

Corporate Risk Register

Update report

Risk

CORRR0001 Maximising use of funding: The council does not align its budget spend to priorities resulting in budget not meeting the needs of the customer.






Risk Update

Council agreed its 2016/17 budget on 18 February 2016. TA Tier 1 reviews are agreed by PBSG and Council as the strategic priorities through which the council will continue to deliver a balanced budget. Further development of priority based budgeting will be undertaken in 2016/17 and through the development of the 2017-20 Council Plan.

Scores

Likelihood Score:	3	Likelihood Appetite:	2
Potential Impact Score:	3	Impact Appetite:	3
Overall Risk Score:	9	Appetite Score:	6

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note
CORRR_0001.1 We will ensure financial 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	31-Mar-2015	 Completed	Heads of Service	
CORRR_0001.2 We will put in place a monitoring regime for agreed budget savings which will be reported to the Policy and Budget Strategy Group	31-Dec-2014	 Completed	Mark Armstrong	
CORRR_0001.3 We will complete the work being undertaken for the Angus Community Planning Partnership on resource mapping to outcomes as part of development of priority based budgeting	31-Mar-2015	 Completed	Ian Lorimer	
CORRR_0001.4 We will undertake community engagement to establish their priorities and use this to inform budget decisions	31-Mar-2015	 Completed	Ian Lorimer	
CORRR_0001.5 We will identify the services which are considered non-priority or low priority and develop a strategy to reduce financial commitment to these services	29-Feb-2016	 Completed	Heads of Service	Sharon Faulkner: Our Workforce Strategy Action Plan, Operational Plan and Directorate Improvement Plan outline our key priorities for service provision. Tim Armstrong: Priority services continue to be identified as part of the budget setting process. The

			<p>integrated children’s service planning process allow us to work in partnership to identify cross cutting priorities.</p> <p>Ian Cochrane: Statutory and non-statutory services are well defined in legislation relating to T&PS activities and have influenced the delivery of services for many years. Areas that are discretionary, with powers rather than duties are reviewed and service redesign has looked at disinvestment in these areas.</p> <p>Vivien Smith: The community planning service has been completely redesigned and further service priorities for savings are being explored. The planning and building standards services have also been redesigned with further development of mobile and agile working, some further savings may be realised. The housing service has also been fully redesigned and although this sits outwith the general fund, savings have been made which can be utilised in other ways. The most recent change has been the integration of the housing options service with locality teams resulting in a reduction in recharge to the other housing budget and therefore the general fund with savings released.</p> <p>Ian Lorimer: Action regarded as complete for 2016/17 budget setting but services will have to continue to prioritise and de-prioritise their services. Continuation of priority based budgeting intended to continue for 2017/18 financial planning.</p> <p>Sheona Hunter: As a support service it is necessary to align our priorities with those of front line services.</p>
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Risk

CORRR0002 Cultural Change: Organisational culture does not evolve to embrace the one council approach. Resistance to cultural change would have a negative impact on service development and more importantly on outcomes for Angus' citizens.


Risk Update




While much remains to be done the continued effort to develop the council's culture in relation to new work styles and aspirations for service delivery are beginning to impact and warrant maintenance of the 4/3 assessment.

Scores

Likelihood Score:	3	Likelihood Appetite:	3
Potential Impact Score:	4	Impact Appetite:	3
Overall Risk Score:	12	Appetite Score:	9

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note
CORRR_0002.1 We will develop a clear strategy of what Council and Service priorities are required to deliver the Council's SOA and spell out what are no longer priorities and why they will be stopped	31-Mar-2016	 Completed	Heads of Service	<p>Sharon Faulkner: Our priorities are laid out in our Directorate Improvement Plan, Workforce Strategy Action Plan and Operational Plan in line with the Council's and Service Priorities.</p> <p>Tim Armstrong: The strategy for delivering on the Angus SOA commitments relating to children is set out in the draft Angus Integrated Childrens Services Plan.</p> <p>Ian Cochrane: Statutory and non-statutory services are well defined in legislation relating to T&PS activities and have influenced the delivery of services for many years. Areas that are discretionary, with powers rather than duties are reviewed and service redesign has looked at disinvestment in these areas.</p> <p>Vivien Smith: Priorities established in council and directorate plans. The review of the SOA is underway and a new Local Outcome Improvement Plan will be</p>

