




Strategic Risk Profile

Strategic issues


SRP.IR.02 The Change Programme

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.IR.02	<p>Risk cause The pace of transformation strands of activity, reporting to the Business Transformation Board, does not secure service transformation, delivery of outcomes or benefit realisation.</p> <p>Risk event Delayed progress or non-achievement of outcomes and benefits.</p> <p>Risk effect Slow or delayed financial benefits arising from service redesign, requiring the adoption of recovery plans or requiring short term service reductions which impact on the Council's ability to deliver against its priorities.</p>	Chief Executive, Executive Director Children, Young People and Partnerships, Executive Director Place, Director Health and Social Care, Head of Adult and Social Care; Chief Officer Corporate Solutions; Chief Finance Officer, Chief Officer Place, Chief Operating Officer Education, Chief Officer Young People and Partnerships	<p>1. Strategic Boards established reporting to the Business Transformation Board covering the full range of transformation strands: Capital Strategy; Carbon Neutral by 2030; Digital First; Economic Renewal; Education Recovery; HSCP Transformation; Hub & Spoke Place Based Solutions; Remote Working.</p> <p>2. Regular reporting to Council setting out scale of financial challenge ahead with recurring expenditure for current service delivery projected to exceed recurring income.</p> <p>3. Cross Party Business Transformation Steering Group engaged in consideration of measures to secure balanced budgets alongside the development of a Strategic Plan to support decisions about what services, beyond those which are statutory can be provided.</p> <p>4. Financial monitoring reports and work of the Financial Management Corporate Management Team evidence continued financial sustainability, in so far as services are delivered within the overall budget in year.</p>	5	5	



Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
SPR.RA-02.08	Strategic Plan 2023 to 2028	<p>Q4 22/23: The Strategic Plan, Transformation Blueprint and updated MTFS projections will all be presented to Council in June 2023. They come together to provide a framework to effect change and to move the Council to a position of financial sustainability.</p> <p>Q3 22/23: Development of Strategic Plan and MTFS for next term of Council being progressed to support decisions about what services, beyond those which are statutory can be provided. This facilitates setting of the 2023/24 budget in February 2023.</p>	Chief Finance Officer	27-June-2023	

SRP.RA.02.03	Develop Medium Term Financial Strategy with greater oversight, clearer responsibility and accountability.	<p>Q4 22/23: An assessment of the projected budget gap through to 2028/29 was presented to BTSG, is contained in the Transformation Blueprint and will be updated regularly to BTSG and to Council.</p> <p>Q3 22/23: An ongoing assessment of the projected gap for 2023/24 proposals through to 2027/28 has been presented to BTSG alongside a series of officer savings proposals to bring recurring expenditure back in line with recurring income.</p>	Chief Finance Officer	27-June-2023	
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SRP.IR.07 Financial Sustainability

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.IR.07	<p>Risk cause Scottish Government Grant settlements fall short of the resources needed to sustain core services. Core funding falling short of inflation pressures, pay awards and demographic pressures arising from an Increasing ageing population of over 75's Increasing population of 0-15 age group and at a time when there are rising customer expectations.</p> <p>Risk event Transformation activity and the flexibility available to Councils as part of the grant settlement does not address future years projected budget gaps</p> <p>Risk effect Inadequate government funding makes securing balanced budgets challenging. It turn erodes the Council's ability to deliver services to the community and potentially means that resources available fall short of those the Council assess as required to meet its statutory obligations. Whilst transformation activity can help reshape services and ensure best value in the delivery of services it is not a solution to continued erosion of core funding.</p>	Chief Executive, Executive Director Children, Young People and Partnerships, Executive Director Place, Director Health and Social Care, Head of Adult and Social Care; Chief Officer Corporate Solutions; Chief Finance Officer, Chief Officer Place, Chief Operating Officer Education, Chief Officer Young People and Partnerships	<ol style="list-style-type: none"> 1. There is an approved Capital Strategy and Reserves Strategy in place. The Capital Strategy is being updated in the context of ongoing and significant infrastructure pressures 2. There is an approved budget for 2022/23. Services were delivered within the totality of that budget and the 2023/24 budget has been approved albeit with some reliance on one off funding. 3. There are effective arrangements in place to monitor financial performance including quarterly reporting to Council with draft reports considered at a dedicated CMT session each quarter to bring greater focus. 4. Directorates have budget boards in place to monitor and agree actions for those items which are identified as needing specific attention or present a risk to the financial position of services. 5. Strategic Boards in place and BTB focus and attention on driving transformation to support future year's financial sustainability. 6. Working through COSLA to influence government spending decisions to influence Scottish Government's budget allocation to Councils. 7. Capital Plan and Asset Management Board will scrutinise and challenge slippage on capital programmes recognising that slippage can have an adverse impact on financial sustainability and also the delivery on assets required to support capital growth. 8. Chief Executive continues to emphasise the need for effective financial control and underlined the benefit to the organisation of such an approach. Enhanced monitoring arrangements have been put in place across the Council. 9. Scottish Governments May 2022 Resource Spending Review provided planning parameters for term of parliament, albeit these are challenging and present a real terms reduction in grant funding of circa 7% over the period. 10. Report to Council 21 February 2023 sets out scale of financial challenge ahead with recurring expenditure for current service delivery 	5	5	


			<p>projected to exceed recurring income.</p> <p>11. "Mini Budgets" progressed in 2020/21 and in 2021/22 that removed non-deliverable legacy savings targets given focus on response to and recovery from pandemic.</p> <p>12. Cross Party Business Transformation Steering Group engaged in consideration of measures to secure balanced budgets alongside the development of a Strategic Plan to support decisions about what services, beyond those which are statutory can be provided.</p>			
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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
SPR.RA-02.09	Strategic Plan 2023 to 2028	<p>Q4 22/23: The Strategic Plan, Transformation Blueprint and updated MTFS projections will all be presented to Council in June 2023. They come together to provide a framework to effect change and to move the Council to a position of financial sustainability.</p> <p>Q3 22/23: The Strategic Plan, Transformation Blueprint and updated MTFS projections will all be presented to Council in June 2023. They come together to provide a framework to effect change and to move the Council to a position of financial sustainability.</p>	Chief Finance Officer	27-June-2023	
SRP.RA.02.03	Develop Medium Term Financial Strategy with greater oversight, clearer responsibility and accountability.	<p>Q4 22/23: An assessment of the projected budget gap through to 2028/29 was presented to BTSG, is contained in the Transformation Blueprint and will be updated regularly to BTSG and to Council.</p> <p>Q3 22/23: An ongoing assessment of the projected gap for 2023/24 proposals through to 2027/28 has been presented to BTSG alongside a series of officer savings proposals to bring recurring expenditure back in line with recurring income</p>	Chief Finance Officer	27-June-2023	


SRP.IR.10 COVID 19

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.IR.10	<p>Risk cause: COVID 19 Virus</p> <p>Risk event: Virus evident in all communities with rates of positive infection increasing. In a Sottish setting the focus on increase is within the central belt.</p> <p>Risk effect: Potential for widespread impacts with the risk of significant levels of community transmission leading to increased government restrictions aimed at reducing community transmission.</p> <p>Delivery of services making use of remote working solutions as far as possible. National lockdown measures</p>	<p>Chief Executive, Executive Director Children, Young People and Partnerships, Executive Director Place, Director Health and Social Care, Head of Adult and Social Care; Chief Officer Corporate Solutions; Chief Finance</p>	<p>1. CIMT established to take the strategic approach to managing the response to COVID 19 and stands ready to be re-initiated at any time.</p> <p>2. Hybrid working has been adopted by the Council as well as a dedicated Hybrid Working Board as part of the Transformation Programme</p> <p>3. COVID-19 guidance monitored and continually revised, with particular focus on Adult Services, Children's Services, Education and Communities and Lifelong Learning around how they would continue to maintain contact with children and young people who were deemed to be at risk.</p> <p>4. Keeping employees briefed and supported through the Chief Executive's weekly staff briefings; Communications weekly email and routine HR updates. (e-mailed to all employees through combination of work and personal e-mail addresses). Includes Wellbeing advice, guidance and support and signposting to PAM and EAP providers.</p>	1	4	


	to limit and control spread, impact on income generating services. Rapid pace of guidance change following government announcements and expectation of quick changes to service delivery in line with new controls.	Officer, Chief Officer Place, Chief Operating Officer Education, Chief Officer Young People and Partnerships, HR Strategic Lead	5. Promotion of digital tools to support employees and prevent employees becoming isolated. 6. Council website kept up-to date, providing details of which services were operating and any changes on how to access services. 7. A range of interventions, including digital equipment and tools such as MS Teams put in place to support remote and hybrid working 8. Following safe working guidance issued by Scottish Government relevant to sectors. 9. Economic Recovery Strategy 10. School and workplace based COVID risk assessments continually reviewed to support the identification and control of risk (and personal risk assessments where required)			
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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
SRP.RA.10.1	Hybrid Working	Q4 22/23: Project continuing Q3 22/23: Hybrid Working project is a key project contributing to the Council's transformation programme. Project Board regularly reports to Business Transformation Board and Business Transformation Steering Group.	Executive Director Place, Chief Digital Officer	31-Mar-2023	

