

Dashboard

Corporate Risks	Strategic Owner	Score	Target	DoT	Corporate Risk Profile						
01 Financial Sustainability	Ian Lorimer	16	6	→	Impact	Critical (5)					
02 Transforming for the Future	Margo Williamson	12	6	→		Major (4)			02, 05, 07, 10	01, 09, 11	
03 Performance Management	Ian Cochrane	9	4	→		Significant (3)			03, 08	04	
04 Partnerships	Stewart Ball	12	9	→		Marginal (2)					
05 Information Governance	Jackie Buchanan	12	8	→		Negligible (1)					
07 Public Protection (Children & Criminal Justice)	Kathryn Lindsay	12	8	→		Very Low (1)	Low (2)	Low to High (3)	High (4)	Very High (5)	
08 Legislation	Jackie Buchanan	9	6	→		Likelihood					
09 IT Resilience & Cyber Attack (Business Continuity)	Sharon Faulkner	16	8	→	Emerging Risks – being monitored						
10 Health & Safety Compliance	Mark Armstrong	12	6	↓							
11 EU Exit	Vivien Smith	16	12	→							
12 Climate Change	Under review			NEW							

RISK TEMPLATE**Step 2 – Risk Identification**

Risk Title: FINANCIAL SUSTAINABILITY
Risk Description: The council does not meet financial targets and savings to continue to deliver priorities within the Council Plan.

Likelihood (provide narrative)	Potential Impact (provide narrative)
<p>Our Change Programme and its Board is where planning and evaluation of change is monitored. It regularly scrutinises and evaluates planned savings, efficiencies, channel shift and service redesign. Work on the inclusion of all projects in the Change Programme is iterative.</p> <p>Priority based budgeting is progressing with localities to reach our 1% participatory budgeting target. Whilst community engagement, citizen's panel and locality planning have given some insight into the voice of our customers the work needs to continue to identify both the customers' priorities and non-priorities taking into account the limited resources the Council has available.</p> <p>The implications of Brexit on Scottish local government finances is still uncertain, however the Scottish Government's Medium Term Financial Strategy all indicate significant financial challenge for the council will continue for the foreseeable future</p> <p>The Council's latest Medium Term Budget Strategy shows a projected funding gap for the period 2020/21 to 2022/23 of £35m. This require new savings in addition to the £55m of savings already implemented since 2013. Delivering this level of further saving in a context where large parts of the Council's budget is made up of fixed costs will be enormously challenging and won't be achieved without significant changes to the range, volume and methods of delivery of Council services.</p> <p>The implications of changes to the system of local government taxation in Scotland are only starting to be debated and it is uncertain how this will impact on local government finances.</p> <p>There is still a need for further work with elected members and partners to identify less prioritised areas and thereafter identify where significant service reductions will be supported.</p>	<p>The Council fails to set a balanced budget, a legal requirement.</p> <p>Spend is not aligned to agreed priorities set out in our Council Plan.</p> <p>Budget issues arise which require emergency funding.</p> <p>The Council has insufficient resources to meet its core statutory duties.</p> <p>Lack of a strategic approach to service planning and resource allocation leading to unsustainable services.</p> <p>Increased service user and citizen dissatisfaction: we fail to engage sufficiently with our citizens and manage expectations.</p> <p>Adverse media publicity resulting in a negative impact on the reputation of the council.</p> <p>Savings and efficiencies are not realised resulting in emergency corrective action.</p> <p>We fail to meet our statutory duties resulting in poorer outcomes for service users and weak external inspection and regulatory reports.</p>

Existing Controls (bullet points):

- Medium Term Budget Strategy prepared annually to forecast the extent of future financially challenges and allow plans to be made to address these in good time.
- Our Change Programme is aligned to the Council Plan and is continually being developed.
- The Change Management Board, Chaired by The Chief Executive, meets every 4 weeks.
- Financial Management – Budgets are reviewed, scrutinised and evaluated by budget holders and finance monthly.
- Regular budget monitoring and reporting by Directors, at Corporate Leadership Team Meetings and Committees.
- Transformational options which will reduce the demand on the Council's services are being developed as part of our Change Programme.

