

No.	Risk Category	RISK Threat to achievement of business objective	Causes/Risk Factors	Consequences/ Potential Effects	Risk Owner	Original Risk Score (Assume No Controls in Place)			Current Internal Controls	Control Assessment/ Score	Potential Financial Risk	Current Risk Score (With Controls in Place)		
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												£		
1	Economy and Funding	If there is a reduction in Government funding to Local Authorities in real terms it could result in a reduced ability to provide services	Reduction in Government funding; Increase in ring fenced funding for specific national policy areas; Inflation; Increasing direction of funding within the settlement through specific grant; LOCAL DEMOCRACY	Reduction in ability to provide services; Constraints on local policy areas; Reputational damage; Increasing pressure on core budgets; Real terms inflationary pressures are not funded;	Director Finance	4	4	16	Estimate of resources over the 5 year period built into financial plan; There is a projection that the Council will receive a flat cash settlement from Scottish Government; Regular Monitoring and quarterly reporting to Exec Committee; Transformation and Savings Plans (incl. early engagement with services to devise plans to achieve savings);	Fully Effective Fully Effective Fully Effective Partially Effective	3,219,000 based on 1% variation in SG grant	4	3	12
2	Economy and Funding	If there is insufficient funding to support national policy changes we may not be able to deliver changes to their full extent or they may not meet expectations.	Distribution formula used is misaligned with local requirements e.g. changes to charging regimes or teachers pay; Inflation; SC FORMULA (total £7m)	Changes not delivered; Expectations not met; Negative impacts to local policies/resources to deliver national policy changes within available funding; Negative impact on financial sustainability;	Director Finance	4	4	16	Active engagement through COSLA, DOFs and the Settlement Distribution Group (SDG) to ensure local circumstances are reflected as far as possible in distributions; Verity House Agreement; Assumed Social Care funding reduction built into 5 year Financial Plan	Partially Effective Partially Effective Fully Effective	0	3	3	9
3	Economy and Funding	If the Council does not adequately assess counterparty risk and select secure investments then funds deposited could be lost.	Economic Conditions (e.g. interest rates); Major disruptive events e.g. financial crises; geopolitical events; Failures in due diligence; Lack of knowledge and Skills (Staff SPOKs);	Funds deposited are lost; Significant reputational damage; Failure to protect the public pound;	Director Finance	3	3	9	Disciplined maintenance of counterparty list, spread deposits where practicable; Treasury strategy and policy in place and regularly reviewed; Daily Information from Link Asset Services; Annual revisions made to strategy to reflect changes in the economic situation; Compliance with credit control worthiness policy monitored on an ongoing basis and robust scrutiny at point of investment.	Fully Effective Fully Effective Fully Effective Fully Effective	0	2	3	6
4	Economy and Funding	If there is an increase in the scale of debts owed to the Council (Sundry income, Council Tax and Non-Domestic Rates) then the level of write offs may increase with subsequent negative pressure on Council finances.	Economic/Market Conditions (e.g. interest rates/Inflation/ downturns/ cost of living crisis); Major disruptive events e.g. financial crises; Failures in due diligence e.g. credit worthiness/ability to pay; Proposed 8.5% increase to Council Tax rate Proposed increases to Long Term Empty & 2nd Home premiums	Potential pressure on revenue budgets as greater amounts need to be written off; Potential need to increase bad debt provisions (e.g. in line with economic conditions);	Director Finance / Director Resilient Communities	5	3	15	Bad Debt provision in place, (proved adequate for Council Tax and NDR, historically) ; Robust Income Management and Debt Recovery Policy Framework; Ongoing monitoring/reporting of debt management to Exec Committee; Routine monitoring Council Tax collection levels and bad debt write-offs to assess if bad debt provision is sufficient; protection in place for most vulnerable citizens through CTRS, discounts & exemptions; Proposed increase focus on reliefs, discounts & exemptions	Fully Effective Fully Effective Fully Effective Fully Effective Partially Effective Not yet Effective	0	4	3	12

