

Corporate Risk Register

Summary Update Report

Risk

CORRR0001 Securing financial sustainability.

Risk Description

The council does not make the decisions required to ensure financial sustainability by prioritising and de-prioritising services and reducing overall costs.

Likelihood Score: 3

Target Likelihood: 2

Potential Impact Score: 4


Target Impact: 3





Overall Risk Score: 12





Target Risk Score: 6

Latest Note	Latest Note Date	Latest Note Author
<p>The PBSG has led the work to develop a balanced council budget for 2017/18. This will be considered at the special council meeting on 16 February 2017.</p> <p>Following the local government elections in May 2017 the new council will be engaged in the development of the council plan and associated resource prioritisation.</p>	25 Jan 2017	Mark Armstrong

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note	Latest Note Date
CORRR_0001.1 We will develop the 2017-20 Council Plan to provide clarity on the council's statement of ambition, our key outcome priorities and how we will deliver the change that is required.	31-Jul-2017	 In Progress	Les Hutchinson	With the election of a new council in May 2017 it has been decided by EMT to submit a new council plan to the Council in the new session post the elections.	22-Nov-2016

<p>CORRR_0001.2 We will ensure through the 2017-18 and 2018-19 budgets that resources are directed to delivering key outcomes and provide clarity on work/services which are to be ceased or deferred to allow this to happen in practice.</p>	31-Jan-2018	 In Progress	Mark Armstrong	<p>Work is progressing across all service areas and in partnership with EY to develop the TA portfolio of projects. Opportunity workshops with staff were held in January 2017.</p> <p>The 2017/18 budget will be considered at the special council meeting on 16 February 2017.</p> <p>Following the local government elections on May 2017, the new council will be engaged in the development of the next council plan and associated resource allocation.</p>	25-Jan-2017
<p>CORRR_0001.3 We will develop workforce plans that are aligned to council priorities, statement of ambition and use of budgets whilst reflecting this is in the context of reducing the overall workforce and transforming ways we currently deliver services.</p>	31-Jan-2017	 Complete	Sharon Faulkner	<p>Services have been developing their workforce plans in line with priorities and budget constraints. Service reviews aimed at ensuring we have the right size of workforce with the right skills to deliver modern and efficient services will continue under the Transforming Angus programme.</p>	03-Feb-2017
<p>CORRR_0001.4 We will undertake community engagement to establish their priorities and use this to inform future budget decisions.</p>	31-Oct-2017	 In Progress	Mark Armstrong	<p>Officers meeting scheduled for 24 February 2017 to progress planning of community engagement for 2018 and beyond budget.</p>	25-Jan-2017
<p>CORRR_0001.5 We will keep elected members appropriately informed and engaged in the development and implementation of service changes.</p>	31-Mar-2018	 In Progress	Richard Stiff	<p>A system of member briefings in relation to budget development and service reviews has been established and take place either as required in relation to the budget preparation cycle or the decision making process through council or committee in</p>	26-Jan-2017

				relation to service reviews and Transforming Angus.	
CORRR_0001.6 We will work with services and our strategic partner to identify and prioritise opportunities for service improvement: service redesign: alternative delivery methods; and service reduction and cessation options.	30-Sep-2017	 In Progress	Janine Wilson	Action reworded after discussions between Richard, Mark and Janine. Janine replaces Mark as action owner in her role as lead for service redesign. A series of opportunity workshops have been held to which all employees were invited. The outcomes are currently being analysed to identify a pipeline of projects which will redesign the council and services with a view to generating savings to meet the budget gap.	08-Feb-2017
CORRR_0001.7 We will effectively target staff resources and skills at delivering service transformation	31-Mar-2018	 In Progress	Gordon Cargill	EMT has committed to make available the required staff resources to enable the delivery of the TA programme. Existing projects and programmes are resourced and the developing portfolio will identify any additional resource inputs.	25-Jan-2017
CORRR_0001.8 We will develop and improve our approach to corporate performance management to provide better evidence of impact, value for money and strategic alignment of transformational change activity.	31-Oct-2017	 In Progress	Les Hutchinson	New action added as a result of CMT review of risk register.	25-Jan-2017
CORRR_0001.9 We will improve our business analytics to be able to target spend on key areas.	31-Oct-2017	 In Progress	Les Hutchinson	New action added as a result of CMT review of risk register.	25-Jan-2017

