

## ABERDEEN CITY COUNCIL

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COMMITTEE	Finance, Policy and Resources Committee
DATE	26 September 2013
DIRECTOR	Acting Director of Corporate Governance
TITLE OF REPORT	Corporate Governance Service – Performance Reporting
REPORT NUMBER	CG/13/ 090

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### 1. PURPOSE OF REPORT

The report details the performance of the Corporate Governance Service at September 2013 and updates the Committee on the progress in implementing the Service Business Plan 2011/16.

### 2. RECOMMENDATION(S)

It is recommended that the Committee:-

- (i) Note the Corporate Governance Service's reported progress and performance;
- (ii) Note the progress being made towards continuous improvement in risk management arrangements across the Service and;
- (iii) Instruct such action as is considered appropriate.

### 3. FINANCIAL IMPLICATIONS

There are no direct implications arising from this report.

### 4. SERVICE & COMMUNITY IMPACT

The Corporate Governance Service's success in delivering its Service Business Plan commitments will have considerable impact on the Council's services and the wider community. The Service also performs the strategic role required to embed effective risk management processes across the Council.

### 5. OTHER IMPLICATIONS

None

### 6. MANAGEMENT OF RISK

The Corporate Governance Service plays a key role in the management of corporate risks, as well as those risks with the potential to impact on essential service functions such as financial management, statutory requirements (including Community Planning and Best Value) and service standards.

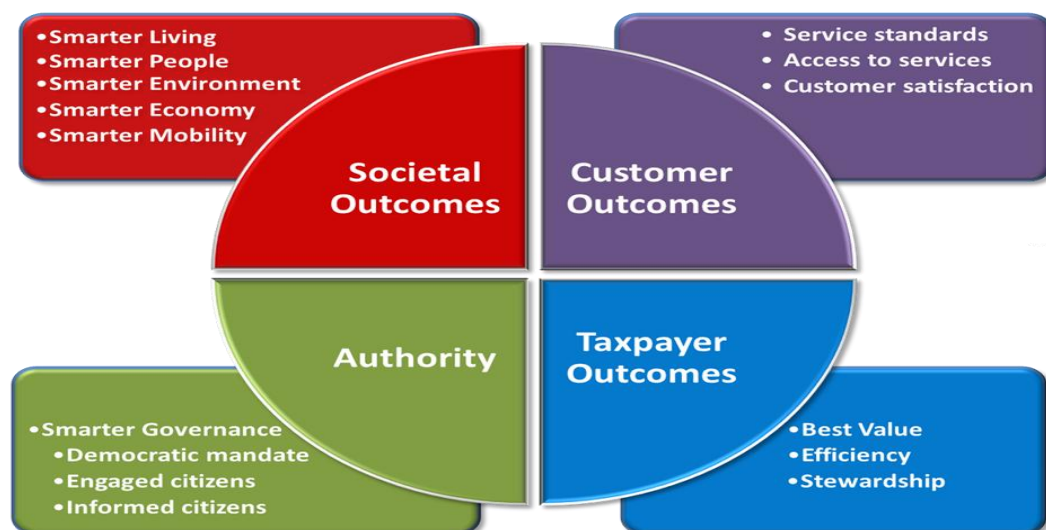
The Corporate Governance Service Risk Register, detailing relevant controls and mitigation of service specific risks is appended to this report.

## 7. REPORT

7.1.1 The Finance and Resources Committee at its meeting on 17 June 2011 approved the revised Service Business Plan 2011/16 for the Corporate Governance Service. Governance of the Business Plan transferred to the Corporate Policy and Performance Committee in December 2011 and is now transferred to the Finance, Policy and Resources Committee with effect from the current cycle.

7.1.2 In order to ensure alignment of Corporate Governance Service business planning and reporting with the delivery of the Council's corporate priorities, represented by the 'Smarter Aberdeen' vision, the Public Service Value model has been adopted. The model focuses both on public investment in services and on the delivery of improved results for people and their communities. Regular reporting of evaluated outcome measures will ensure that the impacts, benefits and consequences of the activities driven through the business plan are demonstrated.

7.1.3 Our model categorises each outcome into one of four quadrants. Through this medium, we can 'weight' the indicators we have identified to support the achievement of outcomes which fall within each quadrant:



7.1.4 The scorecard at Appendix 1 details the performance indicators which have been identified to support the achievement of our agreed service outcomes. The last column illustrates the relative 'weight,' in percentage terms, which each indicator represents in the process. Those indicators having the most significant impact on outcomes, are assigned a greater percentage weighting, relative to others. Whilst data is available to support the majority of the scorecard, some indicators are developmental at the present time. Every effort has been made to ensure data will be available to permit full reporting of these indicators to the Committee in the near future.

7.1.5 Although many indicators have targets, providing a clear picture of performance, there is further room for the establishment of meaningful targets in some parts of the scorecard. With effect from the 2013/14 reporting year, the Council will be required to collect and report a new set of statutory performance indicators which will permit benchmarking with other authorities.

Many of these relevant to Corporate Governance can be classified as unit cost indicators and have been included in the scorecard. Benchmarking these indicators will provide the opportunity to set targets which more accurately reflect our performance relative to our peer authorities.

7.1.6 Many of the indicators in the scorecard reflect the Service’s corporate role. Two key indicators of performance are the management of employee sickness absence and the delivery of effective customer service operations. Performance over the preceding 12 months is illustrated below.

Fig 1.

