

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 core 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 and maintain a balanced budget each year.

Likelihood	Potential Impact
<p>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 latest projected funding gap for financial year 2024/25 is nearly £21m and is £50m for the period 2024/25 to 2026/27. In Report 353/23 (Medium Term Budget Strategy 2024/25 to 2026/27) agreed by Council on 14 December 2023 the Director of Finance warned that "if the budget position being projected is what happens in practice over the next 3 years I must advise members that I cannot currently see how it will be possible to make further savings on the scale required whilst continuing to fulfil all of the Council's many statutory duties by the end of that 3 year period." The message is that the financially unsustainable Council risk is now likely to arise at some point in the next 3-year period. The 2024/25 Local Government Grant Settlement announced on 21 December does not reduce this risk – the grant settlement is no better than had been expected in Report 353/23.</p> <p>The current approach to local government funding of core services is not sustainable and has not been sustainable for some time now. Inflation and rising service demand in areas like looked after children continue to add to the Council's costs and 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</p>	<p>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.</p>

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-a-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 significant reforms are required, and only modest changes have so far been 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, 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 exceptionally difficult to find new options for savings at the scale required. 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.

Pay, general inflation and increased need for Council support in some services are a particular concern for the Council as such additional costs are either not or only partially supported by additional government grant. 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. Delivering the further savings projected to be required in Report 353/23 in a context where large parts of the Council's budget is made up of fixed costs will be enormously challenging and is likely to 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
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Risk Likelihood Score: 5
Risk Impact Score: 5
Overall Risk Score: 25

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

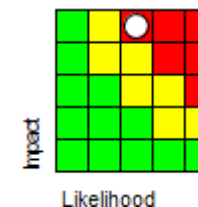
Controls/Actions	Due Date	Status	Desired Outcome	Owner	Latest Update	Date	
AC-COR-00002 Prepare the next iteration of the Change Programme	Identify opportunities for transformational change in line with needs of the organisation reflecting budget envelope and demands	31-Mar-2024	 In progress	Options to bridge whole of the funding gap are identified	Service Leader (Governance, Change & Strategic Policy)	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 are not met	To provide flexibility should projected funding gaps increase or Change Programme projects do 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 and prepare progress reports for Change Board	Budget, savings, service plans, etc	31-Jan-2024	 In progress	Plan is reviewed at monthly service managers' meeting	Service Leader (Governance, Change & Strategic Policy)	Now relating to 2023/24 budget.	17-Jul-2023
AC-COR-00005 Ensure priorities are addressed as per the Council Plan	Monitor progress with Council priorities, including regular reporting	29-Feb-2024	 In progress	Outcomes are met	Service Leader (Governance, Change & Strategic Policy)	Now relating to 2024/25 budget.	17-Jul-2023
AC-COR-00006 Ensure Change Programme is aligned with financial challenge	Correlation across all service areas and financial projections included in the Medium- and Long-term budget strategies	29-Feb-2024	 In progress	Budget and work programmes aligned and delivering	Service Leader (Governance, Change & Strategic Policy); Director of Finance	Change Programme updates being prepared for PBSG meetings leading to budget setting in February 2024.	08-Nov-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	 Completed	Long term strategy approved by Council and used to inform	Director of Finance	Submitted to 7/9/23 Council meeting	08-Nov-2023

				decision making and planning			
AC-COR-00079 Prepare updated Medium term Budget Strategy (MTBS)	to set out the projected funding gaps over the 3-year 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	 Completed	Clear plan and strategy developed and being implemented.	Director of Finance	Reported to Council on 14 December 2023 – Report 353/23 refers	03-01-2024
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
No changes to risk scoring following Scottish Budget announcements of 19 December but risk narrative updated based on this and recently approved Medium Term Budget Strategy (MTBS) in Report 353/23.	Ian Lorimer	3 Jan 2024



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	Several 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 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 & Strategic Policy)	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	 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	Monitor and assess key risks relating to the delivery of the Change Programme	31-Mar-2024	 In progress	Change Programme risk register actions completed.	Service Leader (Governance, Change & Strategic Policy)	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	27-Jun-2023

