Critical and High Risks

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Midlothian

Rows are sorted by Code

ASC.RR.01 Adult and Social Care Service

Risk Code & Title	Description	Latest Note	Internal Controls		Current Rating	Actions	Action Status	Due Date	Assigned To
ASC.RR.01-05 Meeting growing demands with constrained /reduced budgets, especially from external funders	<u>Community Care</u>: Risks from demographic pressures arising from increasing elderly population and increasing numbers of adults with disabilities and complex needs. <u>Regeneration and SI services</u> e.g. MTS heavily reliant on external funding (around 50% of total funding). Could fail in bids or funding landscape changes. Growing numbers of unemployed and young unemployed	<u>**Q4 2014/15**</u> Plans have been developed to ensure a smooth transition from the Change Fund to the Integrated Care Fund. At this stage the ICF is only guaranteed for 2015/16 so there remains a degree of long term uncertainty. More generally the provision of Social Care Services is taking place in the context of significant reductions in the budgets of both the Council and NHS Lothian and therefore there is a continual need to identify potential areas of efficiencies.	•01 - Eligibility criteria etc •02 - Performance reporting •03 - Service transformation programme-older people •04 - Capacity planning and commissioning LD and complex needs •05 - Monitoring and reporting waiting times •06 - Developing performance indicators for reviewing policy •07 - Regeneration sourcing external funding •08 - Monitoring performance to meet contractual requirements •09 - Budget monitoring •10 - Shared services 11-Regeneration Service Review 12-Development of financial module	🔴	19	To prepare for the new more demanding Delayed Discharge targets 7 more short term beds will be created in Highbank and the capacity of the in-reach team will be increased.	▶	31-Jul-2015	Anthea Fraser

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CHS.RR.01-20 Generic - Information Management and Data Protection	Heads of Service consider control of information and data. Customer & Housing Services have constant use of personal and sensitive data	Q4. 2014/15 : On Target. Risk Assessment reviewed in Q4.	01 - Part of Corporate IMG 02 - Divisional IMG 03 - Staff awareness and training 04 - Computer systems; Permission levels e.g. community safety access to the Police database 05 - Control built into competency appraisals	🛑 18				
CHS.RR.01-24 Revenues - Ensuring longer term arrangement for Non Domestic Rates	It is necessary to explore the options in relation to administration of non domestice rates and to secure the best option for Midlothian going forward as the current service is proving expensive.	Q4. 2014/15 : On Target. Risk Assessment reviewed in Q4. City of Edinburgh Council (CEC) will continue to provide our NDR services in-house from previous tendering options. Draft SLA contract provided to CEC for further comment and agreement. Risk score will be reduced from HIGH to MEDIUM/LOW once new agreement with CEC signed off.	The main internal controls are:- 01 - Consider options in light of strategy to exit City of Edinburgh arrangement 02 - Go through formal tender process to evaluate and assess best value of options 03 - Implement new detailed contract with successful tenderer, for a fixed period, with clear outline of our requirements and stipulations in relation to administration 04 - regularly review performance on an ongoing basis, addressing any issues that arise (operational and strategic)	🛑 18	Implement suitable option for future NDR administration (in-house, shared service or third party)	▶	31-Mar-2016	Kevin Anderson;
CHS.RR.01-25 Revenues - provide an effective benefits service, with improved processing times and fit for purpose in	This risk relates to the requirement to continually improve benefits processing times, whilst introducing new technologies and preparing the service for the major changes which will be introduced through Welfare Reform,	Q4. 2014/15 : On Target. Risk Assessment reviewed in Q4. Improved performance validated by Audit Scotland 2014 risk assessment. This will remain at HIGH risk as benefit processing is an area of risk, in view of significant increase in workload from legislative changes. Continued responsibilities for	Headline internal controls centre include:- 01 - Use of well established software, Civica Income Management (RadiusIcon) 02 - well trained collections & enquiries staff 03 - Electronic File Import Procedures 04 - documented cash office and	🛑 19	Implement Open Access for customer self-service	▶	31-Mar-2016	Kevin Anderson

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a modern environment	the SFIS etc.	Scottish Welfare fund. Universal Credit due to be implemented from 25 April 2015 for single claimants on income- based Jobseekers Allowance only.	back office procedures 05 - Income Returns received from Divisions and Centres 05 - Daily return prepared for the General Ledger 06 - Income Control Account 07 - Bank Reconciliation 08 - E-payments 09 - Implementation of ATLAS 10 - External audit of HB&CTB and follow up audit					

