and succession planning is in place.
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HR004	Decrease in Employability Funding.	Budget / Financial	Operational Risk	Norma Skinner - CE - Chief Officer, HR, Strategy and Performance	Active	Uncertainty of funding streams. Changing Government priorities.	Comhairle is unable to meet the high expectations and demand of the service.	3.00 Significant	3.00 Likely	High	Maintain communication with Scottish Government to keep up-to-date with future plans. Lobbying for multi-annual funding. Effective management of existing funding streams.	Retain the threat	3.00 Significant	3.00 Likely	High	
HR006	Equal Pay Claims	Workforce	Operational Risk	Norma Skinner - CE - Chief Officer, HR, Strategy and Performance	Active	Changing Equal Pay case law. Changes in organisational structures. Gender pay gap.	Cost, reputational damage. Inability to recruit appropriately skilled people.	3.00 Significant	2.00 Possible	Medium	Continue to maintain and monitor the Comhairle's pay model and the Scottish Joint Council Job Evaluation Scheme. Monitor Equal Pay legislation and case law, and ensure procedures and practices are compliant.	Retain the threat	3.00 Significant	2.00 Possible	Medium	
HR008	Health & Safety incident	Workforce	Operational Risk	Norma Skinner - CE - Chief Officer, HR, Strategy and Performance	Active	Lack of training, safety equipment, resources, maintenance of equipment. Human error, unexpected absence of key personnel, inadequate management information, failure of outsourced services and facilities.	Injury, fatality, litigation claims, Health & Safety Executive fines.	4.00 Major	2.00 Possible	Medium	Fully staffed Health & Safety Team, Corporate H&S Policies & Procedures, Clear Management Roles & Responsibilities, ongoing Staff training, Risk Assessments, SSOW, Toolbox talks, Accident/ Near Miss/Dangerous Occurrence Reporting system (IR1). Implementation of Incident Reporting System on 1st April 2019.	Retain the threat	4.00 Major	2.00 Possible	Medium	
HR009	Unsuccessful implementation of the Case Management System Project	Workforce	Operational Risk	Norma Skinner - CE - Chief Officer, HR, Strategy and Performance	Active	Resources are already stretched. Lack of effective Project Management or lack of expertise.	Inefficient processes remain in place.	3.00 Significant	2.00 Possible	Medium	Use of Apprentices to backfill seconded posts during Project.	Reduce the threat	3.00 Significant	1.00 Unlikely	Low	Ensure sufficient Project Management is in place
CE011	Negative mental health or social wellbeing impact on employees	Workforce	Operational Risk	Norma Skinner - CE - Chief Officer, HR, Strategy and Performance	Active	Pressure on staff due to decreasing resources. Organisational Change.	Employee absence due to stress related illness. Increased costs.	3.00 Significant	2.00 Possible	Medium	Workforce Strategy. Wellbeing action plan is currently being revised. Revised department business plan.	Reduce the threat	3.00 Significant	1.00 Unlikely	Low	Establish a Stress Audit Programme