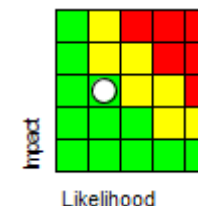
						awaiting CLT direction on this proposal.	
AC-COR-00025 Monitor impact of changes to service delivery as a consequence of COVID19	Decide whether change is an improvement to be continued post pandemic.	31-Mar-2023	 Completed	More efficient service delivery including online approaches.			
AC-COR-00083 Develop detailed Business Insights	support a more detailed understanding of Council spend versus performance and outcomes	31-Mar-2024	 Completed	Evidence based decision making	Service Leader (Governance, Change & Strategic Policy)	Phase 2 of the Business Insights initiative is complete. Each Directorate has been provided with a Power BI report which includes current year financial information, 4-year trend (budget v actual spend), and establishment data.	25-Oct-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				
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				
GCSP-CHG-00044 Develop Change Programme leadership forum development workshops	Workshop to provide forum to identify potential new change programme opportunities.	22-Dec-2023	 Completed		Service Leader (Governance, Change & Strategic Policy); Acting OD Manager; Service Lead (HR, OD and BS)	Workshops developed by HR/OD and delivered at Senior Leaders Forum on 6 December and Middle Managers/ First Level Leaders forum on 7 December.	07-Dec-2023
GCSP-PPP-00023 Develop detailed Service Plans	From 2023 BV Audit - The Council will provide an appropriate level of service plan information, linked to the current Council Plan priorities, as part of its budget setting papers for FY 2024/25 (February/ March 2024).	31-Mar-2024	 In progress		Service Leader (Governance, Change & Strategic Policy); Performance Analyst	CLT at meeting on 14 November agreed to progress with Service Planning proposal. CLT require an update to the Council Plan for budget setting in February 2024.	15-Nov-2023
GCSP-PPP-00024 Develop Strategic Needs Assessment	Develop a strategic needs assessment for Angus Council. This will be based on arrange of data reflecting the strategic needs of the population of Angus. This will be used to	31-Mar-2025	 In progress		Service Leader (Governance, Change & Strategic Policy)	This action has been established as part of the emerging work of the new Governance, Change & Strategic Policy service. This will be progressed over the next 12 to 18 months and will help to inform our	13-Nov-2023

	inform the Council's future priorities and where it should be investing its resources to meet the identified needs and demands.					decisions in order to make best use of our finite resources. This will likely inform how we transform and shape the future of the Council.	
GCSP-PPP-00025 Update Council Plan 2023 - 2028 for 2024 budget setting	CLT request that 5-year Council Plan be updated for consideration at budget setting meeting in February 2024.	29-Feb-2024	 In progress			Service Leader (Governance, Change & Strategic Policy); Performance Analyst	

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



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 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-ADP-00020 Angus Data Project	This project will develop, deliver and co-ordinate the Data Strategy and action plan emerging from the Data Maturity & Pathways Project. The goal of Data Project is to ensure that we have our data managed in the appropriate system/software. The system / software is purchased in accordance with the IT Security approval (procurement guidance) and that we have already check the current system used in the Council are not fit for purpose. List of Systems / Software, capabilities, functionality easy to use searchable facility. Whichever system / software used, this must meet the Data standards stipulated in the	31-Dec-2029	 In progress		Service Leader (Governance, Change & Strategic Policy)		

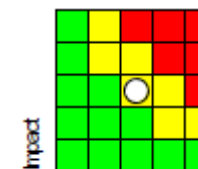
	Data Governance Policy / IT / Procurement Specifications and that they are secure. The data we hold is accurate and is audited to ensure quality standards and retention schedules are applied. The data and systems will be added to the data model/map of where and what data we hold.						
AC-COR-00010 Performance 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.			
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 and therefore monitors its performance against priorities and outcomes.	Service Leader (Governance, Change & Strategic Policy)		
AC-COR-00013 Progression on How Good Is Our Council / Service.	Setting out performance information and comparisons with other councils.	31-Mar-2023	 Completed	Robust performance information and benchmarking data.	Service Leader (Governance, Change & Strategic Policy)		
AC-COR-00061 Power BI Improvement Tool	Development of use of this analytical tool to maximise use of data across the organisation	31-Dec-2024	 In progress	Improved dashboards and reporting	Performance Analyst	PBI Financial Dashboards published and issued to Directors & Services Leaders	12-Oct-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	Service Leader (Governance, Change & Strategic Policy)	Being monitored on ongoing basis	05-Dec-2023

				compliance to 2018 SPI Direction.			
GC-QIP-00017 Progress PLED Stages 3 & 4	Overall progress for stages 3 & 4 of the programme - related sub-actions are included as part of this	31-Mar-2028	 In progress		Performance Analyst	CLT Agreed with the Data Strategy Remit paper. Chair to communicate with Directorates for Rep nominations from Directorates	05-Dec-2023