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5	Economy and Funding	Changes to the taxation base (e.g. NDR income being devolved to Local Authorities rather than included in the national pool or Changes to Council Tax System) could result in a reduced funding for the Council.	Scottish Government 3-year spending review; Changes in national policy (e.g. taxation/devolution of elements to local authorities); Economic conditions (e.g. inflation); Speed at which changes are introduced; Future of Council Tax in Scotland Consultation	Reduced level of NDR/ Council tax income for Council with subsequent pressure on revenue budgets; Increased administration and other costs to implement policy changes/negative impacts on Council capacity;	Director Finance / Assessor/ Director Resilient Communities	4	3	12	Medium term Revenue Financial Plan (based on Scot Gov 3-year spending review) ; Analysis and assessment of Scottish Government settlement; Membership of National Forums (e.g. COSLA, Directors of Finance, Scottish Assessors Group); Response to Future of Council Tax in Scotland Consultation	Partially Effective Fully Effective Fully Effective (subject to 19/01/26 meeting)	0	4	3	12
6	Economy and Funding	If there are legal claims and/or financial awards awarded against the Council (e.g. damages from individuals formerly under local authority care), not fully covered by insurance, then the Council will be exposed to potentially significant one-off costs.	Failure to apply safe and proper practices/breach of legislation; Litigation following a contractual claim resulting from legal dispute; An adverse judgement; Historical claims brought against the Council; Out of Court settlements;	Reputational damage (incl. headline exposure); Rectification activity; Increased scrutiny/loss of trust and credibility; Legal costs incurred; Significant unbudgeted financial costs;	All Directors/ Director Corporate Governance/ Director Finance	4	4	16	Monitoring processes, both internal and reporting to Members; Council internal control framework (incl. adherence to policies & procedures by all respective service areas and staff; Contingent liability provision for specific claims; Defined Statutory Officer Roles and Responsibilities (e.g. Monitoring Officer, Section 95 Officer).	Fully Effective Partially Effective Fully Effective Fully Effective	2,000,000	4	4	16
7	Economy and funding	If the Council fails to comply with HMRC requirements then there may be financial penalties	Inexperienced staff/human error; Failure of business processes/internal financial controls; Staff capacity - missed reporting deadlines;	Financial Penalties and Interest charges; Reputational damage; Additional scrutiny;	Director Finance / Director People, Performance and Change	4	3	12	Business processes and internal financial controls are fit for purpose; Staff training on business processes and internal financial controls; Business World System Controls.	Partially Effective Partially Effective Fully Effective	0	2	3	6
8	Economy and Funding	Expenditure claimed through Government funding streams is no longer eligible for that grant e.g. Levelling Up funding, Shared Prosperity funding	Inadequate retention of documentation and evidence of spend; Improper use of Grant Funding; Failure to adhere to strict Grant Funding Criteria.	The Council would have to fund any potential shortfall resulting from the audit of Grant claims which can arise a number of years after the original project concluded; Negative impact on reserves/core service provision.	Director Finance/ Director Resilient Communities	4	3	12	Ongoing review by officers to ensure only eligible expenditure is included in any grant claims submitted for reimbursement; Internal Audit Review Outcomes; Ensuring that expenditure is only committed when funding is confirmed;	Fully Effective Fully Effective Partially Effective	0	3	2	6
9	Economy and Funding	If interest rates are higher than expected our borrowing costs will increase, causing a revenue pressure	Unstable interest rate forecasts Geopolitical & market impacts Increased borrowing due to ambitious capital programme in place	Loans charges will be more expensive therefore creating a revenue pressure with a negative impact on other council services	Director Finance	4	4	16	Used interest rates forecasts provided by our treasury advisors Regular meetings with treasury advisors to inform position Treasury Management Strategy approved by Audit Committee & Council Regular Treasury Management reporting to Audit Committee & Council	Fully Effective Fully Effective Fully Effective Fully Effective	0	3	3	9

