Risk Title

CORRR0001 Financial Sustainability

Risk Description

The council does not plan and implement the necessary changes in its services to deliver its priorities within the resources available and/or local government funding for care services reaches levels which make it impossible to deliver all statutory duties. This results in a financially unsustainable Council unable to meet all its statutory duties including the requirement to set a balanced budget each year.

Likelihood	**Potential Impact**
The 2023/24 Local Government Finance Settlement was better than had been projected mainly due to additional funding to support staff pay deals but this still fell very far short of the funding required to meet the significant cost increases affecting the Council's budget due to very high levels of inflation. In setting the 2023/24 budget the Council had to address a funding gap of £26m the largest single year funding gap in the Council's history. The current approach to local government funding of core services is not sustainable and with inflation remaining higher for longer than had been expected there is now a very real risk that in the medium term the overall resources available will be insufficient to enable the Council to meet its core statutory functions. The risk of service failure is also increased by the cumulative effect of budget savings to compensate for the lack of growth in grant funding for core service costs and demand pressures. The recently signed Verity House Agreement and associated Fiscal Framework which will be part of that provide hope for a change in how Councils are funded vis-à-vis what they are required to do but it is too early at this stage to use this as a basis for reducing the Council's financial sustainability risk. Similarly potential reforms to Council Tax if implemented could ease the financial pressures on the Council but these reforms have yet to be formally approved. The 2023/24 Local Government Finance Settlement was better than had been projected mainly due to additional funding to support staff pay deals but this still fell very far short of the funding required to meet the significant cost increases affecting	The Council fails to set a realistic and balanced budget, a legal requirement. Spend is not aligned to agreed priorities set out in our Council Plan. Budget issues arise which require emergency funding. Unexpected spending responding to COVID-19 legacy issues or the cost of living crisis erodes the Council's financial reserves leaving less scope to manage unexpected financial issues in the future. The Council has insufficient resources to meet its core statutory duties. Lack of a strategic approach to service planning and resource allocation leading to unsustainable services. Increased service user and citizen dissatisfaction: we fail to engage sufficiently with our citizens and manage expectations. Adverse media publicity resulting in a negative impact on the reputation of the council. Savings and efficiencies are not realised resulting in emergency corrective action. We fail to meet our statutory duties resulting in poorer outcomes for service users and weak external inspection and regulatory reports.

the Council's budget due to very high levels of inflation. In setting the 2023/24 budget the Council had to address a funding gap of £26m the largest single year funding gap in the Council's history. The current approach to local government funding of core services is not sustainable and with inflation remaining higher for longer than had been expected there is now a very real risk that in the medium term the overall resources available will be insufficient to enable the Council to meet its core statutory functions. The risk of service failure is also increased by the cumulative effect of budget savings to compensate for the lack of growth in grant funding for core service costs and demand pressures. The recently signed Verity House Agreement and associated Fiscal Framework which will be part of that provide hope for a change in how Councils are funded vis-à-vis what they are required to do but it is too early at this stage to use this as a basis for reducing the Council's financial sustainability risk. Similarly potential reforms to Council Tax if implemented could ease the financial pressures on the Council but these reforms have yet to be formally approved. 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 but the scale of change and budget savings already delivered is making it increasingly difficult to find new options for savings. Whilst community engagement, citizen's panel and locality planning have given some insight into the voice of our customers the work needs to expand to identify both the customers' priorities and non-priorities taking into account the limited resources the Council has available. The medium to long term implications of COVID-19 and Brexit on Scottish local government finances is still emerging and uncertain. The additional public expenditure due to COVID-19 and rising interest costs on Government debt is expected to mean ongoing financial constraint into future years especially for those local government services deemed lower priority by the Scottish Government. Pay and energy cost inflation are a particular concern for the Council as such additional costs are either not or only partially supported by additional government grant. General inflation is also a significant problem at present and there are specific pressures affecting food, fuel and construction markets and pricing which will continue affect the Council's budgets for the foreseeable future. There are also potential risks to the Council's income streams and ability to collect e.g. Council Tax and rents due to the cost of living challenges facing Angus citizens. In setting the 2023/24 budget the Council agreed indicative budgets for the 2 years thereafter. The projected funding gap over that 3 year period was £60m. This requires new savings in addition to the £78m of savings 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 may even be impossible to achieve whilst still ensuring the Council's statutory responsibilities can be fulfilled. Even assuming statutory responsibilities can still be met the scale of further savings projected to be required cannot possibly be achieved without significant changes to the range, volume and methods of delivery of Council services. There is still a need for ongoing work with elected members and partners to identify less prioritised areas and thereafter identify where significant service reductions will be supported.

Existing Controls

Annual Medium Term Budget Strategy prepared including assessment of national issues affecting public finances generally	To forecast the extent of future financial challenges and allow plans to address these in good time.
Change Programme aligned to Council Plan	Continually being developed - Council agreed a 3-year Change Programme in March 2023.
Robust financial management	Budgets are reviewed, scrutinised and evaluated monthly by budget holders supported by finance staff.
Regular budget monitoring and reporting	By directors at Corporate Leadership Team meetings and committees.
Transformational options developed as part of Change Programme	Options which will increase income or reduce the demand on and cost of council services
Budgets are revised in response to emerging issues. In past years this has included COVID-19 and the impacts of inflation.	Further adjustments can be made during 2023/24 as impacts evolve.
Change Management Board meets every 4 weeks	Chaired by the Chief Executive

Risk Likelihood Score: 5

Risk Impact Score: 5

Overall Risk Score: 25

Additional Controls/Actions to Reduce Likelihood and/or Impact Scores

Controls/Actions		Due Date	Status	Desired Outcome	Owner	Latest Update	Date
AC-COR-00002 Prepare the next iteration of the Change Programme	Version 3	31-Mar-2024	In progress	Options to bridge whole of the funding gap are identified	Director of Strategic Policy, Transformation & Public Sector Reform	Completed for 2023/24 to 2025/26 but will need to be updated to update existing plans and identify new options for 2026/27.	17-Jul-2023
AC-COR-00003 Prepare fallback options should targeted savings not be met	To provide flexibility should projected funding gaps increase or Change Programme projects not meet their targeted savings - review point in summer 2021 to determine if fallback options likely to be necessary.	29-Feb-2024	Completed	Options capable of implementation if need be identified	Director of Finance	Currently no need for fallback options for the 2024/25 budget.	17-Jul-2023
AC-COR-00004 Review Change programme plans monthly	Budget, savings, service plans, etc	31-Jan-2024	In progress	Plan is reviewed at monthly service managers' meeting	Manager - Change	Now relating to 2023/24 budget.	17-Jul-2023
AC-COR-00005 Ensure priorities are addressed as per the Council Plan		29-Feb-2024		Outcomes are met	Directors	Now relating to 2024/25 budget.	17-Jul-2023

