

**1 Maximising use of funding****Risk Owner: Mark Armstrong****Risk Appetite: 6****Likelihood: 2****Potential Impact: 3****Risk Description**

The council does not align its budget spend to priorities resulting in budget not meeting the needs of the customer

<b>Action</b>	<b>Responsibility</b>	<b>Target Date</b>	<b>Progress as at 31 December 2014</b>
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	Heads of Service	Ongoing	<p>Being progressed through the 2015-18 budget work being led by the CMT and PBSG (e.g. RB6, service improvement and recovery plans).</p> <p>Further progress is required to achieve this action and target reducing resource at clearly defined priorities. Proposals to refine our service prioritisation and aligned budget setting process to deliver this are under development for discussion with elected members early in the New Year.</p>
We will put in place a monitoring regime for agreed budget savings which will be reported to the Policy and Budget Strategy Group	CMT for their areas	31 December 2014	Monitoring of agreed budget savings is in place and is being reported to the PBSG.
Complete the work being undertaken for the Angus Community Planning Partnership on resource mapping to outcomes as part of development of priority based budgeting	Head of Corporate Improvement & Finance	31 March 2015	This is being progressed through the ACPP Resources Group. The Group has agreed that a revised approach is required and this is being developed in collaboration with the Improvement Service.
Undertake community engagement to establish their priorities and use this to inform budget decisions	Head of Corporate Improvement & Finance	31 December 2014	Priorities established through development of Council plan and SIMALTO work for 2014/15 budget setting. Further and specific community/stakeholder engagement is being implemented at the level of individual service reviews.
Identify the services which are considered non-priority or low priority and develop a strategy to reduce financial commitment to these services	Heads of Service	31 August 2015	<p>Being progressed through the 2015-18 budget work being led by the CMT and PBSG (e.g. RB6, service improvement and recovery plans).</p> <p>Further progress is required to achieve this action and target reducing resource at clearly defined priorities. Proposals to refine our service prioritisation and aligned budget setting process to deliver this are under development for discussion with elected members early in the New Year.</p>

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<b>Likelihood Score:3</b>
<b>Potential Impact Score: 3</b>
<b>Overall Risk Score: 9</b>

**2 Cultural Change****Risk Owner: Richard Stiff****Risk Appetite: 9****Likelihood: 3****Potential Impact: 3****Risk Description**

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.

<b>Action</b>	<b>Responsibility</b>	<b>Target Date</b>	<b>Progress as at 31 December 2014</b>
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.	CMT	30 June 2015	<p>Being progressed through the 2015-18 budget work being led by the CMT and PBSG.</p> <p>Further progress is required to achieve this action and target reducing resource at clearly defined priorities. Proposals to refine our service prioritisation and aligned budget setting process to deliver this are under development for discussion with elected members early in the New Year.</p>
CMT will agree the priorities using the legal statutory duty as the base starting point to ensure we deliver our statutory duties.	CMT	28 February 2015	<p>Being progressed through the 2015-18 budget work being led by the CMT and PBSG.</p> <p>Further progress is required to achieve this action and target reducing resource at clearly defined priorities. Proposals to refine our service prioritisation and aligned budget setting process to deliver this are under development for discussion with elected members early in the New Year.</p>
CMT will work with Corporate Improvement team and our strategic partner to investigate and review the ways in which services are delivered to develop a portfolio of possible efficiency savings through service redesign as a first objective before services are reduced or stopped.	CMT	30 June 2015	The initial tranche of work with our strategic partner, EY, has identified a range of areas for more detailed review. These are Culture & Leisure Trust, Help to Live at Home, Transport, Procurement and Increased Revenue Growth and Investment.

