

AGENDA ITEM NO 8

REPORT NO 327/23

ANGUS COUNCIL

SCRUTINY AND AUDIT COMMITTEE – 28 NOVEMBER 2023

DETAILED RISK REPORTING TO SCRUTINY AND AUDIT COMMITTEE

REPORT BY CATHIE WYLLIE – SERVICE LEADER - INTERNAL AUDIT

ABSTRACT

This report presents detailed risk information to the Scrutiny and Audit Committee in line with the programme agreed by the Scrutiny and Audit Committee in June 2023 (Report 175/23/ refers).

1. RECOMMENDATION

It is recommended that Committee scrutinise and note the information presented about the Transforming for the Future risk.

2. ALIGNMENT TO THE COUNCIL PLAN

The contents of this report, and the related presentation provide the Committee with a deeper understanding of a key corporate risk that may prevent achievement of the Council Plan, and the steps being taken to mitigate the risk.

3. BACKGROUND

The following timetable for individual risk presentations, based on the Corporate Risk Register at 9 May 2023, was agreed for 2023/24:

S&A meeting date	Lead officer	Risk to be presented	Risk Score May 2023	Risk Score Updated	Risk Target
22 Aug. 2023	Director of Finance	Financial Sustainability	25		9
26 Oct. 2023	Director of Legal & Democratic Services	Legislation	9	6 (October 2023)	6
28 Nov. 2023	Chief Executive	Transforming for the Future	15		6
23 Jan. 2024	Director of HR, Digital Enablement, IT & Business Support	IT resilience & Cyber-attack (Business Continuity)	16		8
7 March 2024	TBC	National Care Service (if included in CRR by then)	TBC		TBC
23 April 2024	Director of Vibrant Communities and Sustainable Growth	Climate Change	16		12

4. CURRENT POSITION

- 4.1 There will be a short presentation on the Transforming for the Future risk. The related information from the Corporate Risk Register is included in Appendix 1.
- 4.2 There have been no changes to the Corporate Risks since the last Scrutiny and Audit Committee meeting.

5. FINANCIAL IMPLICATIONS

There are no direct financial implications.

6. EQUALITY IMPACT ASSESSMENT

An Equality Impact Assessment is not required, as this report does not impact on people. It does not impact on people because this report provides information about risks and their mitigation. Any people impact would be dealt with at other active stages of risk mitigation if applicable.

Background Papers

NOTE: One background paper as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) was relied on to any material extent in preparing this report.

Report 218/23 Corporate Risks and Risk Management

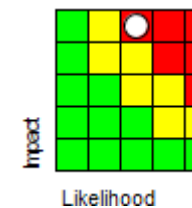
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List of Appendices:

Appendix 1- Corporate Risk Register – Transforming for the Future

Appendix 1



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

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.

Potential Impact

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 (currently under review)	Established for project leads and other staff involved in change to share information, learning and provide peer support. New approaches being considered as part of governance arrangements review.
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		Improvement in staff capability for delivering change.	Service Leader (Governance, Change & Strategic Policy); 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.	04-Aug-2023

AC-COR-00008 Continue to develop approach to demand management across all services.		31-Oct-2024		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		Change Programme risk register actions completed.	Service Leader (Governance, Change & Strategic Policy); 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 proposal.	27-Jun-2023
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		More efficient service delivery including online approaches.		Service 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		Evidence based decision making	Service Leader (Governance, Change & Strategic Policy); 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.	04-Aug-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		Clear priorities to allocate resources to support new operating model		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		Strategic plan dovetails with MTBS		complete	27-Jun-2023
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Target Likelihood: 2
Target Impact: 3
Overall Target Score: 6

Risk Owner:	Margo Williamson, Chief Executive
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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 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.	Margo Williamson	10 Jul 2023