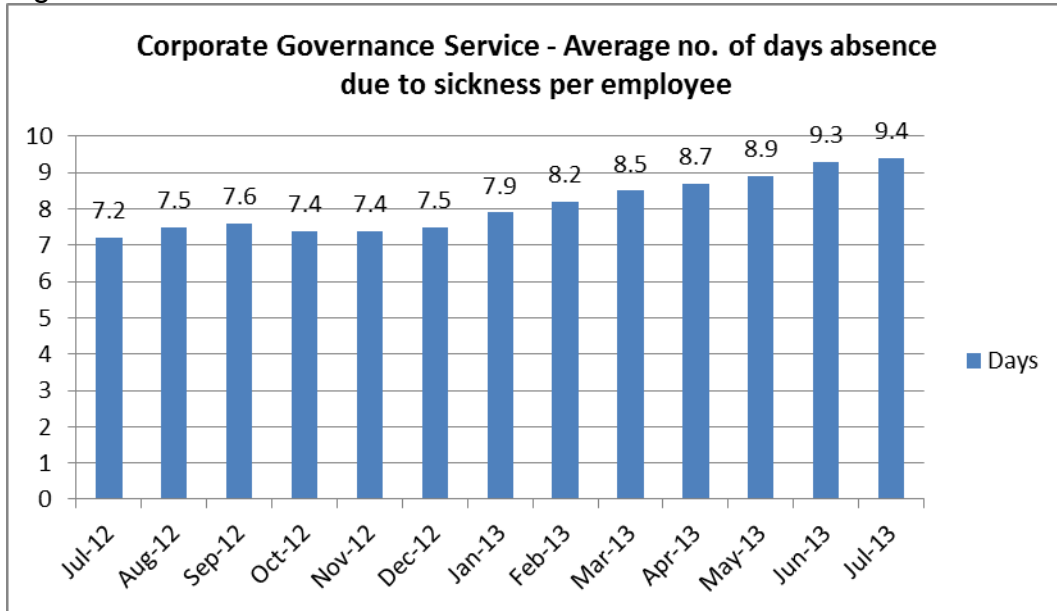
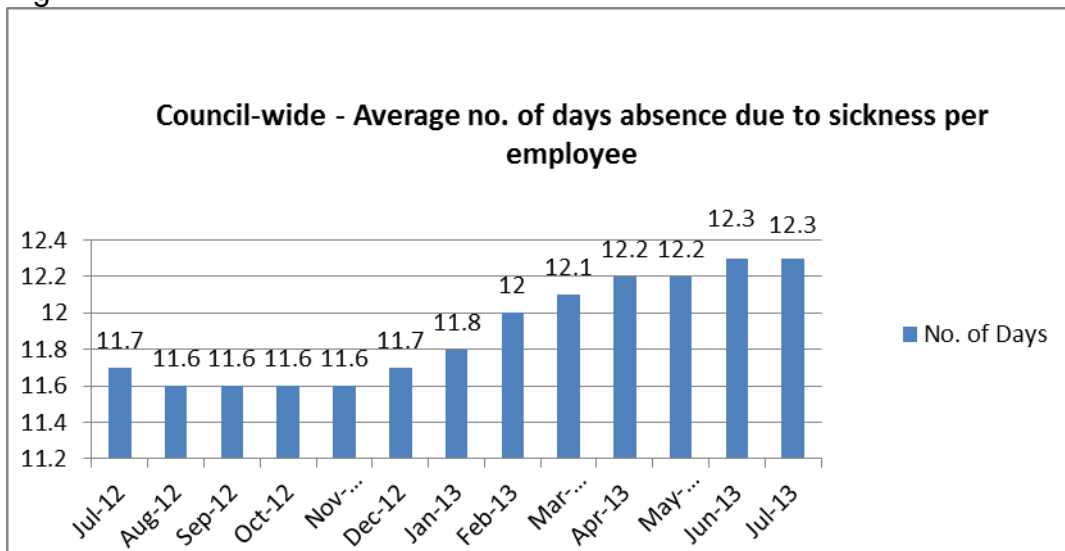
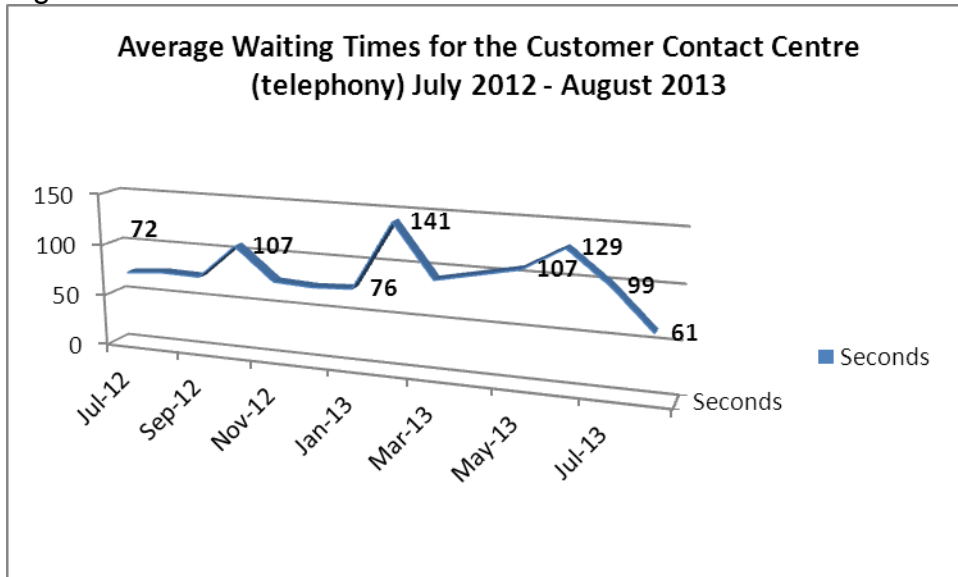