SRP.IR.11 National Care Service


Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.IR.11	<p>Risk cause In August 2022 the Scottish Government launched a 12 week consultation on the way in which social care is delivered in Scotland. The consultation followed recommendations made in the Independent Review of Adult Social care. The independent analysis of responses was published in February 2022. On 20 June 2022 the Scottish Parliament published the National Care Service (NCS) Bill which will provide the foundation for the NCS.</p> <p>Risk event A Bill passes through various Parliamentary stages. The Bill is currently in Stage 1 of the process. The most significant part of the legislation which poses the most risk is the intention to transfer social care responsibility from local authorities to a new, national service.</p>	Chief Executive, Executive Director Health & Social Care, Head of Adult and Social Care; Executive Director Children, Young People and Partnerships, Executive Director Place; Chief Officer Children, Young People and Partnerships	<p>1. The Bill is under consultation and it is anticipated that additional information will be released by April 2023.</p> <p>2. Officer Working Group established to engage with the NCS Design School and to continue the existing work with COSLA, SOLACE, SOLAR and other relevant bodies</p> <p>3. Ongoing briefings with elected members</p> <p>4. Continued dialogue and engagement with Scottish Government and IJB/H&SCP/Children's Services</p>	3	5	

	<p>Risk effect The details of the logistics of any transfer are not yet provided within the Bill. It is not clear the extent to which powers will be removed from local authorities or what the provision or delivery of services will or will not be.</p> <p>At this stage, the risk effect is anticipated to be significant financial impact to local authorities and IJBs, as well as the potential for impacts on staffing, transfer of property and facilities and the reshaping of the delivery of care.</p> <p>It should be noted that the initial impact on the Council is staff time to contribute to the ongoing discussions and understanding of the impact of the Bill.</p>					
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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
SRP.RA.11.1	Officer Working Group	<p>Q4 22/23: Work on the NCS has been paused but is likely to be restarted In Q1 of 23/24.</p> <p>Q3 22/23: COSLA and Social Work Scotland have formally requested a pause on the NCS Bill.</p> <p>Q1 22/23: Officer Working Group agreed to be established by CMT</p>	Chief Executive	31 March 2023	



Strategic Risks

SRP.RR.01 Financial Sustainability in future years

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.RR.01	<p>Risk cause: Scottish Government Grant settlements fall short of the resources needed to sustain core services. Core funding falling short of inflation pressures, pay awards and demographic pressures arising from an Increasing ageing population of over 75's</p>	Chief Executive, Executive Director Children, Young People and Partnerships, Executive	<p>1. The Strategic Plan, Transformation Blueprint and updated MTFS projections will all be presented to Council in June 2023.</p> <p>2. Maintaining a level of reserves to deal with unforeseen or one off cost pressures.</p> <p>3. Capital and Reserves Strategies in place. The Capital Strategy is being updated in the context of ongoing and significant infrastructure</p>	5	5	

	<p>Increasing population of 0-15 age group and at a time when there are rising customer expectations</p> <p>Policy decisions by UK & Scottish Governments which are not fully funded.</p> <p>Changes to the responsibilities of Local Government and the funding implication that arise from that, particularly in respect of the creation of a National Care Service.</p> <p>Future year pay award settlements.</p> <p>Risk event:</p> <p>Real terms reduction in core grant settlements.</p> <p>Policies decisions at Government level not fully funded to Council's.</p> <p>Implementation of a National Care Service and impact on grant settlements</p> <p>Securing the extent of change required in order to deliver financial sustainability and a change program that recognises the size of the challenge.</p> <p>Cost pressures exceeding budget estimates.</p> <p>Uncertainty around service delivery models and income streams and prospects for public finances associated with COVID impact and recovery.</p> <p>Risk effect:</p> <p>Gap in Council budget between budget commitments / pressures and funding level and inadequate options presented to address this, resulting in a structural deficit.</p> <p>The pace of growth coupled with the shortfall in grant settlements adds pressure to Council budgets which will be unable to deliver capital and revenue work programmes.</p>	<p>Director Place, Director Health and Social Care, Head of Adult and Social Care;</p> <p>Chief Officer Corporate Solutions;</p> <p>Chief Finance Officer, Chief Officer Place, Chief Operating Officer Education, Chief Officer Young People and Partnerships</p>	<p>pressures.</p> <p>4. Working through COSLA to influence government spending decisions to influence Scottish Government's budget allocation to Councils.</p> <p>5. Implement a lobbying strategy with government to recognise the unique position Midlothian Council is in.</p> <p>6. Best Value Audit report actions.</p> <p>7. Strategic Boards in place to drive transformation in line with the Transformation Blueprint.</p> <p>8. Dedicating capacity to understand impact of NCS Bill, but limited details mean this is challenging and many unanswered questions (refer to specific risk on NCS for further detail)</p>			
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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
SRP.RA.02.03	Develop Medium Term Financial Strategy with greater oversight, clearer responsibility and accountability.	<p>Q4 22/23: An assessment of the projected budget gap through to 2028/29 was presented to BTSG, is contained in the Transformation Blueprint and will be updated regularly to BTSG and to Council.</p> <p>Q3 22/23: An ongoing assessment of the projected gap for 2023/24 proposals through to 2027/28 has been presented to BTSG alongside a series of officer savings proposals to bring recurring expenditure back in line with recurring income</p>	Chief Finance Officer	27-June-2023	
SRP.RA.02.04	Strategic Plan 2023 to 2028	<p>Q4 22/23: The Strategic Plan, Transformation Blueprint and updated MTFS projections will all be presented to Council in June 2023. They come together to provide a framework to effect change and to move the Council to a position of financial sustainability.</p> <p>Q3 22/23: The Strategic Plan, Transformation Blueprint and updated MTFS projections will all be presented to Council in June 2023. They come together to provide a framework to</p>	Chief Executive, Chief Finance Officer	27-June-2023	

		effect change and to move the Council to a position of financial sustainability.			
SRP.RA.02.05	Understanding impact of NCS Bill	Q4 22/23: Work paused Q2 22/23: COSLA and Social Work Scotland have formally requested a pause on the NCS Bill. Q1 22/23: Officer Working Group agreed to be established by CMT. Note details on the NCS Bill are currently limited – see new risk within Strategic Risk profile for further information and actions	Chief Executive	Paused	
NEW	Capital Plan prioritisation	Q4 22/23: Work progressing on Capital Plan prioritisation Q3 22/23: Work is ongoing to review the overall Capital Plan and committed expenditure, with a reprioritisation of the programme reflective of the escalating inflationary pressures. Reprioritisation plan to be presented to Council in Q4 for approval, aligned to the Medium Term Financial Strategy.	Executive Director Place, Executive Director Children, Young People and Partnerships, Chief Finance Officer, Head of Development	31 March 2023	


SRP.RR.02 The Long Term Change Programme

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.RR.02	Risk cause A MTFS that doesn't address the projected budget shortfall or contextual factors relating to the Midlothian area Reduced resources Leadership fit for the future Lack of clarity or clear compelling vision for the future Delay or shortfall in securing savings Lack of or not securing transformational change in service provision Risk event Delayed progress in applying various strands of the Change Programme including Delivering Excellence Framework Slow benefits realisation and budget savings Cuts in service provision rather than service transformation Risk effect	Chief Executive, Executive Director Children, Young People and Partnerships, Executive Director Place, Director Health and Social Care, Head of Adult and Social Care; Chief Officer Corporate Solutions; Chief Finance Officer, Chief Officer Place, Chief Operating	1. Development of Strategic Plan, Transformation Blueprint and MTFS projections which come together to provide a framework to effect change and to move the Council to a position of financial sustainability. 2. Leadership from all Elected Members, Executive Team and Senior Leadership Group. 3. Appropriate governance in place across the BTB Strategic Boards 4. Resilience planning. 5. Capacity to deliver change. 6. Dedicating capacity to understand impact of NCS Bill, but limited details mean this is challenging and many unanswered questions (refer to new risk on NCS for further detail)	5	5	SRP.RR.02