Step 3 – Risk Analysis

Risk Likelihood Score:	4 High
Risk Impact Score:	4 Major
Overall Risk Score:	16 - Red

Step 4 – Risk Evaluation

Additional controls / actions needed to mitigate risk further?	Yes / No	If Yes go to action plan (section B)
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Step 5 – Risk Treatment**Additional controls / actions to reduce likelihood and/or potential impact scores**

Action	Owned By	Target Date	Success Criteria
Update Medium Term Budget Strategy analysis once Local Government Finance Settlement is announced	Director of Finance	31 January 2020	MTBS updated, funding gaps updated
Prepare the next iteration of the Change Programme (version 3)	Directors, Director of Finance to lead	30 November 2019	Options to bridge whole of the funding gap are identified
Prepare fallback options to provide flexibility should projected funding gaps increase or Change Programme projects not meet their targeted savings	Director of Finance	30 November 2019	Options capable of implementation if need be identified
Review plans monthly – budget, savings, service plans, etc	All Directors and Service Leads	1 December 2019	Plan is reviewed at monthly service managers' meeting
Ensure priorities are addressed as per the Council Plan	Directors	1 December 2019	Outcomes are met.
Ensure alignment with the Change Programme and correlation across all areas.	Director of Finance & Service Lead for Governance & Change	21 February 2020	Budget and work programmes aligned and delivering.

Target Likelihood Score:	3 - Significant
Target Impact Score:	2 – Low
Overall Target Score:	6 - Green

Risk Owner: Ian Lorimer

Step 6 – Risk Monitor & Review

- Risks should be monitored every quarter, or more frequently if required

RISK TEMPLATE

Step 2 – Risk Identification

Risk Title: Transforming for the Future
Risk Description: The council fails to transform its service delivery sufficiently to meet future demands and priorities, while working within its budget constraints and rising costs.

Likelihood (provide narrative)	Potential Impact (provide narrative)
<p>Substantial transformation is being progressed by the council in the way services are delivered. There is a focus on strategic planning and prioritisation of outcomes. Significant work is underway to minimise risk by engaging in collaborative work across the Council and partnerships.</p> <p>Our Council Plan has identified strategic priorities and resource and planning are aligned to these.</p> <p>There is a growing expectations communities will do more for themselves. There is a risk that we will not empower communities to support the transformation agenda and control demand management.</p>	<p>Failure to deliver the transformational change could prevent the creation of sustainable services. This may result in a failure to modernise services, practice, attitude and behaviour. Council resources may not be properly and/ or adequately targeted at achieving strategic change agenda to provide key frontline service requirements. The Council may fail to deliver on its priorities/ outcomes and could spend beyond its available budget.</p>

Existing Controls (bullet points):
<ul style="list-style-type: none">• Strong resilient strategic leadership with a clear sense of purpose and change.• Good Industry Practice approach to change being implemented (e.g. via OGC Portfolio Management approach).• Clear priorities established and agreed in line with key strategic plans (e.g. Local Outcomes Improvement Plan, Council Plan, Financial Plan, Workforce Plan, Medium Term Budget Strategy and Change Programme).• A whole council approach to change has been adopted.• A clear change programme approach has been developed and agreed, including defining the scope of the programme and delivering the various programmes/ projects.• The change programme links to the strategic outcomes of Economy, People, Place and Our Council.• Council has agreed governance arrangements for the change programme, including reporting to Change Board, Policy & Budget Strategy Group (PBSG), Policy & Resources Committee and Scrutiny & Audit Committee.• A Programme Office team is in place to co-ordinate and support services with the delivery of the change programme.• Change Forum established for project leads and other staff involved in change to share information, learning and support improvement.

Step 3 – Risk Analysis

Risk Likelihood Score:	3 - High
Risk Impact Score:	4 - Major
Overall Risk Score:	12 – Amber

Step 4 – Risk Evaluation

Additional controls / actions needed to mitigate risk further?	<u>Yes</u>	If Yes go to action plan (section B)
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Step 5 – Risk Treatment

Additional controls / actions to reduce likelihood and/or potential impact scores

Action	Owned By	Target Date	Success Criteria
Staff resources and skills will continue to be developed to support delivering service transformation.	Gordon Cargill	31 March 2020	Staff capability for delivering change improved.
Develop the change programme to ensure a 3 year position is targeted.	Ian Lorimer	31 March 2020	Continuous 3 year plan.
Develop approach to demand management across all services.	CLT	31 March 2020	Demand management as business as usual
Ensure actions within the change programme risk register are completed to deadlines.	Gordon Cargill	Various	Change Programme Risk Register Actions.