|			In progress			
AC-COR-00006 Ensure alignment with Change Programme	Correlation across all areas	29-Feb-2024	In progress	Budget and work programmes aligned and delivering	Service Leader (Governance & Change); Director of Finance	Now relating to 2024/25 budget.	17-Jul-2023
AC-COR-00046 Prepare a long term financial strategy for the Council	To compliment the MTBS by looking further ahead at key issues likely to significantly affect the Council's finances.	30-Sep-2022	Overdue	Long term strategy approved by Council and used to inform decision making and planning	Director of Finance	This has been delayed several times by the pressure of other urgent work but an initial long term financial planning framework will be brought to Council for consideration in September 2023.	17-Jul-2023
AC-COR-00079 Prepare updated Medium term Budget Strategy (MTBS)	to set out the projected funding gaps over the 3 year period period 2023/24 to 2025/26	30-Nov-2022	Completed	Clear plan and strategy developed and being implemented	Director of Finance	Completed for 3-year period 2023/24 to 2025/26.	17-Jul-2023
AC-COR-00080 Undertake full review of all commitments in the Council's reserves	to try to free up one-off funds to support the Council's budget challenges in 2022/23 and beyond	30-Sep-2022	Completed	Council as well places as it can be to meet financial challenges	Director of Finance	Complete, reported to members and taken into budget setting in March 2023.	17-Jul-2023
AC-COR-00081 Assess potential financial benefits for the Council from the review of accounting treatment of service concession charges		31-Dec-2022	Completed	Additional savings identified to help close budget funding gap	Director of Finance	Complete – agreed as part of 2023/24 budget setting.	17-Jul-2023
AC-COR-00082 Assess the implications of inflationary pressures on the Council's budgets in 2022/23	and identify remedial action. assessment to also consider knock on impact into 2023/24 budgets	31-Oct-2022	Completed	Council as well placed as it can be to meet financial challenges	Director of Finance	Completed.	17-Jul-2023
AC-COR-00092 Prepare updated Medium Term Budget Strategy (MTBS)	to set out the projected funding gaps over the 3 year period 024/25 to 2026/27.	30-Nov-2023	In progress	Clear plan and strategy developed and being implemented.	Director of Finance	To be reported to Council in November 2023.	17-Jul-2023
AC-COR-00093 Undertake annual review of council reserve commitments	to identify any funds which no longer require to be set aside.	31-Jan-2024	In progress	Council as well placed as it can be to meet financial challenges.	Director of Finance	Results will be considered as part of 2024/25 budget setting.	17-Jul-2023

Target Likelihood: 3

Target Impact: 3

Overall Target Score: 9

Risk Owner:	Ian Lorimer, Director of Finance

Latest Update	By	Date
Narrative is deliberately detailed given the importance of this risk and has been updated to reflect the budget set in March 2023 and the 2023/24 grant settlement from the Scottish Government.	Ian Lorimer	17 Jul 2023

Impact

Likelihood
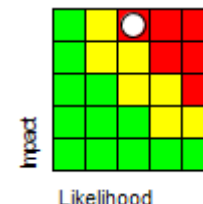
Risk Title

CORRR0002 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	**Potential Impact**
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 partnerships. Our Council Plan has identified strategic priorities and resource and planning are aligned to these. There is a growing expectation that 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.	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.

Existing Controls

Leadership	Strong resilient strategic leadership with a clear sense of purpose and change.
Approach to change	A number of strategies are in place from Service Design to Lean. Our Strategy on a Page (SOAP) developed in collaboration with staff and members must be followed to ensure we deliver the necessary change
Clear priorities established and agreed in line with key strategic plans	Our Community Plan, Council Plan, Financial Plan, Workforce Plan, Medium Term Budget Strategy and Change Programme. The follow through Action Plan to our Best Value Audit report to be completed.
Whole Council approach to change	The change programme is embedded in our corporate governance arrangements and the way we now operate as an organisation.
Clear change programme approach	includes defining the scope of the programme and delivering the various programmes/ projects.

Change programme links to strategic outcomes	Economy, People, Place and Our Council. Strategy on a Page. Recovery & Renewal work also connected to Change programme.
Change Programme Governance	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.
Programme Office team 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.
Change programme planning and delivery cycle	Embedded in our corporate governance arrangements.
Change Programme risk register	reviewed quarterly and considered by the Change Board.
Service Design development work progressed including online training material	The Service Design change methodology has been progressed through 4 tests of change and is now part of our tools for delivering change projects

Risk Likelihood Score: 3

Risk Impact Score: 5

Overall Risk Score: 15

Additional Controls/Actions to Reduce Likelihood and/or Impact Scores

Controls/Actions		Due Date	Status	Desired Outcome	Owner	Latest Update	Date
AC-COR-00007 Continue to develop staff resources and skills.	To support delivering service transformation.	31-Mar-2024	In progress	Improvement in staff capability for delivering change.	Service Leader (Governance & Change); Manager - Change	Options Appraisal guidance and e-learning modules now live and being used by staff. Propose to start work on Benefits Realisation guidance and training in conjunction with OD.	17-Jul-2023
AC-COR-00008 Continue to develop approach to demand management across all services.		31-Oct-2024	In progress	Demand management as business as usual.	Director - Vibrant Communities and Sustainable Growth	Extension to due date agreed at Scrutiny and Audit Committee June 15 2023. Report 180/23 Agenda Item no.16 appendix 3.	16-Jun-2023
AC-COR-00009 Ensure risk actions in Change Programme risk register are completed to deadlines.		31-Mar-2024	In progress	Change Programme risk register actions completed.	Service Leader (Governance & Change); Manager - Change	Quarterly reviews undertaken. Per report to Change Board on 28 March 2023, request to cease with Change Programme risk register and scrutinise and monitor via corporate actions. Felt that a full duplication of actions. Still awaiting CLT direction on this	27-Jun-2023

						proposal.	
AC-COR-00025 Monitor impact of changes to service delivery as a consequence of COVID19	Decide whether change is an improvement to be continued post pandemic.	31-Mar-2023	✅ Completed	More efficient service delivery including online approaches.	CLT	Services are operating in the new business as usual with a focus on refreshing the Angus Plan and delivery aspirations in light of the longer term impacts of the pandemic and the longer term social, economic and wellbeing impacts of recovery.	07-Feb-2023
AC-COR-00083 Develop detailed Business Insights	support a more detailed understanding of Council spend versus performance and outcomes	31-Mar-2024	▶ In progress	Evidence based decision making	Service Leader (Governance & Change); Manager - Change	Phase 2 work has now commenced with some pilots (ECP, Environmental Services & Roads) being demonstrated to services. Detailed programme of service dashboards now to start in July 2023 following completion of the 2022-23 annual accounts. Ian Lorimer has requested that a 4 years trend pattern is worked up for each services and this will be given priority.	17-Jul-2023
AC-COR-00084 Develop new Council Plan with input from new elected members	identify priority areas of service delivery and where resources could be reduced or stopped	31-Mar-2023	✅ Completed	Clear priorities to allocate resources to support new operating model	CLT	complete	27-Jun-2023
AC-COR-00085 Develop strategic plan for delivering change holistically across the organisation	establish a future operating model that is sustainable financially	31-Mar-2023	✅ Completed	Strategic plan dovetails with MTBS	CLT	complete	27-Jun-2023