				<p>in place from April 2016.</p> <p>Ian Lorimer: Complete in relation to 2016/17 budget setting which was based on priority based approach and principles which linked to SOA. Will need to reconsider this as part of 2017/18 budget and replacement for SOA process.</p> <p>Sheona Hunter: As a support service it is necessary to align our priorities with those of front line services.</p>
CORRR_0002.2 We will agree the priorities using the legal statutory duty as the base starting point to ensure we deliver our statutory duties	28-Feb-2015	 Completed	Heads of Service	
CORRR_0002.3 We will work with Corporate Improvement team and strategic partner to investigate and review the ways in which services are delivered to develop a portfolio of efficiency savings through service redesign as a first objective before services are reduced	30-Jun-2015	 Completed	Heads of Service	
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-2016	 Completed	Heads of Service	<p>Sharon Faulkner: We continue to meet with recognised trade unions on a quarterly basis to provide information and consult on corporate employee issues. A new Staff Forum is being established in relation to staff issues for employees who will be responsible to the IJB with effect from 1 April 2016.</p> <p>Ian Cochrane: Communities hold regular consultative meeting with union representatives as well as T&PS Health & safety meetings with union reps. Transforming Angus projects also include union representation. Staff briefings are undertaken when appropriate and regular team meetings are used to cascade information. The service maintains an open door policy for staff discussions with managers.</p> <p>Ian Lorimer: Complete for financial year 2016/17 but the need to continue to communicate, consult and involve staff and unions is an ongoing requirement.</p> <p>Sheona Hunter: We continue to hold regular staff briefings to inform and encourage them to embrace change.</p>

CORRR_0002.5 We will develop a clear CMT communication plan based on the prioritisation and disinvestment of services that links to the evidence for the decisions and provides a clear, consistent and transparent set of adopted messages.	30-Jun-2015	 Completed	Heads of Service	
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Risk

CORRR0003 Transforming Angus non-delivery: 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.





Risk Update

The progress and benefits realisation of the entire TA programme is overseen by the TA Board and reported to both the P&R and S&A Committees. Outline Business Cases have been developed and approved for all the priority Tier 1 TA programmes and a robust benefits realisation is being developed in partnership with EY. The 2016/17 budget includes £1.8m savings from the TA programme. The council is delivering these savings and wider benefits.

Scores

Likelihood Score:	3	Likelihood Appetite:	3
Potential Impact Score:	4	Impact Appetite:	3
Overall Risk Score:	12	Appetite Score:	9

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note
CORRR_0003.1 We will finalise the arrangements for the resourcing, operation and governance of the Transforming Angus programme	20-Dec-2014	 Completed	Gordon Cargill	
CORRR_0003.2 We will ensure clarity on project and programme ownership and lead accountability	20-Dec-2014	 Completed	Gordon Cargill	
CORRR_0003.3 We will, through effective Member and workforce engagement and communication embed buy-in for Transforming Angus across the Council.	20-Dec-2015	 Completed	Gordon Cargill	
CORRR_0003.4 We will define effective and appropriate governance of relationship with Strategic Partner	31-Mar-2015	 Completed	Mark Armstrong	

Risk

CORRR0004 Performance Management: 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.


Risk Update


Risk Score remains appropriate, further action required.