Risk

CORRR0002 Cultural Change

Risk Description


Organisational culture does not evolve to embrace the one council approach and the principles of organisational transformation and change. Resistance to cultural change would have a negative impact on the delivery of the Transforming Angus programme, service development and most importantly on outcomes for Angus' citizens




Likelihood Score: 3
Potential Impact Score: 4
Overall Risk Score: 12

Target Likelihood: 3
Target Impact: 3
Target Risk Score: 9

Latest Note	Latest Note Date	Latest Note Author
Reviewed 25 Jan 2017 - no change in assessment.	25 Jan 2017	Richard Stiff

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note	Latest Note Date
CORRR_0001.6 We will work with services and our strategic partner to identify and prioritise opportunities for service improvement: service redesign: alternative delivery methods; and service reduction and cessation options.	30-Sep-2017	 In Progress	Janine Wilson	Action reworded after discussions between Richard, Mark and Janine. Janine replaces Mark as action owner in her role as lead for service redesign.	08-Feb-2017

				A series of opportunity workshops have been held to which all employees were invited. The outcomes are currently being analysed to identify a pipeline of projects which will redesign the council and services with a view to generating savings to meet the budget gap.	
CORRR_0002.1 We will develop a clear strategy of what Council and Service priorities are required to deliver the Council's SOA and LOIP and spell out what are no longer priorities and why they will be stopped.	31-Mar-2017	 In Progress	Heads of Service	Ian Lorimer: The 2017/18 budget will again adopt priority based budgeting principles which in turn will inform the Local Outcome Improvement Plans which are currently being drafted.	06-Feb-2017
CORRR_0002.2 We will agree the priorities using the legal statutory duty as the base starting point to ensure we deliver on those duties.	31-Mar-2017	 In Progress	Heads of Service	Ian Lorimer: Service reviews of Finance Services, Revenues & Benefits and Welfare Rights are underway and will take into account our statutory duties in the revised service levels and delivery methods.	06-Feb-2017
CORRR_0002.4 We will communicate the above clarity with staff, management and unions as early as possible and manage the change in accordance with council policy without avoiding the challenge this brings	31-Mar-2017	 In Progress	Heads of Service	Ian Lorimer: Staff briefings are taking place on a regular basis and staff / union engagement is following the Council's service review guidelines.	06-Feb-2017

Risk

CORRR0003 Transforming Angus non-delivery


Risk Description





The Transforming Angus programme fails to deliver with the result that the major savings required from the change programme are not realised to the extent required

Likelihood Score: 3**Target Likelihood:** 2**Potential Impact Score:** 4**Target Impact:** 3**Overall Risk Score:** 12**Target Risk Score:** 6

Latest Note	Latest Note Date	Latest Note Author
On 15 November 2016 Angus Council considered report 408/16 and made a number of decisions to ensure the effective delivery of the TA change programme including the next stages of the strategic Partnership with EY. Work is progressing to develop the ongoing portfolio of change projects as well as the delivery of existing programmes such as Agile and Help to Live at Home.	25 Jan 2017	Mark Armstrong

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note	Latest Note Date
CORRR_0001.7 We will effectively target staff resources and skills at delivering service transformation	31-Mar-2018	 In	Gordon Cargill	EMT has committed to make available the required staff resources to enable the delivery of the TA programme.	25-Jan-2017