<p>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.</p>	<p>CMT</p>	<p>30 June 2015</p>	<p>Community/stakeholder engagement is being implemented at the level of individual service reviews. In addition, corporate communications and engagement is being progressed e.g. through mini-matters and regular union meetings. Organisational principles for staff communication, consultation and involvement are also being developed.</p>
<p>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.</p>	<p>CMT</p>	<p>30 June 2015</p>	<p>CMT and communications are implementing a co-ordinated communications and stakeholder engagement approach to council service delivery and prioritisation. This is integrated with the work of the PBSG and the Transforming Angus Board.</p>
<p><b>Likelihood Score: 4</b></p>			
<p><b>Potential Impact Score: 4</b></p>			
<p><b>Overall Risk Score: 16</b></p>			

**3 Transforming Angus non-delivery****Risk Owner: Mark Armstrong****Risk Appetite: 9****Likelihood: 3****Potential Impact: 3****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

<b>Action</b>	<b>Responsibility</b>	<b>Target Date</b>	<b>Progress as at 31 December 2014</b>
Finalise the arrangements for the resourcing, operation and governance of the Transforming Angus programme.	Service Manager (Transforming Angus)	20 December 2014	<p>The arrangements for resourcing the TA programme are now established to support the programme. This includes services bidding to the TA change fund where this may be required.</p> <p>In terms of the operation and governance of the TA programme, the Transforming Angus Board has been established, including Cllr Murray (Chair), the Council's Chief Executive and 3 Strategic Directors. It meets on a 6 weekly cycle to review progress and provides direction. The Board are supported by the Service Manager (Transforming Angus), who provides Highlight Reports for each strand of the overall programme. The Service Manager (Governance) has also been invited to attend the TA Board meetings.</p> <p>Projects are being progressed in a controlled environment adopting appropriate project management methodologies.</p>
Ensure clarity on project and programme ownership and lead accountability.	Service Manager (Transforming Angus)	20 December 2014	Project Boards are being established to direct projects, including Senior Responsible Owners (SROs) being identified and provided with details of their roles and responsibilities in the context of project delivery and accountability.

Through effective Member and workforce engagement and communication embed buy-in for Transforming Angus across the Council.	Service Manager (Transforming Angus)	20 December 2015	It is intended to undertake member and officer engagement events as part of the TA programme during 2015.  These events will be aimed at developing understanding of the holistic TA programme and energising the programme and building engagement and ownership throughout the organisation.
Define effective and appropriate governance of relationship with Strategic Partner.	Strategic Director Resources	31 March 2015	The work of the strategic partner is overseen by the Transforming Angus board and where required decisions will be made at the appropriate committee. Quarterly update reports will be submitted to Policy and Resource Committee commencing in February 2015.  Day to day management of the relationship is through the Strategic Director – Resources and the Service Manager (Transforming Angus).
<b>Likelihood Score: 3</b>			
<b>Potential Impact Score: 4 *</b>			
<b>Overall Risk Score: 12</b>			

*\* Impact score reduced from 5 to 4 as Plan B to incorporate and element of service %ge efficiencies will reduce the impact of non-deliverability of cost reductions associated with TA work*

**4. Performance Management****Risk Owner: Ian Lorimer****Risk Appetite: 6****Likelihood: 2****Potential Impact: 3****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

<b>Action</b>	<b>Responsibility</b>	<b>Target Date</b>	<b>Progress as at 31 December 2014</b>
We need to 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.	Heads of Service	30 June 2015	<p>At a corporate level work to develop new arrangements including how we report performance to elected members and other stakeholders is ongoing.</p> <p>Work is also ongoing at individual service level e.g. Adult Services is developing a new performance management system that includes self-evaluation based on the PIM (Performance Improvement Model) and an improved audit programme; Planning &amp; Place are working to ensure they have the right information and right level of plan in Covalent and Technical &amp; Property Services are reviewing and rationalising their performance management arrangements.</p>
We need to identify what is important to our external stakeholders	Heads of Service	30 June 2015	<p>Work to identify what is important to stakeholders is being undertaken as part of individual service reviews and service re-designs – this is a key part of our service review guidelines.</p> <p>By way of example, the Economic Development team has undertaken a survey of Angus Businesses to achieve better understanding of customer and partner requirements from the service.</p>

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

**5. Agile/Mobile/Homeworking**

**Risk Owner: Service Manager TA**

**Risk Appetite: 9**

**Likelihood: 3**

**Potential Impact: 3**

**Risk Description**

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.

