

COMMITTEE:	Audit and Governance Committee
MEETING DATE:	16 th of September 2025
BY:	Chief Executive
REPORT TITLE:	Housing, Communities and Development Risk Registers
REPORT STATUS:	Public

1 PURPOSE OF REPORT

- 1.1 To present to the Audit and Governance Committee the Housing, Communities and Development Registers for discussion, comment and noting.
- 1.2 These Risk Registers are developed in keeping with the Council's Risk Management Strategy and are live documents, which are reviewed and refreshed on a regular basis, led by the Local Risk Working Groups (LRWG) within each service.

2 RECOMMENDATIONS

- 2.1 It is recommended that the Audit and Governance Committee notes these Risk Registers and in doing so, the Committee is asked to note that:
 - the relevant risks have been identified, and that the significance of each risk is appropriate to the current nature of the risk.
 - the total profile of the risks can be borne by the Council at this time in relation to the Council's appetite for risk.
 - although the risks presented are those requiring close monitoring and scrutiny over the next year, many are in fact longer-term risks and are likely to be a feature of the risk register over a number of years.

3 BACKGROUND

- 3.1 The Risk Registers has been compiled by the respective LRWGs. All risks have been evaluated using the standard (5x5) risk matrix (Appendix 5) producing an evaluation of risk as either 'low (1-4)', 'medium' (5-9), 'high' (10-19) or 'very high' (20-25).
- 3.2 The Council's response in relation to adverse risk or its risk appetite is such that:
- Very High risk is unacceptable, and measures should be taken to reduce, transfer or treat the risk to a more tolerable position.
 - High risk may be tolerable providing the Council is assured that adequate and effective control measures are in place.
 - Medium risk is tolerable with control measures that are cost effective,
 - Low risk is broadly acceptable without any further action to prevent or mitigate risk.
- 3.3 The four risk registers presented include the following number of risks.
- Housing Risk Register includes 1 Very High, 9 High, 8 Medium and 3 Low risks.
 - Communities Risk Register includes 6 High, 17 Medium and 5 Low risks.
 - Development Risk Register includes 4 High, 2 Medium and 5 Low risks.

As per the Council's Risk Strategy, only the Very High and High risks are being reported to the Committee.

4 POLICY IMPLICATIONS

- 4.1 In noting this report the Council will be ensuring that risk management principles, as detailed in the Corporate Risk Management Strategy are embedded across the Council.

5 RESOURCE AND OTHER IMPLICATIONS

- 5.1 Finance:

It is the consideration of the respective LRWGs that the recurring costs associated with the measures in place for each risk are proportionate to the level of risk. The financial requirements to support the Risk Registers should be met within the proposed budget allocations. Any unplanned and unbudgeted costs that arise in relation to any of the corporate risks identified will be subject to review by the Council Management Team.

5.2 Other (e.g. Legal/IT):

Effective implementation of these registers will require the support and commitment of the Risk Owners identified within the registers.

6 INTEGRATED IMPACT ASSESSMENT

6.1 **Select the statement that is appropriate to your report by placing an 'X' in the relevant box.**

An Integrated Impact Assessment screening process has been undertaken, and the subject of this report does not affect the wellbeing of the community or have a significant impact on: equality and human rights; tackling socio-economic disadvantages and poverty; climate change, the environment and sustainability; the Council's role as a corporate parent; or the storage/collection of personal data.

X

or

The subject of this report has been through the Integrated Impact Assessment process and impacts have been identified as follows:

Subject	Impacts identified (Yes, No or N/A)
Equality and human rights	N/A
Socio-economic disadvantage/poverty	N/A
Climate change, the environment and sustainability	N/A
Corporate parenting and care-experienced young people	N/A
Storage/collection of personal data	N/A
Other	N/A

The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy.

