

REPORT TO: POLICY & RESOURCES COMMITTEE - 27 JUNE 2011
REPORT ON: CORPORATE RISK REGISTER
REPORT BY: DIRECTOR OF FINANCE
REPORT NO: 285-2011

1 PURPOSE OF REPORT

This report provides Committee with a copy of the Council's corporate risk register, which has been updated in line with the current Council Plan.

2 RECOMMENDATIONS

It is recommended the Committee approves the corporate risk register and the risk control actions contained therein.

3 FINANCIAL IMPLICATIONS

The cost of risk controls highlighted within the register is contained within Department's Revenue Budgets.

4 MAIN TEXT

Maintenance of a register of corporate risks the Council faces is an integral part of the Council's Local Code on Corporate Governance. Following review of the content of the register to update it in accordance with the current Council Plan the register was forwarded to all Directors for assurance purposes as regards the scoring and risk control actions highlighted.

The register is a dynamic document and new corporate risks can be identified and added as they arise. The next comprehensive review of the register will be performed when the next Council plan is developed.

5 POLICY IMPLICATIONS

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.

The risk register is a summary of corporate risks the Council faces and highlights how the potential impact of these risks is managed.

Otherwise there are no major implications.

6 CONSULTATION

The Chief Executive, Depute Chief Executive (Support Services) and Head of Financial Services have been consulted in relation to this report.

7 BACKGROUND PAPERS

None

**MARJORY STEWART
DIRECTOR OF FINANCE**

17 JUNE 2011

Corporate

Risk Register

Unique Risk Number	Corporate Objective	Risk Description	Assessment of Inherent Risk			Risk Control Actions	Assessment of Residual Risk			Risk Owner
			Likelihood	Impact	Score		Likelihood	Impact	Residual	
1. Political Risks										
1	Create a Working City	Failure to promote the city to attract inward investment. Lack of retention of significant employers and growing amount of people without employment skills.	4	4	16	Prioritised plans for waterfront development. Attracting renewable industries to the City. Continuing to promote emergng and growing new sectors. Employability partnership project.	2	3	6	Director of City Development
2	Improve the Quality of Life and Social Inclusion in the city.	Dundee viewed as a city with large gaps between quality of life between low and higher income groups in amenities and social outcomes.	4	4	16	Strategy to address poverty in areas of multiple deprivation.	4	3	12	Chief Executive
		Failure to meet the Scottish Housing Standard	4	4	16	Implementing the Scottish Housing Quality Standard.Progress Monitored through the SHQS Project Board. Submissions to Scottish Housing Regulator on current progress. Planned Reinspections	4	3	12	Director of Housing
3	Create Healthier Safer Communities.	Growth in health inequalities, substance abuse and air pollution.	3	4	12	Support for adults at risk and Drugs and Alcohol partnership strategy.	2	3	6	Director of Social Work
		Health inequalities caused by obesity and lack of fitness	3	4	12	Sport and physical activity strategy	2	3	6	Director of Leisure and Communities
		Citizens freedom impaired by fear of crime	4	3	12	Support Community safety partnership Strategy	3	2	6	Director of Leisure and Communities
		Environmental impairment. Poor air quality	3	4	12	Carbon Reduction Strategy	2	3	6	Director of City Development

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4	Getting it Right For Every Child	Children at risk of immediate harm are not rescued.	4	4	16	Child Protection Improvement Plan and Integrated Childrens Services Strategy and early years framework.	3	4	12	Director of Social Work
		Educational and social outcomes for children and young people don't improve	4	3	12	Educational attainment improvement plan and implementation of curriculum for excellence	3	3	9	Director of Education
2. Financial Risks										
5	Corporate Change and Improvement	Failure to modernise working methods to a more efficient operating model.	4	4	16	Corporate Improvement Programme	2	3	6	Chief Executive
		Failure to control budgeted expenditure	3	4	12	Measures to deliver savings through the budget process.	2	3	6	Director of Finance
6	Maximise the efficient and effective utilisation of the Council's assets to complement the Council Plan	Wasted resources. Lack of effective use of asset base. Lack of effective asset planning	4	3	12	New replacement. Asset Management Plans. Co-ordination of asset management within one department	3	3	9	Director of City Development
7	Compliance with SLY (Security, Liquidity, Yield) priorities within Treasury Management Strategy	Poor investment performance threatening Council's ability to balance budgets and maintain services	4	5	20	Treasury Management Strategy complies with Cipfa Code of Practice on Treasury Management in the Public Services with its inherent risk controls	2	3	6	Director of Finance