Target Likelihood Score:	2 Low
Target Impact Score:	3 Significant
Overall Target Score:	6 Green

Risk Owner: Margo Williamson

Step 6 – Risk Monitor & Review

- Risks should be monitored every quarter, or more frequently if required

RISK TEMPLATE

Step 2 – Risk Identification

Risk Title: Performance Management
Risk Description: The council does not manage or report its performance in all the areas that are important to internal and external stakeholders and therefore does not monitor performance against priorities and outcomes.

Likelihood (provide narrative)	Potential Impact (provide narrative)
<p>It is currently accepted that the performance management arrangements in place could be more pertinent to outcomes and could be better reported. Less detailed more focussed reports would help us improve current arrangements.</p> <p>We do not have an understanding of the performance (covering cost, quality, satisfaction, etc.) of all of our services – our intelligence and data is patchy, and we are developing the desire to be a performance led council.</p> <p>We do not consistently have an evidence led understanding of the performance that is important to our external stakeholders.</p>	<p>The council does not know how well it performs (in terms of customer satisfactions, costs and service quality) in all priority areas.</p> <p>More performance information is needed to influence the Transformation programme and scrutiny review process</p> <p>The public, elected members and senior officers do receive only partial pertinent and timely performance information which is useful to them.</p> <p>Service performance is poorly monitored.</p> <p>Decisions about where to spend our financial and other resources are not informed by performance data.</p> <p>There is a surfeit of performance information which is not useful. There is a lack of concentration on “what matters”</p>

Existing Controls (bullet points):
<ul style="list-style-type: none"> • Pentana is in place as a tool to facilitate performance management and reporting. A working group examining its further potential. • Services are using Local Government Benchmarking Framework to assess comparative performance. Some services are involved in Association for Public Service Excellence (APSE) or professional bodies with associated benchmarking frameworks and comparators. • We have benchmarking information from other authorities in some service areas. • Existing performance management arrangements and reporting to members is well established, e.g. annual reports, reports to Scrutiny & Audit Committee. • Council Plan contains a range of measures that focus on key information needed by the public and elected members to judge council performance; we are now measuring and reporting this data and developing trend information

Step 3 – Risk Analysis

Risk Likelihood Score:	3 Low to High
Risk Impact Score:	3 Significant
Overall Risk Score:	9 Amber

Step 4 – Risk Evaluation

Additional controls / actions needed to mitigate risk further?	Yes / No	If Yes go to action plan (section B)
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Step 5 – Risk Treatment

Additional controls / actions to reduce likelihood and/or potential impact scores

Action	Owned By	Target Date	Success Criteria
Performance information will be used to inform budget setting decisions and choices we make about priority and non-priority service provision.	Directors	31 August 2020	Robust performance information available to assist in setting and achieving outcomes, at 2021/22 budget setting
Endorse recommendations from the Pentana Review.	CLT	31 March 2020	Pentana as the reporting tool.
Service Directors to establish appropriate performance measures across the range of their services that are important to internal and external stakeholders and report to CLT/Service Committees as appropriate	Directors	31 August 2020	The council does manage and report its performance in all the areas that are important to internal and external stakeholders and therefore does monitor performance against priorities and outcomes.
Progression on How Good Is Our Council/Service is setting out performance information and comparisons with other councils	Directors	31 August 2020	Robust performance information and benchmarking data
Recommendations for Pentana review and How Good is Our Council/Service combine to produce the “Performance-Led Council Programme”.	Quality Improvement & Performance Team	31 August 2020	Golden thread – performance led culture

Target Likelihood Score:	2 Low
Target Impact Score:	2 Marginal
Overall Target Score:	4 Green

Ian Cochrane

Step 6 – Risk Monitor & Review

- Risks should be monitored every quarter, or more frequently if required

RISK TEMPLATE

Step 2 – Risk Identification

Risk Title: Partnerships
Risk Description: Failure to align / influence the differing priorities of partners can lead to decisions being taken that deviate the focus from the delivery of council priorities and outcomes.

Likelihood (provide narrative)	Potential Impact (provide narrative)
As budget pressures on partners grow, there is a very real risk that collaborative working across a range of services will suffer.	Efficiencies through joined up working will not be delivered as short term decisions may be taken. This may result in savings identified in the change programme relating to partnership working not being realised or delivered within anticipated timescales.