Target Likelihood: 2

Target Impact: 3

Overall Target Score: 6

Risk Owner:	Margo Williamson, Chief Executive

Latest Update	By	Date
The Council has shown it can make significant decisions and adapt and transform. There is no relief from this and we must continue to press on with reform and potential change from the Local Governance Review. We are experiencing shortages	Margo Williamson	10 Jul 2023

in specialist areas and collaboration or commissioning elsewhere in the public sector might be necessary. A focus is going into this work at this time.		

Impact / Likelihood
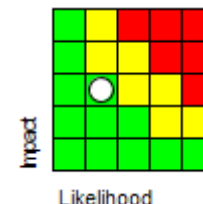
Risk Title

CORRR0003 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	Potential Impact
Work continues to ensure that all directorates and services use available data effectively to identify and prioritise improvements in performance. This work includes the need to ensure a greater focus on outcomes and a reporting schedule which presents our performance/improvement in alignment with our planning process. At present how directorates/services utilise the data available to them is varied. All Directorates are progressing with the PLED programme. We do not consistently have an evidence led understanding of the performance that is important to our external stakeholders. We are increasing our use of benchmarking our performance against other councils in priority areas. This includes setting targets against our council plan performance indicators. We are measuring our performance against government set targets in several service areas. We are starting to undertake public engagement on our council priorities as part of the budget setting process.	The council does not know how well it performs (in terms of customer satisfactions, costs and service quality) in all priority areas. Service performance is not effectively monitored in some areas. Decisions about where to spend our financial and other resources are not informed by performance data in all areas. The public, elected members and senior officers do not always receive performance information drawn from a variety of sources/stakeholders and so are being asked to make decisions based on information that may not be reliable or valid. How we utilise data as a Council does not effectively support and align with the planning and reporting cycle. There is a surfeit of performance information which is not useful. There is a lack of concentration on "what matters"

Existing Controls

Pentana is in place as a tool to facilitate performance management and reporting.	A working group examining its further potential and we are increasing our use of the system.
Services are using Local Government Benchmarking Framework (LGBF)to assess comparative performance	Some services are involved in Association for Public Service Excellence (APSE) or professional bodies with associated benchmarking frameworks and comparators

Benchmarking information from other authorities in some service areas	
Well established performance management and reporting arrangements	Annual reports, reports to Scrutiny & Audit Committee
Range of measures contained in the Council Plan	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
Council committees scrutinise a range of performance reports on service performance.	Such as LGBF reports; council plan performance; Angus Joint Child Poverty Local Action Plan; Scottish Roads Maintenance Conditions Results; Annual Chief Social Work Officer report; Housing Service Performance report.
Council committees and Capital Plan Monitoring Groups.	Monitors performance on spend for revenue and capital expenditure which includes service delivery performance monitoring where applicable.
Performance Led Programme	Recommendations from the Pentana review and also How Good Is Our Council integrated into this programme.

Risk Likelihood Score: 2

Risk Impact Score: 3

Overall Risk Score: 6

**Additional Controls/Actions to Reduce Likelihood and/or Impact Scores**

Controls/Actions		Due Date	Status	Desired Outcome	Owner	Latest Update	Date
AC-COR-00010 Performance information to be used to inform budget setting.	Decisions and choices made about priority and non-priority service provision.	28-Feb-2023	✅ Completed	Robust performance information available to assist in setting and achieving outcomes at 2021/22 budget setting.	Directors	Budget setting complete for 2023/24. A range of volume, trend and performance information was used to inform the budget setting process through Business Insights sessions, PBSG discussions and underpinning committee reports.	15-Mar-2023
AC-COR-00012 Service Directors to continue to use appropriate performance measures.	Directors will continue to use appropriate performance measures that are important to internal and external stakeholders and report to CLT / Service Committees as appropriate.	31-Mar-2023	✅ Completed	The council manages and reports its performance in all the areas that are important to internal and external stakeholders ans therefore monitors its performance against priorities and outcomes.	Service Leader (Governance & Change)	A set of Performance Indicators (PIs) aligned with the Council Plan priorities was agreed as part of the Council budget setting meeting on 2 March 2023. Service level PI's are in place following the completion of PLED Stages 1 and 2 for all service areas and will be under ongoing review as part of the continuous improvement governance cycle.	21-Apr-2023
AC-COR-00013 Progression on How Good Is Our Council / Service.	Setting out performance information and comparisons	31-Mar-2023	✅	Robust performance information and	Service Leader (Governance &	This has been completed as part of our PLED programme stages 1	21-Apr-2023

with other councils.			Completed	benchmarking data.	Change)	and 2.

LGBF benchmarking information is utilised on an ongoing basis with reporting to the Scrutiny & Audit Committee annually (in June cycle). | |
| AC-COR-00060 Progress to Stage 3 & 4 of the Performance Led programme | Next stage of PLED programme. This will involve:
- Improved performance reporting
- Big Data Project
- Development of Power BI | 31-Dec-2024 | In progress | Quarterly performance updates to S&A Committee | Director of Strategic Policy, Transformation & Public Sector Reform | This action tree will be added to Pentana to allow progress on the three key components to be monitored. Improved regular reporting, development of data dashboards and the big data project will help us co-ordinate the services work on PLED programme. | 17-Jul-2023 |
AC-COR-00061 Power BI Improvement Tool	Development of this analytical tool has progressed well since response to COVID.	31-Dec-2024	In progress	Improved dashboards and reporting	Performance Analyst	The embedded version of PBI is currently being developed by IT to allow the Dashboards to be view by staff without the need for the Pro licence. As discussion recently took place to commence the strategic map of PBI in the Councils systems. Work on this will complement the Angus Data Project.	17-Jul-2023
AC-COR-00062 Big Data Project	This project will improve the direction, management and co-ordination of our data.	31-Dec-2024	In progress	Whole council approach to data integration, governance and analysis	Performance Analyst	Work is concluding with the Scottish Government and the Data Maturity Assessment has been analysed, key findings from this has been reported to CLT with the Working Group currently working on a high level Road Map and action plan to take the next steps.	17-Jul-2023
AC-COR-00063 Audit Scotland's Annual Audit Report actions – to be monitored	Create an action plan to progress recommendations in annual report	30-Sep-2022	Completed	Improved data for PIs in annual performance report, Clearer public performance reporting; and reporting on the compliance to 2018 SPI Direction.	Service Leader (Governance & Change)	This was addressed as part of the Council's approach to its latest performance reports considered by the Council in September 2023. Follow up actions from this year's Audit Scotland Annual Audit Report are being addressed as part of other live actions.	19-Dec-2022