Target Likelihood: 2
Target Impact: 2
Overall Target Score: 4

Risk Owner:	To be assessed as part of review
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Latest Update	By	Date
<p>Levels 1 and 2 of the PLED programme have been completed and work is underway to embed the approach across services.</p> <p>CLT has agreed a new data board that will align with the digital board and incorporate the responsibility for PLED. This will be led by Ian Lorimer.</p> <p>Improvements to performance reporting continue to be prioritised.</p>	Vivien Smith	17 Aug 2023



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

As budget pressures on partners grow, there is a very real risk that collaborative working across a range of services will suffer.

Potential Impact

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

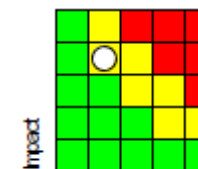
Controls/Actions	Due Date	Status	Desired Outcome	Owner	Latest Update	Date
AC-COR-00015 Continue development work with Angus Alive to align priorities	31-Mar-2024	 In progress	Improved understanding of council needs in relation to delivering priorities. Evidence of aspects where partner will improve contribution. Evidence to exhibit future partners actions (e.g., agreed action plan or similar)	Procurement Manager	Angus Alive's Business Plan incorporating transformation proposals was agreed at the Council budget setting meeting in March 2023 (subject to agreed change process). Several 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.	28-Jul-2023
AC-COR-00016 Continue development work with Tayside Contracts to align 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.	28-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)	Procurement Manager	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 outcome focused agreement which has served as a template for more trusted and improved service delivery arrangements.	28-Jul-2023

Target Likelihood: 2
Target Impact: 3
Overall Target Score: 6

Risk Owner:	To be assessed as part of review
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Latest Update	By	Date
<p>Significant work has taken place over recent months to help Angus Alive reach their anticipated savings targets. This has included engagement with interested communities in relation to four identified properties and Montrose Basin wildfowling licensing interim arrangements. Also identifying storage facilities for the various collections and archiving that are fit for the future as well as the engagement of consultants to support a levelling up bid for Monikie and Crombie parks that can help to generate income if successful. Work continues the health and wellbeing pilot with data being collected to help evidence a reduction in the need for secondary health care with the aim of seeing a shift in resources. Given the savings targets to be achieved all efforts need to be progressed at pace.</p> <p>The H&SCP has changed their assessment of demand and consequently the savings target has been substantially reduced. While this affects the figure in the change programme it is offset by a reduction in the whole budget by reducing the budget transferred to the partnership.</p>	Vivien Smith	24 Jul 2023



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

<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. 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.</p>	<p>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.</p>
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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

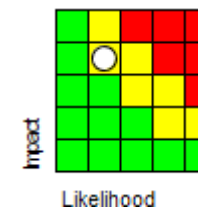
Additional Controls/Actions to Reduce Likelihood and/or Impact Scores

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
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Latest Update	By	Date
Risk reviewed. No change to score. Continuing to monitor 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. Progress being made to recruit to this vacant post. Mandatory Info Gov training has been completed across the organisation and AHSCP and anyone who has not completed has been contacted and asked to complete urgently. IGWG and IGSG continue to meet and a regular update on IG is provided to CLT.	Alison Watson	23 Nov 2023



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.
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Existing Controls

Multi-Agency Public Protection Arrangements (MAPPAs), 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

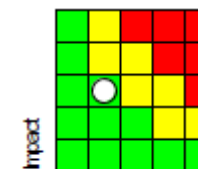
Additional Controls/Actions to Reduce Likelihood and/or Impact Scores

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, Director CFJ; Kathryn Lindsay, Chief Executive
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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



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: 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-00058 Engage in development of workflow system with Civica (system provider)	31-Dec-2022	 Completed	Process in place	Service Leader - Legal	Process is now in place. The original intention had been to use the Legal Case Management System (Civica). However, instead the team has developed a system internally using SharePoint. This is working well and is being closely monitored to ensure the process remains effective.	02-Oct-2023

