

Risk Register - CHIEF EXECUTIVE'S DEPARTMENT: Assets and Infrastructure															
Print Date: 03 Apr, 2025															
Risk Code	Risk Event	Primary Risk Category	Risk Type	Responsible Person	Causes	Risk Effects	Initial Impact	Initial Likelihood	Initial Risk Rating	Existing Controls	RiskTreatment	Revised Impact	Revised Likelihood	Revised Risk Rating	Risk Action Title
AFRIT01	Loss of Data	Technogical	Operational Risk	Malcolm Nicol IT Manager	Information security - unauthorised access to confidential Comhairle information through aggressive hacking or data loss including cyber attacks and/or hardware failure.	Reputational damage and significant financial consequences.	4.00 Major	2.00 Possible	Medium	Induction training for staff and annual security awareness training rolled out, reminders on log-on to network, published policies and guidance, IT procedures for server/PC setup, installation of firewalls and software to prevent unauthorised access. MFA rolled out to all staff. Block on access to network from outside UK. Staff unable to access network on personal devices.	Reduce the threat	4.00 Major	1.00 Unlikely	Low	Request for capital spend to purchase a third layer of data back-up.
AFRIT02	Loss of access to computer systems due to a disaster situation.	Technogical	Operational Risk	Malcolm Nicol IT Manager	Loss of access to computer room. Cyber attack.	Many key areas of the Comhairle unable to function effectively.	4.00 Major	2.00 Possible	Medium	Key Data Assets moved to Cloud Hosting.	Reduce the threat	3.00 Significant	2.00 Possible	Medium	Advance the Disaster Recovery Plan
AFRIT03	Loss of PSN Compliance	Technogical	Operational Risk	Malcolm Nicol IT Manager	New Government controls and a zero tolerance approach to remediation	Could lead to withdrawal of PSN connectivity affecting the Registration Service and Access to DWP information by Benefits	3.00 Significant	1.00 Unlikely	Low	Information Security Policy defines current controls and procedures. All software/hardware is approved by IT before purchasing. Annual PSN certification required evidence that controls are complied with.	Retain the threat	3.00 Significant	1.00 Unlikely	Low	
AFRIT04	Loss of Network provider.	Technogical	Operational Risk	Malcolm Nicol IT Manager	Openreach Exchange failure. Hardware failure within Server-room. Fibre damage caused by a third party provider. Loss of connectivity via the subsea cables to the mainland.	Possible loss of Wide Area Network services	3.00 Significant	1.00 Unlikely	Low	No control over these types of third party events.	Retain the threat	3.00 Significant	1.00 Unlikely	Low	
AFRIT06	Switch off of analogue by BT	Technogical	Operational Risk	Malcolm Nicol IT Manager	BT are due to switch analogue in 2025	A change will be required to all current analogue telephone services within the Comhairle. This will affect Faire, Fire Panel lines, lift lines and back up analogue phone connections.	4.00 Major	3.00 Likely	High	BT to provide the solution to mitigate against the switch off. IT are working through the Estate to cease non-required analogue lines and convert required lines to digital.	Reduce the threat	3.00 Significant	3.00 Likely	High	BT have compiled list of sites and numbers. IT can then identify services associated with analogue numbers and discuss potential impact with services. Separate risk assessments may have to be undertaken at service level.
AFRPI01	Winter Maintenance budget exceeded	Budget/Financial	Operational Risk	Calum Mackenzie - Chief Officer, Assets and Infrastructure	Prolonged sub zero weather conditions leading to road icing. Comhairle Policy and Winter Maintenance Operating Plan places minimum requirements on dealing with forecast conditions.	Central deficit to Comhairle.	3.00 Significant	2.00 Possible	Medium	Implementation of Comhairle policy. Keep salt stocks dry to reduce spread rates.	Retain the threat	3.00 Significant	2.00 Possible	Medium	
AFRPI02	Buildings become unsuitable for service delivery	Asset/Infrastructure	Operational Risk	Calum Mackenzie - Chief Officer, Assets and Infrastructure	Insufficient budget to undertake statutory and reactive building maintenance requirements. Insufficient budget to carry out effective investment planning. Not enough visibility of the overall issues for the whole estate.	Critical services unable to operate.	3.00 Significant	2.00 Possible	Medium	Budget monitoring and prioritisation of statutory requirements and requests for maintenance. Regular meetings with service departments to assess needs and outputs of statutory inspections.	Retain the threat	3.00 Significant	2.00 Possible	Medium	
AFRPI03	Reactive road maintenance is not undertaken	Asset/Infrastructure	Operational Risk	Calum Mackenzie - Chief Officer, Assets and Infrastructure	Road network condition deteriorates	Insufficient budget	2.00 Moderate	3.00 Likely	Medium	Budget monitoring and prioritisation of requests for maintenance	Retain the threat	2.00 Moderate	3.00 Likely	Medium	
AFRPI04	Failure to adequately fulfil Health and Safety responsibilities	Workforce	Operational Risk	Calum Mackenzie - Chief Officer, Assets and Infrastructure	Work practices lead to Health and Safety incident	Serious injury, acute/chronic illness, fatality, prosecution	4.00 Major	1.00 Unlikely	Low	Health and Safety Officers are in post and liaise directly with service managers on a regular basis.	Retain the threat	4.00 Major	1.00 Unlikely	Low	
AFRPI06	Unavailability of a building due to flooding.	Asset/Infrastructure	Operational Risk	Calum Mackenzie - Chief Officer, Assets and Infrastructure	Climate change / weather event	Roads unpassable, bridges damaged, buildings inaccessible	3.00 Significant	3.00 Likely	High	Local Flood Risk Management Plan and Local and National Flood Risk Management Structure. OHCPP Climate Change Working Group is established and is working on an adaptation Plan for the Western Isles. Monitoring of flood events and establishment of local coordinating groups.	Retain the threat	3.00 Significant	3.00 Likely	High	