	Objectives of change not actually met Adverse impact on services Slow or delayed proposals/savings arising from service redesign. Potentially further eroding reserves or requiring short term service reductions which impact on Council's ability to deliver against its priorities. Staff morale negatively affected, Government step-in Short term savings instead of transformation	Officer Education, Chief Officer Young People and Partnerships				
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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	
SPR.IA.02.06	Strategic Plan 2023 - 2028	Q4 22/23: The Strategic Plan, Transformation Blueprint and updated MTFS projections will all be presented to Council in June 2023. They come together to provide a framework to effect change and to move the Council to a position of financial sustainability. Q3 22/23: Q3 22/23: The Strategic Plan, Transformation Blueprint and updated MTFS projections will all be presented to Council in June 2023. They come together to provide a framework to effect change and to move the Council to a position of financial sustainability.	Chief Finance Officer	27-June-2023	
SRP.RA.02.03	Develop Medium Term Financial Strategy with greater oversight, clearer responsibility and accountability.	Q4 22/23: An assessment of the projected budget gap through to 2028/29 was presented to BTSG, is contained in the Transformation Blueprint and will be updated regularly to BTSG and to Council. Q3 22/23: Q3 22/23: An ongoing assessment of the projected gap for 2023/24 proposals through to 2027/28 has been presented to BTSG alongside a series of officer savings proposals to bring recurring expenditure back in line with recurring income	Chief Finance Officer	27-June-2023	

SRP.RR.03 Legal and Regulatory Compliance


Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.RR.03	Risk cause Current or new legislation applying to Midlothian Council Risk event Council and or Services not identifying all applicable legislation impacting Council activities and Service	Chief Executive, Executive Director Children, Young People and Partnerships, Executive	1. Executive Directors, Chief Officer(s) and Head(s) of Service responsible for identifying applicable legislation and propose Council or Service responses to CMT and Cabinet/Council as required. 2. Annual Assurance Statement. 3. Internal Audit testing of internal controls as part of risk based audit plan.	3	3	

	requirements. Risk effect Council failing to meet its statutory obligations resulting in a potential negative impact for service users or employees. Reputational impact of not meeting statutory obligations.	Director Place, Director Health and Social Care, Head of Adult and Social Care; Chief Officer Corporate Solutions; Chief Finance Officer, Chief Officer Place, Chief Operating Officer Education, Chief Officer Young People and Partnerships, Legal and Governance Manager	4. External Audit. 5. Range of external inspection. 6. Local Scrutiny Plan 7. BTSG oversight of new legislation 8. Central repository of applicable legislation.			
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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
SRP.RA.03.0 2	Rights of the Child Bill	Q4 22/23: No further progress from previous quarter. Q3 22/23: Scotland is set to become the first country in the UK to directly incorporate the UN Convention on the Rights of the Child into domestic law. The Scottish Government's new bill on the rights of the child is expected to have far reaching implications for public bodies. Midlothian Council is beginning to roll out training with regards to the implication this new piece of legislation shall have on all services. Q2 22/23: Scotland is set to become the first country in the UK to directly incorporate the UN Convention on the Rights of the Child into domestic law. The Scottish Government's new bill on the rights of the child is expected to have far reaching implications for public bodies. With guidance beginning to be disseminated from the Scottish Government, the Council is continuing to monitor and plan.	Executive Director Children, Young People and Partnerships, Chief Social Work Officer	31-Mar-2023	
SRP.RA.03.0 3	National Care Service	Q3 22/23: COSLA and Social Work Scotland have formally requested a pause on the NCS Bill. Q1 22/23: Officer Working Group agreed to be established by CMT. Note details on the NCS Bill are currently limited – see new risk within Strategic Risk profile for further information and actions.	Chief Executive	31-Mar-2023	

SRP.RA.03.05	Standing Orders	<p>Q4 22/23: The Standing Orders Working Group (SOWG) met in April 2023. The interim hybrid working protocol was reviewed and referred to Council. It was agreed in May 2023 by Council. SOWG will monitor the implementation of the interim protocol and will review in Q3/Q4 2023/24. The SOWG will meet in Q3 to review the revised changes to Standing Orders following its first meeting. It is anticipated that revised Standing Orders will be presented to Council late Q3/early Q4 for approval and implementation</p> <p>Q3 22/23: The Standing Orders Working Group was approved and appointed at the Council meeting on 13.12.2022 and will meet in Q3 to ensure that these issues are included within this work programme and that all staffing changes are incorporated into the Scheme of Delegation. In the interim, mitigations will be put in place to ensure authorisations are valid.</p> <p>Q2 22/23: Structural reviews within the Midlothian Council resulting in the Standing Orders being outdated. Authorised Officers within Regulatory Services may be open to challenge in relation to statutory enforcement work on grounds of delegated authority. Statutory enforcement work including the service of Statutory Notices, Fixed Penalties and Court proceedings may require to be withdrawn resulting in reputational damage and or financial penalty (e.g. case costs awarded against the LA). Structural reviews approved by Council have been incorporated into Standing Orders.</p>	Executive Director Place; Chief Officer Corporate Solutions, Legal and Governance Manager	31- Mar 2024	
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SRP.RR.04 Employee performance

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.RR.04	<p>Risk cause Employees not suitably trained/developed for the roles required of them. limited availability of qualified practitioners in certain sectors Change program not informed by all key stakeholders Ageing work force Employees unclear on expected behaviours. Employees constrained to innovate as a result of management practice Employee productivity rate below the required level because of ineffective use of the People Policies particularly Maximising Attendance Salaries significantly lower in social work area in comparison to other LA's resulting in recruitment issues particularly with trying to recruit experienced staff</p> <p>Risk event</p>	Chief Executive, Executive Director Children, Young People and Partnerships, Executive Director Place, Director Health and Social Care, Head of Adult and Social Care; Chief Officer Corporate Solutions; Chief Finance Officer, Chief Officer Place, Chief Operating	<p>Over-riding risk control measure = Focus on having the right people, here, healthy, performing, behaving and well led via effective utilisation of the workforce strategy and accompanying action plan.</p> <p>Attendance / Wellbeing 1. Continuing implementation of the Wellness@Midlothian agenda. 2. Creation of an Employee Health and Wellbeing Strategy and supporting policy. 3. Maintaining the Healthy Working Lives Gold Award. 4. Proactive use of Occupational Health, Midlothian Physiotherapy, Employee Assistance Programme and the Workplace Chaplaincy Service. 5. Change of EAP supplier to ensure provision of best possible service. 6. Development of progressive People Policies. 7. Roll-out of mental health training for staff and managers.</p> <p>Performance 1. Service-level workforce plans.</p>	3	4	


	<p>Employees not engaged/consulted as part of organisational transformation.</p> <p>Experienced employees leaving the organisation</p> <p>Inability to recruit suitably qualified / trained staff to fill vacancies negatively impacting on remaining workforce</p> <p>Unacceptable behaviours demonstrated by employees</p> <p>Stated organisational culture not consistently reinforced by managers</p> <p>Poor employee performance will stifle transformational change</p> <p>Risk effect</p> <p>Difficulties recruiting the right staff</p> <p>Challenges retaining quality staff</p> <p>Low skill levels</p> <p>Low morale, especially during change</p> <p>High absence rates, loss of experience in service areas.</p> <p>'A Great Place to Grow' our values including respect ,collaboration, pride and ownership not realised, potentially resulting in missing the opportunity to capitalise on the abilities, experience and ideas of team members. Poor employee performance will Exacerbate the financial challenge</p>	<p>Officer Education, Chief Officer</p> <p>Young People and Partnerships, HR Strategic Lead</p>	<p>2. Structured, robust, well established 'Making Performance Matter' Framework where expected standards of behaviour and Council values are re-enforced.</p> <p>3. Continued re-enforcement of all People Policies involving various communication methods.</p> <p>4. Development of a suite of management information to ensure Service Managers are informed e.g. turnover, absence levels/reasons etc.</p> <p>Organisational Change</p> <p>1. Policy for Organisational Change includes strong emphasis on early engagement of employees.</p> <p>2. Redeployment Procedure to ensure maximum chance of successful redeployment.</p> <p>Conduct</p> <p>1. Resolution Policy encourages early intervention of workplace issues.</p> <p>2. Professional standards and values build into the induction process and management development programme.</p> <p>Communication</p> <p>1. A range of initiatives to keep staff informed of change (Chief Executive's weekly email, Connect, All staff emails, tailored team briefings etc.</p>			
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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
SRP.RA.02.04	Revisions to Service Workforce Plans - including analysis of future workforce requirements, gap analysis and gap closing strategies, and performance measures and target setting.	Q3 22/23: Workforce plan guidance issued to all Directorates. Refreshed workforce plans to be developed in line with the new service plans for the next financial year 23/24. Q4 22/23: Service Plans 2023-27 being presented to June Council for agreement. Workforce plans will then be developed aligned to agreed revised service plans agreed in June 2023; supporting workforce plans in place by June 2024.	HR Strategic Lead	31-Mar-2023	
SRP.RA.02.06	Workforce wellbeing	Q3 22/23: Continuing to embed the new Employee Health and Wellbeing Strategy.	HR Strategic Lead	31-Mar-2023	