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3. Human Resources (People) Risks										
8	Employees are motivated and achieve job satisfaction and adapt to change for the future	Low staff morale. Rising absence. Workforce unwilling to embrace change. Difficulty in filling vacant posts or retaining key staff	4	3	12	Personal appraisal and development process. Workforce planning. Absence monitoring.	3	3	9	Head of Personnel
9	Duty of care for employee health and safety	Prosecution for non compliance with statutory requirements. Lost staff working time through injury absence. Litigation claims	4	4	16	Corporate Health & Safety Policy and monitoring. Trained staff. Corporate commitment to H&S	2	3	6	Head of Personnel
4. Regulatory Risks										
10	Performance monitoring, scrutiny and risk management.	Increasing staff time spent on external regulatory inspections if poor self scrutiny detected by regulators.	3	4	12	Best Value Improvement Plan. Self Assessment using Public Sector Improvement Framework. Effective Scrutiny at Committees.	3	3	9	Chief Executive
		Censure by scrutiny bodies / lack of confidence in decision making and openness	3	4	12	Regular review of Local code on Corporate Governance	2	3	6	Director of Finance
11	Effective implementation of strategies to ensure quality care is provided to all vulnerable sectors within our community	Harm to service users. Public and political censure. Adverse Audit by Satutory Inspection Body.	4	5	20	Integrated Service Provision in connection with external agencies	3	4	12	Directors of Education and Social Work

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5. Environmental Risks										
12	Improve the Quality of Life and Social Inclusion in the city.	Environmental impairment. Gradual diminution of natural amenities.	4	4	16	Environment/Waste Strategies. Sustainability Policies. Seek Green flag status for strategic city parks	2	4	8	Director of Environment
13	Create Healthier Safer Communities.	Possible threat to safety of citizens from climate change, damage to property, clean up costs, interruption of services	4	4	16	Integration of climate change considerations within strategic planning and Emergency Planning. Carbon Reduction Strategy	2	3	6	Director of City Development
6. Reputational Risk										
14	Improve customer satisfaction when in contact with Council services	Wasted resources. Duplication of effort. Slow, cumbersome, inefficient service delivery. Censure from Customer and national scrutiny bodies	4	3	12	Lean services reviews. Changing for the future programme	2	3	6	Chief Executive
15	Make it easy for customers to contact the Council for services and deliver more at the first point of contact	Poor customer satisfaction. Over complicated means of accessing services	3	3	9	One stop shop philosophy in new HQ building. Review customer strategies. Increase number of online services. Utilise network of local libraries/community centres as local citizen contact points	2	3	6	Head of IT

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7. Operational Continuity & Performance Risk										
16	Enable one stop shop integrated services through a citizen and property information strategy	Disjointed delivery of multiple services to customers. Customer disquiet	3	2	6	Citizen Account. CERDMS commitment	2	2	4	Head of IT
17	Provide an Information and Communications Technology infrastructure to meet the needs of the next phase of service improvement and innovation	Slow progress with integration of Service Provision. Unavailability of systems leading to Business Continuity Issues. Scrutiny criticism.	4	5	20	Two data centres, remote from each other aids resilience. Good back up procedures. "Thin Client" approach. Internal programming ability lends itself to greater systems integration	3	4	12	Head of IT
18	Maintain critical services in the face of adversity (Pandemic event, Civil Emergency)	Vulnerable sectors of city exposed by lack of services continuity	4	5	20	Strong continuity plans for critical service areas of the Council. Expand role and remit of Business continuity preparedness in departments	3	4	12	Risk and Business Continuity Manager
19	Manage change/strategic development plans in an effective way	Insufficient management capacity to implement change and/or develop strategy at acceptable pace. Lack of visible succession planning	5	3	15	HR training programmes. Delegation "schemes". Leadership programme.	2	3	6	Chief Executive

1-9	Risk adequately controlled : No specific action required
10-19	Risk partially controlled : Review controls within 24 months
20-30	Further risk controls required : Review controls within 12 months