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AFRPI08	Delay to construction projects	Budget/Financial	Operational Risk	Calum Mackenzie - Chief Officer, Assets and Infrastructure	Cost and availability of construction materials. Construction sector capacity.	Project programme and cost affected	3.00 Significant	4.00 Almost Certain	High	Engaging with local contractors. Monitoring availability of key components.	Retain the threat	3.00 Significant	4.00 Almost Certain	High	
AFRPI09	Inadequate operational resources	Budget/Financial	Operational Risk	Calum Mackenzie - Chief Officer, Assets and Infrastructure	Budget cuts. Staff reductions. Increasing demands from Government initiatives.	Unable to delivery key objectives.	3.00 Significant	3.00 Likely	High	A review of resources is ongoing	Reduce the threat	2.00 Moderate	3.00 Likely	Medium	Carry out a review of resources required across service areas and restructure as necessary
MS001	Serious injury or death of employee or member of the public.	Compliance	Operational Risk	Colm Fraser - Head of Municipal Services	Failure to adequately fulfil Health and Safety responsibilities to employees or the Public.	Serious accident or death, subsequent legal costs and potential corporate and personal liability	4.00 Major	2.00 Possible	Medium	Health and Safety Committee established to focus on Municipal Services activities. Regular engagement with corporate Health and Safety advisor. Risk Assessments routinely reviewed. Continuous improvement regimes in place for workplace H&S.	Retain the threat	4.00 Major	2.00 Possible	Medium	
MS002	Breakdown in specialist plant.	Asset/Infrastructure	Operational Risk	Colm Fraser - Head of Municipal Services	Inadequate maintenance regime and servicing of critical major equipment and plant. Inadequate asset replacement programme.	Significant downtime and additional financial cost as some major items require to be sourced outwith the UK with extended lead in times. Reduced diversion of waste to recycling and increased burden on landfill disposal.	3.00 Significant	2.00 Possible	Medium	Clear replacement and maintenance policies. Some parts for plant held in stock to reduce delay but exposed to major plant component failure.	Retain the threat	3.00 Significant	2.00 Possible	Medium	
MS003	Vehicles (Bus na Comhairle or Garage operations) fail inspections by Traffic Commissioners.	Asset/Infrastructure	Operational Risk	Colm Fraser - Head of Municipal Services	Inadequate servicing of buses or vehicles by the Municipal Garage / inadequate management of bus operations / inadequate frequency of inspections of commercial HGV vehicles.	Vehicles ordered off road, penalties, revocation of Operator's Licence, cessation of bus operations.	3.00 Significant	1.00 Unlikely	Low	Operational staff qualified in CPC for Public Carrying Vehicle (PCV), Scheduled inspection and maintenance programme in place for all vehicles.	Retain the threat	3.00 Significant	1.00 Unlikely	Low	
MS005	Breach of regulations or PPC conditions at landfill site.	Compliance	Operational Risk	Colm Fraser - Head of Municipal Services	Contamination of landfill environs.	Enforcement notice, fines or suspension of activities.	2.00 Moderate	1.00 Unlikely	Low	Staff well acquainted with legislative requirements and PPC permit conditions.	Retain the threat	2.00 Moderate	1.00 Unlikely	Low	
MS006	Loss of pool of specialist vehicles (buses or refuse collection vehicles) or vehicle maintenance provision as a result of fire.	Asset/Infrastructure	Operational Risk	Colm Fraser - Head of Municipal Services	Major fire incident at garaging facilities or depot.	Unable to deliver core services, programme of vehicle inspections, service and repair not possible, breach of operator licence conditions.	3.00 Significant	1.00 Unlikely	Low	Programme of fire safety inspection is maintained. Premises have up to date fire inspections, alarms, etc.	Retain the threat	3.00 Significant	1.00 Unlikely	Low	
MS007	Shortage of HGV drivers.	Workforce	Operational Risk	Colm Fraser - Head of Municipal Services	Brexit. The industry is heavily reliant on European drivers. No HGV training or testing took place during the pandemic although this has returned to normal now. Increased risk to remote areas due to the lack of population to fulfil jobs.	Unable to deliver services.	2.00 Moderate	2.00 Possible	Low	Succession planning route is in place for existing staff. Formal training is available on the mainland and we have been able to generate interest in driver training within our Cleansing team.	Retain the threat	2.00 Moderate	2.00 Possible	Low	Look at options for supporting training for HGV drivers.
MS008	The ban on landfilling of Biodegradable Municipal Waste (BMW) Disposal, post 1 January 2026	Compliance	Operational Risk	Colm Fraser - Head of Municipal Services	Implementation of national waste regulation banning the landfilling of BMW.	Unable to dispose of the islands' BMW waste, without breaching legislation.	4.00 Major	2.00 Possible	Medium	Treatment plant and agreed and approved route for Uist and Barra Waste in progress- implemented April 2025.	Reduce the threat	3.00 Significant	2.00 Possible	Medium	Secure haulage and disposal of 6000 tonnes of BMW to approved EfW plants.
MS009	Shortage of Passenger Carrying Vehicles (PCV) drivers	Workforce	Operational Risk	Colm Fraser - Head of Municipal Services	Small pool of available locally qualified drivers. Long-term sicknesses and aging workforce. Increased risk to remote areas due to the lack of population to fulfil jobs.	Unable to deliver services.	2.00 Moderate	3.00 Likely	Medium	External recruitment.	Reduce the threat	2.00 Moderate	2.00 Possible	Low	Look at options for supporting training for PCV drivers from other Services' staff.