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						10	Economy and Funding	If the nationally agreed pay award in future years exceeds the budgetary provision then it will create a budgetary pressure for the Council.				Economic and Market Conditions (e.g. cost of living crisis, inflation, industrial action); Labour market shortages; Timing of pay and conditions negotiations with Trade Unions out with budget setting cycle;	Costs exceed income/funding creating a budgetary pressure; Potential need to lobby for additional funding from Scot Gov; Negative impacts on recruitment/retention; Potential need to increase Council Tax beyond plans.	Director Finance Director People, Performance & Change.
11	Budget Control	If there is a general failure of our budgetary control processes due to unexpected cost drivers then there may be negative implications across wider areas of the Council.	Additional Contract costs & Retendering processes; Unavoidable Service spend increases linked to statutory service requirements; Increase in stretched budgets reduces flexibility; Concurrent and compounding impacts of Market, Economic & Social Factors e.g. inflation, supply chain disruption, material price increases; Accuracy and timeliness of data for forecasting; Challenges facing the Council associated with constraints on public sector funding are increasing; The costs of goods and services increase beyond reasonable assumptions; Ongoing third party risk associated with impact of employers NI contribution during 2025/26	Unexpected overspends in revenue and / or capital budgets; Negative impact on wider Service Plans and delivery to cover specific overspends; Delays to Capital Programmes; Potential need to retender contracts; Supplier Failure resulting contract handbacks	Director Finance/ All Directors/ Budget Holders	5	4	20	Financial Regulations (incl. budgetary control processes); Monitoring processes including roll out of information via Finance dashboard (for both revenue and capital) and Revenue spend plans; Regular reporting to CMT and quarterly reporting to Executive Committee; Budgetary Control Training for Budget Holders; Ongoing monitoring of contracts; Medium-term financial planning (Revenue & Capital); Longer-term Revenue Financial Strategy (incl. scenario planning/test of assumptions); Engagement with key suppliers; Regular engagement with Directors of Finance/ SOLACE/ COSLA and Scottish Govt;	Fully Effective Partially Effective Fully Effective Partially Effective Partially Effective Fully Effective Fully Effective	3,990,000 (1% overspend risk on £399m)	4	4	16
12	Budget Control	If we are unable to deliver budgeted expenditure reductions then spend may not be contained within approved budgets and there may be negative impacts on service provision.	Detailed plans not developed during the budget setting process; Budget holders not taking account of cumulative effect of failing to deliver financial savings in-year; Unanticipated increased demand for services; Inflation; Delays in implementation of technological solutions to enable innovation.	Expenditure is not contained within budget and may result in future reduced service provision; Increased accumulation of savings to be made; Knock-on impacts to other Council services;	Director Finance/ Budget Holders	4	4	16	Tracking through monitoring process including spend plans; Budgetary Control Management Actions; Implementation of the Council's Transformation Programme to ensure the Council continues to be financially sustainable and operates within resources available;	Partially Effective Partially Effective Partially Effective	5,000,000	4	4	16