Target Likelihood: 2

Target Impact: 2

Overall Target Score: 4

Risk Owner:	Vivien Smith, Director of Strategic Policy, Transformation & Public Sector Reform

Latest Update	By	Date
No change to the risk score at this time.	Vivien Smith	02 Feb 2023

Impact / Likelihood
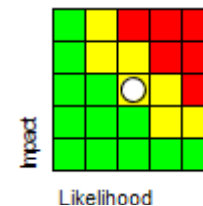
Risk Title

CORRR0004 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	Potential Impact
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

Regular meetings with the wide range of partners included in the ACPP Board and Executive groups	The Board and Executive Group include representatives from: Angus Council; NHS Tayside; Angus IJB; Voluntary Action Angus; Dundee & Angus College; Police Scotland; Scottish Fire & Rescue Service; Tactran; Scottish Enterprise; Skills Development Scotland; Angus Alive; Business rep; Developer rep; Community rep; and Scottish Government link officer
Regular meetings between Chief Executives of neighbouring authorities and public sector bodies	This includes the Tayside area Local Authority Chief Executives. Meetings also take place including NHS Tayside.
Shared understanding that partnership working delivers economies of scale in certain areas.	Growing understanding in organisations around the need to develop partnership working to mitigate against duplication
Legislative requirements	Partnership/ collaborative working is a key element of Best Value legislation and the associated guidance.
Central Government expectation	There is a growing requirement for partnership working to maximise public sector efficiency overall
Strategic Commissioning (SC) function within the Council	The Council established a new function within the Council in April 2018 to manage the strategic relationships with its key partners where it places significant reliance on Council service delivery and associated funding
SC function holds regular liaison meetings with key partners	Tayside Contracts (TC), Angus Health & Social Care partnership (AHSCP), Angus Alive (AA) and Voluntary Action Angus (VAA)

Council representative(s) attend TC, AHSCP and AA strategic / board / governance meetings			The Council has a range of representation to contribute to the strategic direction and work of key partners. This includes elected member representation on strategic governing groups, along with officer representation on strategy groups and operational groups (as applicable)			
Community Plan is developed and agreed by a wide range of Council partners			The Community Plan provides the strategic framework and approach to ensure there is alignment of priorities across all the partners involved in the Angus Community Planning Partnership (ACPP)			
Regular contact with Chief Executives and other senior officers across Scotland via professional groups and associations			For example CoSLA, SOLACE, ADES, SPDS, CIPFA. The Council also participates in national initiatives for example Scotland Excel, Scottish Local Government Digital Office.			

Risk Likelihood Score: 3

Risk Impact Score: 3

Overall Risk Score: 9

**Additional Controls/Actions to Reduce Likelihood and/or Impact Scores**

Controls/Actions		Due Date	Status	Desired Outcome	Owner	Latest Update	Date
AC-COR-00015 Continue development work with Angus Alive to align priorities	Consider a range of issues related to strategic alignment with Council priorities	31-Mar-2024	▶ In progress	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)	Service Leader (Governance & Change)	Angus Alive's Business Plan incorporating transformation proposals was agreed at the Council budget setting meeting in March 2023 (subject to agreed change process). A number of the initiatives identified in the Business Plan are in progress and Angus Alive's Transformation Programme will continue to be developed over the next few years.	17-Jul-2023
AC-COR-00016 Continue development work with Tayside Contracts to align priorities	Consider a range of issues related to strategic alignment with council priorities	31-Mar-2024	▶ In progress	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)	Depute Chief Executive	Work with TC and services continues to monitor existing service delivery, identify areas for improvement, saving and income generation. Transformation is focused on several service delivery areas which have been progressed with a view to identifying future savings projects across the Tayside Councils through Tayside Contracts. 3 tests of Change are also in progress to examine Fleet, Construction and Facilities Management services.	17-Jul-2023

						Tayside Contracts are exploring number of commercial avenues with the potential to increase income generation.	
AC-COR-00017 Continue development work with Voluntary Action Angus to align priorities	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)	31-Mar-2024	In progress	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)	Service Leader (Governance & Change)	Work continues with VAA to better align 3rd sector partnerships through the Transforming Services group and through leadership sharing on the Angus Community Planning Partnership. The Agreement held between the Council and VAA has been transitioning into an outcomes focused agreement which has served as a template for more trusted and improved service delivery arrangements.	17-Jul-2023
AC-COR-00059 Review of Community Plan	reviewing the Community Plan with partners and engaging with our communities ensures there is a plan in place that can deliver what people in Angus need.	30-Nov-2022	Completed	Community Plan signed off at partner boards / committees.	Manager – Strategic Policy & Planning	Updates are presented at every Community Planning Partnership	25-Nov-2022

Target Likelihood: 2

Target Impact: 3

Overall Target Score: 6

Risk Owner:	Vivien Smith, Director of Strategic Policy, Transformation & Public Sector Reform

Latest Update	By	Date
No change to score at this time.	Vivien Smith	16 Dec 2022

Impact

Likelihood
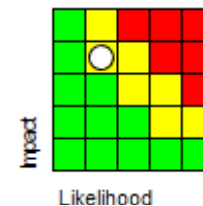
Risk Title

CORRR0007 Information Governance

Risk Description

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

Likelihood	**Potential Impact**
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. This is compounded by an apparent lack of resource in some service areas and consequently lack of consistency in operational delivery of information governance across the council.	There is a loss or inappropriate disclosure of sensitive data. Reputational damage. Adverse impact on specific individuals affected. Public loss of confidence. Breach of data protection legislation. Significant fines imposed. Ineffective decision making. Unable to meet statutory duty (Data Protection, FOI, Record Management). Impact on resources dealing with alleged breach.