Fig 2



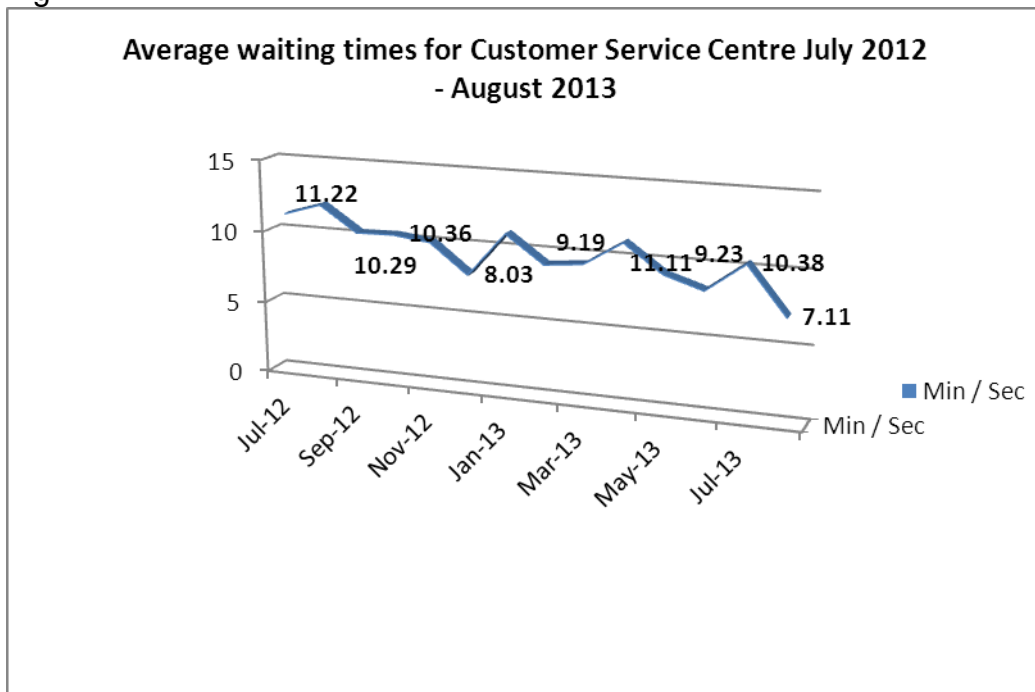
**Analysis** – 2013 has seen slight increase in absence for both the Corporate Governance Service and across the Council as a whole. The Maximising Attendance Policy is now embedded and further developments are currently coming on stream including the Performance Review and Development process and measures to reward positive behaviour by employees. Future reports will provide further information on the effectiveness of these projects. High areas of sickness are being targeted.

Fig 3



**Analysis** – The chart demonstrates the cyclical nature of operations at the Customer Contact Centre, with peaks of activity at key times, including for example, council tax annual billing and issue of reminders.

Fig 4



**Analysis** – The above chart details the average waiting times at the Customer Service Centre for those services managed by Corporate Governance. With recent additional resource gaining more experience and new staff currently being interviewed aligned with the payment kiosks now up and running, we will see a gradual decrease of the average waiting times in the coming months.

## 8. RISK MANAGEMENT

- 8.1 The Corporate Governance Service Risk Register was first before the Corporate Policy and Performance Committee at its meeting in December 2011. The register is subject to regular review, monitoring and reporting. All risks impacting on the Service Business Plan are included within the performance scorecard. An Enterprise Risk Management approach is being taken in addressing identified risks with the potential to impact on the delivery of priorities and the achievement of outcomes. This requires categorizing risks as 'Hazard', 'Control' and 'Opportunity'. The table illustrates this process.

<b>Hazard</b>	Risks which inhibit the achievement of benefits
<b>Control</b>	Risks which increase uncertainty or doubt about achieving benefits
<b>Opportunity</b>	Risks which enhance the possible achievement of benefits

- 8.2 To further aid risk management practice and clarity, the Accounts Commission's classification of risks according to impact – financial, management / professional, business, customer / citizen, people, technological and legislative, are in place on the register.
- 8.3 In addition to managing the risks associated with the Corporate Governance Service Business Plan, the Service also undertakes a corporate role in the management of risk. The Corporate Risk management Group includes representatives from all services as well as other key officers, the Health, Safety and Wellbeing Manager and the Emergency Planning Manager (Grampian). Through this medium, the Council continues to make good progress in the management of risk at all levels of the organisation.

### **AUTHORISED SIGNATURE**

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### **BACKGROUND PAPERS**

None






Appendix 1





# Corporate Governance Service Performance








September 2013




















## Customer Outcomes








<b>We listen to, and are responsive to, our customers, shaping our services around their needs and focusing our resources where they are most needed</b>	<b>Timescale</b>	<b>Status</b>		
We will systematically engage internal customers, external customers and our partners, embedding their feedback to shape the services we deliver.	31-Mar-2014			
<b>Performance Measures</b>	<b>Target</b>	<b>Value</b>	<b>Traffic Light Icon</b>	<b>Weight</b>
Average waiting time for the Customer Contact Centre	■	61 seconds	■	10%
Average waiting time at the Customer Service Centre (CG managed services)	10 min	07.11 min/sec		10%
Customer Satisfaction with Corporate Governance (Internal) (2011)	■	6.7	■	10%
Customer Satisfaction with Corporate Governance (External) (2011)	■	6.8	■	10%
City Voice Feedback - Satisfaction with Corporate Governance services	■	■	■	10%
The percentage of all invoices paid within 30 calendar days (August)	88.5%	98.4%		10%
The average time in working days to resolve complaints at the frontline stage (Stage 1)- Corporate Governance Quarter 1	5 days	4 days		10%
The average time in working days to resolve complaints at the investigation stage (Stage 2)- Corporate Governance Quarter 1	20 days	29 days		10%