SRP.RR.07 Care at Home

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.RR.07	<p>Risk cause</p> <p>Internal and External providers of Care at Home services unable to meet service and quality requirements as a result of a lack of capacity.</p>	Director Health and Social Care, Head of Adult Health and Social Care	<p>1. Care at Home winter assurance plan and business continuity plan complete</p> <p>2. Development of Care at Home Service Improvement action plan near completion</p> <p>3. External commissioning complete and ongoing contract monitoring</p>	3	4	




	Risk event Capacity of Community Support outstripped by demand Risk effect There is a risk that patients will have their discharge delayed because there is insufficient community supports to enable timely discharge leading to deterioration in their health, beds being blocked and elective operations potentially being cancelled.		in place 4. External provider audits complete 5. Re-established Multi-Agency Quality in Care at Home quarterly review meetings jointly with East Lothian 6. Weekly provider meetings in place 7. Additional locum team members and contracts with agency staff in place 8. Daily discharge meeting with Multidisciplinary and Multi-agency team planning to plan and coordinate discharge to ensure care at home support in place			
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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
SRP.RA.07.01	Independent review of adult and social care	Q4 22/23: Pause remains in place. Q3 22/23: COSLA and Social Work Scotland have formally requested a pause on the NCS Bill. Q1 22/23: NCS Bill published June 2022. Consultation at Stage 1, concludes in Sept. See separate risk on NCS for further information.	Head of Adult and Social Care; Chief Executive	30-Jun-2022	


SRP.RR.08 Asset Management – buildings, vehicles, roads and Digital assets/networks

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.RR.08	Risk cause Many of the assets the Council own by their nature are in a position of ongoing deterioration through their normal use, e.g. roads - normal wear and tear, street lights and vehicles & buildings used to deliver services. Risk event Many assets will deteriorate under normal conditions although buildings, roads and street lights as an example can be damaged during more extreme weather events or as a result of a lack of maintenance.	Chief Executive, Executive Director Children, Young People and Partnerships, Executive Director Place, Director Health and Social Care, Head of Adult and Social Care;	1. There is provision in place within the capital plan for investment in the asset base. 2. Asset register 3. Condition Survey 4. Understanding of future asset needs 5. Asset Strategy: . Roads . Land . Fleet . Digital Service Network . Digital Service hardware	3	5	



	Risk effect In the case of Roads Services there is a real risk of increased potholes and insurance claims, reduced skid resistance leading to higher accident potential and building up of higher costs in the future. In respect of vehicles, increased breakdowns, service failures, greater maintenance inevitable, higher short-term hire costs. In terms of property, health and safety issues arise, failure to meet current standards and higher running costs. There is also the risk of two-tier accommodation, some high quality, some low.	Chief Officer Corporate Solutions; Chief Finance Officer, Chief Officer Place, Chief Operating Officer Education, Chief Officer Young People and Partnerships, Head of Development	6. Capital program - investment in estate. 7. Ongoing monitoring of properties by: Maintenance Surveyors, Facilities Management and Property Users. 8. Established Capital Plan and Asset Management Board and dedicated Asset Management Board 9. Establishment of 7 thematic Estate Safety and Management Groups chaired by Chief Officer Place 10 Building Accessibility Strategy			
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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
SRP.RA.08.02	Plan for appropriate investment in capital works and remedial maintenance over the lifespan of each property asset.	Q2 22/23: Programme of work agreed to progress for building condition surveys on a phased approach, over a three year period. Move to implementation into 22/23. Check w/Gareth	Chief Officer Place	31-Mar-2023	
SRP.RA.08.05	Learning Estate Strategy	Q4 22/23 Due to a number of factors a number of key Learning Estate project remain at risk. Rising costs, labour shortage and availability of materials. Some of the LES priority projects are not funded in the existing Capital Plan. Q2 22/23: Potential risk to delivery of Learning Estate projects due to .inflated costs from a number of factors. Factoring the commitment to net zero into our projects has added another cost pressure and may affect the affordability and viability of some projects. Oversight of Learning Estate programme through the Capital plan & Asset Management Board	Executive Director Children, Young People and Partnerships, Head of Development	31-Mar-2023	
SRP.RA.08.06	Asset Management systems	Q2 22/23: Work is ongoing through Place services to identify appropriate asset management systems	Chief Officer Place	31-Mar-2023	


SRP.RR.09 Emergency Planning and Business Continuity Management


Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.RR.09	Risk cause The Council not preparing or timeously reviewing Emergency Plans and testing arrangements to respond to Civil Contingencies Incidents Risk event There are a wide range of potential events the Council may be expected to respond to e.g. Severe weather incident,	Chief Executive, Executive Director Children, Young People and Partnerships, Executive Director Place, Director Health	<u>Potential</u> sub risks include:- 01 – Civil Contingencies Risk Register used to highlight key risks and record response, - Council's plans developed and maintained in response to identified risks, - Risk and Resilience Group support development, peer review and roll out of plans. 02 – Establishment based incident response plans in place and	3	4	

	<p>Pandemic, Utility disruption etc.</p> <p>Risk effect Censure through non-compliance with the Civil Contingencies Act Not adequately recovering from the loss of major accommodation (e.g. secondary school, main offices), computer systems and staff Not able to respond to a major emergency in the community Fatal Accident Inquiries</p>	<p>and Social Care, Head of Adult and Social Care; Chief Officer Corporate Solutions; Chief Finance Officer, Chief Officer Place, Chief Operating Officer Education, Chief Officer Young People and Partnerships, Head of Development, Senior Manager Protective Services, Health, Safety & Resilience Manager</p>	<p>maintained locally. 03 – Emergency response plan setting out general approach to respond to a major emergency in-line with key partner organisations. 04 – As part of the Council's Emergency response the importance of recording decisions made and information available at the time is highlighted as this would be scrutinised in the event of an FAI. 05 – Care for People Group meeting 6 weekly to continue support for Communities in response to COVID – 19 to establish and co-ordinate support for people on a multi-agency basis. 06 – Care for People Group: Afghan, Ukrainian and UASC support programmes</p>			
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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
SRP.RA.09.02	Development of Emergency Planning Improvement Plan	<p>Q4 22/23: Following recent participation in a number of emergency exercises a draft report has been prepared for CMT on Enhancing Organisational Resilience and Preparedness. This report also addresses progress with business continuity.</p> <p>Q3 22/23: New Health, Safety and Resilience Team Manager in post</p> <p>Q2 22/23: New Contingency Planning Officer in post and work progressing on improvement plan</p>	Chief Officer Place; Senior Manager Protective Services, Health, Safety & Resilience Manager	<p>30 June 2023</p> <p>30 Sept 2023</p>	
SRP.RA.09.03	Business Continuity System	<p>Q4 22/23: Refer to point above.</p> <p>Q3 22/23: Pilot areas identified and champions across Directorates for the roll out</p> <p>Q2 22/23: System currently being populated ahead of roll out to all services. A small number of Council services engaged to test and validate operational functionality. Project governance now overseen through the Customer Service Platform Board</p>	Chief Officer Place; Senior Manager Protective Services, Health, Safety & Resilience Manager	31-Mar-2023	

SRP.RR.10 Governance and Standards in Public Life





Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.RR.10	<p>Risk cause Code of conduct for Members and employees actions falling short of International Standards.</p> <p>Risk event Failure in openness, accountability, clarity.</p> <p>Risk effect Service, partnerships and project outcomes not achieved Non-compliance with conduct standards and reduction in standards in public life</p>	Chief Officer Corporate Solutions; Chief Executive; Chief Officer Place; Executive Director Place; Alan Turpie	<p>Potential sub risks include:-</p> <p>01 Macro governance at the top – failure in openness, accountability, clarity;</p> <p>02 Micro governance in services, partnerships and projects and outcomes not achieved</p> <p>03 Non-compliance with codes of conduct and reduction in standards in public life</p> <p>04 Annual Assurance Statement.</p> <p>05 Standing Orders</p> <p>06 Scheme of Administration</p> <p>07 Scheme of Delegation</p>	2	4	

Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
SRP.RR.10.01	Corporate Governance	<p>Q4 22/23: Annual Assurance Statements to be presented to Audit Committee in June 2023 for 2022/23 year. See above for review of Standing Orders update.</p> <p>Q3 22/23: Annual Assurance Statement submitted annually, People Policies and Standing Orders subject to review process (see separate risks contained within the strategic risk profile for further information)</p>	Executive Director Place; Chief Officer Corporate Solutions; Legal and Governance Manager	31-Mar-2024	

SRP.RR.11 Corporate Policies and Strategies


		Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.RR.11	<p>Risk cause Policies may not match the aspirations of the Council's Strategic priorities or cultural perspective.</p> <p>Risk event Policies not monitored may become out of date Policies not reviewed to ensure alignment with strategic priorities.</p> <p>Risk effect</p>	Chief Executive, Executive Director Children, Young People and Partnerships, Executive Director Place, Director Health and Social Care, Head of Adult and	<p>1. Single Midlothian Plan providing overarching direction</p> <p>2. Service plans aligned to Single Midlothian Plan.</p> <p>3. Leadership team to ensure correct approaches are adopted to get the right results.</p> <p>4. Strategic housing investment plan, submitted to Scottish Government in October 2022</p> <p>5. Procurement Strategy 2018</p> <p>6. Capital Strategy</p> <p>7. Integrated Joint Board (IJB) Plan</p> <p>8. IJB Strategic needs assessment</p>	2	3	


	Policies not monitored could result in non-compliance with legislation Policies not align to strategic priorities will inhibit the rather than support implementation of strategic priorities.	Social Care; Chief Officer Corporate Solutions; Chief Finance Officer, Chief Officer Place, Chief Operating Officer Education, Chief Officer Young People and Partnerships	9. Midlothian Local Development Plan 2017 – the Council's corporate spatial strategy.			
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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
SRP.RA.11.0 2	Accessibility Strategy	Q4 22/23: Education staff will work with Place colleagues to update the Accessibility Strategy for session 23/24 Q3 22/23: Work progresses through the building audit programme Q2 22/23: Education working with Property colleagues to refresh building data including information on building accessibility. Once work is complete, a work stream will be progressed to ensure Council compliance.	Chief Officer Place; Chief Operating Officer Education; Senior Manager Property and Facilities Management	31 Oct 2023 31-Mar-2023	
SRP.RA.11.0 5	Antisocial Behaviour Policy	Q3 22/23: Work continues	Chief Officer Place	31-Mar-2023	
SRP.RA.11.0 6	Strategic Plan 2023 - 2027	Q3 22/23: Development of Strategic Plan and MTFS for next term of Council being progressed to support decisions about what services, beyond those which are statutory can be provided. This facilitates setting of the 2023/24 budget in February 2023	Chief Executive; Chief Finance Officer	31-Mar-2023	
SRP.RR.11.0 1	Parental Engagement Strategy	Q4 22/23 – Positive engagement continues with Parents and learners. Q3 22/23: A Parental Engagement strategy and a Parent Council Toolkit have been developed and implemented in October 2022. The Parental Learner Liaison Officer continues to engage with parents and learners through Parent Council Chairs, Parent/ learner Conferences as well as hearing their voice through National Discussions and consultations. Q2 22/23: Parental Learner Liaison Officer has produced a draft Parental Engagement Strategy looking at examples throughout Scotland and a consultation with all stakeholders is underway. Following a review with Parent Council Chairs, a Parental Engagement calendar has been created for next session to support PC Chairs with the information and structure they need. The National Parental Involvement & Engagement survey has been rolled out to all Primary, Secondary & Special School parents with data to be evaluated in July. Parent Working Groups have been created to support specific interests and	Chief Operating Officer Education	31-Oct-2022	


		priorities – Consultation, Equity, Digital Learning, ASN & DWY/Positive Destinations. A Parent Council 'Toolkit' has been created to inform Parents of the functions of a Parent Council, provide support, signposting and remits. This will provide a more consistent structure within Midlothian of all Parent Councils and potentially boost numbers. Social Media has been created for Parental Engagement and the design of a webpage to add to the Council Website is underway. Draft plans for our first Parent Conference in Q1 of next session is underway. The same is to be said for a Pupil Conference. The PLLO is now an active member in the SEIC Young Persons Involvement Group and regularly meets the Education Scotland's Attainment Advisor.			
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SRP.RR.12 Internal Control Environment



Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.RR.12	<p>Risk cause Work procedures/process inadvertently create the capacity for fraud and waste to occur. Internal Controls requiring more time, effort or cost than the risk being managed. Mangers failing to follow procedures and keep systems updated with accurate information</p> <p>Risk event Persons exploiting opportunities to commit fraud Waste and errors Changing risk landscape associated with remote working solutions.</p> <p>Risk effect Waste and loss Risks over managed with risk controls costing more than the potential loss being managed.</p> <p>Increased opportunity for fraud or financial loss has direct impact on management information. Has adverse effect on service performance</p>	Chief Executive, Executive Director Children, Young People and Partnerships, Executive Director Place, Director Health and Social Care, Head of Adult and Social Care; Chief Officer Corporate Solutions; Chief Finance Officer, Chief Officer Place, Chief Operating Officer Education, Chief Officer Young People and Partnerships	<ol style="list-style-type: none"> Services have been prompted to consider fraud and waste within Service Risk Registers. Risk Management Guide provides direction on the need to balance time, effort and cost against benefit of risk controls. Internal Audit examine internal control arrangements based largely on the risk registers. Whistleblowing Policy (subject to review) Internal and external assurance. E-learning for staff to complete mandatory training for fraud awareness. Implemented changes to business processes and procedures to maintain and enhance internal control. Bi-annual updates to Audit committee on progress with recommendations noted in the annual governance statement. Continue remind staff of secondary employment/outside interests and gifts & hospitality Digital induction for all new employees (with service exceptions), including legal, HR, procurement, health and safety. Control at entry to organisation. Management Development Programme, delivered in partnership with Edinburgh College, provides reinforcement of organisational regulatory obligations. The Integrity Group continues to meet to improve the Council's resilience to fraud, corruption, theft and crime (including cybercrime), maintaining proper risk management, governance and internal control processes and systems to ensure probity in systems and operations, and mitigation of risks, including the prevention, detection and resolution of fraud and irregularities. Management is also responsible for checking that the arrangements and controls are operating effectively and obtaining assurances from internal compliance, risk, inspection, quality, and control functions. 	2	3	

Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
SRP.RA.12.0 4	Review of Serious Organised Crime (SOC) group	Q4 Q3 22/23: Review continues Q2 22/23: Review of SOC has begun with stakeholder engagement underway	Chief Officer Place	31-Mar-2023	


SRP.RR.13 Climate Change

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.RR.13	<p>Risk cause Council Services not adequately engaged, resourced or directed to fulfil the requirements of the Climate Change Act.</p> <p>Risk event Council Services not responding to the Climate Change Act with sufficient pace.</p> <p>Risk effect Council failing to meet its obligation under the Climate Change (Scotland) Act 2009 and incurring the associated reputational damage.</p>	Chief Executive, Executive Director Children, Young People and Partnerships, Executive Director Place, Director Health and Social Care, Head of Adult and Social Care; Chief Officer Corporate Solutions; Chief Finance Officer, Chief Officer Place, Chief Operating Officer Education, Chief Officer Young People and Partnerships; Senior Manager Planning, Sustainable Growth and Investment	<ol style="list-style-type: none"> 1. Statutory requirement to report on compliance with climate change duties. 2. Council Carbon Management Plan 3. Approval of a Corporate Climate Change Strategy and action plan 4. CPP Board for Climate Change to bring strategic focus and oversight of plans and progress. 5. Resilience Seminars 	5	5	


Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
SRP.RA.13.0 3	Recruitment of Climate Change Officer	Q3 22/23: Service Review continues.	Chief Officer Place; Senior Manager	31 March 2023	

			Planning, Sustainable Growth and Investment		
SRP.RA.13.0 4	Delivery of the BTB Board Carbon Neutral by 2030	<p>Q3 22/23: Work underway to develop a fully costed Climate Change action plan to be presented to members in Q4 2022/23</p> <p>Q2 22/23: Carbon Management Plan requires to be reviewed and resourced adequately. There is a requirement for a cross Council approach to achieve carbon neutral by 2030. Work is underway in discrete areas to contribute to achievement of the ambition, but financial resource and staffing is required to develop an overarching engagement and action plan.</p>	Chief Officer Place; Senior Manager Planning, Sustainable Growth and Investment	31-Mar-2030	
SRP.RA.13.0 5	Development of the Strategic Plan 2023-27	Q3 22/23: Carbon Neutral by 2030 is a strategic priority within the draft strategic plan	Chief Officer Place; Senior Manager Planning, Sustainable Growth and Investment	31-Mar-2023	