Action	Responsibility	Target Date	Progress as at 31 December 2014
Committee agreement of Council Agile Strategy	Service Manager (Transforming Angus)	31 January 2015	The Agile Strategy is being developed and will be considered at the Council's Policy & Resources Committee on 3 February 2015.
Development of HR policies that support and enable agile working.	Head of Service (HR, IT & OD)	31 January 2015	Policies are currently under development for consultation with Sounding Group and Trade Unions.
Implementation plan for Agile strategy finalised.	Service Manager (Transforming Angus)	31 March 2015	The implementation plan for the Agile Strategy will be progressed during the first half of 2015 and will include a review of the Council's property estate to align accommodation with the needs of services to improve the Council's efficiency.
Conclude roll out of migration to Citrix.	Service Manager (IT)	31 December 2014	Core platform completed.  Communities – current plan is for delivery by 31 March 2015 with slippage being experience on this programme.
Opportunities for agile/mobile service redesign are identified.	Heads of Service	31 March 2015	Significant progress will be made once the Agile Strategy is agreed – that will be the trigger for detailed implementation across services  IT mobile platform is now in place and pilot projects are underway. These will inform the development and implementation of other mobile and digital services.  Digital by default commitment to service redesign to be progressed across all services.

**Likelihood Score: 3**

**Potential Impact Score: 5**



**Overall Risk Score: 15**

**6. Workforce reductions**

**Risk Owner: Sharon Faulkner**

**Risk Appetite: 12**

**Likelihood:**

**Potential Impact:**

**Risk Description**

**Overall reductions in staffing resource and loss of experience lead to a major service delivery failure**

There are currently no actions for this risk.

**Likelihood Score: 2**

**Potential Impact Score: 5**

**Overall Risk Score: 10**

**7. Information Governance**

**Risk Owner: Sheona Hunter**

**Risk Appetite: 9**

**Likelihood: 3**

**Potential Impact: 3**

**Risk Description**

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

<b>Action</b>	<b>Responsibility</b>	<b>Target Date</b>	<b>Progress as at 31 December 2014</b>
Importance of good information governance recognised at senior level in organisation	EMT	Ongoing	EMT considers on a routine basis information related to Freedom of Information and Data protection alongside report from the lead officer for information management.
Information Governance action plan approved and implemented	IG Steering Group	31 October 2014  <b>Amended to 8 January 2015</b>	The Information Governance Improvement Plan 2015/16 will be considered at the meeting of the Information Governance Steering Group to be held on 8 <sup>th</sup> January 2015.
Membership of Records & Information Management Working Group and FOI/DP Working Group reviewed to ensure sufficient representation across all directorates	CIGO	31 October 2014  <b>Amended to 31 January 2015</b>	Directorates were asked at the Council Management Team meeting on 16 <sup>th</sup> Dec 2014 to nominate senior officers within each of their business units to be responsible for the records of that unit. A form for completion was issued and will be returned by 31 <sup>st</sup> Dec 2014 with the nominees of the various directorates.
Information Governance incorporated into Annual Corporate Governance statement if appropriate	Service Manager – Governance	30 June 2015	This assessment will begin in 2015.
New members of staff required to complete data protection training and all existing staff must complete refresher training bi-annually	Heads of Service	Ongoing	In Adult Services, a review of the provision of data protection training is being carried out.  Reminder issued to all Resources staff in December 2014.
Bi-annual reminders issued to all staff to remind them of complying with data protection guidance	Heads of Service	Bi-annually	Technical & Property Services – reminders issued biannually.  Reminder issued to all Resources staff in December 2014.