Existing Controls

Information Governance Steering Group	Meets quarterly & monitors & scrutinises delivery of information governance; determines matters escalated from Working Group.
Information Governance Working Group	Meets every 6 weeks; responsible for implementation and monitoring of information governance policies & procedures and sharing best practice and operational examples; significant issues escalated to IGSG (see above).
Service Specific Working Groups	Each directorate responsible for ensuring all issues are fed to the appropriate group whilst implementing and promoting good practice.

Guidance, Policies, Instruction	All available on the Information Governance webpage on the intranet and updates are made available on the IG Yammer group on a regular basis.
Information Officers	All directorates have an appointed Senior Information Officer and Information Officers with set remits.
Compliance incorporated into Annual Corporate Governance review process	Including annual GDPR training requirement.
Corporate Leadership Team	Receive reports as required to highlight any significant issues and take appropriate action.
Dedicated Information Governance Team	Skilled and trained staff based in Legal Team 2, Legal & Democratic Services available to provide advice and support and lead on compliance.

Risk Likelihood Score: 2

**Risk Impact Score:**   4

Overall Risk Score: 8

Additional Controls/Actions to Reduce Likelihood and/or Impact Scores

Controls/Actions		Due Date	Status	Desired Outcome	Owner	Latest Update	Date

Target Likelihood: 2

Target Impact: 4

Overall Target Score: 8

Risk Owner:	Jackie Buchanan, Director of Legal & Democratic Services; Alison Watson, Service Leader - Legal

Latest Update	By	Date
Risk reviewed. Monitoring any impact on the overall risk due to the current vacancy of the Information Governance Team Leader post but no change in scores required at this time. New mandatory Info Gov training has been issued with a September 2023 deadline and work is ongoing to ensure completion across the council and AHSCP.	Alison Watson	17 Jul 2023

Impact

Likelihood
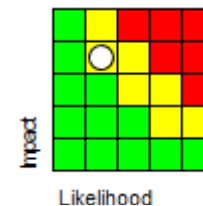
Risk Title

CORRR0016 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	**Potential Impact**
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

Multi-Agency Public Protection Arrangements (MAPPA), Angus Child Protection Cttee and Angus Adult Protection Cttee	
Chief Officer Group oversee committees at strategic multi-agency level	Programme of support and evaluation for Independent Chairs established and delivered.
Child and adult protection procedures, training and staff development	
Staff have appropriate skills and qualifications	
Multi-agency management, monitoring processes and external inspection	Risk register agreed and updated by Committee Chairs.
Internal audit programmes	
Learning events from initial and significant case reviews	
Attendance monitoring is in place	each agency provides a rep or appropriate delegate; induction in place for new members
Support & Evaluation programme in place	for Independent Chairs.
Cross agency risk register developed and in place.	

Risk Likelihood Score: 2

Risk Impact Score: 4

Overall Risk Score: 8

Additional Controls/Actions to Reduce Likelihood and/or Impact Scores

Controls/Actions		Due Date	Status	Desired Outcome	Owner	Latest Update	Date

Target Likelihood: 2

Target Impact: 4

Overall Target Score: 8

Risk Owner:	Kirsty Lee, Service Leader - Child Protection & Review; Kathryn Lindsay, Director Children, Families and Justice (CSWO)

Latest Update	By	Date
Routine monitoring of agency attendance and engagement has not identified any new risks. Quarterly revision of COG risk register.	Kirsty Lee	09 May 2023
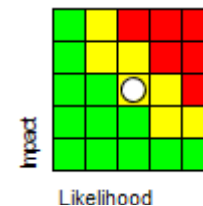
Impact / Likelihood

Risk Title

CORRR0018 Legislation

Risk Description

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

Likelihood	**Potential Impact**
Legislation management and compliance are not matched with adequate resources including awareness in respect of superseded or new legislation. Capacity for legislative implementation work is limited given reduction in posts in recent years. Dissatisfied Groups or individuals may challenge Council decisions the Council in respect of any compliance issue We have a good track record of being actively engaged in the development and implementation of legislation and delivering on requirements on time. There is uncertainty on future due to EU exit.	Failure to meet legal obligations and responsibilities Financial impact of legislative compliance on current budget and priorities. Reputational damage. Legal challenges.

Existing Controls

Active engagement with the development of legislation	Through COSLA, professional associations and by responding to Scottish and UK Governments consultations as appropriate
Project management approach adopted for implementation of legislation	Led by the Director; for each piece of legislation/direction including individual risk registers
Distinguish between powers and duties when planning implementation	
Legal & Democratic Services Directorate leadership team	Act as project board, receiving updates and reviewing risks during implementation. Escalation to CLT if risks increase or situation changes materially
Fully trained and knowledgeable staff in place.	

Risk Likelihood Score: 3

Risk Impact Score: 3

Overall Risk Score: 9

Additional Controls/Actions to Reduce Likelihood and/or Impact Scores

| Controls/Actions		Due Date	Status	Desired Outcome	Owner	Latest Update	Date
AC-COR-00058 Engage in development of workflow system with Civica (system provider)		31-Dec-2022	🛑 On hold	Process in place	Service Leader - Legal	This work is on hold at the moment as an alternative process has been set up and is running well and it doesn't involve using Civica. This is being closely monitored to ensure the process remains effective.	17-Jul-2023

Target Likelihood: 2

Target Impact: 3

Overall Target Score: 6

Risk Owner:	Jackie Buchanan, Director of Legal & Democratic Services; Alison Watson, Service Leader - Legal

Latest Update	By	Date
Risk reviewed and no change to score required at present. A system has been implemented for ensuring that relevant consultations on proposed new legislation are highlighted to relevant Services within the Council, consideration given to the proposed new legislation and a response given. Work still ongoing for development of online system. The effectiveness of this system is being monitored. Regular reports will be going to CLT with updates on proposed or new legislation, which will also highlight any areas where training on new legislation may be required.	Alison Watson	17 Jul 2023

Impact / Likelihood
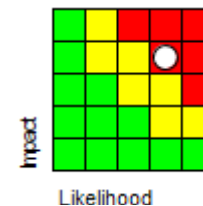
Risk Title

CORRR0019 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	**Potential Impact**
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 government and 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. As more and more critical systems traditionally delivered by on the premises client / server model move to internet-based delivery and the number of devices and locations being used to access council data assets from outside the corporate network increases, so does the exposure to malware and malicious threat actors and the risk of a successful attack is more likely. The impact of a successful ransomware attack is significant data loss, inability of organisation to function at all in the short term and significant disruption to services over many months. The costs incurred are likely to be in the range £10Ms.