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13	Budget Control	If we are unable to accurately forecast ageing population demographics and plan service provision accordingly then expenditure may not be contained within approved budgets and may result in reduced service provision.	Ageing population; Strategic Assessment data time lag; Demographic forecasting assumptions are inadequate; Lead times to plan for service provision; IJB/NHS Borders decisions esp. around delayed discharges	Additional unexpected/unplanned revenue and capital costs;	Chief Officer IJB & HSCP	5	3	15	Business and medium term Revenue Financial Plans takes accounts of demographic pressures; Investment in provision of local facilities within medium to long term Capital Financial Plans; Improved population data available to test changes in population assumptions; IJB Medium term plan being further developed	Fully Effective Partially Effective Partially Effective	0	4	3	12
14	Budget Control	If we are unable to accurately forecast demographics in relation to vulnerable children/children with complex needs then we may not be able to plan service provision accordingly and expenditure may not be contained within approved budgets, resulting in the potential for reduced service provision.	Lead times to plan for Service Provision; Insufficient investment in early intervention and prevention; Delay in the Identification of regional complex needs/ potential future demand for services; Inflationary pressures on commissioned services; Lack of availability of OOA placements.	Significant overspend due to demand pressures and the need to accommodate looked after children in expensive residential settings including secure units (incl. placements out with area); Additional unexpected/unplanned capital costs;	Director Education & Children's Services	5	4	20	Current costs reflected in revenue budget; Council have approved a Strategy & Vision for Bringing young people back to the Borders and preventing the need to resort to out of areas placements in the future -see corporate risk 019 Investigating opportunities to provide local facilities Out of Area Placements Board in place	Partially Effective Partially Effective Fully Effective	1,000,000	4	4	16
15	Projects	If major capital projects, including IT, are not delivered then additional revenue costs are incurred without the expected asset being created.	Lack of sound project management incl. design, build and testing through to implementation; Inadequate specification of requirements; Scope Creep; Failure of strategic governance;	Potential requirement to write-off to revenue, costs incurred in developing capital schemes; Expected enablers are not developed; Expected efficiencies are not realised.	Director Infrastructure & Environment /All Directors	3	4	12	Governance arrangements associated with development of large complex capital schemes (e.g. Tweedbank and IT transformation); Robust project management, dialogue and ensuring necessary statutory approvals are achieved; Tracking through Revenue and Capital Budget Monitoring Processes; Capital Investment Programme Board & associated processes enhances governance	Partially Effective Fully Effective Fully Effective Fully Effective	500,000	3	3	9

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16	Supplier Failure	If major contractors/ ALEO's/ providers of essential services (e.g. Transport/ Care) go out of business then there will be immediate loss of essential service, negative pressures on budgets, reserves and costs associated with retendering.	Market/Economic Conditions (e.g. labour, inflation); Major disruptive events; Taxation changes e.g. Employers NI increases The stability and sustainability of providers of sport, leisure and cultural services; Increased commissioning approach	Loss of essential services; Immediate pressure on revenue budgets / reserves; Increased evidence of costs increasing following retendering; Lack of competition/suppliers in the market for retendering; Council is provider of last resort - negative impacts on staff resourcing and Council capacity; Potential requirement to TUPE Transfer.	All Directors	5	4	20	Contract monitoring and ongoing liaison; Due diligence undertaken before and during contract periods; Review and Revise Service Provision Requirements; Significant additional budget growth provided within the last 2 annual budgets to cover increased costs. Joint Transformation programme aims to bring Live Borders to a financially sustainable position External Services & Providers monitoring Group	Partially Effective Partially Effective Partially Effective Fully Effective Fully effective Fully effective	£ 1,000,000	4	4	16

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17	Environment	If there are adverse winter weather conditions (e.g. snow, ice, wind damage or flooding) it may result in a strain on the Winter Maintenance Budget and additional revenue and capital costs.	Adverse winter conditions; Climate Change;	Strain on Winter Maintenance budget; Additional revenue and capital costs; Service disruption;	Director Infrastructure & Environment	4	4	16	Bellwin Scheme available, threshold applies at 0.2% of net revenue budget but only if Scottish Government activate the Bellwin scheme; Allocated Reserve of £1m earmarked to provide contingency for adverse weather; Development of Community Resilience Scheme (progressing but unlikely to make significant impact on costs); Ongoing investment in Flood Protection Schemes	Fully Effective Fully Effective Partially Effective Fully Effective	£ £1m allocated reserve held separately	4	3	12

General Fund unallocated balance as at 31 December 2025	7,560,000
Risks Per risk register	19,209,000
% of Risks per risk register covered by unallocated balances	39 %

Projected General Fund unallocated balance as at 1 April 2026 - assuming £3.8m required to balance 2025/26 in year position	3,760,000
Risks Per risk register	19,209,000
% of Risks per risk register covered by unallocated balances	20 %