**Likelihood Score: 3**

**Potential Impact Score: 4**

**Overall Risk Score: 12**

**8. Workforce/succession planning**

**Risk Owner: Sharon Faulkner**

**Risk Appetite: 9**

**Likelihood: 3**

**Potential Impact: 3**

**Risk Description**

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

<b>Action</b>	<b>Responsibility</b>	<b>Target Date</b>	<b>Progress as at 31 December 2014</b>
Development, consultation and agreement of Workforce Strategy including workforce profiling and planning	Head of Service (HR, IT & OD)	31 March 2015	Workforce Strategy currently under development for informal consultation in January 2015
Development of service review process incorporating workforce planning principles, consultation & communication mechanisms	Head of Service (HR,IT & OD}	31 March 2015	Service Review process has been developed for informal consultation with CMT in January 2015
Development of succession planning framework	Head of Service (HR, IT & OD)	31 March 2015	Plan to be developed as part of Workforce Strategy action plans
Development of competency framework	Head of Service (HR, IT & OD)	31 March 2015	Management competency framework currently being developed. Workshop undertaken with officers on 12 Dec 2014. For informal consultation with CMT in Jan/Feb 2015n
Building capacity of managers to manage change	Head of Service (HR, IT & OD)	31 March 2015	Resilience pilot training programme scheduled to take place with a group of officers in January 2015. Will be assessed and potentially rolled out further in 2015.  Managing in an Entrepreneurial Council training being undertaken with CMT in Feb 2015.

**Likelihood Score: 3**

**Potential Impact Score: 5**

**Overall Risk Score: 15**

**9. Residual Waste Contract**

**Risk Owner: Alan McKeown**

**Risk Appetite: 9**

**Likelihood: 3**

**Potential Impact: 3**

**Risk Description**

There is a failure to conclude on the residual waste contract

There are currently no actions for this risk.

<b>Likelihood Score: 3</b>
<b>Potential Impact Score: 3</b>
<b>Overall Risk Score: 9</b>

## 10. Core Governance

**Risk Owner: Janine Wilson in liaison with Corp Gov Officers Group**

**Likelihood:**

**Potential Impact:**

### Risk Description

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.

Action	Responsibility	Target Date	Progress as at 31 December 2014
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	EMT	Ongoing	The CFO and Monitoring Officer have been involved in EMT meetings as required to fulfil this requirement, The role of CMT as a policy development forum has grown steadily and both officers are members of this group.
Review new Committee reporting arrangements after 1 year to assess if decision making governance is still adequate	Chief Executive/ Head of Legal & Democratic Services	28 February  2015	Arrangements have been made for a review to take place between January and March 2105. Initial discussion have been held with the Leader and Depute Leader of the council to inform the review and Police and Fire representatives have been invited to provide comments in relation to Police and Fire governance requirements to inform the review.
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	Service Manager Governance (to facilitate)	31 March 2015	CIPFA/IFAC have recently issued their International Framework for Good Governance in the Public Sector and are holding a related conference in December 2014. The learning from the workshop will be used to consider any changes necessary to the governance framework and the local code, with the workshop to follow on.
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	Head of Corporate Improvement and Finance	31 December 2014  <b>Amended to 31 March 2015</b>	Still to take place. This was to follow the implementation of the new structure arising from the Finance Services review but significant changes in staff and a large number of staff vacancies have meant this action has had to be deferred. We will now seek to complete this action by the end of the financial year to inform arrangements for 2015/16. Existing arrangements have continued meantime.
We will clarify the advisory role of the Service Manager (Governance)	Chief Executive/CMT	30 September 2014  <b>Amended to 31 March 2015</b>	The Service Manager Governance has had an active engagement with CMT and EMT in this regard. Ongoing.

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<b>Likelihood Score: 3</b>
<b>Potential Impact Score: 4</b>
<b>Overall Risk Score: 12</b>



**11. PSN**

**Risk Owner: Steve Roud**

**Risk Appetite: 10**

**Likelihood:**

**Potential Impact:**

**Risk Description**

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.