7 APPENDICES

Appendix 1 - Housing Risk Register - September 2025

Appendix 2 - Communities Risk Register - September 2025

Appendix 3 - Development Risk Register - September 2025

Appendix 4 – Risk Matrix

8 AUTHOR AND APPROVAL DETAILS

Report Author(s)

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Head of Service Approval

Name	Lesley Brown
Designation	Executive Director
Confirmation that IIA and other relevant checks (e.g. finance/legal) have been completed	Yes
Approval Date	02/09/2025

East Lothian Council Housing Risk Register

Risk ID	Category	Title	Description	Impact	Probability	Current Risk Score	Residual Risk Score	Corrective Actions	Review Date
R70	Financial Impact	Affordable Housing Supply	<p>The need and demand for affordable housing outstrips the supply in East Lothian, influencing rising numbers of the Council's Housing List which currently sits at 3,363 on general list and 875 transfer applicants.</p> <p>East Lothian is in a unique position with a small amount of Council owned land we are reliant on s75s via private housing developers. This means we have no control over the pace or scale of provision coming forward. As a result, the number of sites coming forward over the coming 3 years, compared to the RPAs provided by the Scottish Government puts a significant number of sites at risk. Government Resource Planning Assumptions (RPAs) for East Lothian have been provided for the period 2025/26-2027/28 as follows:</p> <p>2025/26 - £11.733m 2026/27 - £9.386m</p>	4	5	20	16	<p>Local Investment Framework will be delivered to support the development of affordable homes in the right places. Take a strategic approach to large development sites including Blindwells and Wallyford. Strategic Housing Investment Plan 2026/27-2030/31 is in draft and will be submitted October 2025.</p> <p>Affordable Housing Policy will be updated for LDP2</p> <p>Development of an empty homes strategy and recruitment of an empty homes officer to increase the supply of housing and balance the housing system</p> <p>Develop an Acquisition and Disposals Policy to target properties in high demand. Take a strategic</p>	31/07/2026

			<p>2027/28 - £7.040m</p> <p>At September 2025, over the coming three years there is circa 600 units of affordable housing at risk.</p>					<p>approach to large development sites including Blindwells and Wallyford.</p> <p>Take a strategic approach to large development sites including Blindwells and Wallyford</p> <p>Strategic Housing Investment Plan 2026/27-2030/31 is in draft and will be submitted October 2025.</p>	
R71	Impact on Service Objectives	Lack of Accessible Housing	<p>Lack of accessible housing to meet needs of current and projected population leading to inability to meet needs of customers.</p> <p>Potential increased pressure on care and health services as customers remain in inappropriate housing and require additional inputs to sustain them while also increasing our homeless pressure. Increased pressure on Council housing as private sector housing doesn't develop accessible housing.</p> <p>Increase in funding for adaptations will be required to make best use of existing stock to meet customers' needs. It is also required to ensure the demand for adaptations in the private sector is met.</p>	4	4	16	12	<p>Implement a 5% wheelchair accessible housing target in the private sector through LDP2</p> <p>Increase the number of RSL properties which are built to wheelchair accessible housing standards to reduce the impact on the Council</p> <p>Complete an all-tenure adaptations review to ensure the adaptations budget is fully maximised.</p>	31/07/2026