Existing Controls (bullet points):
<ul style="list-style-type: none">• Regular meetings with a wide range of partners through ACPP• Ongoing work in relation to One Public Estate• Regular meetings of Chief Executives of neighbouring Authorities• Shared understanding that working in partnership delivers economies of scale in certain areas• Legislative requirements• Central Government expectation• Establishment of Strategic Commissioning (SC) function within the Council• SC function having regular liaison meetings with Tayside Contracts (TC), Angus Health & Social Care Partnership (AHSCP), Angus Alive (AA) and Voluntary Action Angus (VAA)• Council representative(s) attend AHSCP Strategic Planning Group meetings• Council representative(s) attend AA Board meetings• Council representative attends TC Governance & Strategy Group meetings

Step 3 – Risk Analysis

Risk Likelihood Score:	4 Low to High
Risk Impact Score:	3 Low to High
Overall Risk Score:	12

Step 4 – Risk Evaluation

Additional controls / actions needed to mitigate risk further?	Yes	If Yes go to action plan (section B)
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Step 5 – Risk Treatment

Additional controls / actions to reduce likelihood and/or potential impact scores

Action	Owned By	Target Date	Success Criteria
Development work with Angus Alive required to consider a range of issues related to strategic alignment with Council priorities	Mark Armstrong	31 March 2020	<ul style="list-style-type: none">• Improved understanding of Council needs in relation to delivering priorities• Evidence of aspects where partner will improve contribution• Evidence to exhibit future partners actions (e.g. agreed action plan or similar)
Development work with Tayside Contracts required to consider a range of issues related to strategic alignment with Council priorities	Mark Armstrong	31 March 2020	<ul style="list-style-type: none">• Improved understanding of Council needs in relation to delivering priorities• Evidence of aspects where partner will improve contribution• Evidence to exhibit future partners actions (e.g. agreed action plan or similar)
Development work with Voluntary Action Angus and 3 rd sector to develop and updated approach towards commissioning services and delivering outcomes.	Vivien Smith	31 March 2020	<ul style="list-style-type: none">• Improved understanding of Council needs in relation to delivering priorities• Evidence of aspects where partner will improve contribution• Evidence to exhibit future partners actions (e.g. agreed action plan or similar)

Target Likelihood Score:	3 Low to High
Target Impact Score:	3 Low to High
Overall Target Score:	9 - Amber

Risk Owner: Stewart Ball

Step 6 – Risk Monitor & Review

- Risks should be monitored every quarter, or more frequently if required

RISK TEMPLATE

Step 2 – Risk Identification

Risk Title: Information Governance
Risk Description: A lack of consistency in operational delivery of information governance & information policies and processes could expose the council to an information breach and/or Information Commissioner intervention and substantial financial penalties.

Likelihood (provide narrative)	Potential Impact (provide narrative)
<p>Despite work done to date, it is still possible that staff are either unaware of the policies/guidance or fail to adhere to them and a breach of sensitive personal data results.</p> <p>Compounded by an apparent lack of resource in some service areas & consequently lack of consistency of operational delivery of information governance across the council.</p>	<p>There is a loss or inappropriate disclosure of sensitive data.</p> <p>Adverse impact on specific individuals affected.</p> <p>Reputational damage.</p> <p>Impact on resources dealing whilst dealing with alleged breach.</p> <p>Public loss of confidence.</p> <p>Breach of the Data Protection Legislation.</p> <p>Significant fines imposed.</p> <p>Ineffective decision making.</p> <p>Unable to meet statutory duty (Data Protection, FOI, Record Management).</p>

Existing Controls (bullet points):
<ul style="list-style-type: none"> • Information Governance Steering Group meets quarterly & monitor & scrutinise delivery of information governance; determines matters escalated from Working Group. • Information Governance Working Group meets every 6 weeks & is responsible for the implementation & monitoring of information governance policies & procedures; issues of significant concern are escalated to IGSG (see above). • Each directorate has a service specific working group who are responsible for ensuring that any actions, issues or problems are fed to the appropriate group whilst implementing & promoting good practice. • All relevant guidance, policies & instruction is available on the Information Governance website on the intranet. • All directorates have an appointed Senior Information Officer and Information Officers. • Information Governance incorporated into Annual Corporate Governance review process. • Corporate Leadership Team receive regular reports with significant issues highlighted.