There are currently no actions for this risk.

<b>Likelihood Score: 2</b>
<b>Potential Impact Score: 5</b>
<b>Overall Risk Score: 10</b>

**12. Business Continuity****Risk Owner: Chief Executive****Risk Appetite: 6****Likelihood:****Potential Impact:****Risk Description**

The council fails to ensure continuity of critical services in the event of an incident which could impact on vulnerable clients/customers
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<b>Action</b>	<b>Responsibility</b>	<b>Target Date</b>	<b>Progress as at 31 December 2014</b>
Testing of business continuity plans in key risk areas to be completed as far as practical by the end of 2014.	Heads of Service	31 March 2015	<p>All managers have taken part in bronze and silver level BCP training including scenario testing. Some refinements to existing plans have been identified following the testing.</p> <p>In Technical &amp; Property Services, actual incidents (weather etc) have been experienced and confirm suitability of plans.</p> <p>Within the People Directorate, post-incident reviews for two recent disruptions to service will be undertaken with a view to clarifying and streamlining their approaches. Thereafter a programme of scenarios to test continuity plans, awareness and readiness in specific areas of service provision will be developed.</p>
Building on action 1 above, review current status and readiness of the Council's business continuity arrangements and identify key gaps and risks which have still to be addressed.	Resilience Manager	31 March 2015	Feedback is awaited from BCM consultants in relation to the testing already carried out. This will inform the second phase of exercising and testing of plans.
<b>Likelihood Score: 3</b>			
<b>Potential Impact Score: 3</b>			
<b>Overall Risk Score: 9</b>			

### 13. Health & Safety

Risk Owner: Sharon Faulkner

Risk Appetite: 6

Likelihood:

Potential Impact:

#### Risk Description

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

Action	Responsibility	Target Date	Progress as at 31 December 2014
Identify areas of highest risk and assess existing controls and action plans to address these according to their individual likelihood and impact	S Bruce in liaison with Service Heads	31 October 2014 <b>Amended to 31 March 2015</b>	This exercise has still to be carried out and will be completed by 31 March 2015.
CMT 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	CMT	September 2014 <b>Amended to 31 March 2015</b>	Health and Safety was discussed at CMT in October 2014 when the Safety Manager attended. Further discussion will be required and should be added to a CMT agenda to be discussed before 31 March 2015.
Ensure all managers have been trained in their health and safety responsibilities and the Council's framework	Heads of Service	31 December 2014 <b>Amended to 31 October 2015</b>	Training for all managers with health, safety and wellbeing responsibilities will be rolled out from February 2015 as a phased programme.
Include H&S on all EMT/CMT/SMT agendas including reports of incidents and audits	EMT/CMT/SMTs	Ongoing	EMT undertakes consideration of H & S matters as required. CMT has been identified as the principal forum for consideration of H & S matters for note at corporate level.
Undertake appropriate audits within services	Heads of Service	Ongoing	Auditing of services' health, safety and wellbeing management will be carried out by the Health, Safety and Wellbeing team commencing with audit of Waste Operations in January 2015.
Continue support to appropriate and proportionate H&S training and controls	Heads of Service	Ongoing	H&S training must be included in service training plans; in Roads monitoring and audits are documented with ISO 18001 accreditation.
We need to consider H&S, including the condition of our infrastructure when we prioritise services and budget allocations	Heads of Service	Ongoing	Services will continue to consider Health, Safety and Wellbeing issues when prioritising services and budget allocations. Technical & Property Services also integrate Asset Management Planning into service delivery.
<b>Likelihood Score: 3</b>			

<b>Potential Impact Score: 3</b>
<b>Overall Risk Score: 9</b>

**14. Welfare Reform****Risk Owner: Ian Lorimer****Risk Appetite: 6****Likelihood: 2****Potential Impact: 3****Risk Description**

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.