R64	Financial Impact	Building material supply Issues	<p>Concurrent impacts of Brexit, COVID-19, war in Ukraine and other global supply chain factors are affecting building material supplies. There are currently inconsistencies in the supply of these materials across all trades.</p> <p>This is impacting on cost and repair timescales and ability to meet statutory repair duties and could result in emergency repairs not being carried out.</p> <p>This is also impacting on the affordable housing programme leading to delays on delivery, impacting on targeted spend profile and increasing costs which are becoming unaffordable.</p> <p>Subsidy has increased but the overall allocation has stayed the same resulting in more subsidy per unit but a reduction in overall completions.</p>	4	4	16	12	Continue to liaise with the Scottish Government in relation to increasing costs and the new build benchmark for subsidy.	01/12/2025
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R67	Financial Impact	Fuel Poverty	<p>Increase in fuel poverty due to a variety of factors:</p> <ul style="list-style-type: none"> - Increase in fuel prices - Impact of welfare reform - Changing householder economic / financial situation - COVID impact - loss of employment. - cost of living <p>There may also be a lack of skilled workforce to install EWI due to Brexit.</p> <p>Energy Efficiency is a national infrastructure priority (SG's Infrastructure Investment Plan 2015). During 2017, the Scottish Government consulted on a range of related issues as part of the draft Climate Change Plan and draft Scottish Energy Strategy. Energy Efficiency Scotland Programme (EES) is currently under development and will be a co-ordinated programme to improve energy efficiency of homes alongside commercial, public and industrial sectors.</p> <p>The impact of living in fuel poverty can place additional pressure on existing services –health, social care, advice, rent income.</p> <p>New buildings consented from 2024 must use zero direct emissions heating. This could result in tenants having higher heating due to electric heating currently being more expensive to run than gas.</p> <p>Potential increased risk of damage to the fabric of buildings and impact on health and wellbeing of tenants as a result of tenants not being able to afford to heat their homes.</p> <p>There has been a significant increase in demand for the energy advice service, resulting in an increase in cost.</p>	4	4	16	8	<p>Housing Strategy and Development and Property Maintenance looking to develop an Energy Efficiency Policy to set out asset management investment priorities in the short term whilst linking with LHEES over the longer term.</p> <p>Scottish Government is planning to introduce a Heat in Buildings Bill to Parliament in 2024.</p> <p>Continue to explore and identify new innovative methods and solutions to improve energy efficiency once all fabric upgrades have been carried out, possibility of Solar PV and battery.</p> <p>Develop some information and advice in relation to energy efficiency and maintenance of homes.</p> <p>Energy Advice Service now sitting with Citizens Advice East Lothian (Musselburgh and Haddington) allowing them to combine funding streams and target the most vulnerable households.</p> <p>Interim Energy Policy in development which will target investment at those most at risk of being fuel poor in council housing and mixed tenure homes, due to the condition of their property.</p>	31/07/2026
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R69	Financial Impact	Private Sector Housing Grant and risks associated with the delivery of private sector adaptations carried out by Care and Repair.	<p>Increased demand as well as increased cost of materials with no increase in the Private Sector Housing Grant is resulting in a backlog of adaptations for future years. This is also increasing pressure and demand for more accessible housing and for potential hospital admissions and delayed discharge.</p> <p>Where major adaptations cannot be carried out, East Lothian Council and IJB will be failing to meet their statutory duties under Housing (Scotland) Act 2006 and the Public Bodies (Joint Working) (Scotland) Act 2014.</p>	3	5	15	12	All-Tenure Adaptations Policy to be developed between ELC and HSCP	31/07/2026
R77	Financial Impact	HRA income and Rent Arrears	<p>A fall in HRA income may impact on our ability to provide services and deliver on capital investment plans.</p> <p>Any increase in rent arrears would reduce income to the HRA.</p> <p>There continues to be a risk associated with the financial impacts of Covid-19.</p> <p>Times continue to be challenging and many households are facing financial hardship with cost of living pressures.</p>	3	4	12	9	<p>A draft Rent Income Management Policy</p> <p>The Rent Income Team has been working with Housing Quality Network (HQN) Consultant,</p>	30/06/2026

R79	Financial Impact	Housing Quality falling below SHQS	<p>Our houses are required to meet the Scottish Housing Quality Standard (SHQS) and will be required to meet the Energy Efficiency Standard in Social Housing (EESHS). Delivery of these Standards is a significant contributor to the achievement of several of the National Outcomes the Scottish Government aims to achieve.</p> <p>The Scottish Housing Regulator (SHR) is monitoring progress against these Standards and failure to clearly demonstrate compliance may involve intervention by the SHR on the management of stock quality. It could also lead to loss of reputation to the Council as a service provider and the largest landlord in East Lothian.</p> <p>While a rolling stock condition survey programme is in place, the data is incomplete.</p> <p>Procurement rules negate our ability to enter into building contracts on s75 obligations which involve the transfer of completed units. This also prevents the ability to influence the specification which can result in poor quality products and increased resources in relation to resolving defects. This can in turn result in an impact on future repairs and maintenance costs.</p>	4	3	12	8	<p>Housing Compliance framework to be developed incorporating Tenant Safety Policy in conjunction with new Housing Asset Compliance team and supported by new CX Compliance database (part of new HMS system).</p> <p>Housing Asset Management Strategy to be developed, extending housing investment strategy to detailed 10-year programmes and outlining broader 30-year objectives.</p> <p>Support the development of an Affordable Housing Design Guide.</p>	30/06/2026
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R81	Impact on Service Objectives	Mobile Working	<p>Current mobile working hardware, within Property Maintenance, is dated and does not meet PSN requirements. This has resulted in a switch-off of existing hardware, and reverting to paper-based job ticketing, placing increased pressure on administrative resources.</p> <p>A project to replace the system was terminated in September 2023 pending the implementation of a new HMS system (Civica Cx) which incorporated mobile working.</p> <p>Delays in implementing this new system results in more labour intensive processes and delays in the progression from practical job completions to ledger payments, negatively impacting on the efficient running of the trading activity.</p>	3	4	12	6	<p>Civica Cx Contractor, Asset & Compliance module (which includes mobile working) is a cause of some concern due to the ongoing delays to implementation and a lack of demonstrable 'go-live' projects across the UK. Options are currently being evaluated by the HMS Project Board to mitigate this risk.</p>	30/09/2025
R83	Legal	Solid Fuel Installations and Safety	<p>Failure to Manage Solid Fuel safety on all Solid Fuel Installations in ELC Housing Properties leading to potential CO poisoning of tenants, increased risk of house fires and potential risk of prosecution.</p> <p>Chimneys flues are generally in poor condition and the Council are unable to directly control fuels burnt in solid fuel appliances.</p> <p>Solid fuel systems are generally less efficient and higher carbon emitting than other alternative domestic fuel types.</p>	5	2	10	5	<p>Programme for removal and replacement of solid fuel systems ongoing in remaining 30 properties. Gas supplies have been installed to all Council houses in gas areas to enable rapid replacement when consent received.</p>	30/06/2026