Step 3 – Risk Analysis

Risk Likelihood Score:	3 Low to High
Risk Impact Score:	4 Major
Overall Risk Score:	12 Amber

Step 4 – Risk Evaluation

Additional controls / actions needed to mitigate risk further?	<u>Yes</u> / No	If Yes go to action plan (section B)
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Step 5 – Risk Treatment

Additional controls / actions to reduce likelihood and/or potential impact scores

Action	Owned By	Target Date	Success Criteria
Seek approval from CLT for additional staff resource.	Jackie Buchanan	31 January 2020	Sufficient resource put in place for Information Governance Team.

Target Likelihood Score:	2 Low
Target Impact Score:	4 Major
Overall Target Score:	8 Amber

Risk Owner: Jackie Buchanan

Step 6 – Risk Monitor & Review

- Risks should be monitored every quarter, or more frequently if required

RISK TEMPLATE

Step 2 – Risk Identification

Risk Title: Public Protection
Risk Description: There is a failure in the multi-agency arrangements for protecting people resulting in significant harm to a child or vulnerable person and / or a failure to manage an offender appropriately leading to significant harm to another person.

Likelihood (provide narrative)	Potential Impact (provide narrative)
Wide range of existing controls mitigate the likelihood. These controls are monitored and revised as necessary.	A failure of systems or performance in any of the three public protection areas would have significant repercussions for the safety of the public and would potentially bring the Council into disrepute through Governmental scrutiny and adverse media attention

Existing Controls (bullet points):
<ul style="list-style-type: none">• Multi-Agency Public Protection Arrangements (MAPPA), Angus Child Protection Committee and Angus Adult Protection Committee.• Chief Officer Group oversee committees at strategic multi-agency level.• Child and adult protection procedures, training and staff development.• Staff have appropriate skills and qualifications.• Multi-agency management and monitoring processes and external inspection.• Internal audit programmes.• Learning events from initial and significant case reviews.• Monitoring of attendance is in place; each agency provides a rep or appropriate delegate; induction in place for new members.

Step 3 – Risk Analysis

Risk Likelihood Score:	3 Low to High
Risk Impact Score:	4 Major
Overall Risk Score:	12 Amber

Step 4 – Risk Evaluation

Additional controls / actions needed to mitigate risk further?	<u>Yes</u> / No	If Yes go to action plan (section B)
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Step 5 – Risk Treatment

Additional controls / actions to reduce likelihood and/or potential impact scores

Action	Owned By	Target Date	Success Criteria
Conclude implementation of programme of support & evaluation for managing & developing Independent Chairs.	Kirsty Lee	31 March 2020	Independent Chairs evidence continued competence to lead multi agency protection committees
Partnerships develop a risk register across the agencies to assess, manage & monitor risk to success.	Kirsty Lee	30 April 2020	Dynamic risk assessments in place and owned across the partner members in order that risk continues at a manageable level

Target Likelihood Score:	2 Low
Target Impact Score:	4 Major
Overall Target Score:	8 - Amber

Risk Owner: Kathryn Lindsay

Step 6 – Risk Monitor & Review

- Risks should be monitored every quarter, or more frequently if required

RISK TEMPLATE

Step 2 – Risk Identification

Risk Title: Legislation
Risk Description: The council is unable to fully implement new legislative requirements on time and within budget to achieve the required outcomes.

Likelihood (provide narrative)	Potential Impact (provide narrative)
<p>Legislation is not matched with adequate resources including the deletion of superseded legislation.</p> <p>Capacity for implementation work is limited given reduction in management and planning posts in recent years.</p> <p>An entitlement culture means that incomplete or late implementation will lead to dissatisfaction for pressure groups/individuals.</p> <p>We have a good track record of being actively engaged in the development of legislation and delivering on requirements on time.</p> <p>There is uncertainty on future due to EU Exit.</p>	<p>Financial impact on current budget and priorities</p> <p>Reputational damage</p> <p>Legal challenges</p>

Existing Controls (bullet points):
<ul style="list-style-type: none"> • Active engagement with the development of legislation through COSLA, professional associations and by responding to consultations as appropriate. • Project management approach (led by Director) adopted for implementation of each piece of legislation/direction, including individual risk registers. • Distinguish between powers and duties when planning implementation. • Directorate leadership teams act as project board, receiving updates and reviewing risks during implementation. Escalation to CLT if risks increase or situation changes materially

