

Annex 3

Education, Leisure and Housing - Service Risk Register 2017/18.

Operational Risks

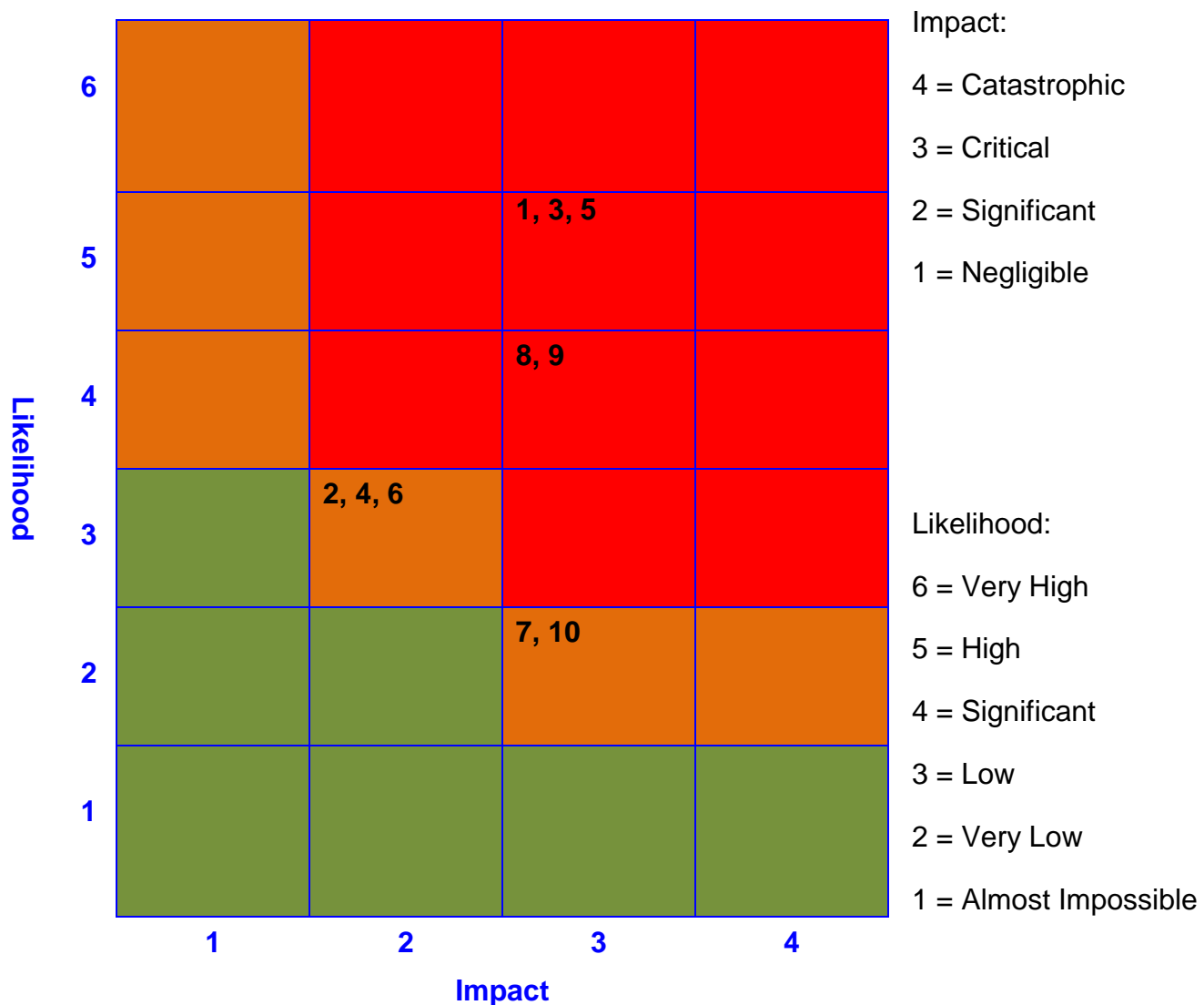
Cluster	Risk ID Number	Owner
Financial	1, 7, 9, 10	Head of Housing, Homelessness and Schoolcare Accommodation Services
Financial		Head of Lifelong Learning and Inclusion
Staffing	3	Executive Director of Education, Leisure and Housing
Staffing	8	All Heads of Service
Economic Recovery and Sustainability	6	Head of Housing, Homelessness and Schoolcare Accommodation Services
Political	2	Head of Schools
Partnerships		
Governance		
Communication	5	All Heads of Service

TOTAL NUMBER OF OPERATIONAL RISKS ON REGISTER = 9

Strategic Risks

Cluster	Risk ID Number	Owner
Financial	4	Head of Housing, Homelessness and Schoolcare Accommodation Services
Staffing		
Economic Recovery and Sustainability		
Political		
Partnerships		
Governance		
Communication		

TOTAL NUMBER OF STRATEGIC RISKS ON REGISTER = 1



Risk Title	Likelihood	Impact	RAG	Current risk score	Target risk score	Vulnerability	Trigger	Consequences	Mitigating action/s
01 – Financial pressures.	5.	3.	Red.	15.	6.	<p>It is predicted that ongoing savings will be required each year.</p> <p>The funding regime has changed in Scotland in respect of housing development thus impacting on affordable housing provision.</p> <p>Welfare reform is anticipated to impact on Council particularly as regards the single room rent for young people and potentially</p>	Decrease in the service provided by ELH; Insufficient houses and higher levels of disrepair.	Drop in level of service provided across Education, Leisure and Housing; Lower attainment of learners; Reputational impact; Community impact; Impact on staff morale; Economic impact if people leave the islands; No new houses built; Increased homelessness; Sustainability threatened in fragile communities; Increased rents; Failure to meet ESSH; Staff more likely to be stressed.	<p>Oversee budget management and vacant post review.</p> <p>Work with Change Programme to identify more and efficient/different ways of working to release budget savings</p> <p>Business Plan to be developed covering HRA activity to consider scenario planning.</p> <p>Consideration of need to review Temporary Accommodation Strategy in light of changing welfare provisions.</p>