R80	Impact on People	Risk of Work at Height Injury	<p>Work at Height remains the biggest cause of fatal injury in the workplace for certain Property Maintenance employees.</p> <p>A fatal injury could expose the council and/or individuals to criminal charges and subsequent civil actions. Any fatal injury could have a major impact on the victims' family and potentially damaging to the Council's reputation.</p>	5	2	10	5	Competency frameworks to be identified to ensure supervisors attend training courses to ensure they have a good understanding of their role with regards to the duty of care imposed on them by current H and S Regulations.	30/09/2025
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East Lothian Council Communities Risk Register

Risk ID	Category	Title	Description	Impact	Probability	Current Risk Score	Residual Risk Score	Corrective Actions	Review Date
R100	Impact on Service Objectives	Service Capacity – Staffing	Staffing pressures across the breadth of Community Services service delivery county-wide may impact on the ability to safely deliver services e.g. Customer Services and Libraries, Contact Centre, Community Centres, Food Safety Inspections etc.	4	4	16	9	Explore graduate intern and KickStart opportunities Review Customer Services and Connected Communities Service physical assets	27/02/2026
R98	Business Continuity	Loss or damage of assets	Loss or damage or delayed repair of assets due to fire, explosion, storm, flood, malicious damage, theft, lack of repair/maintenance, lack of adequate security measures, loss of utility supply or lack of facility support.	4	4	16	9	The Council's overarching Health and Safety Policy and Arrangements re Head of Establishment remit and Guidance are under review. Exploration of CCTV for Prestongrange site. Exploration of appropriate insurance cover and insurance quotations for ELC Arts and Museum collections. Fencing will be installed around a number of buildings at Prestongrange to further reduce the risk of unauthorised access, damage and loss.	31/07/2026