Scores

Likelihood Score:	3	Likelihood Appetite:	2
Potential Impact Score:	3	Impact Appetite:	3
Overall Risk Score:	9	Appetite Score:	6

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note
CORRR_0004.1 We will undertake a full 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-2016	 In Progress	Heads of Service	<p>Sharon Faulkner: We have developed service standards for HR, IT & OD and we will monitor our performance against those service standards.</p> <p>Ian Cochrane: We continue to refine our performance indicators within T&PS, with a range of property and roads related indicators including contributing to the annual APSE performance network as well as LGBF. A DELTA programme is being undertaken in Communities.</p> <p>Vivien Smith: A significant effort has been made over the year to further develop performance management arrangements. Housing indicators are being managed well with a post dedicated to ensuring that intelligence is both available and analysed to inform decisions. An example would be the need to reduce voids and a decision to improve and invest in property prior to offer of relet to reduce void times as a result of refusals. A bit of work to do on customer satisfaction this year. In terms of planning, this is also reported to Scottish Government annually. The main outstanding issue relates to the adoption of the local plan timescale, however work has progressed at</p>

				<p>a pace to close this gap over the year with the draft approved LDP now moving to inquiry stage. Community Planning is corporate and outcomes based and continues to inform all decisions as evidenced in committee report links to outcomes.</p> <p>Ian Lorimer: Council Management Team has undertaken a review of our use of the Local Government Benchmarking Framework (LGBF) and agreed to review our use of performance data at a further workshop.</p> <p>Sheona Hunter: We have established performance management arrangements in place which we will continue to review as necessary.</p>
CORRR_0004.2 We will identify what is important to our external stakeholders	30-Jun-2015	 Completed	Heads of Service	

Risk

CORRR0005 Agile/Mobile/Homeworking: The council fails to maximise the potential of Agile/Mobile and Homeworking with the result that the required service and outcome improvements are not evident, associated savings are not realised and assets are not best utilised.






Risk Update

Risk reviewed. Score to remain the same as implementation phase still to be progressed.

Scores

Likelihood Score:	3	Likelihood Appetite:	3
Potential Impact Score:	5	Impact Appetite:	3
Overall Risk Score:	15	Appetite Score:	9

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note
CORRR0005.1 We will gain Committee agreement to a Council Agile Strategy	31-Jan-2015	 Completed	Gordon Cargill	
CORRR0005.2 We will develop HR policies that support and enable agile working	31-Oct-2015	 Completed	Sharon Faulkner	
CORRR0005.3 We will ensure that the implementation plan for Agile strategy finalised	30-Jun-2016		Gordon Cargill	Planning with services to establish the spatial needs of locality hubs is being progressed. The development plan is also being progressed in tandem with this work.
CORRR0005.4 We will conclude roll out of migration to Citrix	31-Dec-2014	 Completed	Steve Roud	
CORRR0005.5 We will ensure opportunities for agile/mobile service redesign are identified	31-Mar-2018	 In Progress	Heads of Service	Sharon Faulkner: Agile working policies have been developed and agreed to support opportunities for agile working. Teams within HR, IT & OD are preparing for moves to agile areas within Angus House later in 2016. Employees across the service are embracing opportunities to work more agilely where this is possible.

				<p>Ian Cochrane: a number of T&PS staff are being equipped with mobile technology to allow them to work agile as part of service development.</p> <p>Vivien Smith: We have been moving towards a more mobile and agile workforce. In Montrose Road, Forfar where both housing and community planning teams are based, there are no desks allocated to staff. For some time many staff in planning, building standards and community planning have had access to laptops with some being able to be accessed anywhere there is wifi. Mobile phones for senior staff have recently been upgraded to enable better working on the move. The biggest project is that of the development of e planning and e building standards and the links between the uniform system and IDOX which should enable more work carried out in the field without the need to return to base each time in due course. We have been moving towards the electronic storage of many files that need to be kept for many years and making larger screens available for officers to share in relation to viewing electronic drawings. In housing work is underway with Northgate to further develop this system to enable more mobile working. All of this has utilised budget from redesigning services and reductions in staff with a view to being ready for corporate changes to accommodation and bases.</p> <p>Ian Lorimer: Corp Imp & Finance - work is ongoing with agile implementation team. Our service is in first wave of agile moves.</p> <p>Sheona Hunter: Preparations are in hand to move to St. Margaret's House on an interim basis. We will seek to be fully agile by return to Angus House in early 2017.</p>
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Risk

CORRR0006 Workforce reductions: Overall reductions in staffing resource and loss of experience lead to a major service delivery failure.