% of complaints upheld (Stage 1 & 2 combined)			42.86%		10%
% of complaints partially upheld (Stage 1 & 2 combined)			14.29%		10%
<b>Associated Risks</b>	CG001 Risk that the needs of our customers are not understood and met. (Control Risk)				
	CG011 Risk that the needs of scrutiny and regulatory bodies are not met. (Control Risk)				
	CG029 Risk of failing to fully engage with citizens during transformation process (Hazard Risk)				
<b>Commentary</b>	The communications and engagement action plan reflects the approved strategy and has included delivery of major pieces of work including the delivery of the Priority Based Budgeting (PBB) and Business Plan engagement programme, a series of external events targeting specific groups such as public and voluntary sectors or the business sector. In addition, the delivery of the first council Star Awards programme has encouraged over 80 submissions across the council and will now become an annual event. Work continues to enhance and develop the engagement programme and is led in partnership with the People Dimension Group.				
	Work continues to improve the handling of complaints, in particular the response times. Future reports will provide information on the lessons learnt from the analysis of complaints handled across the Corporate Governance Service and details of satisfaction with the complaints handling process, to further support achievement of this outcome.  In addition, work has commenced through Community Planning Aberdeen, to review engagement and communication activity across all partners with a view to co-ordination and sharing of information.				

<b>The Council's published standards for customer service meet the needs of customers and these standards are delivered</b>		<b>Timescale</b>		<b>Status</b>	
We will review business processes to support delivery to the council's customers		31-Mar-2014			
<b>Performance Measures</b>		<b>Target</b>	<b>Value</b>	<b>Traffic Light Icon</b>	<b>Weight</b>
Corporate Governance costs as a % of net council spend			5.8%		50%
Customer Satisfaction with Corporate Governance (rating 1-10) (2011)			6.7		25%
Customer Satisfaction with Corporate Governance (External) (rating 1-10) (2011)			6.8		25%
	CG007 Risk of poor financial management and decision making. (Control Risk)				
	CG029 Risk of failing to fully engage with citizens during transformation process (Hazard Risk)				
<b>Commentary</b>	Business processes across the Service have been fundamentally reviewed and improved over the last 2 years and this continues. Following Council's approval, in June 2013, of the Corporate Governance Improvement Programme, work is on-going to progress a range of projects which will further review and improve processes across the Service.				








	<b>Human Resources</b>					
A comprehensive review of the recruitment process, entitled 'Smarter Recruitment', has been undertaken which will result in a faster, more streamlined processes and more efficient documentation. These improvements will be rolled out on an incremental basis over the next 6 months with a couple of significant improvements already implemented. A customer feedback questionnaire has also been introduced to help identify opportunities for further improvements.						
<b>The Council's services are accessible to all customers in the ways which meet their needs</b>			<b>Timescale</b>		<b>Status</b>	
We will develop and implement a flexible customer services model to enable efficient and high quality service delivery, ensuring skilled and motivated employees.			31-March-2014			
<b>Performance Measures</b>			<b>Target</b>	<b>Value</b>	<b>Traffic Light Icon</b>	<b>Weight</b>
Average waiting time for the Customer Contact Centre				61 seconds		50%
Average waiting time at the Customer Service Centre (CG managed services)			10 min	07.11 min/sec		50%
<b>Commentary</b>	Current restructuring of the Customer services team will provide solid underpinning of future development and ability to achieve expected improvement in front line services.					
We will develop a channel optimisation strategy, to route customer facing services through the most appropriate customer contact channels to demonstrate enhanced customer service and improved efficiency			31-Mar-2014			
<b>Performance Measures</b>			<b>Target</b>	<b>Value</b>	<b>Traffic Light Icon</b>	<b>Weight</b>
Total number of calls offered to the Customer Contact Centre				22,361		20%
No of enquiries at the Customer Service Centre (total for all queues at the Customer Service Centre)				11,422		10%
No of enquiries at the CSC (total for all queues at the CSC) as a % of all face to face enquiries				43.41%		10%
Total no of face to face enquiries				26,311		20%
Total number of online transactions				178,211		30%
No of external calls offered to the Switchboard				17,759		10%
<b>Associated Risks</b>	CG001 Risk that the needs of our customers are not understood and met. (Control Risk)					