R97	Impact on Service Objectives	Failure of IT customer interface systems	<p>Failure of IT customer interface systems (including Telephony)</p> <p>Would render the Council: Unable to deliver customer services some of which are vital 'life and limb' services i.e. community alarm/telecare services for 3 Councils and 2 Housing associations/adult and children's social work calls/out-of-hours emergency calls</p> <p>Data unable to be inputted onto databases Customers unable to access self-service and get on-line Services unable to meet customer expectations resulting in reputational damage, service level breach, poor publicity and failure to provide essential services.</p>	5	3	15	10	<p>Complete planned upgrade of existing Digital system</p> <p>Full replacement and upgrade of CCTV.</p>	30/01/2026
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R102	Impact on People	<p>Fatality, Major Injury, Serious Incident in ELC enforced Workplace</p> <p>Under the Health & Safety at Work Act 1974, ELC is the enforcing authority for a significant number of workplaces in East Lothian. In the event of a fatality, major injury or serious incident, officers from Protective Services will be required to investigate and identify any legislative breaches which may result in prosecution. Officers may also be required to give evidence at a Fatal Accident Enquiry. Failure to meet these obligations could lead to significant reputational damage for ELC.</p> <p>Risk Factors: In 2010, UK Gov significantly reduced pro-active inspections of workplaces. This has reduced experience of officers and therefore competency levels. Investigations are time consuming and resource intensive adding pressure to existing team to deliver other statutory duties. There is currently a national shortage of qualified Environmental Health Officers which may have future implications for resourcing levels. Investigation processes and procedures need to be robust as most prosecutions are taken on summary indictment. Increased media attention / Information requests Third party insurance claims made against the Council. Depending upon the nature of the incident, the area may require evacuation and/or decontamination.</p>	4	3	12	8	<p>Business Continuity Plan to be reviewed to include actions where resource is deployed into a major investigation.</p> <p>Annual Service Plan to include initiatives that will increase pro-active activities e.g. topic visits, table-top scenarios, consistency exercises etc.</p> <p>Competency Framework and Matrix to be developed to ensure required skills and knowledge are gained and maintained.</p> <p>Any competency gaps to be identified and addressed vis PRD process.</p> <p>Out of hours provision requires review.</p>	10/08/2026
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R99	Financial Impact	Appropriate Insurance Cover	<p>Failure to identify, source and secure effective insurance cover for the Council e.g. public liability and employers' liability, property and vehicle assets (both ELC owned and leased) insurance cover etc. would leave the Council vulnerable to significant risk in respect of claims received. This could lead to financial loss and reputational damage.</p> <p>Should the Council's Insurance Service fail to operate effectively, risks may increase regarding effective management of insurance claims handling, policy compliance and accurate information being provided to the insurers (as required under the Insurance Act 2015). This, in turn, could lead to fraudulent claims, uninsured financial loss and reputational damage.</p> <p>Failure to declare accurately the risks within the Council to our insurers could result in cover being withdrawn and / or additional premiums or deductibles being incurred (leaving the Council at greater financial risk)</p> <p>Failure to maintain and implement / audit policies and procedures, including appropriate insurance MIS and records management and safeguarding of insurance claims data, could lead to a deterioration in the Council's claims experience. This will increase the premiums that the Council will have to pay. This may impact on the value of the Corporate Insurance Fund held within the Council's Reserves.</p> <p>The Council has never held insurance for the Council's museum/art collection or for items exhibited in museums or libraries</p>	4	3	12	8	<p>Focus on the Service Management Team re lessons learned to be delivered directly and preventative measures to be shared</p> <p>Gallagher Bassett risk review days have been promoted internally to all service areas</p> <p>Development of Insurance e-learning for all staff including information about the policies in place, requirements for annual declarations and also emerging insurance risks.</p> <p>Working with IT security team to secure software provider to safeguard data held by the insurance team.</p> <p>evaluate the worth of the museum arts collection and identify any particular items of significant financial or heritage importance</p>	28/08/2025
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[illegible]

R113	Impact on People	Outbreak of Communicable Disease	<p>An outbreak of infectious disease in the East Lothian area will involve participation of Environmental Health Officers in the investigation, control and management of the outbreak under the Public Health (Scotland) Act 2008 and/or Food Legislation. .</p> <p>Failure to efficiently respond to such an incident could result in serious illness or fatalities to the public as well as reputational risk to the Council.</p> <p>Risk Factors:</p> <p>Increased Global travel post-covid can see a rise in imported and unusual disease.</p> <p>Lack of post-brexite border checks may compromise food safety and may result in increased illness.</p> <p>Investigations are time consuming and resource intensive adding pressure to the existing small team to deliver other statutory duties.</p> <p>There is currently a national shortage of qualified Environmental Health Officers which may have future implications for resourcing levels.</p> <p>Such incidents attract significant media interest</p> <p>Matter may result in a public enquiry/formal investigation into the incident, which would affect the deployment of Council resources to carry out day-to-day work.</p> <p>Led to third party insurance claims to be made against the Council.</p> <p>Depending upon the nature of the incident, the area may require evacuation and/or disinfection.</p>	4	3	12	6	<p>Protective Services Service Review to generate increased service capacity and resilience</p> <p>Business Continuity Plan to be reviewed</p> <p>Competency Framework and Matrix to be developed</p> <p>Any competency gaps to be identified and addressed</p> <p>Regular training on outbreak response and management to be developed and rolled-out to staff</p> <p>Review out of hours provision</p>	10/08/2026
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East Lothian Council Development Risk Register