Risk Update

When undertaking service reviews we work with services to mitigate the service delivery risks of staff reductions and loss of experience. This will be enhanced by a more structured workforce profiling and planning system.

Scores

Likelihood Score:	2	Likelihood Appetite:	3
Potential Impact Score:	5	Impact Appetite:	4
Overall Risk Score:	10	Appetite Score:	12

Risk

CORRR0007 Information Governance: A lack of clarity around information governance leaves the council exposed to an information breach and/or Information Commissioner intervention and substantial financial penalties.







Risk Update

Risk reviewed - no change to risk score.

Scores

Likelihood Score:	3	Likelihood Appetite:	3
Potential Impact Score:	4	Impact Appetite:	3
Overall Risk Score:	12	Appetite Score:	9

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note
CORRR0007.1 We will ensure that the importance of good information governance recognised at senior level in organisation	31-Mar-2015	 Completed	Mark Armstrong; Alan McKeown; Margo Williamson	
CORRR0007.2 We will ensure that the Information Governance action plan approved and implemented	31-Dec-2016	 In Progress	Sheona Hunter	Updates are included at each IG Steering Group meeting.
CORRR0007.3 We will review Membership of Records & Information Management Working Group and FOI/DP Working Group to ensure sufficient representation across all directorates	31-Mar-2015	 Completed	Sheona Hunter	
CORRR0007.4 We will incorporate Information Governance into Annual Corporate Governance statement if appropriate	30-Jun-2015	 Completed	Janine Wilson	
CORRR0007.5 We will ensure that all new members of staff complete data protection training and all existing staff must complete refresher training bi-annually	31-Mar-2015	 Completed	Heads of Service	
CORRR0007.6 We will issue bi-annual reminders to all staff to remind them of complying with data protection guidance	31-Mar-2015	 Completed	Heads of Service	

Risk

CORRR0008 Workforce/succession planning: The council does not build the capacity and capability of current staff, resulting in a workforce that is not flexible enough to meet changing needs and pockets of over/under capacity.






Risk Update

A more robust workforce profiling and planning framework will help identify any skills gaps that prevent employees from being flexible enough to meet the changing needs in relation to service delivery. A programme of resilience training is underway to support employees and build capacity.

Scores

Likelihood Score:	3	Likelihood Appetite:	3
Potential Impact Score:	5	Impact Appetite:	3
Overall Risk Score:	15	Appetite Score:	9

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note
CORRR0008.1 We will ensure the development, consultation and agreement of Workforce Strategy including workforce profiling and planning	31-Mar-2018	 In Progress	Sharon Faulkner	Workforce profiling and planning is being piloted in HR, IT & OD currently and will be rolled out to other services over the coming months.
CORRR0008.2 We will ensure the development of service review process incorporating workforce planning principles, consultation & communication mechanisms	31-Mar-2018	 Completed	Sharon Faulkner	
CORRR0008.3 We will develop succession planning framework	31-Mar-2018	 In Progress	Sharon Faulkner	Development of the Succession Planning Framework has been scheduled for completion by 31 March 2017 and this is detailed in the action plan
CORRR0008.4 We will develop a competency framework	31-Mar-2018	 Completed	Sharon Faulkner	
CORRR0008.5 We will build the capacity of managers to manage change	31-Mar-2018	 In Progress	Sharon Faulkner	The leadership programme continues to be rolled out to middle managers

Risk

CORRR0009 Residual Waste Contract: There is a failure to conclude on the residual waste contract.