Step 3 – Risk Analysis

Risk Likelihood Score:	3 Low to High
Risk Impact Score:	3 Significant
Overall Risk Score:	9 Amber

Step 4 – Risk Evaluation

Additional controls / actions needed to mitigate risk further?	<u>Yes</u> / No	If Yes go to action plan (section B)
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Step 5 – Risk Treatment

Additional controls / actions to reduce likelihood and/or potential impact scores

Action	Owned By	Target Date	Success Criteria
Seek approval from CLT for additional staff resource	Jackie Buchanan	31 January 2020	Sufficient resource in place.

Target Likelihood Score:	2 Low
Target Impact Score:	3 Significant
Overall Target Score:	6 Green

Risk Owner: Jackie Buchanan

Step 6 – Risk Monitor & Review

- Risks should be monitored every quarter, or more frequently if required

RISK TEMPLATE

Step 2 – Risk Identification

Risk Title: IT Resilience & Cyber Attack (Business Continuity)
Risk Description: Interruption to service or inability to provide IT services due to loss of the data centre and/or other critical infrastructure components caused by factors such as fire, vandalism, cyber-attack, equipment malfunction.

Likelihood (provide narrative)	Potential Impact (provide narrative)
There are resilience and protections in place however there are a number of circumstances where significant damage to the data centre or other critical infrastructure (cloud, hosted or connectivity) components is possible. Cyber-attacks are becoming increasingly common with public sector organisations targeted regularly.	Work is being done around the Recovery Time Objectives (RTO's) in our business continuity plans to ensure that they are realistic in relation to available IT resources and time. A number of business critical systems on which the council is wholly dependent to provide services could take several days to recover. The restoration of Business As Usual (BAU) services could take several weeks.

Existing Controls (bullet points):
<ul style="list-style-type: none">• For email and other core components there is a project being implemented to provide an automatic switch over to the use of the secondary site in Arbroath.• The implementation of Office365 will improve resilience for all services.• Regular and tested data back-up and recovery.• Business Continuity plans in place for all critical services.• There is regular maintenance of physical environment and equipment.• The security standards are regularly reviewed.• We have PSN accreditation.

Step 3 – Risk Analysis

Risk Likelihood Score:	4 High
Risk Impact Score:	4 Major
Overall Risk Score:	16 Red

Step 4 – Risk Evaluation

Additional controls / actions needed to mitigate risk further?	<u>Yes</u> / No	If Yes go to action plan (section B)
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Step 5 – Risk Treatment

Additional controls / actions to reduce likelihood and/or potential impact scores

Action	Owned By	Target Date	Success Criteria
Where appropriate avoid the risk by provisioning the services differently.	Caroline Cooper	31 March 2020	Different approaches taken in the provision of IT services
IT, with the service units, will review the RTO's against estimates of recovery time and agree priorities for actions.	Caroline Cooper	31 March 2020	List of agreed priorities.
Resilience projects identified from the Technology Roadmap are implemented.	Caroline Cooper	31 March 2020	Increased resilience.

Target Likelihood Score:	2 Low
Target Impact Score:	4 Major
Overall Target Score:	8 Amber

Risk Owner: Sharon Faulkner

Step 6 – Risk Monitor & Review

- Risks should be monitored every quarter, or more frequently if required

RISK TEMPLATE

Step 2 – Risk Identification

Risk Title: Health & Safety Compliance
Risk Description: The council does not fully comply with Health & Safety at Work legislation.

Likelihood (provide narrative)	Potential Impact (provide narrative)
Gaps for improvement have been identified through a corporate gap analysis and peer review. Both have identified similar themes and disparities which require to be addressed as a priority.	The council fails to comply with Health and Safety at Work legislation, leading to enforcement by the Health and Safety Executive.

Existing Controls (bullet points):
<ul style="list-style-type: none">• Corporate Action Plan in place from September 2019.• Health & Safety policy & arrangements in place.• Peer review & gap analysis which has identified priorities and risks.• Competent & qualified health & safety staff.• Health & Safety service action plan.• Risk assessments.• Training.• Occupational Health Surveillance provided in partnership with PAM Assist.