<b>Action</b>	<b>Responsibility</b>	<b>Target Date</b>	<b>Progress as at 31 December 2014</b>
Redesign the visiting officer service in conjunction with the Communities directorate	Revenues/NDR Manager	31 March 2015	This was put on hold pending the outcome of a review of Welfare Rights. That review is now complete so this work will recommence in January 2015.
Work with the DWP to implement a local support services framework	Revenues & Benefits Service Manager	31 March 2016	Being managed through Angus Welfare Reform Group – details from the pilots have still to emerge. More details will emerge during 2015 to inform what we do in Angus.

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

**15. Health and Social Care Integration****Risk Owner: Susan Wilson****Risk Appetite: 9****Likelihood: 3****Potential Impact: 3****Risk Description**

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.

<b>Action</b>	<b>Responsibility</b>	<b>Target Date</b>	<b>Progress as at 31 December 2014</b>
Ensure optimal Council representation on planning bodies and in governance arrangements for HSCI implementation.	Strategic Director – Resources  HoS Adult Services  Chief SW Officer	31 October 2015	Council is fully represented on Shadow HSCI Board, Project Board and strategic planning forums for HSCI. New Angus Council HSCI officer group has commenced work plan.
Ensure optimal Council representation on workstreams reporting to Strategic Planning Group, in particular in locality planning group.	Strategic Director – Resources  HoS Adult Services  Chief SW Officer	31 December 2015	Strategic Planning Group and sub groups have not yet commenced.
Review approach to service inclusion in HSCI through options appraisal.	Strategic Director – Resources  HoS Adult Services  Chief SW Officer	31 March 2015	Scope for inclusion of Angus Council services to be included has been determined. Further work required on service delivery models.
Analysis of readiness for HSCI using the JIT tool.	HoS Adult Services  Chief SW Officer	30 November 2014	Achieved.

**Likelihood Score: 3****Potential Impact Score: 5****Overall Risk Score: 15**

**16. Public Protection****Risk Owner: Margo Williamson****Risk Appetite: 8****Likelihood:****Potential Impact:****Risk Description**

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

<b>Action</b>	<b>Responsibility</b>	<b>Target Date</b>	<b>Progress as at 31 December 2014</b>
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.	Head of Adult Services	31 March 2015	All Committees meet regularly and performance and outcomes are monitored.
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.	Strategic Director - People	31 March 2015	A meeting has taken place with the Chief Executive and the two protection committee chairs to look at how we ensure we are scrutinising performance.
We will remain vigilant about the skills and qualifications of staff involved in this area of work, especially those at key decision-making points.	Head of Children & Young People's Services	31 March 2015	The CSWO continually looks at training and standards for SW staff.

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

**17. Constitutional Change****Risk Owner: Richard Stiff****Risk Appetite: 16****Likelihood: 4****Potential Impact: 4****Risk Description**

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

There are currently no actions for this risk.

**Note**

Matters included in the report of the Smith Commission have a direct impact on local government bodies in Scotland. The progressing of these proposals by the UK and Scottish Government will continue to be monitored in order to identify new risks and actions that may require to be accommodated in this risk register.

**Likelihood Score: 4****Potential Impact Score: 4****Overall Risk Score: 16**



**18. Legislative change**

**Suggested Owner = CMT**

**Risk appetite: 9**

**Likelihood: 3**

**Potential Impact: 3**

**Risk Description**

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

There are currently no actions for this risk.

**Note**

The new First Minister has announced a legislative programme for her administration. The progressing of these proposals will be monitored to identify any new risks and actions that may need to be accommodated in this register. Also, matters included in the report of the Smith Commission have a direct impact on local government bodies in Scotland. The progressing of these proposals by the UK and Scottish Government will continue to be monitored in order to identify any new risks and actions that may require to be accommodated in this risk register.

<b>Likelihood Score: 2</b>
<b>Potential Impact Score: 4</b>
<b>Overall Risk Score: 8</b>