Risk Update

The project is now down to one bidder. The risk of failure is higher as a result of the process down selecting and choice now being to proceed if the right valuations are met or to end the process and follow a different approach.

Scores

Likelihood Score:	4	Likelihood Appetite:	3
Potential Impact Score:	3	Impact Appetite:	3
Overall Risk Score:	12	Appetite Score:	9

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note
CORRR0009.1 We will continue with the current project	30-Apr-2016	 In Progress	Alan McKeown	New Action
CORRR0009.2 We will review options for Angus Council only project seeking options and outline prices for short, medium and long term alternatives	30-Apr-2016	 In Progress	Stewart Ball	New Action
CORRR0009.3 We will discuss possible partnership alternatives with neighbouring authorities	31-May-2016	 In Progress	Stewart Ball	New Action
CORRR0009.4 We will review options for Joint Venture with private sector companies	31-May-2016	 In Progress	Stewart Ball	New Action

Risk

CORRR0010 Core Governance: Staffing reductions, structural changes and increases in the demands on remaining staff lead to a diminution in good governance standards in day to day operations leading to potential governance breaches and, non-compliance issues.







Risk Update

As there is no history of major governance breaches and the majority of the actions are complete, the likelihood has been reduced.

Scores

Likelihood Score:	2	Likelihood Appetite:	2
Potential Impact Score	4	Impact Appetite:	4
Overall Risk Score	8	Appetite Score:	8

Mitigating Actions

Action	Due Date	Status	Assigned To	
CORRR0010.1 We will ensure that the Monitoring Officer and Chief Financial Officer to be properly involved in development of all key policies and key decisions so they can fulfil their statutory roles	31-Mar-2015	 Completed	Mark Armstrong; Alan McKeown; Margo Williamson	
CORRR0010.2 We will review new Committee reporting arrangements after 1 year to assess if decision making governance is still adequate	31-Mar-2015	 Completed	Sheona Hunter	We have re-established the member Officer Group on Committee structures and are reviewing the role of the social work & health committee in light of Integration of Health & Older People's services.
CORRR0010.3 We will arrange a workshop to discuss and clarify the roles of and expectations on Heads of Service for corporate governance and identify any training needs	30-Jun-2015	 Cancelled	Janine Wilson	
CORRR0010.4 We will consult with budget holders on their needs (if any) for additional financial monitoring information and any training on financial management required to address any gaps which may exist	31-Mar-2016	 In Progress	Ian Lorimer	Meetings with all services have been held and training needs identified. Plans being developed to meet training and information needs including bespoke reporting. Information provided to services likely to mean ongoing refinement.
CORRR0010.5 We will clarify the advisory role of the Service Manager (Governance)	31-Mar-2016	 Completed	Richard Stiff	
CORRR0010.6 We will review the corporate governance assurance process which will inform the 2015/16 Annual Governance Statement	31-Mar-2016	 Completed	Shan Coombs	Process for 2015/16 agreed by CGOG 7/1/16 and by CMT 12/1/16. Assurance questionnaires issued to Directorates 2/2/16.

Risk

CORRR0011 PSN: Failure to comply with PSN requirements will impact on the council's ability to deliver frontline services which require the use of sensitive information, partnership working and transformational service delivery.

Risk Update

Worked with the Cabinet Office and CLAS consultant to meet the required PSN standards and we are compliant for 2015/16. This will continue to be monitored.

Scores

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

Risk

CORRR0012 Business Continuity: The council fails to ensure continuity of critical services in the event of an incident which could impact on vulnerable clients/customers.

Risk Update

Recent work on Business Continuity reported to the S & A Committee on 8 March 2016 confirms the low probability assessment, impact however remains significant. Mitigating actions taken have reduced the risk score to match our appetite for this risk. No further actions identified at this time but this risk will continue to be monitored.