Step 3 – Risk Analysis

Risk Likelihood Score:	3 – Low to High
Risk Impact Score:	4 – Major
Overall Risk Score:	12 Amber

Step 4 – Risk Evaluation

Additional controls / actions needed to mitigate risk further?	Yes / No	If Yes go to action plan (section B)
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Step 5 – Risk Treatment

Additional controls / actions to reduce likelihood and/or potential impact scores

Action	Owned By	Target Date	Success Criteria
Review and production of health & safety management policy	Jacqui Semple (Complete)	31 October 2019	Compliance with legislation
Review and production of health & safety management arrangements.	Jacqui Semple (Complete)	31 December 2019	Compliance with legislation
Production of risk assessment guidance, templates and training	Jacqui Semple	31 December 2019	Compliance with legislation
Delivery of the corporate action plan and agreed strategic objectives for 2019/20	Jacqui Semple	31 October 2020	Compliance with legislation

Target Likelihood Score:	2 - Low
Target Impact Score:	3 – Significant
Overall Target Score:	6

Risk Owner: Mark Armstrong

Step 6 – Risk Monitor & Review

- Risks should be monitored every quarter, or more frequently if required

RISK TEMPLATE

Step 2 – Risk Identification

Risk Title: A No Deal Exit From European Union (EU)
Risk Description: The UK government fails to negotiate a deal to leave the EU.

Likelihood (provide narrative)	Potential Impact (provide narrative)
<p>Planning and preparation, continues at a national, regional and local level on EU exit plans. The Chief Executive is a member of the Regional Resilience Partnership and the Local Resilience partnership. The council's 'EU' exit group (BREXIT) continues to meet frequently to discuss local challenges and specifically information from Scottish and UK Governments. Council Officers are also attending sector specific meetings, the detail of which is subsequently shared and actioned accordingly. National and local workshops have also been held embracing a multi-agency approach, to assess and discuss national and local issues.</p> <p>CoSLA has negotiated additional funding (50k) for a post to support local authorities in their co-ordination, response and proactive interaction with a range of sectors. Work is underway to progress the recruitment for this position.</p> <p>The Health and Social Care Partnership has assessed readiness, against national assumptions and has undertaken a risk assessment alongside the council's Brexit group to identify any gaps. Work will continue in this regard as further information is received.</p>	<p>There is still uncertainty and any potential impact may be resource intensive.</p> <p>A full review has been undertaken of the national planning assumptions, aligned to council's approach. This has been undertaken via the Tayside Resilience Partnership and wider Scottish Resilience Partnership sub group. The planning assumptions are based on a "no deal" and consider reasonable worst case scenarios during a 12 week period. The timescales for further negotiation have been extended by EU member States to October 2019. The recent appointment of a new Prime Minister and Cabinet has not offered any material change to the planning assumptions. Consequently, planning for a "no deal" exit continues.</p> <p>There is no doubt the impact of a no deal will be significant with local, regional, national and international challenges.</p>

Existing Controls (bullet points):
<ul style="list-style-type: none">• Brexit Officer appointed December 2019.• The provision of UK & Scottish planning assumptions.• Angus Council assessment against all planning assumptions.• National planning.• EU Exit council group – specialist officers.• Resilience partnership assessment and testing.• Testing of plans and procedures of what is known.

- Assessment of known challenges and mitigation where possible (many issues are national and cannot be mitigated at a local level).
- Preparation of all council services dealing with public support. .
- Information sharing internally and externally.
- Brexit Information on Angus Council website.
- Additional funding for 1 year from Scottish Government.
- Reporting to elected members.
- Ongoing assessment and review of information.

Step 3 – Risk Analysis

Risk Likelihood Score:	4 High
Risk Impact Score:	4 Major Critical
Overall Risk Score:	16 Red

Step 4 – Risk Evaluation

Additional controls / actions needed to mitigate risk further?	<u>Yes</u> / No	If Yes go to action plan (section B)
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Step 5 – Risk Treatment

Additional controls / actions to reduce likelihood and/or potential impact scores

Action	Owned By	Target Date	Success Criteria
Monitor and review until 31 December and then assess impacts.	Vivien Smith	31 December	Deal is agreed

Target Likelihood Score:	4 - High
Target Impact Score:	3 – Significant
Overall Target Score:	12 - Amber

Risk Owner: Vivien Smith

Step 6 – Risk Monitor & Review

- Risks should be monitored every quarter, or more frequently if required