Communities Directorate Risk Register 2014/15

The following risks form the Communities Directorate Risk Register. These will now be added to Covalent along with associated action plans, where appropriate.

Risk actions will be allocated to officers and will be reported on a quarterly basis to the Communities Senior Management Team.

Code (cov)	Risk Short Name	Overall Risk Score	Risk Appetite Score	Action Plan
	Potential impact of changes to ER/VR scheme	16	12	Y
	Reduction in level of planned maintenance to property estate	16	6	Y
	Customer/Community dissatisfaction to service redesign	12	9	Y
	Poor communication within directorate	9	9	Y
	Unable to achieve Scottish Housing Quality Standard (SHQ) by 2015	9	9	Y
	Carbon reduction and energy targets not met	9	9	Y
	Outsourcing of services resulting in loss of work/fees	9	8	Y
	Counter Fraud - Audit Report 11/04	6	6	Y

         Risk Appetite   **12**

Section A – Identified Risk

Risk Description   Potential impact of changes to ER/VR scheme

Ability to achieve identified staff savings as a result of changes made to the ER/VR scheme from 1 July 2014.

Actions/Controls already in place

- Age profiling across directorate   - Annual Workforce Planning Reviews   - Discussion at one-to-ones/annual appraisals   - Directorate will require to continue with the moritorium on permanent posts to ensure flexibilty if redesign identifies staff for redeployment – who may previously have indicated an interest to be considered for ER/VR

Likelihood   **Potential Impact**

Likelihood	Potential Impact
- Staff will no longer be as willing to be considered for ER/VR due to changes - Directorate will have to consider the potential of staff becoming supernumerary with results of downgrading, redeployment or compulsory redundancy	- Not achieving required savings - Not able to implement succession planning as opportunities blocked - Disenchantment of staff - Staff may choose to uptake flexible retirement as an alternative to ER/VR resulting in prevention of forward planning

Likelihood Score: **4**

Potential Impact Score: **4**

Overall Risk Score: **16**

Section B – Risk Action Plan

Actions/Controls to reduce Likelihood/Potential Impact

Action	Responsibility	Target Date	Success Criteria	Comment
Corporate review of People Strategy may assist long term workforce planning	Head of HR	Tbc	Clear route for staff/management identified	
Consider as part of budget setting process	All Managers	30 November 2014	Where staff savings have been identified, Service Leads will know if redeployment/redundancy require to be considered	Cost of redundancy can be excessive and may hinder achievement of the saving element
As part of service redesigns, compulsory redundancy/redeployment necessary	CSMT	31 March 2015	Required to meet the redesign targets as volunteers not forthcoming	Forced action
Ensure ongoing communication with staff throughout redesign process	ECSMT	31 March 2015	Staff are aware of all options as redesigns progressed	

Section A – Identified Risk

Risk Description   Reduction in level of planned maintenance to property estate

Insufficient resources in the corporate property maintenance fund to deliver client demands for both planned and reactive maintenance of the non-housing estate**.**

Actions/Controls already in place

- Three year budgeting enables forward planning, identifying reduction in resources available   - Asset plans for each building updated through periodic inspections   - Business Continuity Plans (to be finalised)   - Property Asset rationislation   - Development of agile/mobile working

Likelihood   **Potential Impact**

Likelihood	Potential Impact
- Reduced budgets with identified defects and essential maintenance already underfunded; - Unplanned/reactive works increasing (County Buildings electrical problems; Medway hut) as planned maintenance programmes reduces - Age and condition of council property assets relatively old/poor "Temporary" accommodation long past design life (Medway huts; Extensions at Ravenswood/County Buildings etc)	- Closure of building with impact on service delivery (school/offices) - Media interest - Reputation - In extreme potential injury or death of public/service user/staff (Edinburgh School wall collapse) potential Corporate Manslaughter - Potential civil claims

Likelihood Score: **4**

Potential Impact Score: **4**

Overall Risk Score: **16**

Section B – Risk Action Plan

Actions/Controls to reduce Likelihood/Potential Impact

Action	Responsibility	Target Date	Success Criteria	Comment
Complete work on Business Continuity Plans for loss of major property (School; County Buildings etc)	Ken Brown	March 2015	BCP plans in place	Carry over revenue budget allocation from 2013/14
Continue asset rationalisation/ new build programme	Ian Cochrane/Trans-forming Angus/ School estate	March 2018(end of 3 year risk window)	Rationalisation of assets with overall improvement in property portfolio, reducing risk of unplanned event	
Mobile/Agile working project	Transforming Angus	March 2018(end of 3 year risk window)	Reduced dependency on physical buildings	
Establish priority based budgets – ensure budget sufficiency for planned maintenance as established by asset plans and contingencies for unplanned maintenance	Ian Cochrane	Feb 2015 (budget process)	Sufficient planned maintenance funding	
Ensure Developed School Management budgets are appropriately focussed and prioritised	People Directorate	On going	Maximising expenditure on property maintenance	

Section A – Identified Risk

Risk Description   Customer/Community dissatisfaction to service redesign

Service re-designs may reduce service provision leading to customer and community dissatisfaction.