<b>Commentary</b>	Recent activity in this programme has focussed in three areas: <b>Payment Kiosks:</b> These have now been installed in the Marischal College Customer Service Centre. Since their implementation on 20 August, they have taken almost 3,000 cash and card payments totalling over £250,000. This has reduced the number of people attending the counters, and reduced waiting times for other services. <b>Council Tax Applications:</b> These have now been implemented on the website, and in the first 6 months of operation over 3,500 applications have been made online, reducing the number of paper-based applications received by post or over the counter. <b>Parking Permits:</b> Online forms for renewals have been developed and are being tested prior to our deploying them. Forms for new applications will follow.				
We will manage contracts and supplier performance to ensure we maximize value and efficiency in the goods and services we procure whilst ensuring they meet the needs of our customers and services.		31-Mar-2014			
<b>Performance Measures</b>		<b>Target</b>	<b>Value</b>	<b>Traffic Light Icon</b>	<b>Weight</b>
Procurement - Quality, Price, Time and Service		85%	80%		100%
<b>Associated Risks</b>	CG008 Risk of poor or inadequate management of contracts and contractors. (Control Risk)				
<b>Commentary</b>	Strategic Procurement is one of the prime legs of Priority Based Budgeting 4. Workshops will be facilitated with key staff to further ascertain from which contracts further value can be achieved.				
We will engage with our supplier base to effectively manage relationships so that the Council is perceived as an attractive business partner.		31-Mar-2014			
<b>Performance Measures</b>		<b>Target</b>	<b>Value</b>	<b>Traffic Light Icon</b>	<b>Weight</b>
Procurement - Supplier Rating of Council as an Attractive Partner			75%		100%
<b>Commentary</b>	A new Positive Programme is in place with the Central Procurement Unit working in partnership with colleagues from Economic and Business Development. A series of 'meet the buyer' events, training and networking opportunities are scheduled throughout 2013. 2000 local suppliers are engaged with feedback surveys being collated after each event to form a progress report during 2013.				
We will deliver a positive customer experience through an improved customer service centre at the new corporate headquarters		31-Mar-2014			
<b>Performance Measures</b>		<b>Target</b>	<b>Value</b>	<b>Traffic Light Icon</b>	<b>Weight</b>
Average waiting time at the Customer Service Centre (CG managed services)		10 min	07.11 min/sec		100%



















<b>Associated Risks</b>	CG001 Risk that the needs of our customers are not understood and met. (Control Risk)
<b>Commentary</b>	The performance development and evaluation framework is beginning to show increased understanding of expectation and improvement and the newly created team structure will reinforce this. Under consideration is a dedicated trainer/generalist to specialise in customer service needs and provide and maintain a constant focus on efficiencies and improvement.














## Taxpayer Outcomes
















<b>We will make best use of the resources available to us, delivering best value for the public purse and ensuring we have a flexible, skilled and motivated workforce</b>	<b>Timescale</b>	<b>Status</b>		
We will continue to support a priority based approach to budgeting and planning	31-Mar-2014			
<b>Performance Measures</b>	<b>Target</b>	<b>Value</b>	<b>Traffic Light Icon</b>	<b>Weight</b>
Council-wide efficiencies as a percentage of revenue budget	3%	4.6%		25%
Percentage of PBB Options Delivered - Corporate Governance	88%	100%		25%
Percentage of PBB Options Delivered - Corporate		79%		25%
Percentage of PBB Options Delivered - Council Wide Options		100%		25%
<b>Associated Risks</b>	CG003 Risk that major projects are not effectively delivered. (Hazard Risk)			
	CG007 Risk of poor financial management and decision making. (Control Risk)			
	CG026 Risk of not meeting Service Option/Targets (Hazard Risk)			
<b>Commentary</b>	The Priority Based Budgeting process (PBB) is currently underway and on target to report to Finance, Policy and Resources Committee in December 2013. August has seen the delivery of the Directorate roundtables and this will be followed up with the Corporate Roundtable in September. Scottish Government settlement announcement is expected in the final quarter of the current calendar year.			
	The PBB process has introduced an additional 2 strands this year. They are Analysis of growth through a risk based analysis and also Strategic Procurement which aims to mitigate growth and cost pressures as well as reducing the Council's cost base through active procurement.			












The Council's services are efficient and demonstrably represent Best Value		Timescale	Status		
We will improve cost and quality of services through transformational change to achieve best value		31-Mar-2014			
Performance Measures		Target	Value	Traffic Light Icon	Weight
Corporate Governance costs as a % of net council spend			5.8%		50%
Value of efficiencies achieved from Improved Procurement (£000)		£1,100,000	£2,100,000		25%
Customer Satisfaction with Corporate Governance (External) (rating 1-10)			6.8		25%
Associated Risks	CG007 Risk of poor financial management and decision making. (Control Risk)				
	CG008 Risk of poor or inadequate management of contracts and contractors. (Control Risk)				
	CG012 Risk of poor ICT security and operational arrangements. (Hazard Risk)				
	CG026 Risk of not meeting Service Option/Targets (Hazard Risk)				
Commentary	The Corporate Governance improvement programme addresses these requirements on a short, medium and long-term basis.				
We will further develop benchmarking of our services against best in class across a range of sectors		31-Mar-2014			
Performance Measures		Target	Value	Traffic Light Icon	Weight
Total cost of overall accountancy function			£2,536,781		5%
Total cost of overall human resources function			£2,362,805		5%
Total Cost of Ownership per ICT workstation			£986.76		10%
Internal Audit cost per £1m expenditure		£761.00	£604.00		10%