Risk ID	Category	Title	Description	Impact	Probability	Current Risk Score	Residual Risk Score	Corrective Actions	Review Date
R86	Impact on Service Objectives	Failure to facilitate supportive environment for sustainable economic growth	If the Council fails to facilitate a supportive environment for sustainable economic growth, there is a risk of reduced business start-ups, slower recovery and expansion, and lower levels of inward investment. This could undermine long-term prosperity, resilience, and sustainability in East Lothian, leading to weaker private sector confidence and widening social and economic inequalities.	3	4	12	9	Strategic Framework and Policy - Integration of employment land and infrastructure requirements into LDP2, ensuring provision for business growth, low-carbon development, and affordable housing.	01/09/2026

R85	Property	Failure of Parking Management Project	<p>Parking demand in many of East Lothian's town centres can be high, especially at peak periods. Growth in car ownership and a lack of spaces for short stay parking makes it difficult for people to access amenities and local businesses. Improving the availability of short stay parking in the town centre increases turn-over making it easier to access the town centre and local services. Opposition raised from the business community stating parking charges will deter shoppers.</p> <p>Income generated would assist in delivering the investment required to introduce and maintain parking management arrangements and to achieve safer streets, parking space turnover and wider investment in active travel and sustainable transport provision.</p> <p>Income generated can be used to encourage greater use of public transport and promote active travel such as walking and cycling to address the Climate Emergency.</p> <p>Resources are required to implement and manage the project timeously to avoid delay and disruption in the delivery of proposed interventions (infrastructure and personnel) on a yearly basis.</p> <p>Political and public opposition to the proposals may increase levels of challenges, scrutiny and objections elongating delivery or potentially abandoning the project.</p>	3	4	12	9	<p>Undertake full economic impact assessments, demand assessments and technical work for all East Lothian towns.</p> <p>Provide consistent approach to consultation on an individual town by town basis commencing in Musselburgh.</p> <p>Engage with community leaders, businesses, area partnerships early to explore their concern.</p> <p>Identify partners and stakeholders to keep messages positive.</p> <p>Exploring and identifying additional off street parking intervention(s) where appropriate.</p>	30/10/2025
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R89	Impact on Service Objectives	Inability to deliver Blindwells Business Case	<p>Blindwells new settlement is a long term project that is likely to span several economic and political cycles, and generate significant capital and revenue requirements and additional demands for services, infrastructure and facilities as it is developed and once operational.</p> <p>Work that is currently being undertaken on the business case for Blindwells will consider the technical requirements, and the capital and revenue implications of the development. The potential solution for the future of Blindwells, including any need for capital and revenue support, is to be identified, quantified and agreed with both Governments as a commitment through the business case development process, if required, before any expansion scheme is committed to by ELC.</p> <p>An inability to secure the ongoing development of Blindwells may lead to future development requirements needing to be met elsewhere in East Lothian.</p>	4	3	12	8	<p>Development of Blindwells Business Case</p> <p>Strategic Policival Engagement</p> <p>Develop sound technical evidence, and financial and delivery model</p> <p>Blindwells Business Case Governance</p> <p>This risk is supported by a Strategic Outline Business Case and a project risk register</p> <p>Highten Blindwells Profile in National and Regional Plans and Strategies</p>	31/08/2026
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R93	Financial Impact	Cockenzie Levelling Up Funding Insufficient	<p>Council's bid was successful for £11.3M of UK Government funding towards preparation works at the former Cockenzie site Power Station site. This was on the basis of the Council funding 10% of the cost (£1.2M). However, government funding is a maximum sum, therefore if costs increase, the Council has to cover these increased costs. Costs of works may increase due to high inflation impacting costs of works and technical issues (flood risk, suitability of bund material, drainage, planning delays, procurement and contractor issues). Works have had to be phased due to need to complete bat surveys and badger monitoring/sett reprovision which will have cost impact</p> <p>Project originally had a funding expenditure deadline of March 2025, although this has now been extended to March 2026.</p>	3	3	12	6	<p>Void infill and bund removal will be submitted as a separate application from sea wall-flood risk works and public realm works</p> <p>Conversations ongoing with Sustrans national cycle network providers to develop a national route, phased works being realigned to tie in closely with MFPS and shared footprint concept design being delivery by the MPFS.</p>	07/11/2025
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East Lothian Council Risk Matrix

Likelihood Description

Likelihood of Occurrence	Score	Description
Almost Certain	5	>90% chance of occurring
Probable	4	70%-90% chance of occurrence
Possible	3	30-70% chance of occurring
Unlikely	2	10-30% chance of occurring
Rare	1	<10% chance of occurring