Actions/Controls already in place

• Sound workforce planning • Well established financial management and budget monitoring • Clear plans in place identifying service direction

Likelihood	**Potential Impact**
• Customers having unrealistic expectation of what can be delivered within timescales • Workforce not working with management to ensure proposed changes to services are deliverable • Insufficient resources available to undertake the reviews required to identify clear areas for redesign	• Increased customer Complaints through ACCESSLine/Media/Elected Members • Negative publicity for the directorate/council • Decrease in standard of service delivery • Increased workload to deal with changes to services and customer complaints

Likelihood Score: 3

Potential Impact Score: 4

Overall Risk Score: 12

Section B – Risk Action Plan

Actions/Controls to reduce Likelihood/Potential Impact

Action	Responsibility	Target Date	Success Criteria	Comment
Weekly SMT meetings	CSMT	31 March 2015	A reduction in complaints arising from service redesign	
Budget planning and monitoring arrangements	CSMT	31 March 2015	Clarity of savings proposals and arrangements for service redesign	
Clear reporting arrangements to the communications team	CSMT	31 March 2015	Communications team are aware of possible issues arising and can field any media enquiry's	
Clear statement of service standards	CSMT	31 March 2015	All service will follow a corporate model demonstrating clear service standards that will be monitored and reported publically	

Section A – Identified Risk

Risk Description   Poor communication within directorate

Poor communications within Directorate.

Actions/Controls already in place

• Calendar of meetings set throughout year for EMT, CMT, CSMT, ECSMT and CMF (Communities Managers Forum)   • Appraisal process/cascade breif embeded within the Directorate   • IiP Assessment (already identified clear/achievable improvement areas)

Likelihood   **Potential Impact**

Likelihood	Potential Impact
• Vision of Directorate not being clear throughout the workforce • Directorate structure not being clear • Planning process not being understood • Managers not using tools available to cascade information • Appraisals/Cascade Brief not happening	• Staff moral low resulting in not feeling valued • Service not being translated to the customer effectively • Erroneous information in domain • Non achievement of IiP • Higher turnover

Likelihood Score: 3

Potential Impact Score: 3

Overall Risk Score: 9

Section B – Risk Action Plan

Actions/Controls to reduce Likelihood/Potential Impact

Action	Responsibility	Target Date	Success Criteria	Comment
Develop a communication strategy within the directorate	CSMT	31 December 2014	Improvement cascade within the Directorate	
Maximise the use of SharePoint as an information source throughout directorate.	Business Improvement Team	30 September 2014	Assist employees with information being in one format and location	Corporate, Directorate and divisional minutes of meetings and other key documents
Review membership of internal groups to ensure essential people involved	Business Improvement Team	31 March 2015	Staff empowerment	Staff to be encouraged to participate
Revamp and implement communities wide Training/IiP Group	Business Improvement Team	31 December 2014	Consistency throughout Directorate	
Produce and implement an IiP Improvement Plan	Business Improvement Team	31 December 2014	Consistency throughout Directorate	
Strategic Director to do staff bulletins 3 to 4 times per year	Strategic Director	30 Sept 2014	Ongoing dialogue	Business Improvement Team will distribute via SharePoint
Identify avenues to ensure clear communication with staff who do not have access to intranet	Business/ Corporate Improvement Team	31 March 2015	Workarounds will require to be identified for varying business units	Bespoke solutions required
Await introduction of staff recognition scheme, allowing directorate to have formal mechanism to acknowledge staff achievements	Corporate Improvement Team	31 December 2014	Consistency across Directorate/ Council	
Encourage use of Bright Ideas allowing staff the opportunity to put forward suggestions	All Managers	30 Sept. 2014	Use of corporate resource requires to be utilised	Feedback will help shape service delivery/redesign

Risk Appetite   9

Section A – Identified Risk

Risk Description   Unable to achieve Scottish Housing Quality Standard (SHQ) by 2015

Unable to achieve Scottish Housing Quality Standard (SHQ) by 31 March 2015.