Existing Controls

Project being implemented to provide automatic switch over	For email and other core components to switch to the use of the secondary site in Arbroath
Implementation of Office365 has improved resilience for all services	
Regular and tested data back-up and recovery	
Business Continuity plans for all critical services	
Regular maintenance of physical environment and equipment	
Regular review of security standards	
PSN accreditation	

Council wide Application Strategy in place.
Council wide Application Strategy approved and in place.

Risk Likelihood Score: 4

Risk Impact Score: 4

Overall Risk Score: 16

**Additional Controls/Actions to Reduce Likelihood and/or Impact Scores**

Controls/Actions		Due Date	Status	Desired Outcome	Owner	Latest Update	Date
AC-COR-00035 Ongoing review of new threats and counter measures		31-Mar-2024	In progress	Improved security and resilience	Service Leader – Digital Enablement & IT	Regular review of cyber threats by our Network and security team. Regular review of threats and mitigations in line with NCSC best practice.	19-Jul-2023
AC-COR-00075 Address outstanding actions from automated failover testing	including automation of active directory fail over and review of Hybrid Exchange	31-Mar-2024	In progress	Increased automated resilience	Service Leader – Digital Enablement & IT	We are transitioning our services to a public cloud environment (AWS) where there is redundancy and resilience built into the infrastructure. For on-premise services, failover is successful, with manual with some manual steps.	19-Jul-2023
AC-COR-00076 Implement Security Operations Centres (24/7)	as per business case and options appraisal provided to CLT.	31-Mar-2023	Completed	24/7 alert response reducing risk of effective cyber attack against the organisation.	Service Leader – Digital Enablement & IT	We have partnered with Brightsolid to implement a Managed detection and response (MDR) service that provides a 24/7 SOC. This is now up and running and we are evaluating the effectiveness.	19-Jul-2023
AC-COR-00077 Regularly review implementation of actions from SEPA gap analysis programme	Proposed technical, process, and people change actions. Managed by Digital Strategy Board.	31-Mar-2024	In progress	Improved security and resilience	Service Leader – Digital Enablement & IT; Manager - Risk, Resilience & Safety	Relevant implementation actions are being progressed in line with industry best practice.	19-Jul-2023
AC-COR-00078 Implement and monitor cyber training and awareness across the organisation	includes phishing, cyber incident response. Cyber incident playbooks for technical staff.	31-Mar-2024	In progress	Cyber incident response training for senior leaders and all other relevant resources. Improved security	Service Leader – Digital Enablement & IT	Additional courses to be added to the new LMS system recently implemented.	19-Jul-2023

					and resilience.			
CORRR_0019.2 Where appropriate avoid the risk by provisioning the services differently.	This is an ongoing action as applications are moved to the cloud.	31-Mar-2024	In progress		Different approaches taken in the provision of IT services	Service Leader – Digital Enablement & IT	The ACDC project is progressing with services now live in public cloud (AWS) environment. This provides additional security benefits. We have also migrated software applications to the vendors fully managed service (SaaS) which also enables improved security mitigations. The aim is to have the majority of services hosted in AWS or with vendors SaaS offering with a view to closing our datacentres.	19-Jul-2023
CORRR_0019.3 IT will review, with the service units, the RTO's against estimates of recovery time and agree priorities for actions.	This is an ongoing action as applications are moved to the cloud.	31-Mar-2023	Completed		List of agreed prioritised actions	Service Leader – Digital Enablement & IT	Recovery Time Objective (RTO) and priorities communicated with services and updated in the Service Catalogue. This will always be ongoing but process completed this year.	19-Jul-2023

Target Likelihood: 2

Target Impact: 4

Overall Target Score: 8

Risk Owner:	Sharon Faulkner, Director of Human Resources, Digital Enablement and Business Support

Latest Update	**By**	**Date**
Risk reviewed and updated. No change to score.	Andrew Howe	19 Jul 2023
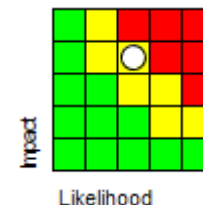
Impact / Likelihood

Risk Title

CORRR0020 Health & Safety Compliance

Risk Description

The council does not fully comply with Health & Safety at Work legislation.

Likelihood

Potential Impact

Gaps for improvement have been identified through a corporate gap analysis and peer review. Both have identified similar themes which are being addressed as a priority through the corporate H&S action plan. Further actions have been identified to mitigate as far as possible, however implementation of these actions within proposed timescales is dependent upon current staffing levels and competing demands within the health & safety team. In addition, changes in models of service delivery across the organisation are impacting on capacity to deliver in agreed timescales.	The council fails to comply with Health and Safety at Work legislation leading to enforcement by the Health & Safety Executive.

Existing Controls

Corporate Action Plan and strategic objectives in place	
Reviewed health & safety policy and arrangements in place	
Provision of risk assessment guidance, templates and training	
Competent and qualified health & safety staff	
Health & safety service action plan	
Risk assessments	
Training Plan in place	
Occupational health surveillance provided	In partnership with PAM Assist
Assure health & safety digital management system	

Consultation with external partners, services and trade unions

Risk Likelihood Score: 3

Risk Impact Score: 4

Overall Risk Score: 12

Additional Controls/Actions to Reduce Likelihood and/or Impact Scores

| Controls/Actions		Due Date	Status	Desired Outcome	Owner	Latest Update	Date
AC-COR-00023 Delivery of corporate action plan and agreed strategic objectives for 2022/23		31-Mar-2023	✅ Completed	Compliance with legislation	Depute Chief Executive	New Fire Risk action added for 2023/24 strategic objectives. All relevant actions transferred to 23/24 action plan and action AC-COR 00090. Reports continue to be shared and presented to the shared with Corporate Health & Safety Consultative Group.	17-Jul-2023
AC-COR-00048 Develop service / team Risk Profile and Performance Monitoring Record.	Contained within the Assure System's audit management module with the performance monitoring record directly linked to service/team risk profile	31-Dec-2023	▶ In progress	Services enabled to identify if they are compliant with relevant H&S legislation	Team Leader - Risk, Resilience and Safety	The risk profile is ready for roll out August 2023. The audit module and performance monitoring record is delayed meantime to ensure the work on the risk profile is prioritised, with follow up for the audit module in due course.	17-Jul-2023
AC-COR-00086 Review corporate health & safety policy	The policy to be reviewed annually or when there are any significant changes. All changes to be communicated and implemented.	31-Mar-2024	▶ In progress	Ongoing action in every year.	Depute Chief Executive	Policy review undertaken annually and will be updated accordingly.	17-Jul-2023
AC-COR-00087 Provide services with risk assessor training	Correct ratio of risk assessors in place in services	31-Dec-2024	▶ In progress	Implementation of the training plan	Team Leader - Risk, Resilience and Safety	Due date was previously extended to accommodate demands from all services and to tie in with action to upload assessments to Assure digital system (AC-COR-00088). Training plan being delivered , with a focus and priority on risk assessment. All directors requested to allocate staff for training – courses available from July to Sept	17-Jul-2023

							2023.	
AC-COR-00088 Collaborate with newly trained risk assessors to upload assessments to Assure (digital system)	All service risk assessments must be uploaded to the system. Advisers can assist however responsibility remains with the service.	31-Dec-2024	In progress	Improved health & safety risk control measures	Team Leader - Risk, Resilience and Safety	Services will have risk assessments developed as part of the risk assessor training. Correlation with Action AC-COR 0087. Trade Unions in support and focus group set up as part of H&S consultative group.