		Progress		Existing projects and programmes are resourced and the developing portfolio will identify any additional resource inputs.	
CORRR_0003.1 We will develop a portfolio management approach to the TA programme which is aligned to the Council's strategic objectives.	31-Mar-2017	 In Progress	Mark Armstrong	EMT considered a report on governance of the TA programme on 24 January 2017. The portfolio continues to be developed in partnership with EY.	25-Jan-2017
CORRR_0003.2 We will ensure that the portfolio management approach will be designed to ensure that key aspects of current council business are reviewed and aligned to support transformational change delivery.	31-Mar-2017	 In Progress	Mark Armstrong	Details of the portfolio are being developed, opportunity workshops with staff from across all service areas were held in January 2017 to identify potential service review and redesign opportunities. TA governance and management is being refined to best fit the portfolio going forward.	25-Jan-2017
CORRR_0003.3 We will ensure that benefit realisation across the TA programme is embedded, tracked and reported to the relevant scrutiny board.	20-Dec-2017	 In Progress	Gordon Cargill	Dec 2016: benefits realisation is a key workstream that is being progressed to underpin the control and recording of benefits realised across the whole transformational change portfolio. EY are supporting the development of this work following a similar model that is already in place in place to track the benefits related to the Help to Live at Home Programme.	27-Jan-2017
CORRR_0003.4 We will through effective Member and workforce engagement and communications, embed buy-in for Transforming Angus across the Council.	20-Dec-2017	 In Progress	Gordon Cargill	Jan 2017: communications plans for the TA programme have been focussed through the Planning the Future workshops in November 2016; followed by leadership forum	27-Jan-2017

				presentations on 9 December; and opportunity workshops in early to mid January which have been open to the entire workforce. Further events are currently being planned to maintain this momentum.	
CORRR_0003.5 We will maintain effective and appropriate governance of relationship with Strategic Partner.	31-Mar-2018	 In Progress	Gordon Cargill	Jan 2017: the relationship with the Council's strategic partner is being closely managed by day to day contact; weekly progress briefings; EMT Scrutiny Board; EY delivery plan; and a performance management framework that is being agreed.	27-Jan-2017

Risk

CORRR0004 Performance Management



Risk Description


The council does not manage or report its performance in the areas that are important to internal and external stakeholders and therefore does not measure what matters or monitor performance against objectives and priorities. In addition, the Council may not have reliable data about performance in its main services.

Likelihood Score: 3**Target Likelihood:** 2**Potential Impact Score:** 3**Target Impact:** 3**Overall Risk Score:** 9**Target Risk Score:** 6

Latest Note	Latest Note Date	Latest Note Author
CMT review Nov 16	22 Nov 2016	Alison Frew

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note	Latest Note Date
CORRR_0004.1 We will undertake a detailed review of our existing performance management arrangements and the data/intelligence we use to make decisions and identify areas for improvement and further development	30-Jun-2017	 In Progress	Les Hutchinson	Updated as a result of CMT review of risk register.	22-Nov-2016
CORRR_0004.2 We will complete a review of our Performance planning and reporting arrangements to	31-Sep-2017	 In	Les Hutchinson	Date revised from 31 Dec 2016 to align with the new Council plan and	03-Feb-2017

<p>ensure they focus on the key information needed by the public and elected members to judge our performance.</p>		<p>Progress</p>		<p>performance framework.</p>	
<p>CORRR_0004.3 We will use performance information to inform our budget setting decisions and the choices we make about priority and non-priority service provision.</p>	<p>31-Oct-2017</p>	<p> In Progress</p>	<p>Les Hutchinson</p>	<p>New action added as a result of CMT review of risk register.</p>	<p>25-Jan-2017</p>

Risk

CORRR0006 Workforce fit for the future

Risk Description

The Council fails to ensure that it has a workforce fit for the future that is the right size and shape and has the skills, knowledge and behaviours it needs to maximise its contribution to service delivery outcomes.