Risk Management Maturity (2012/13)	73.79	77.86		10%	
Support Services as a % of total gross spend (2011/12)		4.8%		20%	
Cost of Democratic Core per 1,000 population (2011/12)		£32,783		20%	
Cost of collecting council tax per dwelling (2012/13)	£13.15	£9.90		20%	
<b>Commentary</b>	<p>The Council participated in the Association of Local Authority Risk Managers (ALARM)/Chartered Institute of Public Finance and Accountancy (CIPFA) Risk Management Benchmarking Club for the third time in 2013. Comparison with the output from 2011/12 exercise shows significant improvement in a number of key areas:</p> <ul style="list-style-type: none"> <li>Policy and Strategy</li> <li>People</li> <li>Partnership and Resources</li> <li>Process</li> <li>Risk Handling and Assurance</li> <li>Outcomes and Delivery</li> </ul> <p>Overall, the Council's risk maturity is graded now at 77.86, against a target of 73.79. The target reflects the average score for the members of the Benchmarking Club. The Council's risk management function has once again shortlisted for an award from the Continuity, Insurance and Risk Magazine annual awards. The cost of collecting council tax has again fallen slightly and compares favourably with the national average (target).</p> <p>From 2013/14, the Council will be actively benchmarking a set of 54 new statutory performance indicators with comparator authorities. This includes cost of the democratic core and support services as a % of total gross spend. This will allow meaningful targets to be set for these indicators.</p>				
We will work with our partners and users to identify and deliver efficiencies from effective procurement		31-Mar-2014			
<b>Performance Measures</b>		<b>Target</b>	<b>Value</b>	<b>Traffic Light Icon</b>	<b>Weight</b>
Value of efficiencies achieved from Improved Procurement (£000)		£1,100,000	£2,100,000		100%
<b>Associated Risks</b>	CG008 Risk of poor or inadequate management of contracts and contractors. (Control Risk)				
<b>Commentary</b>	The savings target of £800K for 2011/2012 was achieved. The savings target of £1.1M for 2012/2013 has also been agreed and achieved and a further £1M as a corporate Priority Based Budgeting saving through Procurement has also been delivered. Savings for PBB4 are currently being explored.				











We will implement and embed a model of self-evaluation across the Council to improve understanding of our business and to co-ordinate our effort for external inspection		31-Mar-2014			
<b>Performance Measures</b>		<b>Target</b>	<b>Value</b>	<b>Traffic Light Icon</b>	<b>Weight</b>
How good is Corporate Governance Rating - Outcomes (1-6)			4		10%
How good is Corporate Governance Rating - Impact (1-6)			4.5		10%
How good is Corporate Governance Rating - Management (1-6)			3.5		10%
How good is Corporate Governance Rating - Leadership (1-6)			4		10%
How good is Corporate Governance Rating - Overall (1-6)			4		60%
<b>Associated Risks</b>	CG011 Risk that the needs of scrutiny and regulatory bodies are not met. (Control Risk)				
<b>Commentary</b>	The Corporate Governance Service completed its self-evaluation for 2011/12. The output of this has been used to inform the updating of the revised Service Business Plan. An evaluation of the process followed in the exercise is being conducted and learning points will inform future exercises. The process and output has been discussed at the Corporate Performance Management Group to assist with and facilitate embedding of self-evaluation across services and at the corporate level. A self-evaluation exercise has also been undertaken, with all partners, for the Community Planning Partnership. Further self-evaluation for the service is planned and a council-wide exercise is to take place in October 2013.				
We will improve our corporate ICT infrastructure to support the business in cost effective ways.		31-Mar-2014			
<b>Performance Measures</b>		<b>Target</b>	<b>Value</b>	<b>Traffic Light Icon</b>	<b>Weight</b>
Implementation of ICT enabled flexible working - % of Employees who have flexible working facilities as a % of total employees.		20%	17.4%		30%
Customer Satisfaction with ICT (2011)			70%		30%
Total Cost of Ownership per ICT workstation			£986.76		20%
Major computer application uptime		99.5%	100%		40%
<b>Associated Risks</b>	CG012 Risk of poor ICT security and operational arrangements. (Hazard Risk)				
	CORP012 Risk of major business systems failure (Hazard Risk)				







<b>Commentary</b>	The Enterprise Architecture Governance Board is established and meeting on a regular basis. This governance framework, supported by the post of Enterprise Architect which was filled at the beginning of May 2013, will inform ICT decision-making, ensuring that ICT decisions align with business requirements. As of end of February 2013, Virtual Desktop Environment (VDE) is now available throughout the corporate infrastructure and has been used successfully to provision access to Microsoft Office 2010 from April 2013.				
We will continue to develop the HR Service Centre to meet the needs of the customer		31-Mar-2014			
<b>Performance Measures</b>		<b>Target</b>	<b>Value</b>	<b>Traffic Light Icon</b>	<b>Weight</b>
Customer Satisfaction with HR (rating 1-10) (2011)			6.6		10%
% enquiries completed without requiring escalation - HR Service Centre (first fix) (in development)					30%
Average response time for un-escalated enquiries (HR Service Centre) (in development)					30%
Average response time for escalated enquiries (HR Service Centre) (in development)					30%
<b>Commentary</b>	We are producing a series of process flowcharts, to supplement service agreements, in response to customer needs. We are also developing the reporting capability within Lagan to redefine the scope and type of queries that fall into the First Time Fix (FTF) Portfolio in order to produce a more realistic FTF rate and identify knowledge gaps that need to be addressed through training. Apart from producing higher quality reports and metrics, this will result in a higher FTF rate for those queries that customers could reasonably expect to be fixed first time. Recently concluded a comprehensive joint review (titled Smarter Recruitment) with a sample of recruiters representing all services to improve recruitment processes and the overall recruitment experience for managers. This has resulted in a series of improvements, some already implemented.				
We will develop improved tracking and recording systems to better control the Council's agreed establishment		31-Mar-2014			
<b>Associated Risks</b>	CG027 Risk that workforce planning, recruitment, retention, training and development are not aligned to business and financial planning and the requirements of new technology (Control Risk)				
<b>Commentary</b>	As previous update:- The Corporate Management Team (CMT) receives a monthly corporate performance report, within this report is funded establishment information. We are working with services to report to directors on a regular basis funded vacancies and this is likely to be completed by the end of the year. Work is still ongoing as above, with CMT still receiving a report on a monthly basis.				