FISS.RR.01 Finance and Integrated Service Support - Risks Register

Risk Code & Title	Description	Latest Note	Internal Controls	Current Rating	Actions	Action Status	Due Date	Assigned To
FISS.RR.01-27 IT - Compliance - Regulatory, Contractual and Legal	This is the risk of censure and includes DPA, FOI, RIPSA, Computer Misuse, Health and Safety, GSX, NHS, Police q	**Q4 2014\15:** This is currently still High risk due to PSN - Cabinet Office Zero Tolerance approach and the requirements that this places on all Business Applications and associated suppliers.	The main internal controls are:- 01 - Identify areas of poor practice 02 - Educate users with their Information Security responsibilities 03 - Undertake risk assessment of compliance responsibilities for GSX, ViSOR, PLDN and SCRO 04 - Policies and Guidelines exist to maintain compliance 05 - New Projects approved \ initiated via Digital Strategy Group \ CMT	18	PCI Compliance		31-Mar-2016	Phil Timoney

Risk Code & Title	Description	Latest Note	Internal Controls	Current Rating	Actions	Action Status	Due Date	Assigned To
FISS.RR.01-28 IT - Computer Business Continuity Management	Computers play a major role in continuity of business and any major disruption would be crucial and jeopardise the Council's approach to the Civil Contingencies Act	**Q4 2014/15 :** This remains a HIGH risk for the Council but actions and updates are being provided to Business Contingency planning group & Director \ HOS. Grant Thornton (external auditors) currently onsite undertaken Annual review.	The main internal controls are:- 01 - List of critical business systems contained with a generic IT BC Plan 02 - Routine of reporting IT BC into CMT and BCG 03 - Ongoing programme of resilience 04 - Corporate BC plan 05 - Back ups of data and systems on an incremental and full basis. 06 - Specific risk assessment adopted by the Audit Committee on 8 February 2011(attached)	🔴 18	Business Continuity	▶	31-Mar-2016	Phil Timoney

MC40 Education Transformation Project

Risk Code & Title	Description	Latest Note	Internal Controls	Current Rating	Actions	Action Status	Due Date	Assigned To
MC40-03 Failure to deliver savings	Project fails to deliver its objectives and target financial savings.	**Q4 2014\15:** Risk rating remains high.	Ensure project plan in place and savings profile validated. Track project plan and agreed deliverables and include financial performance in highlight reports Escalate to governance model anything that falls outside agreed management parameters, with proposed remedial actions. Ensure options have a robust financial assessment and there is clarity on how achieving service delivery within a reduced budget. At the end of each stage, ensure that the objectives/financial savings are on target. At the end of the project, review the achievement of objectives and report to the governance model. Track financial savings following completion of the project and conduct a review of benefits.	🔴 17	Manage project according to project management principles	▶	31-Mar-2017	Sandra Banks

Risk Code & Title	Description	Latest Note	Internal Controls		Current Rating	Actions	Action Status	Due Date	Assigned To
MC40-04 Education Resources staff to support project	Insufficient staff in Education Resources team to support and deliver this project, compromising the delivery timescale and savings required.	**Q4 2014\15:** This risk has been refreshed to specifically refer to the resources of the Education Resources team. Its rating has been increased from a major impact\ medium likelihood to critical impact\high likelihood, as the team is not in place.	Identify & document resources needed to deliver each stage of each project workstream with sufficient lead time & allocate from within current resources. If additional resources are required, specify, request and secure necessary approval Each project workstream to monitor resource allocation\utilisation and escalate any resource issues that will impact the delivery of the workstream\project and seek resolution. Resource utilisation included in all project reports. Project Sponsor to escalate any resource issues or requests for funding to BTB.	🔴	23	Monitor resources and escalate issues	▶	31-Mar-2017	Sandra Banks
MC40-05 Conflicting priorities within the organisation impacting the availability of key specialists to support project	Availability of key specialists from other parts of the Council e.g. Property , HR, Finance, IT etc to support project delivery	**Q4 2014\15:** This risk has been refreshed to specifically reference resources required from other parts of the organisation to enable and support the delivery of the project e.g. Finance, HR, Property and Facilities Maintenance etc. The rating has been increased to 19 as resource is required from Property Maintenance to conduct feasibility studies for the Catchment Review workstream and from Finance to provide baseline costs.	Inform the Project Manager, Project Lead, Project Board and Project Sponsor of resources other than those in the Education Resources team by providing resource/work specification, expected duration and timeline at the earliest possible stage. Gain commitment to the resources being made available to carry out the tasks required, to achieve planned timescale. Each project workstream to monitor resource allocation\utilisation and escalate any resource issues that will impact the delivery of the workstream\project and seek resolution. Resource utilisation included in all project reports. Project Sponsor to escalate any resource issues or requests for funding to BTB.	🔴	19	Monitor resources and escalate issues	▶	31-Mar-2017	Sandra Banks