Safety tours to be undertaken following completed risk assessments and control measures. | 17-Jul-2023 |
| AC-COR-00089 Monitor and report on service risk assessment compliance | with the Management of Health & Safety at Work Regulations 1999 (Reg 3) | 31-Dec-2024 | In progress | Service compliance | Team Leader - Risk, Resilience and Safety | This is being rolled out across all directorates. Correlation with risk AC-COR 00087.

Focus on the highest levels of risk.

Reports shared with Corporate Health & Safety Consultative Group. | 17-Jul-2023 |
| AC-COR-00090 Delivery of corporate action plan and agreed strategic objectives for 2023/24 | | 31-Mar-2024 | In progress | Strategic objectives met | Depute Chief Executive | New action plan in place for 23/24. Updated quarterly and aligned with the corporate risk register.

Delivery of the plan is dependant on retention of existing staff and co-operation from all services.

Action plan is shared with the H&S consultative group quarterly.

Key areas to note based on risk:

• Risk assessment training
• Completion of risk assessments for all services
• Fire risk assessment
• Building risk assessments.
• Resources for completion of competing demands. | 17-Jul-2023 |

						• Interdependencies on others for completion of work.	
AC-COR-00091 Review and update existing corporate & service induction health & safety training		31-Dec-2023	In progress	Suitable and sufficient health and safety induction training in place	Team Leader - Risk, Resilience and Safety; Acting OD Manager	Review of H&S training for inclusion with induction.	17-Jul-2023
AC-COR-00094 Fire risk assessment		31-Dec-2023	In progress	Compliance with Fire legislation.	Team Leader - Risk, Resilience and Safety	Fire risk is a high-level risk in terms of our buildings and activities. Recent changes by Scottish Fire and Rescue Service in nonattendance for fire alarm activation in non-sleeping premises and Unwanted Fire Alarm systems (UFAS) has created further and increased risk and is being addressed through updated guidance and training. Significant work attached to this action.	17-Jul-2023

Target Likelihood: 2

Target Impact: 3

Overall Target Score: 6

Risk Owner:	Mark Armstrong, Depute Chief Executive

Latest Update	By	Date
Progress has been made in implementing the action plan. However, with competing demands and lesser resource, and the addition of fire risk the current risk score has been increased to 12 from 9 reflecting the increase in the impact from 3 to 4.	Mark Armstrong	17 Jul 2023

Impact / Likelihood
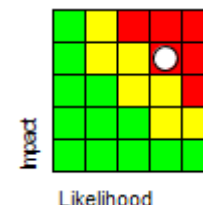
Risk Title

R-AC-COR-00004 Climate Change

Risk Description

Failing to comply with the requirements of the Climate Change (Scotland) Act 2009 to achieve interim targets by 2030 and net zero emissions by 2045 and a failure to manage climate change adaptation will reduce the resilience of communities, businesses, and ecosystems within Angus.

Likelihood	**Potential Impact**
High - action is required immediately within Angus Council, and the wider Angus area, to ensure the Council achieves its specific climate change strategic aim of reducing the impact of climate change by being a major contributor to achieving Scotland's national climate change goals, as leaders in clean growth, environmental stewardship, and sustainability.	Failure to meet statutory duty including carbon emission targets Unacceptable impact on the environment Inability to deal with climate change impacts including severe weather events and unforeseen emergencies Reputational impact of lack of action or perceived lack of action

Existing Controls

Climate Change Duties of Public Bodies Reporting Requirements (Scotland) Order 2015	Mandatory annual reporting for compliance with the Climate Change (Scotland) Act 2009.
Climate Change (Scotland) Act 2009	Underpinning legislation to tackle climate change.
Strategic Environmental Assessments and Habitats regulations Appraisal	Of statutory plans, policies and strategies ensures Climate Change is considered in their development
Climate Change (Emissions Reduction Targets (Scotland) Act 2019	Scotland's emissions reduction targets to net zero by 2045, and interim emissions reduction targets.
Update to the Climate Change Plan 2018 – 2032 Securing a Green Recovery on a Path to Net Zero	Sets out the Scottish Government's pathway to the ambitious targets set by the Climate Change Act 2019.
Local Heat and Energy Efficiency Strategies order (draft)	Statutory duty on Scottish local authorities to produce Local Heat and Energy Efficiency Strategies (LHEES)
Planning (Scotland) Act 2019	Determines the future structure of the modernised planning system. Includes NPF4 which is a crucial element of our planning reforms.
Scottish Biodiversity Strategy (post 2020) - A Statement of Intent	Sets the direction for a new biodiversity strategy which will respond to the increased urgency for action to tackle the twin challenges of biodiversity loss and climate change.

Angus Shoreline Management Plan 2		A large-scale assessment of the risks associated with erosion and flooding at the coast.
Tay Estuary and Montrose Basin Flood Risk Management Plan		Developed to detail the actions adopted to reduce the devastating and costly impact of flooding in the Tay Estuary and Montrose Basin local plan district.
Elected Member Updates		Interim arrangement, Climate Change Working Group to be superseded by SECAP Working Group