We will engage with other local authorities and public sector agencies to maximise efficiency and income generation.		31-Mar-2014			
Performance Measures		Target	Value	Traffic Light Icon	Weight
Council-wide efficiencies as a percentage of revenue budget		3%	4.6%		20%
Total cost of overall accountancy function			£2,536,781		10%
Total cost of overall human resources function			£2,362,805		10%
Total Cost of Ownership per ICT workstation			£986.76		10%
Internal Audit cost per £1m expenditure		£761.00	£604.00		10%
The percentage of Council Tax collected during the year, net of reliefs and rebates (SPI) <b>Note: the target reflected here is the average collection rate for the year to date, which accrues to an annual target of 94%</b>		39.15%	52.69%		10%
The percentage of Business rates collected during the year <b>Note: the target reflected here is the average collection rate for the year to date, which accrues to an annual target of 97.4%</b>		40.58%	45.48%		10%
Gross administration cost per benefit case (2012/13)		£42.80	£39.47		10%
Cost of collecting council tax per dwelling		£13.15	£9.90		10%
<b>Associated Risks</b>	CG007 Risk of poor financial management and decision making. (Control Risk)				
	CG021 Risk of collection levels deteriorating (Hazard Risk)				
	CG011 Risk that the needs of scrutiny and regulatory bodies are not met. (Control Risk)				
<b>Commentary</b>	Those indicators with targets show a positive result. The gross cost of benefits administration per case reflects positively against the Scottish average (target).				
We will engage with other authorities to investigate the possibility of shared legal and democratic services.		31-Mar-2014			
<b>Commentary</b>	Discussions are ongoing with neighbouring authorities regarding the possibility of tendering jointly for the provision of external legal advice. Further meetings will be arranged to discuss, in detail, the possibility of shared services.				
Self-assessment benching against P3M3 Government maturity Model for the management of projects and programmes		31-Mar-2014			

Performance Measures		Target	Value	Traffic Light Icon	Weight
Maturity of Project Management Practices (scale 1-5)		3	2		50%
Maturity of Programme Management Practices (scale 1-5)		3	3		50%
<b>Commentary</b>	Initial self-assessment results against the UK Government's P3M3 Framework for Project and Programme Management have shown Aberdeen City Council has achieved Level 3 (out of 5) for the maturity of its Programme Management practices; and Level 2 (out of 5) for Project Management practices. The target by next year is to consolidate both at Level 3 at which time external assessment will be considered, as will whether we want to target higher levels of maturity. A programme of improvements is being developed by the Programme management Office to roll out the necessary changes to achieve the targets given here. This will also improve the quality and efficiency of our management of change across the Council.				
Income generation by providing Programme Management Office (PMO) services to other organisations		31-Mar-2014			
Performance Measures		Target	Value	Traffic Light Icon	Weight
Number of external customers		1	0		100%
<b>Commentary</b>	The Programme Management Office has been exploring opportunities to provide services to other organisations, either on a consultancy basis or shared service etc. A number of discussions have taken place but no commitments have been made.				
We will make best use of the resources available to us, delivering best value for the public purse and ensuring we have a flexible, skilled and motivated workforce		Timescale		Status	
We will maintain strong governance and ensure the probity of all actions taken by the Council		31-Mar-2014			
Performance Measures		Target	Value	Traffic Light Icon	Weight
Unsuccessful Legal Challenges					10%
AIP "Areas of Concern" with Corporate Governance responsibility (Shared Risk Assessment)		0	0		50%
The percentage of Council Tax collected during the year, net of reliefs and rebates (SPI) <b>Note: the target reflected here is the average collection rate for the year to date, which accrues to an annual target of 94%</b>		39.15%	52.69%		20%
The percentage of Business Rates collected during the year <b>Note: the target reflected here is the average collection rate for the year to date, which accrues to an annual target of 97.4%</b>		40.58%	45.48%		20%























<b>Associated Risks</b>	CG006 Risk of poor or inadequate Health and Safety arrangements. (Hazard Risk)					
	CG007 Risk of poor financial management and decision making. (Control Risk)					
	CG011 Risk that the needs of scrutiny and regulatory bodies are not met. (Control Risk)					
	CG012 Risk of poor ICT security and operational arrangements. (Hazard Risk)					
	CG014 Risk that legislative changes are not effectively planned for. (Control Risk)					
<b>Commentary</b>	We continue to provide guidance and advice to all Services of the Council to ensure all decisions comply with Standing Orders and Financial Regulations. In addition, we continue to monitor all reports presented to Council and Council committees to ensure probity and <i>vires</i> of all decisions. Committee reports now include a 'management of risk' section to ensure decision-making is fully informed on this important area.					
We will develop and implement a strategy to raise motivation and commitment to the organisation		31-March-2014				
<b>Performance Measures</b>			<b>Target</b>	<b>Value</b>	<b>Traffic Light Icon</b>	<b>Weight</b>
Employee Opinion Survey – Enjoyment (1-10)				7.58		20%
Employee Opinion Survey – Motivation (1-10)				7.08		20%
Employee Opinion Survey – Morale (1-10)				4.31		20%
Level of Staff Turnover (Corporate)				1.14%		40%
<b>Associated Risks</b>	CG005 Risk of low levels of employee engagement (Control Risk)					
	CG027 Risk that workforce planning, recruitment, retention, training and development are not aligned to business and financial planning and the requirements of new technology (Control Risk)					
<b>Commentary</b>	Employee Voice was successfully implemented and has been running for 18 months. It continues to attract new and innovative ideas for improving services across the council. The employee opinion survey was carried out in Nov/Dec 2012 with results published and distributed to staff over the spring. Further outcomes to commit to raising levels of motivation and commitment for staff arising from this survey have been developed and will be carried out by the People Dimension Group over the coming 24 months. These feature the council's core behaviours for all staff and the four additional management behaviours and will see a prolonged and targeted promotion of each behaviour in turn.					
We will develop new remuneration and reward systems which recognise and promote high performance and is linked to Council objectives		31-Mar-2014				