MC43 Getting it Right for Every Midlothian Child

Risk Code & Title	Description	Latest Note	Internal Controls		Current Rating	Actions	Action Status	Due Date	Assigned To
MC43-08 Workforce capacity	Availability of people that can be recruited to fill posts required by the legislation, both during training regarding the legislation and in the longer term as a result of the additional duties, e.g. additional health visitors, teaching and administrative staff, early learning and childcare. There is a lead-in time between recruiting staff and them fulfilling their duties, while they are learning their role and/or studying for qualifications. Failure to recruit new employees or cover training could disrupt preparations and delay implementation/compliance. Potential impacts include additional pressures on existing staff, corners being cut, reduction in quality of care, warning signs being missed. Delay in implementing could result in judicial review.	**Q4 14/15:** Staff recruited to enable 600 hours to be implemented for 14/15 however risk remains for extended qualification criteria for 600 hours from August 2016 (impact minor and likelihood possible). High risk relates to recruiting Health Visitors for Named Person Service			16				

MC03 Project - Business Transformation Programme Risks

Risk Code & Title	Description	Latest Note	Internal Controls		Current Rating	Actions	Action Status	Due Date	Assigned To
MC03-01 Strategic Direction	Programme fails to have clear strategic direction.	**Q4 14/15** The current financial strategy sets out the plan for delivering 2015/18 efficiencies. December Council considered the financial strategy update report and	Business Transformation Strategy (revised & approved Summer 2011) Programme Plan Internal Governance		18				

Risk Code & Title	Description	Latest Note	Internal Controls		Current Rating	Actions	Action Status	Due Date	Assigned To
		endorsed a comprehensive service review programme to help address the projected budget shortfall for 17/18. The current risk rating reflects the challenge of addressing the budget gap through service reviews and recognises the significant need for forward planning, clear strategic direction and the early identification of opportunities. This risk will reduce with the development of the service review approach and clarity on future direction.	PDD/Strategy Document/Project Plans 2004/17 Transformation Delivery Plan						
MC03-04 Staffing Resource	Risk the programme has insufficient skilled resource to support transformation activity, and conflicting priorities direct key staff from programmed activity.	**Q4 14/15** risk rating reduces with the identification of the replacement Project Lead for the Insourcing/Externalisation project. Risk rating reflects the impact on programme delivery if project activity is insufficiently resourced. The current Business Transformation team review is providing the opportunity to ensure BT resource is fit for purpose for enabling and supporting the transformation programme to 17/18 and beyond.	Clearly defined roles and responsibilities of core team managed by Business Transformation Manager Skill transfer and knowledge arrangements People skills developed to ensure staff are equipped to deliver transformational change Business Transformation Manager assesses staff resource and address concerns, escalating to BTB if appropriate Transfer of systems thinking approach	🛑	18				
MC03-08 Engagement and Communication	Risk that benefits of the programme is not shared and understood by staff and key stakeholders.	**Q4 14/15** risk continues to be considered high due to the major impact on the delivery of the programme if the rationale and approach of the programme is not understood across the organisation. The staff In Brief will continue to be used as a medium for sharing information and transformation projects have communication plans in place to ensure planned engagement with key stakeholders, including Trade Unions. Transformation projects aligned with a corporate communication resource for advice and guidance. Risk rating	Business Transformation Executive Officer and Transformation Manager Programme Communication Plan Corporate Management Team Divisional Management Team Elected Members Leadership Forum Discussions with Trade Unions Business Transformation Team, Organisational Development & Communication and Marketing Team working group	🛑	18				

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		will reduce with evidence that the 'Great Place to Grow' roadshows raise awareness of the contribution of the transformation programme.						
MC03-09 Benefits realisation & delivery of projected savings for 2014/17	Risk that the programme does not deliver the efficiency savings target and service delivery improvements, and fails to align future transformation activity to help bridge the projected budget shortfall.	**Q4 14/15** Risk continues to be rated high due to the significant challenge of delivering the efficiency savings target and service improvements through the current programme. In order to help bridge the projected 17/18 budget shortfall December Council approved the development of a comprehensive service review approach. Risk rating will reduce with evidence of sustainable service improvements and financial stability delivered through transformational change.	Measureable benefits detailed in project definition documentation and scope Progress against targets reported to Project and Programme Board in normal reporting cycle Post implementation/benefits realisation review conducted for every BT Project and reported to BTB Programme in place to deliver savings and regular monitoring in place with Section 95 Officer Regular BTB review of BT Fund utilisation Project Highlight reports Programme Health Check Transformation Programme dashboard Nominated Financial Leads aligned to delivery plan	🛑 18				
MC03-13 Financial Strategy	Risk that the activity identified in the Financial Strategy fails to deliver planned savings to secure financial stability.	**Q4 14/15:** risk likelihood reduces from high to medium reflecting the projected balanced budget for 15/16 and reduced gap for 16/17, as set out in the Financial Strategy update report to December Council. The risk impact continues to be considered critical due to the significant reliance on the financial strategy to secure financial sustainability, address the predicted budget shortfalls and prioritise resources effectively to focus on the delivery of the Council's priority outcomes.	Financial Strategy 2015/16 - 16/17 2014-17 Delivery Plan SLG BTB	🛑 22				