Risk Title	Likelihood	Impact	RAG	Current risk score	Target risk score	Vulnerability	Trigger	Consequences	Mitigating action/s
						arising arrears. This is expected to be exacerbated by the rollout of Universal Credit in 2018/19.			
02 – Additional support needs.	3.	2.	Amber.	6.	4.	National reports are signalling limited implementation of legislative change. New demands for service are outwith current capacity to deliver.	A pupil comes into the system that we don't have the resources or equipment to cater for.	Can cost up to £150k to £200k per annum to send a child to mainland; Difficult to meet the rights and demands of pupils; Could lead to (an expensive) judicial review.	Review of Services and report with key recommendations to Education, Leisure & Housing Committee.

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03 – Recruitment Challenges.	5.	3.	Red.	15.	9.	Some posts remain very difficult to fill. For example, Housing staff, Sheltered Housing staff, Papdale Halls and teaching staff. Capacity to deliver subject curriculum and specialist housing services could be compromised . Head teacher turnover is currently at a level where the capacity to support recruitment and induction is at its limit.	Key posts still remain unfilled following another recruitment drive. Further Head Teacher vacancies.	Drop in educational standards; Reduced levels of attainment; Reduction in learners’ opportunities / courses; Reduction in performance standards across Housing Services; Reputational impact; Community impact; Concern about closures; Impact on staff morale; Economic impact if people leave the islands.	Support for ‘grow your own’ staff to include school managers to be secured. This may include incentives to encourage staff retention. Alternatives including use of agency supply to be explored.

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04- Ability to pay rent or mortgages (recession).	3.	2.	Amber.	6.	4.	Recession forecast is likely to result in increased inability to pay housing costs. Impact of welfare reform likely to impact on ability to pay rent and this is likely to be exacerbated by the rollout of Universal Credit during 2018/19.	Reduced Income levels to OIC (rents) and the general public.	More rent arrears; Increase on HRA; Increased homelessness; Loss of staff; Failure to meet EESSH; Loss of reputation in arrears figures previously being so good; Negative impact on rural/isles area.	HRA Business Planning activity to be undertaken to include scenario planning. Issues of affordability are considered in respect of potential impact of annual rental increase. Monitor situation and reassess plans for new build against demand on regular basis.
05 - Appropriate IT.	5.	3.	Red.	15.	9.	There is a lack of faith in the IT system, specifically around the housing management system, repairs, improvement	The Council fails to develop an IT system that supports the Service Appropriately.	May not be able to provide external bodies with the information they require; More distrust of existing system; Cost of making the current system suit staff	Continue to monitor effectiveness of Northgate and SEEMiS and undertake upgrades as a planned process. Concerto currently being expanded to include all asset

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						s and ASB and also SEEMiS in education. Long lead in times for implementing new IT packages means that efficiencies are not realised or become redundant.		needs; Low staff morale.	management. Ensure provision for homelessness and advice monitoring is developed.
06 – Significant demand for emergency accommodation and general needs housing.	3.	2.	Amber.	6.	4.	Significant number of homelessnes s presentations for variety of reasons and increasing numbers of households.	Current lack of capacity.	Significant level of homelessness; Increased financial pressure of OIC; Additional demands placed on smaller staffing base; Bad publicity.	Keep demand under review. Consider review of Temporary Accommodation Strategy in light of changing welfare provisions.

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07 - Failure to meet EESSH.	2.	3.	Amber.	6.	4.	Some houses will be below the standard. Substantially reliant on external funding. Risk that ECO funding is not available.	Government criticism for failing the standard.	May have sanctions imposed; Negative impact on inspection results; Adverse effect on tenants; Bad publicity leading to increased complaints.	Review Progress on an annual basis. Develop detailed plan to ensure properties meet the EESSH within the designated timescale.
08 - Assault on staff.	4.	3.	Red.	12.	6.	Staff who work in the community (or who work in a 1-1 context with service users are vulnerable to attack and/or their reputation being damaged through allegation or assertion.	A member of staff is attacked or is in fear of being attacked; A member of staff is concerned that their reputation may be harmed; A member of staff reports a significant incident or accident	Personal injury; Staff may leave; Low morale; Sense of failure among staff; Reputational risk of organisation, service or setting; Cost implications to council if they are sued.	Ensure lone working policy remains valid, staff continue to follow guidance and risk assessments are in place.

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							involving assault by a student.		
9 – Housing Revenue Account.	4.	3.	Red.	12.	6.	Affordability issues in respect of Housing Revenue Account as a result of investment programme costs over longer term.	Costs of delivering services Including house build, meeting appropriate standards, repair needs relative to income raise issues in respect of affordability of HRA.	May have sanctions imposed; Negative impact on inspection results; Adverse effect on tenants; Bad publicity leading to increased complaints.	Develop HRA Business Plan to include scenario planning. Continue to review HRA modelling in light of annual rental increase.
10 – Papdale Halls of Residence	2.	3.	Amber.	6.	4.	Risk that sufficient additional business may not transpire to cover staffing etc costs.	Income less than expenditure.	Unable to balance budget and therefore an impact on potential service delivery.	Continue to monitor levels of additional business and undertake actions intended to generate interest.