SRP.RR.14.1 Scottish Child Abuse Inquiry

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.RR.14.1	<p>Risk Cause: Midlothian Council and its legacy organisations, predating the creation of Midlothian Council in 1996, have been involved in the provision of care of children going back to living memory. During this time there is the likelihood that the care children received fell below standards of care now in place. There is the further potential the some people in the care of Midlothian Council and its legacy organisations were subject to abuse by those who were employed to care for them.</p> <p>Risk Event: The Scottish Government began an Inquiry into cases of Child Abuse occurring prior to 17 December 2014, the intention of this enquiry is to identify historic case of abuse which have to date gone unreported. The most recent Section 21 notice around the Foster Care Case Study is a significant piece of work. The request for information from 1930 to date is very challenging given the volume of files that require to be read and analysed.</p> <p>Risk Effect: If the inquiry finds historic cases of abuse in Midlothian this could damage the reputation of the Council</p>	Chief Executive; Executive Director Children, Young People and Partnerships; Chief Social Worker	<p>The Council have set up an Abuse Inquiry Project Team to support the Council to prepare for information requests to support the Inquiry. In addition we have a Claims Project Team who have mapped out how we shall manage any future claims reported against the Local Authority.</p> <p>The Inquiry Team have established a Project Plan covering:</p> <ol style="list-style-type: none"> 1. Residential establishments, List D Schools and Foster Carers: identifying Children's homes, Foster Carers and any List D Schools in Midlothian over the last 100 years and researching historic records. 2. Record Audit: reviewing the Council's existing paper and electronic recordkeeping systems to identify relevant records and map them to residential establishments. This also includes, where possible, noting the Council's historic recordkeeping policies, such as retention schedules. 3. Cataloguing/Indexing: checking and updating existing recordkeeping systems for accuracy and consistency, enabling effective information retrieval when requested by the Inquiry. <p>The Project Team have established a Project Plan covering:</p> <ol style="list-style-type: none"> 4. Ascertaining the succession and insurance position in relation to potential historic child abuse claims. 	4	4	



	and could place doubt in the eyes of the public as to the safety of these currently in care. There is significant scope for a substantial financial impact arising from claims of historic abuse. Some existing employees may be affected by the inquiry and subsequent claims of abuse.		<p>5. Ascertaining and agreeing Midlothian Council's legal position/ approach in dealing with the potential historic child abuse claims.</p> <p>6. Identifying the need for guidance, protocol, templates etc. should/if any claims be made against the council.</p> <p>7. Consideration to identifying if additional staffing will be required as expected deluge of FOI's SAR's in 2018 from solicitors of potential claimants.</p> <p>8. Project team is in place with project plan with a range of identified actions which are being progressed. Monthly meetings to progress project plan.</p> <p>9. The SCAI Social Worker is very competent and experienced in this area of work and provides quarterly updates on their findings from the file read. This is a real strength within this area of work. The CSWO and Principal Solicitor meet regularly with the social worker to discuss findings from the file read.</p>			
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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
SRP.RA.14.03	Foster Care and Residential Care File Review	Q4 22/23: Inquiry has heard all the evidence for the Sect 21 submissions around foster care. Many CSWO's were called to give evidence around abuse within their local authority. Midlothian CSWO was not called to give evidence. This part of the inquiry is now concluded with learning from this due to be written up by around March 2023. This information is still not available, once it is the learning will result in an action plan being developed which we shall consider and ensure that our policies and practice are updated accordingly.	Children's Services Management Team; Chief Social Worker	31 March 2024	


SRP.RR.16 Growing Council

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.RR.16	<p>Risk cause Population growth in Midlothian over the next 10 - 15 years will see Midlothian become the fastest growing Council in Scotland. . 0-15 population increase, projected at 20% and 75+ population increase projected to increase by 100% between 2014 and 2039.</p> <p>Risk event Failure to resource and plan for these rises will significantly</p>	Head of Adult and Social Care; Director of Education; Chief Executive; Executive Director Place; Joan Tranent	<p>1. Local development plan and supplementary guidance on developer contributions.</p> <p>2. Services planning future service provision on the basis of anticipated service demands</p> <p>3. The change programme</p> <p>4. Learning Estate Strategy</p> <p>5. Capital Plan Prioritisation</p> <p>6. Strategic Housing Investment Strategy</p> <p>7. Rent Review Strategy</p>	4	4	


	<p>impact the Councils ability to fulfil its statutory obligations in relation to these groups.</p> <p>Risk effect Inadequate capacity within the school estate to cope with the projected increase in pupil numbers. In sufficient provision to support an aging population placing costly inefficiencies on other parts of the care sector. General population increase placing additional demand on infrastructure including GP services. Increased pressure on infrastructure, services e.g. waste collection and growth of road network as new development roads are adopted.</p>		<p>8. Joint needs assessment used to develop - IJB Strategic Plan</p> <p>9. Capital Plan and Asset Management Board will scrutinise and challenge slippage on capital programmes recognising that slippage can have an adverse impact on financial sustainability and also the delivery on assets required to support capital growth.</p> <p>10. City Deal provides the opportunity to support inclusive growth.</p>			
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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
SRP.RA.16.0 1	Capital Programme	<p>Q4 22/23. A number of prioritised Learning Estate strategy projects are not funded within existing Capital Programme, some have external funding which is at potential risk.</p> <p>Q3 22/23: Capital Plan prioritisation also includes Learning Estate Strategy expanded to meet statutory requirements</p> <p>Q2 22/23: Latest roll projections indicate that that we will breach capacity in some schools in Aug 2023. Capital programme updated based on outcome of review of Learning Estate Strategy underway</p>	Director of Education; Executive Director Place	31-Aug-2023	
SRP.RA.16.0 2	Capital Plan reprioritisation	<p>Q3 22/23: In light of rising costs through inflationary impacts, EU Exit and post pandemic economic shifts, work is ongoing to review the current capital plan and reprioritise the programme. This will be reported to Council in Q4 22/23 for review and approval.</p>	Executive Director Place, Executive Director Children, Young People and Partnerships, Chief Finance Officer, Head of Development	31-Mar-2023	

SRP.RR.17 UK Decision to leave the EU

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.RR.17	<p>Risk cause UK vote to leave the European Union</p> <p>Risk event UK leaving the European Union</p> <p>Risk effect The impacts associated with the UK's decision to leave the UK have yet to be realised and will only</p>	Chief Executive, Executive Director Children, Young People and Partnerships, Executive Director Place, Director Health	<p>01 – Risk and Resilience Group</p> <p>02 – Taking a risk management approach to identifying and assessing anticipated impacts</p> <p>03 – Working with a range of national and local bodies to inform preparatory arrangements.</p> <p>04 – EU Settlement scheme promoted on Council Internet to support those living and working in Midlothian to access the Home Office scheme.</p>	4	5	



	become clear once the final terms of the UK's departure are finalised. There are some direct potential impacts such as an end to EU funding of Council co-ordinated projects and indirect impacts on industries undertaken within the geographical area which have relied on EU funding, such as agriculture. There are wider potential implications arising from uncertainty regarding the resident status of EU nationals, post any exit agreement, and the availability of workers from outside the UK accessing the job market here in the future. These factors have the potential to impact on the availability of the right people with the right skills being available to help grow the economy here in Midlothian. One area this could affect the Council could be in the delivery of future building projects within Midlothian which could curtail further economic growth.	and Social Care, Head of Adult and Social Care; Chief Officer Corporate Solutions; Chief Finance Officer, Chief Officer Place, Chief Operating Officer Education, Chief Officer Young People and Partnerships				
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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
SRP.RA.17.01	Refresh of Economic Strategy	Q2 22/23: Report recommendations agreed by Council in Oct 2022. Work is now underway to refresh the Economic Strategy by March 2023	Chief Officer Place	31 Aug 2023	


SRP.RR.19 Health & Safety

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.RR.19	<p>Risk cause Failing to identify and rectify non-compliance with Health and Safety regulations.</p> <p>Risk event Employees required to undertake tasks they are not competent to. Statutorily driven health and safety protective arrangements for service users and employees not implemented correctly. Non-compliance with policy and procedure Not undertaking audits and inspections to confirm adherence to policy and legislative requirements.</p> <p>Risk effect Serious injury of ill health impact on employees and or service users. Negative impact on outcomes for customers/service users. Service users and employees exposed to hazards where statutory requirements exist.</p>	Chief Executive, Executive Director Children, Young People and Partnerships, Executive Director Place, Director Health and Social Care, Head of Adult and Social Care; Chief Officer Corporate Solutions; Chief Finance Officer, Chief Officer Place, Chief Operating Officer Education, Chief Officer	<p>1 - Health Safety and Wellbeing Strategy</p> <p>2 - Suite of Health and Safety Management Arrangements developed setting out council response to statutory obligations (Revised 2021)</p> <p>3 - Comprehensive range of Health & Safety Management & Assessment based development opportunities for line managers</p> <p>4 - Use of Health & Safety Management Information System to enhance information transfer and organisational efficiency</p> <p>5 - Comprehensive training programme in place to support those with responsibility for managing health and safety.</p> <p>6 - Guidance and Risk assessment templates to support COVID 19 response.</p> <p>7 - Use of comprehensive audit programme to confirm the application of agreed management Arrangements and Council Policy.</p> <p>8 - New risk assessment guidance and support for managers rapidly deployed in response to COVID 19 in line with associated Scottish Government guidance.</p>	3	5	