Likelihood Score: 2
Potential Impact Score: 5
Overall Risk Score: 10

Target Likelihood: 3
Target Impact: 4
Target Risk Score: 12

Latest Note	Latest Note Date	Latest Note Author
This risk continues to be monitored as we continue the service review and redesign programme. As reviews are likely to increase and accelerate we will require to regularly monitor the impact on staff morale, retention, numbers and skills requirements.	25 Jan 2017	Sharon Faulkner

Risk

CORRR0007 Information Governance

Risk Description


A lack of consistency around implementation of information governance policies could expose the council to an information breach and/or Information Commissioner intervention and substantial financial penalties

Likelihood Score: 3
Potential Impact Score: 4
Overall Risk Score: 12

Target Likelihood: 2
Target Impact: 4
Target Risk Score: 8

Latest Note	Latest Note Date	Latest Note Author
Reviewed by CMT Nov 16	22 Nov 2016	Alison Frew

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note	Latest Note Date
CORRR_0007.1 We will ensure that all action plans pertaining to Information Governance are progressed at the stated timescales.	31-Mar-2018	 In Progress	Sheona Hunter	Reworded as a result of CMT review of risk register.	22-Nov-2016

Risk

CORRR0009 Residual Waste Contract



Risk Description

There is a failure to conclude on the residual waste contract

Likelihood Score: 4**Potential Impact Score:** 3**Overall Risk Score:** 12**Target Likelihood:** 3**Target Impact:** 3**Target Risk Score:** 9

Latest Note	Latest Note Date	Latest Note Author
Reviewed by CMT Nov 16	22 Nov 2016	Alison Frew

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note	Latest Note Date
CORRR_0009.1 We will review options to deliver the 2020 landfill target for Angus through individual action for Angus or partnership work with appropriate partners should the current approach prove unsuccessful.	30-Apr-2017	 In Progress	Alan McKeown	Action reworded after review by Alan McKeown, action owner.	25-Jan-2017
CORRR_0009.3 We will discuss possible partnership alternatives with neighbouring authorities	30-Sep-2017	 In Progress	Stewart Ball	Meetings have taken place with Dundee City Council to consider alternatives should the residual waste procurement exercise fail to deliver the	30-Jan-2017

				desired outcome. These discussions cannot be finalised until the outcome of the procurement exercise is known.	
CORRR_0009.4 We will review options for Joint Venture with private sector companies	30-Sep-2017	 In Progress	Stewart Ball	This is one potential option currently being considered should the residual waste procurement exercise fail to deliver an acceptable outcome. This cannot be taken to a conclusion until the outcome of the procurement exercise is known.	30-Jan-2017

Risk

CORRR0017 Constitutional Change

Risk Description

Changes in constitutional Scotland's status as a nation through the exit from the EU, independence from the UK or further devolution of powers to the Scottish government leading to fundamental changes in areas such as finance availability and regimes (from both national and local sources), employment law, tax and national insurance requirements on the council as an employer, welfare, defence, European funding access contract and consumer law and overarching public sector structures.

Likelihood Score: 4
Potential Impact Score: 3
Overall Risk Score: 12

Target Likelihood: 3
Target Impact: 3
Target Risk Score: 9

Latest Note	Latest Note Date	Latest Note Author
The implementation of Brexit and its implications together with the emergence of a proposal for a second Independence Referendum warrants a review of this risk.	25 Jan 2017	Richard Stiff

Risk

CORRR0018 Legislative change

Risk Description

We are unable to fully implement new legislative requirements on time and within budget to achieve the desired outcomes

Likelihood Score: 3
Potential Impact Score: 3
Overall Risk Score: 9

Target Likelihood: 3
Target Impact: 3
Target Risk Score: 9

Latest Note	Latest Note Date	Latest Note Author
The implementation of Brexit will lead to a significant change in the operating environment for the council in relation to matters governed by EU law and requirements. In addition the potential for a second Independence Referendum is a contributory factor in the review of this risk.	25 Jan 2017	Richard Stiff