Risk Likelihood Score: 4

Risk Impact Score: 4

Overall Risk Score: 16

Additional Controls/Actions to Reduce Likelihood and/or Impact Scores

Controls/Actions		Due Date	Status	Desired Outcome	Owner	Latest Update	Date
AC-COR-00037 Delivery and monitoring of Sustainable Energy and Climate Change Action Plan (SECAP) actions		31-Mar-2022	✅ Completed	Contribution to Public Bodies Duties Report Achieving targets Regular reporting	Team Leader – Environment & Climate Change Team	A second Climate Change Officer in in post and is responsible for facilitation of the SECAP steering group and review of SECAP progress to date. A review of the SECAP will go to committee in Nov 2023.	24-Apr-2023
AC-COR-00038 Submit annual Public Bodies Duties Report (mandatory)		30-Nov-2023	▶ In progress		Team Leader - Environment & Climate Change; Project Officer - Climate Change	Report to Full Council 02/11/23 for submission to Scottish Govt by 30/11/23 deadline.	07-Apr-2023
AC-COR-00064 Establish Council Boundary emissions		31-Dec-2022	✅ Completed	Determine a boundary to monitor emissions reductions against.	Team Leader - Environment & Climate Change; Project Officer - Climate Change	Complete based on 2019 data. Any changes to be made with new data will be done after PO Climate Change maternity leave ends in late August 23.	24-Apr-2023
AC-COR-00065 Calculate Angus's carbon insetting potential		31-Dec-2023	▶ In progress	Determine Angus Council's insetting potential for offsetting 'unavoidable' emissions.	Team Leader - Environment & Climate Change; Project Officer - Climate Change	Guidance from Scot Govt, not yet available. Timescale amended to reflect this and available resource to complete.	24-Apr-2023

|							
AC-COR-00066 Carry out a net zero review of Angus Council	to inform a Net Zero plan to 2030 (Interim target of 75% reduction compared to baseline).	31-Dec-2023	In progress	Ensure Angus Council has a clear plan to meet the interim carbon reduction target of 75% (against base year) by 2030.	Team Leader - Environment & Climate Change; Project Officer - Climate Change	Ongoing corporate monitoring of progress. Report to Full Council 02/11/23.	24-Apr-2023
AC-COR-00067 Produce Local Heat & Energy Efficiency Strategy		31-Dec-2023	In progress	Set out the long-term plan for decarbonising heat in buildings and improving their energy efficiency across an entire local authority.	Team Leader - Environment & Climate Change; Service Leader - Planning and Sustainable Growth	Funding package of £75k agreed by COSLA and Scot Govt to support the development of LHEES. Consultancy support procured and development of plan progressing.	24-Apr-2023
AC-COR-00068 Mandatory e-Learning for staff		31-Mar-2024	In progress	Staff will be well informed about climate change and how it affects Angus Council, and Angus as a whole. Staff will consider climate change impacts in their work.	Team Leader - Environment & Climate Change; Project Officer - Climate Change	In development. Timescale amended due to available staff resource (maternity leave).	24-Apr-2023
AC-COR-00069 Embed climate change impacts into all Angus Council activities and decisions.		31-Mar-2024	In progress	Councillors & management will have an awareness of carbon emissions costs and impacts of everyday activities, and the ability and motivation to reduce emissions. Climate Change impacts will be quantified during the decision-making process.	Service Leader - Planning and Sustainable Growth	Sustainable Scotland Network Climate Change Impacts Assessment working groups guidance on inclusion in committee reporting not yet released.	24-Apr-2023
AC-COR-00070 Access to funding via council monies and loans to progress net zero projects		31-Mar-2024	In progress	Various small to large scale projects are completed to ensure we reach our interim targets and Net Zero by 2045.	Service Leader - Planning and Sustainable Growth	One off commitment of Council funding of £1M towards climate change, net zero and biodiversity activity. Support from Affordable Housing Revenue Account (AHRA).	07-Apr-2023

AC-COR-00071 Develop and deliver a programme of land use adaptation projects	at a landscape scale, corporately and with stakeholders. Secure external funding for delivery.	31-Mar-2024	In progress	Climate change mitigation and adaptation will be achieved on a large scale.	Team Leader - Environment & Climate Change	Multi stakeholder Nature Restoration Fund development phase project (145k) underway in Angus Glens. Corporate NRF projects being delivered annually.	24-Apr-2023

Target Likelihood: 3

Target Impact: 4

Overall Target Score: 12

Risk Owner:	Alison J Smith, Director - Vibrant Communities and Sustainable Growth

Latest Update	By	Date
Update from Caren Webster - Reviewed and updated the whole document, added new controls / actions, and updated the risk and target scores.	Alison Frew	10 Feb 2022

Impact

Likelihood
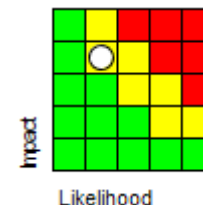
Risk Title

R-AC-COR-00005 Pandemic - Covid19

Risk Description

The ongoing response to the global Covid19 pandemic impacts the council's ability to continue to provide essential services and to protect the most vulnerable citizens of Angus, the wider community and the local economy.

Likelihood | **Potential Impact**

Likelihood	Potential Impact
This is an ongoing emergency response. New strain of virus emerging, implications for increased transmission. Ongoing oversight and direction from UK and Scottish Governments. Additional risk of concurrent events over winter e.g. flu, EU Exit, severe weather	Increasing pressures on health and social care systems. Increasing demand on existing resources. Targeting resources at emergency response reduces capacity elsewhere to sustain business as usual. Ongoing hardship for citizens and local businesses. Impact on vulnerable groups. Financial implications for council and local economy. Increased risk of additional deaths. Reduced customer confidence in the council's ability to deliver business as usual services Economic impact local, regional and national business Opportunity to redesign services and accelerate transformational change

Existing Controls

Established emergency planning and incident management response
Network of partnership organisations, third sector and community groups
Emergency Centre Co-ordination and resourcing
Decision making powers and governance
Agile workforce
Test and protect measures

Mass vaccination programme

Risk Likelihood Score: 2

Risk Impact Score: 4

Overall Risk Score: 8

Additional Controls/Actions to Reduce Likelihood and/or Impact Scores

Controls/Actions		Due Date	Status	Desired Outcome	Owner	Latest Update	Date
AC-COR-00041 Demand management programme to develop opportunities for change in service delivery.		31-Jan-2023	✅ Completed	Delivery based on demand management	Depute Chief Executive	Future demand management projects are identified as part of the change programme - see risk action AC-COR-00008 associated to Transforming for the Future (CORR0002)	17-Jul-2023
AC-COR-00042 Ensure recovery and renew activity learns from positive ways of working.	To learn from the positive and more effective ways of working that emerged during the pandemic and continue those beyond the pandemic period.	01-Mar-2023	✅ Completed	New ways of working are reflected in council and service plans.	Director of Legal & Democratic Services		

Target Likelihood: 4

Target Impact: 3

Overall Target Score: 12

Risk Owner:	Margo Williamson, Chief Executive

Latest Update	By	Date
This risk should now be removed from the corporate risk register. Pandemic planning should remain at the Local Resilience Partnership level but as a Council we can de-escalate this risk to Directorate level.	Margo Williamson	10 Jul 2023