	Statutory health and safety - duty of care over services users and employees not met. Criminal prosecution of the Corporate body and or individuals through Corporate Homicide (Corporate Manslaughter) Significant financial penalties from Criminal Prosecution.	Young People and Partnerships; Protective Services Senior Manager; Health, Safety and Resilience Manager				
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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
SRP.RA.19.0 1	Delivery of Health, Safety and Wellbeing Strategy	Q4 22/23: A Health, Safety & Resilience Service Plan, 2023/24 has been drafted and is being implemented. Q3 22/23: Health, Safety and Resilience Manager started 9 January 2023. Q2 22/23: Appointment made for Team Manager Health, Safety & Resilience. Due to take up post in Jan 2023.	Chief Officer Place; Edel Ryan	2023/24 31-Mar-2023	
SRP.RA.19.0 7	H&S audit across all Council estate	Q4 22/23: Health, Safety and Resilience Service Plan's revised suggested approach – Training, Self-Assessment and Audit. Zurich Insurance high level audit of H&S due to start in July 2023. Q3 22/23: Zurich rolling out training across the Council Q2 22/23: Protective Services and Property Service are progressing a Health and Safety building audit across the full Council estate, which will inform the development of associated action plans taking a risk based assessment of the findings. Asbestos inspection programme commenced with first round of inspections focussed on the learning estate over the summer holiday period. Review of arrangements for first aid and fire warden provision commenced.	Chief Officer Place	2023/24 31-March-2023	


SRP.RR.20 Early Years Expansion (1140 Hours)

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.RR.20	Risk cause Population growth in Midlothian over the next 10 - 15 years will see Midlothian become the fastest growing Council in Scotland. . 0-15 population increase, projected at 20% in addition the Scottish Government has made a commitment to increase the current provision of free early years care from 600 to 1140 hours. Risk event Failure to resource and plan for these rises will significantly	Chief Executive; Executive Director Place; Executive Director Children, Young People and Partnerships; Chief Finance Officer	1. Learning Estate Strategy 2. Early Years Expansion to 1140 hours updates 3. Capital Strategy 4. School Roll Projections to be reviewed and updated 5. Business Support and Finance Business Partners reviewing external funding landscape closely for future funding options	4	5	


	<p>impact the Councils ability to fulfil its statutory obligations in relation to these groups.</p> <p>The sustainable rate review may lead to significant increase in funding to providers; maintaining current rate is not an option if not deemed sustainable. The result could lead to a funding gap in future years.</p> <p>Risk effect Inadequate capacity within the school estate and/or Early Years to cope with the projected increase in numbers. Lack of staffing and/or financial support to build new schools Potential for additional unfunded request to place 4 year olds with August to December birthdays requesting additional year of 1140 hours, not currently funded by Scottish Government.</p>					
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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
SRP.RR.20.01	1140 future years funding	<p>Q4 22/23 Projects have been reviewed and rationalised to reflect the Learning Estate strategy, regular updates provided to Scottish Futures Trust. Sustainable rate discussions continue at a national level. Impact of uncertainty at a local level is a concern and may have a negative on provision.</p> <p>Q3 22/23: No change – awaiting outcome of funding position</p> <p>Q2 22/23: Potential increased costs associated with paying a sustainable rate to partner providers may place further pressure on containing service delivery costs within available funding. Scottish Government funding for 2023/24 will be known during Q3.</p>	Executive Director Children, Young People and Partnerships, Chief Finance Officer	31-Mar-2023	

SRP.RR.21 Cyber Security

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.RR.21	<p>Risk Cause: Malicious attempts to damage, disrupt or gain unauthorised access to Council computer systems, networks or devices</p> <p>Risk Event: The Council is at significant risk of cyber-attack from Ransomware Phishing Emails, Advanced Persistent Threats (APT) and Distributed Denial of Service Attacks (DDOS) attacks. Hacking and Social Engineering.</p>	Chief Executive, Executive Director Children, Young People and Partnerships, Executive Director Place, Director Health and Social Care, Head of Adult and	<ol style="list-style-type: none"> 1. Implementation of and compliance with the Scottish Government Cyber Resiliency Public Sector Action Plan 2. Cyber Essentials Plus Certification 3. Public Sector Network (PSN) Certification 4. Appropriate technical and organisational measures deployed to reduce the likelihood and impact of an attack 5. Employing an Information Governance and Security Lead 6. Implementing Scottish Government Cyber Security Action Plan 7. Creating a Midlothian Cyber Defence Action Plan. 8. Adoption of the NCSC (National Cyber Security Centre) Active 	3	5	



	Risk Effect: Access to Council systems by cyber criminals and foreign intelligence agencies for financial, commercial or information gathering reasons. This could lead to significant financial losses, data compromise and subsequent regulatory sanction if our technical and organisational measures are deemed insufficient. Severe business disruption including the almost total loss of critical IT systems and networks leading to significant service delivery challenges.	Social Care; Chief Officer Corporate Solutions; Chief Finance Officer, Chief Officer Place, Chief Operating Officer Education, Chief Officer Young People and Partnerships, Head of Development, Senior Manager Protective Services, Health, Safety & Resilience Manager	Cyber Defence programme			
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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
SRP.RA.21.1	Appropriate Technical and Organisational Measures	Q4 22/23: Action/mitigation includes:- 1. Appointment of Principal Data & Information Officer to implement best practices for security and information governance through configuration of new Microsoft modules 2. Staff phishing exercise completed 3. Cyber security training software implemented via MS Teams and deployed 4. Preparations completed for Q1 2023/24 PSN Audit/ Penetration Testing, and Cyber Essentials certification 5. Patching / server upgrades across various applications to ensure potential security vulnerabilities are closed 6. Continued engagement with NCSC and other public sector bodies to identify, share and implement any emerging cyber security best practices	Chief Digital Officer; Cyber Security, Information Governance and Compliance Manager	31-Mar-2023	

SRP.IR.12 Cost of Living Crisis

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.IR.12	Risk cause	Chief Executive,	1. Council Cost of Living Task Force to oversee the Council's response	3	5	

	<p>The UK is currently facing an unprecedented storm of increasing prices, bills and tax. The 40 year high inflation rate of 9% is the main driver of the cost of living crisis which has outstripped wage and benefit increases.</p> <p>Risk event Rapid ongoing rise of energy prices (gas, electricity and fuel) as well as food and drink prices.</p> <p>Risk effect The impact on households is already being noted with 87% of adults in the UK reported an increase in their cost of living in April 2022 (Office for National Statistics; Francis-Devine et al. 2022). The price rises will impact low-income households the hardest as a larger proportion of their bills are on energy and food. The Resolution Foundation estimates an extra 1.3 million people will fall into absolute poverty in 2023, including 500,000 children.</p>	Executive Director Children, Young People and Partnerships, Executive Director Place, Director Health and Social Care	<p>to the crisis</p> <ol style="list-style-type: none"> 2. Allocation of LACER funding to support those most affected 3. Strategic Evaluation Partner appointed to create poverty profile 4. Community Planning Partnership has established a Midlothian Strategic Poverty Prevention Group co-chaired by Council Leader and Director of Public Health 5. New Child Poverty chair and lead appointed (Executive Director Children, Young People and Partnerships) 6. Child Poverty self-evaluation underway with Improvement Service 			
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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
SRP.RA.12.1	Cost of Living Task Force	<p>Q3 22/23: Establishment of Warm and Welcoming Hubs in Lasswade and Newbattle libraries for the winter</p> <p>Q2 22/23: The Council agreed to establish a Cost of Living Crisis Task Force at its meeting on 28 June 2022 and is now meeting fortnightly. Membership is drawn across CMT, cross party member representation and NHS.</p>	Chief Executive	31 March 2023	
SRP.RA.12.2	LACER funding	Q2 22/23: Identification of 15 trusted partners to distribute funding in communities for food and fuel, wash and dry provision and support to establish re-heatable food initiatives.	Lifelong Learning and Employability	31 March 2023	