Scores

Likelihood Score:	2	Likelihood Appetite:	2
Potential Impact Score	3	Impact Appetite:	3
Overall Risk Score	6	Appetite Score:	6

Risk

CORRR0013 Health & Safety: The council have a health and safety incident and are found to have poor policy, management or operational compliance leading to fines and reputational damage.




Risk Update





The Council has developed robust H & S strategies, policies and practices in order that managers are aware of their responsibilities in relation to H & S.

Scores

Likelihood Score:	3	Likelihood Appetite:	2
Potential Impact Score	3	Impact Appetite:	3
Overall Risk Score	9	Appetite Score:	6

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note
CORRR0013.1 We will identify areas of highest risk and assess existing controls and action plans to address these according to their individual likelihood and impact	31-Mar-2016	 In Progress	Susan Bruce	Safety, Health & Well-being Team have well developed action plans developed to address H & S risks across the Council. These will continue to be monitored and updated as required.
CORRR0013.2 We will consider what more could be done to promote a positive health and safety culture across the organisation – do we comply with good practice in this regard	31-Mar-2015	 Completed	Heads of Service	
CORRR0013.3 We will ensure all managers have been trained in their health and safety responsibilities and the Council's framework	31-Oct-2015	 Overdue	Heads of Service	<p>Ian Cochrane: All appropriate staff within T&PS receives H&S training including site safety and CDM Regulations training as appropriate. The process is managed through a Training Plan and appraisals.</p> <p>Sharon Faulkner: The Safety, Health & Well-being team deliver appropriate H & S training where this is required. The H & S frameworks for all services have been developed and agreed. All managers within HR, IT & OD are aware of their responsibilities in relation to H & S.</p> <p>Ian Lorimer: Corp Imp & Finance - all senior staff have had basic training and this has been supplemented by additional support from the safety</p>

				team for building managers. Staff volunteering to help safety team redesign reporting documentation. New framework shared with all staff. Sheona Hunter: all relevant staff have received appropriate training.
CORRR0013.4 We will include H&S on all EMT/CMT/SMT agendas including reports of incidents and audits	31-Mar-2015	 Completed	Heads of Service	
CORRR0013.5 We will undertake appropriate audits within services	31-Mar-2015	 Completed	Heads of Service	Ian Cochrane: T&PS are subject to internal auditing as set out in the internal audit plan which has recently included Contingency Planning and award of work to Tayside Contracts as well as audits associated with IiP. In addition the Roads service is third party accredited for ISO9001 and ISO 18001; the service is also progressing to ISO 14001.
CORRR0013.6 We will continue support for appropriate and proportionate H&S training and controls	31-Mar-2015	 Completed	Heads of Service	
CORRR0013.7 We need to consider H&S, including the condition of our infrastructure when we prioritise services and budget allocations	31-Mar-2015	 Completed	Heads of Service	

Risk

CORRR0014 Welfare Reform: There is a risk that welfare reform changes put additional pressures on the Council's finances and increase demand from citizens for support and advice services.



Risk Update

No Change to last update – Universal Credit goes live in Angus in April 2016. Only then will we begin to see any impacts.

Scores

Likelihood Score:	3	Likelihood Appetite:	2
Potential Impact Score:	3	Impact Appetite:	3
Overall Risk Score:	9	Appetite Score:	6

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note
CORRR0014.1 We will redesign the visiting officer service in conjunction with the Communities directorate	31-Dec-2015	 Completed	Graham Ritchie	
CORRR0014.2 We will work with the DWP to implement a local support services framework	31-Mar-2016	 In Progress	Graham Ritchie	Actual Implementation date is April 26 to coincide with go live of Universal Credit in Angus. Meeting has been held with DWP regarding Delivery Partnership Agreement and this is now at the stage of being finalised for signature. Regular meetings between services and partners involved continue in advance of go live date. Training plans in place and publicity materials prepared for UC, bank accounts and digital access.