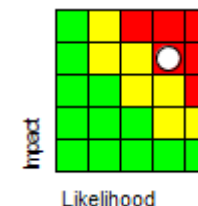
Target Likelihood: 2

Target Impact: 3

Overall Target Score: 6

Risk Owner:	Jackie Buchanan, Director of Legal & Democratic Services; Alison Watson, Service Leader - Legal
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Latest Update	By	Date
Risk reviewed and likelihood score reduced. 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 submitted. 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. CPD Training is undertaken internally by Legal staff on a regular basis.	Alison Watson	02 Oct 2023



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

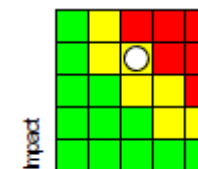
Controls/Actions		Due Date	Status	Desired Outcome	Owner	Latest Update	Date
AC-COR-00035 Ongoing review of new threats and counter measures		31-Mar-2024	 In progress	Improved security and resilience	Service Leader – Digital Enablement & IT	Ongoing Action. Cyber threats are reviewed regularly by the network and security team with additional mitigations put in place as cyber threats evolve.	07-Dec-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	Many services have migrated to a Amazon Web Services (AWS), a public cloud environment. This cloud environment provides a high level of redundancy and resilience. For the remaining on-premises services, failover is successful, albeit with some manual steps.	07-Dec-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	Actions and improvements are constantly being implemented in line with the National Cyber Security Centre (NCSC) best practice. This includes the imminent launch of Multi-Factor Authentication (MFA) following successful testing.	07-Dec-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 and resilience.	Service Leader – Digital Enablement & IT	Additional courses to be added to the new LMS system recently implemented.	19-Jul-2023
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-2024	 In progress	List of agreed prioritised actions	Service Leader – Digital Enablement & IT		

Target Likelihood: 2
Target Impact: 4
Overall Target Score: 8

Risk Owner:	Sharon Faulkner, Director of Human Resources, Digital Enablement and Business Support
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Latest Update	By	Date
Risk reviewed and updated. No change to score.	Alison Frew	19 Jul 2023



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

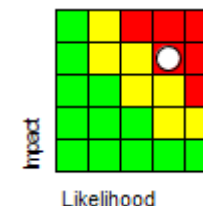
Controls/Actions		Due Date	Status	Desired Outcome	Owner	Latest Update	Date
AC-COR-00023 Delivery of corporate action plan and agreed strategic objectives for 2022/23		31-Mar-2023	 Completed	Compliance with legislation	Depute Chief Executive	New Fire Risk action added for 2023/24 strategic objectives. 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	 Completed	Services enabled to identify if they are compliant with relevant H&S legislation	Team Leader - Risk, Resilience and Safety	Risk Profile now live and ready for use	30-Aug-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.	07-Dec-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	Training ongoing, training matrix is now regularly shared with the Health & Safety Consultative Group.	07-Dec-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	Progress is slower than anticipated due to other demands and priorities on the service.	07-Dec-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	Report updates are being submitted to Health & Safety Consultative Group to monitor progress.	07-Dec-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	PI's and corporate safety action plan are shared with Health & Safety Consultative Group.	07-Dec-2023
AC-COR-00091 Review and update existing corporate & service induction health & safety training		31-Dec-2024	 In progress	Suitable and sufficient health and safety induction training in place	Team Leader - Risk, Resilience and Safety; Acting OD Manager	Due date extended to 31 December 2024 to allow for a complete review of all corporate health & safety training to include induction (some induction is linked to other training).	07-Dec-2023
AC-COR-00094 Fire risk assessment		31-Mar-2024	 In progress	Compliance with Fire legislation.	Team Leader - Risk, Resilience and Safety	Due date extended to allow the scheduling and undertaking of fire risk assessments for all council properties. Once this is completed, fire risk assessments will be carried out as per the scheduled programme.	07-Dec-2023

Target Likelihood: 2
Target Impact: 3
Overall Target Score: 6

Risk Owner:	Mark Armstrong, Depute Chief Executive
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Latest Update	By	Date
Risk reviewed and no change to score needed at this time.	Mark Armstrong	06 Dec 2023



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

<p>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.</p>	<p>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</p>
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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			
AC-COR-00038 Submit annual Public Bodies Duties Report (mandatory)	30-Nov-2023	 Completed	Progress on performance towards targets Continued self-assessment	Team Leader - Environment & Climate Change; Project Officer - Climate Change		
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		
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.	18-Jul-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.	18-Jul-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.	18-Jul-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).	18-Jul-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.	18-Jul-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.	18-Jul-2023
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Target Likelihood: 3
Target Impact: 4
Overall Target Score: 12

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