Strategic Opportunities


SRP.OP.01 Shawfair

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.OP.01	The delivery of a new sustainable low carbon community at Shawfair.	Chief Executive, Executive Director Children, Young People and Partnerships,	<ol style="list-style-type: none"> 1. Shawfair Landowners Group meets quarterly. 2. Legal agreement with developers to secure developer contributions (Section 75) towards infrastructure. 3. Approved masterplan and design guide for the entire community 4. Business and industrial provision, including small business incubator 	5	4	

		Executive Director Place, Director Health and Social Care, Head of Adult and Social Care; Senior Manager Planning, Sustainable Growth and Investment	space. 5. Circa 4000 new homes 6. A school campus comprising Early Years, Nursery, Primary, Secondary & Life Long Learning provision, currently not reflected in Capital Plan 7. New Primary schools 8. Public Transport infrastructure including railway station. 9. Midlothian Energy Ltd (Joint Venture between MLC and Vattenfall)			
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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
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SRP.OP.02 Borders Rail


Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.OP.02	Passenger numbers after three years of operation are above projections. The railway has been, and continues to be a catalyst for economic development, access to training and labour markets, tourism growth, environmental improvements must notably in town centres, and access to the countryside.	Chief Executive, Executive Director Place, Chief Officer Place	1. Monitored by Economic Development. 2. Maximising the Impact: A blueprint for the Future - published by the blueprint group involving Scottish Government, Scottish Borders, Midlothian and City of Edinburgh Council, Transport Scotland, Scottish Enterprise and Visit Scotland. The document sets out the ambitions of the partners to realise the full potential of the new Railway. 3. Timely submission of bids for approval by the Blueprint Group 4. Close monitoring of approved funded projects. 5. Borders rail subgroup chaired by Midlothian Council Chief Executive.	5	4	

Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status


SRP.OP.03 Easter Bush - Penicuik

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.OP.03	One of Midlothian's largest and most significant employment areas. Fast Growing opportunities in Science Technology Engineering and Mathematics (STEM) with opportunities to link with education. Partnership links to	Chief Executive, Executive Director Children, Young People	1. Planning in place around creating Secondary Schools as centres for excellence linked to specialisms including Science Technology Engineering and Mathematics (STEM). 2. Land allocated for expansion.	5	4	


	schools and university sector at the 'Bush' to promote STEM. Need to secure long-term strategic road access to ensure continued growth.	and Partnerships, Executive Director Place, Director Health and Social Care, Head of Development	3. Midlothian Science Zone. 4. City Deal funding to provide for growth and strategic road access.			
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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
SRP.OP.03.A 2	A701/A702 Trunk Road Improvements	<p>Q4 22/23 The funding gap associated with this project is estimated to be £33.2m. Midlothian Council submitted an application to the UKG Levelling Up Fund (LUF) to attract alternative funding into the project to close this gap. The application was unsuccessful. Alternative funding opportunities and means to phase and prioritise the programme are currently under consideration.</p> <p>A revision to alignments due to landfill avoidance and required increase in roundabout sizes at Bush Loan and the A702 Spur Road junctions was made to the specimen design. This is progressing with the target of submitting a planning application Q1 2024.</p>		31- March - 2024	

SRP.OP.04 City Deal

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.OP.04	South East Scotland Region City Deal - a bid for funding to Scottish and UK Governments to accelerate economic growth through investment in infrastructure/ housing/ skills and innovation. 200 Council Houses linked to the City Deal.	Chief Executive, Executive Director Children, Young People and Partnerships, Executive Director Place, Director Health and Social Care, Head of Adult and Social Care; Chief Officer Corporate Solutions; Chief Finance Officer, Chief Officer Place, Chief Operating Officer Education, Chief Officer Young People	<p>1. City Deal signed in August 2018.</p> <p>2. Maintain strong Midlothian involvement through the City Deal governance structure.</p> <p>3. Midlothian City Deal Key Officer (Internal) Group.</p> <p>4. Securing best arrangements for Midlothian through close liaison with partners and conclusion of business cases.</p>	4	5	



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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
SRP.OP.04.02	Realisation of outcomes of respective work streams	Q3 22/23: Midlothian has now completed its year as chair. Work continues on the relevant programmes. Q2 22/23: For the 2022 calendar year Midlothian is the chair of the CRD programme (annual rotation across the six Local Authorities).	Executive Director Place	31-Mar-2023	

SRP.OP.05 Growing Council

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.OP.05	<p>Midlothian Council has been identified as the fastest growing Council's in Scotland. This brings the opportunity to support the Council vision of being 'A Great Place to Grow'. As a growing Council this brings the opportunity to redevelop parts of Midlothian, improve infrastructure with a focus on area targeting, improving economic opportunities, improving education and health outcome.</p> <p>This growth creates the opportunity to meet the housing need with 25% of new homes being built in the affordable housing bracket, in addition to the expansion in Council House building. This construction will directly support employment in construction and will see a steady increase in the volume of Council tax received over time.</p>	<p>Chief Executive, Executive Director Children, Young People and Partnerships, Executive Director Place, Director Health and Social Care, Head of Adult and Social Care;</p> <p>Chief Officer Corporate Solutions;</p> <p>Chief Finance Officer, Chief Officer Place, Chief Operating Officer Education, Chief Officer Young People and Partnerships,</p>	<p>1. Community Planning Partnership</p> <p>2. The Single Midlothian Plan</p> <p>3. Strategic Housing Investment Plan (SHIP)</p>	5	5	


Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
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SRP.RA.16.0 1	Capital Programme	Q4 22/23 Funding of statutory learning estate projects is required and not currently reflected in the Capital plan putting projects at potential risk, Q3 22/23: Capital Plan prioritisation also includes Learning Estate Strategy expanded to meet statutory requirements. Q2 22/23: Latest roll projections indicate that that we will breach capacity in some schools in Aug 2023. Capital programme updated based on outcome of review of Learning Estate Strategy underway	Director of Education; Executive Director Place	31-Aug-2023	
SRP.RA.16.0 2	Capital Plan reprioritisation	Q3 22/23: In light of rising costs through inflationary impacts, EU Exit and post pandemic economic shifts, work is ongoing to review the current capital plan and reprioritise the programme. This will be reported to Council in Q4 22/23 for review and approval.	Executive Director Place, Executive Director Children, Young People and Partnerships, Chief Finance Officer, Head of Development	31-Mar-2023	

SRP.OP.07 Creating a world Class Education System

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
SRP.OP.07	<p>The Centres of Excellence model is a core part of the Council's strategy to create a world-class education system in Midlothian. This is an ambitious project designed to deliver excellence and equity with a particular emphasis on interrupting the cycle of poverty.</p> <p>Risk event: The Phase 2 <i>Equipped for Learning</i> plan has a strong focus on transforming classroom practice and learner outcomes. This can only be achieved if effective technical support for EFL is in place to support this change.</p> <p>Programme is at risk of succeeding due to escalating inflation costs and resultant pressure on the overall capital plan budget, as well as resourcing to deliver Learning Estate programme.</p> <p>Risk Effect: Without the technical support and appropriate infrastructure we will not achieve the change resulting in a negative impact on learners experiences and outcomes</p>	<p>Chief Executive, Executive Director Children, Young People and Partnerships, Executive Director Place, Director Health and Social Care, Head of Adult and Social Care; Chief Officer Corporate Solutions; Chief Finance Officer, Chief Officer Place, Chief Operating Officer Education, Chief Officer Young People and Partnerships,</p>	<p>1. Digital Centre of Excellence at Newbattle Community High School 2. Partnership agreement with the University of Edinburgh 3. Beeslack Replacement High School, pilot project for next round of SFT funding – funding model building in energy efficiency targets 4. Accelerating our ambition – Digital Strategy 5. Review of Digital team to support Digital Centre for Excellence</p>	4	5	

		Head of Development				
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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
SRP.OP.A.07.01	Research and development	Q2 22/23: CIVTECH research project progressing well in partnership with University of Edinburgh and SFT. Ongoing dialogue with the University of Edinburgh and Edinburgh College in relation to the new centre of excellence.	Executive Director Children, Young People and Partnerships	31-Aug-2023	
SRP.OP.A.07.03	Equipped for Learning	Q3 22/23: Appointment made for Google Administrator and commenced 4 Jan 2023. Q2 22/23: Recruitment has commenced for the Google Administrator post which will provide additional capability and enhance the programme delivery	Executive Director Children, Young People and Partnerships	31-Dec-2022	
	Equipped for Learning	Delay in Google Roadmap. Requirement for digital services to progress	Education Chief Operating Officer	1 October 2023	