Actions/Controls already in place

• Existing programme of works for both office and housing stock, particular:
 	
  • Gas heating installation programme are progressing, with completion targets of 31/3/2015
  • Design and tendering work is progressing to improve stock in off-gas grid areas, again with a completion target of 31/3/15

Likelihood   **Potential Impact**

• Failure of Housing stock reaching SHQS compliance by 31/3/2015	• Reputational impact on Council

Likelihood Score: 3

Potential Impact Score: 3

Overall Risk Score: 9

Section B – Risk Action Plan

Actions/Controls to reduce Likelihood/Potential Impact

Action	Responsibility	Target Date	Success Criteria	Comment
Monitor and manage gas heating and off gas grid programmes to ensure completion of works by 31/3/2015	K Brown	March 2015	Completion of all works by 31/3/2015.	Ongoing through regular Project Progress meetings with Housing
Ensure EPCs are provided for properties affected by energy efficiency works	K Brown	March 2015	EPCs are provided for all affected properties before 31/3/2015	Project handover procedure includes a requirement for EPC provision
Ensure Northgate property elements are kept updated with current SHQS performance. Data acquired from project completion certificates and stock survey results	G Balfour	March 2015	Property elements are up to date by 31/5/2015	Data cleansing and updating exercise is progressing in Housing
Any exemptions to the Scottish Housing Quality Standard are suitably evidenced	G Balfour	March 2015	Exemption evidence is complete by 31/5/2015	Evidence collecting exercise is ongoing in Housing

Risk Owner	**Head of Technical and Property Services**
Risk Appetite	9

Section A – Identified Risk

Risk Description   Carbon reduction and energy targets not met

Arrangements not sufficiently well development to meet legislative obligations for carbon reductions and EU directives on energy performance of buildings.

Actions/Controls already in place

- Carbon emissions for the CRC footprint being established:-
    - Carbon emissions for Council non-housing properties to be established
- Energy management strategy:-
    - Delivering reductions but counterbalanced by increasing use of ICT and similar equipment
- Good housekeeping practices to be established, maintained and supported.
- Existing asset data and knowledge of energy performance of current property assets (EPCs; asset plans)
- Asset rationalisation takes into account energy use and looks to remove inefficient buildings

Likelihood	**Potential Impact**
• Inability to fulfil the CO_2 reduction strategy	• Series of CO_2 reduction targets not met • Fulfilment of carbon reduction commitment in jeopardy • Major increase in the cost of carbon allowances by 2020 if emissions are not significantly mitigated

Likelihood Score: 3

Potential Impact Score: 3

Overall Risk Score: 9

Section B – Risk Action Plan

Actions/Controls to reduce Likelihood/Potential Impact

Action	Responsibility	Target Date	Success Criteria	Comment
Continue to develop management arrangements at corporate and local level supported by EMU to fulfil the CRC obligation	Ian Cochrane	31 March 2015	Robust management arrangements at corporate and local level established	Lead Officer – Ian Lingard Carbon Management Action Plan report submitted to April 2013 Strategic Policy Committee. Carbon reduction action plan submitted to June 2013 Corporate Services committee
Maintain accreditation to the new Carbon Trust standard in preparation for the CRC scheme implementation	Ian Cochrane	30 December 2014	Re-accreditation achieved	Lead Officer – Ian Lingard
Update and co-ordinate actions with local authority carbon management programme and Climate Change strategy.	Ian Cochrane	30 December 2014	Cohesive strategic programme operational	Lead Officer – Ian Lingard See Risk 23 Action 1
Ensure StS and works projects make major contributions to the EM strategy	Ken Brown	31 March 2015	End of Year environmental performance report demonstrates good progress	Lead Officer – Ian Lingard Ongoing. StS and ItS programmes to be developed and submitted for approval at Committee.
Ensure EPCs are provided for properties affected by energy efficiency works	K Brown	31 March 2015	EPCs are provided for all affected properties before 31/3/2015	Project handover procedure includes a requirement for EPC provision
Monitor changes in EU and national legislation associated with energy performance of buildings and adjust strategy and resources to suit	K Brown	31 March 2015	Changes to legislative obligations accommodated within adjusted strategy and resources	Lead Officer – Ian Lingard It is understood that the Scottish Government is intending modifying existing legislation to integrate EPOB duties and proposed EU amendments into a much more demanding regime which will require active investment in all

				council buildings to improve their performance. This cannot be contained within existing resources

                                                  Risk Appetite: 8

Section A – Identified Risk

Risk Description   Outsourcing of services resulting in loss of work/fees

The council through the outsourcing of services does not fully consider the impact in loss of staff experience and income. Expectations of Elected Member are not met and agreed budget decisions are not fully realised.

