

Briefing Note Template

Elected Member Briefing – Update on Peer-to-Peer Risk Register Reviews

Elected Member Briefing Note Ref. No. 2026-23

About this Briefing Note

Briefing by: *Catherine Christie, Senior Risk Management Officer*

Date: 21/04/2026

Subject: Update on Peer-to-Peer Risk Register Reviews

Public / Exempt / Confidential

if exempt or confidential explain risks and consequences.

Purpose

This briefing note provides Members with a summary of the Peer-to-Peer Risk Reviews carried out by the Risk Management Team in 2025, along with plans for further work.

Background

Following discussions in October 2024 at the Corporate Services Directorate Management Team and at CMT acting as the Council's Risk Board, a process of Peer-to-Peer Risk Reviews of the risks on the Council's Risk Register was approved.

The Risk Board agreed that all risk narratives on the Council's Risk Register would be reviewed over the course of the following year.

Risk Management staff developed a template to support a more detailed breakdown of risk information, and the first review was undertaken in January 2025.

The findings were presented to the Risk Board in February 2025, where it was agreed that the template should continue to be used to review the remaining risks.

Key points

*Peer reviews have now been completed for all risks on the Council's Risk Register. Please see **appendix 1** for the list of reviewed risks.*

At the start of the process, the Register comprised 20 risks. Since then, four new risks have been added and one risk has been removed, bringing the total number of risks on the Council Risk Register to 23.

New risks added are:

- *ORG0064 – Public Sector Reform*
- *ORG0065 – Fraud*
- *ORG0066 – Customers – inadequate assessment of needs*
- *ORG0067 – Cyber attack – malicious damage*

ORG0056 relating to the Digital Switchover and Community Alarms, has been de-escalated from the Council Risk Register to Community Health & Social Care Directorate level.

Over the past year, the findings from each review have been reported quarterly to the Risk Board (CMT), Policy and Resources Committee and Shetland Islands Council.

The feedback from the peer-to-peer meetings has been very positive, with officers reporting that the process has been a valuable and worthwhile exercise.

Overview

For the past two years the Risk Management Services operated with only one member of staff due to a vacancy in the Risk Management Officer post.

This post was successfully filled in January 2026, restoring the team to two full-time members of staff.

Filling this post enables the Risk Management Team to:

- *Undertake more detailed risk register reviews*
- *Provide peer review support as part of the broader risk management remit*

The Senior Risk Management Officer meets quarterly with each Director to update Directorate Risk Registers in line with the reporting requirements for the quarterly PPMF cycle.

The Risk Management Team also regularly attend:

- *Directorate Management Team meetings*
- *Executive Team meetings*
- *Team Leader meetings*

- *SIC/NHS joint meetings*

These engagements support ongoing risk discussions and updates to risk registers.

Future Approach: Peer Risk Reviews

In line with the current organisational restructure, the approach to Peer-to-peer reviews will be aligned with the staged implementation of the new Council structure.

Phased Approach:

- **Directorate Level** – *Reviews will commence at Directorate level, providing a high-level assessment of key risks and controls.*
- **Executive Service Level** – *Reviews will progress to Executive Service level to ensure alignment of risk management practices across service areas.*
- **Team Level** – *Finally, the process will extend to team level, embedding risk awareness and ownership at operational level.*

Approach to Risk Registers:

- **Peer-to-peer reviews** – *will be conducted for existing risk registers where these remain relevant within the new structure.*
- **Development of new risk registers** – *will be required in areas where services have been redesigned or newly established, ensuring all risks are accurately captured and managed.*

This phased and flexible approach ensures that risk management practices evolve alongside the organisational redesign, supporting consistency, accountability and effective governance throughout the transition.

Conclusion

The completion of the peer-to-peer risk registers reviews marks an important step in strengthening the Council's approach to managing risk. The process has improved the clarity, consistency, and oversight of risks across services and has supported informed discussion and challenge. With increased capacity now within the Risk Management Team, the Council is better placed to proactively identify, manage and respond to risks, providing greater assurance to Members and Senior Management.

Last modified on: 15/05/2026

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Please return this form to memberssupport@shetland.gov.uk to be logged and circulated to all Councillors.

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Risk Ref	Risk Type	Review Date	Risk Review Details
ORG0018	Shortage of key staff/skills	06/02/2025	Peer Review
ORG0021	Need for investment in Shetlands Infrastructure	08/12/2025	Peer Review
ORG0024	Risk of harm to an "adult at risk"	03/10/2025	Peer Review
ORG0025	Risk of harm to a child	16/10/2025	Peer Review
ORG0030	Information Governance Risks	N/A	Significant review carried out in late 2024
ORG0039	Financial Sustainability	07/05/2025	Peer Review
ORG0044	Equal Pay Claims	13/03/2025	Peer Review
ORG0045	Unanticipated additional demand from a community	09/10/2025	Peer Review
ORG0046	Transport implications	09/10/2025	Peer Review
ORG0047	Sullom Voe Business Challenges	01/10/2025	Peer Review
ORG0050	Our Ambition - Failure to deliver out comes	26/05/2025	Peer Review
ORG0051	Climate Change/Carbon	01/10/2025	Peer Review
ORG0052	Risk of harm to employees	02/06/2025	Peer Review
ORG0054	Concurrent Disruptive Events	08/08/2025	Peer Review
ORG0055	Audit Recommendations	17/06/2025	Peer Review
ORG0056	Digital Switchover	24/03/2026	Peer Review - Risk de-escalated to Directorate Level
ORG0057	Harm to a member of the public	18/08/2025	Peer Review
ORG0058	National Care Service (NCS)	06/02/2025	Peer Review
ORG0062	Strike Action	13/03/2025	Peer Review
ORG0063	Failure to report, investigate or learn from incidents	13/03/2025	Peer Review
ORG0064	Public Sector reform	19/08/2025	New Risk Added - Chief Executive
ORG0065	Fraud	29/09/2025	New Risk Added - Executive Manager Finance
ORG0066	Customers - inadequate assessment of needs	03/10/2025	New Risk added after peer review of ORG0024
ORG0067	Cyber attack - malicious damage	21/01/2026	New Risk added after peer review of ICT Risk Register

Key	
	Peer Review
	Risk De-escalated
	New Risk