Risk





CORRR0015 Health and Social Care Integration: Integration fails to allocate sufficient priority to statutory social work duties and to the Council's social work priorities. The integration agenda fails to use the combined resources in a manner that improves outcomes for individuals, their families and carers. This leads to less efficient use of resources.

Risk Update

Scores

Likelihood Score:	3	Likelihood Appetite:	3
Potential Impact Score:	4	Impact Appetite:	3
Overall Risk Score:	12	Appetite Score:	9

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note
CORRR0015.1 We will ensure optimal Council representation on planning bodies and in governance arrangements for HSCI implementation	31-Oct-2015	 Completed	Mark Armstrong; Tim Armstrong; George Bowie	
CORRR0015.2 We will ensure optimal Council representation on workstreams reporting to Strategic Planning Group, in particular in locality planning group	31-Dec-2015	 Completed	Mark Armstrong; Tim Armstrong; George Bowie	
CORRR0015.3 We will review approach to service inclusion in HSCI through options appraisal	31-Oct-2015	 Completed	Mark Armstrong; Tim Armstrong; George Bowie	
CORRR0015.4 We will complete an analysis of readiness for HSCI using the JIT tool	31-Oct-2014	 Completed		

Risk

CORRR0016 Public Protection: There is a failure to protect a looked after, a vulnerable adult or manage an offender appropriately leading to negative impact on another person.




Risk Description

There are well established multi-agency adult protection, child protection and public protection arrangements in place in Angus. These are overseen by the Executive Group for Public Protection. The Child and Adult Protection Committees and the Multi-Agency Public Protection Arrangements Strategic Oversight group have improvement plans in place that seek to minimise the risk to vulnerable individuals and members of the public. Whilst the risk remains low the potential impact of an incident is major.

Scores

Likelihood Score:	2	Likelihood Appetite:	2
Potential Impact Score	5	Impact Appetite:	4
Overall Risk Score	10	Appetite Score:	8

Mitigating Actions

Action	Due Date	Status	Assigned To	Latest Note
CORRR0016.1 We will maintain scrutiny of our systems, procedures, skills, knowledge-base and decision-making through the existing controls, in particular through the scrutiny of the three Committees (MAPP, ACPC, AAPC) and their sub-committees	31-Dec-2015	 Completed	Tim Armstrong	
CORRR0016.2 We will develop the role of the Executive Group in overseeing the three Committees at a high level and in ensuring that appropriate connections are made between all three elements of public protection	31-Mar-2015	 Completed	Margo Williamson	
CORRR0016.3 We will remain vigilant about the skills and qualifications of staff involved in this area of work, especially those at key decision-making points	31-Mar-2016	 Completed	Tim Armstrong	There are multi agency training strategies in place for Child Protection and Adult Protection training and a separate strategy for Children and Young People Services.

Risk

CORRR0017 Constitutional Change: Changes in constitutional Scotland's status as a nation through independence from the UK or further devolution of powers to the Scottish government leading to fundamental changes in areas such as finance availability, from national and local sources, employment law, tax and national insurance, welfare, defence, European funding access contract and consumer law and public sector structures.

Risk Update

The Scottish and UK government have reached agreement on financial matter which will facilitate the passage of the Scotland Bill. No change in assessment required.

Scores

Likelihood Score:	2	Likelihood Appetite:	3
Potential Impact Score:	2	Impact Appetite:	3
Overall Risk Score:	4	Appetite Score:	9

Risk

CORRR0018 Legislative change: We are unable to fully implement new legislative requirements on time and within budget to achieve the desired outcomes.

Risk Update

The 2016 elections will give rise to a new Scottish membership of the Parliament and therefore a new government. It is likely that the new government will produce a programme for new legislation that will impact on the council. The assessment remains unchanged at 2/3.

Scores

Likelihood Score:	2	Likelihood Appetite:	3
Potential Impact Score:	3	Impact Appetite:	3
Overall Risk Score:	6	Appetite Score:	9