Actions/Controls already in place

- Services have been leased or transferred to third parties to deliver services on behalf of the council with specifications and service level agreements already developed.

- There are areas already identified through the budget setting process.

- Transforming Angus (TA) is looking at major projects – longer term, larger potential savings. (e.g. Leisure and Cultural Trust)

- Role of Corporate Management Team and Policy & Budget Strategy Group (PBSG) in developing priority based budgeting.

- Developing plans to further improve stakeholder engagement in the establishment of Council priorities and the associated budget setting process.

Likelihood	Potential Impact
• The Transforming Angus programme is being looked to as the main driver for change in terms of savings, efficiencies, channel shift and reshaping of services. This only covers major projects.	• Spend is not allied to priority or objectives. • Budget issues arise which require to be resolved on a fire fighting basis.
• Alternative methods of delivery impact severely on workloads, budgets and staffing levels within other council services	• Revert to salami slicing of budgets. • Savings and efficiencies are not realised. • Adverse media publicity.
• Lack of clear unit costing can prevent divisions future planning for budgets, service delivery and staffing levels	• Service user dissatisfaction – we do not successfully understand the voice of the customer.
• Members will be required to debate and agree non-priority services within the context of SOA, statutory requirements and the council plan	• Significant strategic withdrawal decisions would be required from members as a consequences of a move to priory budgeting

Likelihood Score: **3**

Potential Impact Score: **3**

Overall Risk Score: **9**

Section B – Risk Action Plan

Action/controls to reduce Likelihood/Potential Impact

Action	Responsibility	Target Date	Success Criteria	Comment
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	31 March 2015	The Council avoids all the undesired impacts listed above	If the gap between the required and actual resources is too great, even to deliver only key outcomes then this action will be insufficient
Communities will put in place a monitoring regime for agreed budget savings which will be reported to the Policy and Budget Strategy Group	ECMT for their areas	31 December 2014	Communities savings monitoring reports submitted to the Policy & Budget Strategy Group	Head of Corporate Improvement & Finance will collate updates for PBSG from information provided by CMT
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/ Head of Planning and Place	31 March 2015	High level understanding of how our budgets align to outcomes available to inform future budget decision making	
Undertake community engagement to establish their priorities and use this to inform budget decisions	Head of Corporate Improvement & Finance/ Head of Planning and Place	31 December 2014	Linking to Corporate Risk Register and corporate plans	
Identify the services which are considered non-statutory, non-priority or low priority and develop a strategy to reduce financial commitment to these services considering SOA, statutory and corporate needs.	ECMT	31 August 2015	Demand led services	

IDENTIFIED RISKS/RISK ACTION PLAN: **Risk Owner**   **Communities SMT**

                                                Risk Appetite   **6**

Section A – Identified Risk

Risk Description   Counter Fraud - Audit Report 11/04

The risk of fraud and corruption should be considered as part of each department's risk register. Per Audit Report 11/04.

Actions/Controls already in place

- Robust adherence to Financial Regulations   - Corporate Governance Questionnaire and Assusrance Statement completed rigorously/timeously   - Staff aware of all policies relating to fraud   - Past breaches have resulted in changes to working practices

Likelihood   **Potential Impact**

Likelihood	Potential Impact
Low – rigorous controls embedded across directorate	- Failure to achieve adherence to regulations - Loss of reputation to council - Instigation of disciplinary procedures against staff - Loss of income to council

Likelihood Score: 2

Potential Impact Score: 3

Overall Risk Score: 6

Section B – Risk Action Plan

Actions/Controls to reduce Likelihood/Potential Impact

Action	Responsibility	Target Date	Success Criteria	Comment
Timetable of prompts to distribute instructions to staff have been set in place and will utilise Communities SharePoint site.	Business Improvement Team	31 December 2014	When carried out this will ensure dissemination of information to relevant/all staff	This action prompt will be monitored and can be expanded on for other criteria as appropriate.
Confirmation that Directorate has adhered to fraud guidelines as part of the Corporate Governance Questionnaire and Assurance Statement (Internal Financial Control)	Strategic Director	31 March 2015	This is dealt with as part of the annual corporate governance process	Although signed off on an annual basis this is monitored throughout the financial year
Ensure managers are carrying out induction of staff covering Financial Regulations and the Anti Fraud and Corruption Strategy	Business Improvement Team	31 March 2015	No apparent breaches	Business Improvement Team carry out spot checks
Compliance to corporate induction element covering Financial Regulations	All Managers within Communities	31 March 2014	All relevant induction processes completed	Includes e-learning modules