Impact Description

Impact of Occurrence	Score	Description							
		Impact on Service Objectives	Financial Impact	Physical and/or Psychological Impact on People	Impact on Time	Impact on Reputation	Impact on Assets	Business Continuity	Legal & Regulatory
Catastrophic	5	Catastrophic failure in service delivery and key service standards are not met, long-term catastrophic interruption to operations, several major partnerships are affected	Severe impacts on budgets (emergency Corporate measures to be taken to stabilise Council Finances. Consideration should be given as to whether this is an insured or uninsured risk and whether there may be reliance on reserves. The Council is expected to hold a reserve to budget ratio of 2%.	Single or Multiple fatality and or physiological impact, within council control, leading to fatal accident enquiry.	Serious - in excess of 2 years to recover pre-event position.	Highly damaging, severe loss of public confidence, Scottish Government or Audit Scotland involved. Prolonged regional and national condemnation.	Significant disruption to building, facilities, vehicles or equipment (Loss of building, vehicles, rebuilding required, temporary accommodation required, vital equipment lost without replacement capability available resulting in services being unable to be delivered).	Complete inability to provide service/system, prolonged downtime with no back-up in place.	Catastrophic legal, regulatory, or contractual breach likely to result in substantial fines or other sanctions, including substantial involvement from regulators.
Major	4	Major impact to service quality, multiple service standards are not met, long-term disruption to operations, multiple partnerships affected.	Major impact on budgets (need for Corporate solution to be identified to resolve funding difficulty). Consideration should be given as to whether this is an insured or uninsured risk and whether there may be reliance on reserves.	Number of extensive injuries (major permanent harm) or major physiological impact to employees, service users or public.	Major - between 1 & 2 years to recover pre-event position.	Serious negative national or regional criticism and publicity.	Major disruption to building, facilities, vehicles or equipment (Significant part of building unusable for prolonged period of time, alternative accommodation required, equipment or vehicles unavailable to provide significant elements of service delivery and no appropriate contingency arrangements in place).	Significant impact on service provision or loss of service.	Legal, regulatory, or contractual breach, severe impact to Council, fines and regulatory action publicly enforced.
Moderate	3	Significant fall in service quality, major partnership relationships strained, serious disruption in service standards.	Moderate impact on budgets (can be contained within overall directorate budget).	Serious injury requiring medical treatment or moderate physiological impact to employee, service user or public (semi-permanent harm up to 1yr), council liable.	Considerable - between 6 months and 1 year to recover pre-event position.	Adverse national media public attention with elected members becoming involved.	Moderate disruption to building, facilities, vehicles or equipment (loss of use of building for medium period, loss of equipment or vehicles requires contingency arrangements to be employed and has moderate impact on overall service delivery).	Security support and performance of service/system borderline.	Legal, regulatory, or contractual breach, moderate impact to Council, regulator action and or improvement required of the Council.
Minor	2	Minor impact to service quality, minor service standards are not met, short-term disruption to operations, minor impact on a partnerships	Minor impact on budgets (can be contained within service head's budget).	Non life changing injury or physiological impact to staff or member of the public requiring treatment.	Some - between 2 and 6 months to recover.	Minor adverse local, public or media attention and complaints.	Minor disruption to building, facilities, vehicles or equipment (alternative arrangements in place and covered by insurance, equipment or vehicles unavailable for small period of time minor impact on service).	Reasonable back-up arrangements, minor downtime of service/system.	Legal, regulatory, or contractual breach, minor impact to Council, regulator advice and improvement requested of the Council.
Minimal	1	No impact to service quality, limited disruption to operations.	Minimal impact on budgets (can be contained within unit's budget).	Minor injury or minor physiological impact to employee, service user or public.	Minimal - Up to 2 months to recover.	Public concern restricted to local complaints and of no interest to the media.	Minimal disruption to building, facilities, vehicles or equipment (alternative arrangements in place, equipment or vehicles alternative quickly available to replace or substitute).	No operational difficulties, back-up support in place and security level acceptable.	Legal, regulatory, or contractual breach, negligible impact to Council, regulator suggested improvements requested.

Risk	Impact				
Likelihood	Minimal (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Almost Certain (5)	5	10	15	20	25
Likely (4)	4	8	12	16	20
Possible (3)	3	6	9	12	15
Unlikely (2)	2	4	6	8	10
Remote (1)	1	2	3	4	5

Key

Risk	Low	Medium	High	Very High
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