Performance Measures		Target	Value	Traffic Light Icon	Weight
Number of employees meeting organisational behaviours at appraisal (council-wide)			2,150		100%
Associated Risks	CG005 Risk of low levels of employee engagement (Control Risk)				
	CG027 Risk that workforce planning, recruitment, retention, training and development are not aligned to business and financial planning and the requirements of new technology (Control Risk)				
Commentary	The first full round of Performance Review & Development (PR&D) was completed at end of May 2013. Statistical outcomes from this showing the number of high performing individuals has been made available to Service Management Teams through the HR Business Partners.				
We will work with Service Managers to ensure that workforce planning is undertaken so that the future service delivery objectives are properly resourced		28-Feb-2014			
Associated Risks	CG027 Risk that workforce planning, recruitment, retention, training and development are not aligned to business and financial planning and the requirements of new technology (Control Risk)				
Commentary	Work started to update the Corporate Workforce Plan in time for Council's budget meeting in February next year. Workforce Plan being 'fleshed out' in terms of Services anticipating numbers of staff within each occupational group required over the next 5 years. Organisational metrics and additional reporting being devised to measure performance against the strategic priorities. Results of employee survey to be reflected in Plan and actions required.				
<b>The Council's resources are managed effectively in full compliance with statutory responsibilities and best practice</b>		<b>Timescale</b>	<b>Status</b>		
We will ensure that all HR policies and procedures are effective in the management of its human resources in a modern, safe and appropriate way		31-Mar-2014			
Performance Measures		Target	Value	Traffic Light Icon	Weight
Average number of days lost through sickness absence - Corporate Governance (SPI) (July 2013)		10	9.4		30%
Average number of days lost through sickness absence (Council overall) - SPI Corporate (July 2013)		10	12.3		70%
Associated Risks	CG005 Risk of low levels of employee engagement (Control Risk)				
	CG006 Risk of poor or inadequate Health and Safety arrangements. (Hazard Risk)				
	CG027 Risk that workforce planning, recruitment, retention, training and development are not aligned to business and financial planning and the requirements of new technology (Control Risk)				
Commentary	We continue to look at HR policies and procedures and make sure these are fit for purpose.				


We will improve knowledge management and sharing within the Directorate and with our partners.		31-Mar-2014			
<b>Associated Risks</b>	CG023 Risk that inadequate information management processes create inaccuracies and uncertainty over compliance with statutory obligations and lead to under-informed decision making (Control Risk)				
<b>Commentary</b>	A draft succession planning framework has been developed - awaiting approval. This will be linked to Performance Review & Development (PR&D) and YourHR. The Information and Knowledge Strategy will be revised in the next few months with the managing leavers policy and procedure being the first priority. This will be revised to reflect the introduction of the proposed succession planning framework.				
We will explore approaches which support and promote positive behaviours of employees		31-Mar-2014			
<b>Performance Measures</b>		<b>Target</b>	<b>Value</b>	<b>Traffic Light Icon</b>	<b>Weight</b>
Average number of days lost through sickness absence - Corporate Governance (July 2013)		10	9.4		5%
Average number of days lost through sickness absence - Education Culture & Sport (July 2013)		10	8.4		5%
Average number of days lost through sickness absence - Enterprise Planning & Infrastructure (July 2013)		10	12.7		5%
Average number of days lost through sickness absence - Housing & Environment (July 2013)		10	15.4		5%
Average number of days lost through sickness absence - Office of the Chief Executive (July 2013)		10	4.8		5%
Average number of days lost through sickness absence - Social Care & Wellbeing (July 2013)		10	17.7		5%
Average number of days lost through sickness absence (Council overall) - SPI Corporate (July 2013)		10	12.3		35%
Number of employees meeting organisational behaviours at appraisal (council-wide)			2,150		35%
<b>Associated Risks</b>	CG005 Risk of low levels of employee engagement (Control Risk)				
<b>Commentary</b>	A number of initiatives are being developed to support the new behaviours - this includes new workshops round communication, customer focus, creative thinking and future focus. The Heads Up Campaign will start in September - this will see Heads of Service, in turn, promote a behaviour for a period of 2 months including Hot Topic sessions, back to the floor days etc. The first behaviour will be leadership headed up by Mark Reilly, Head of Service Housing and Environment.				

## Societal Outcomes

<b>We will work with our partners to seek to reduce the levels of inequality in the city</b> <b>We will seek to develop a sense of community in Aberdeen based on principles of openness, fairness, reciprocity &amp; responsibility &amp; will encourage &amp; support citizens to participate in the development, design &amp; decision-making</b>		<b>Timescale</b>		<b>Status</b>		
We will actively engage with existing community planning partners and build new relationships, to develop an innovative service planning and delivery model based on a 'whole systems' approach		31-Mar-2015				
<b>Associated Risks</b>	CG011 Risk that the needs of scrutiny and regulatory bodies are not met. (Control Risk)					
	CG029 Risk of failing to fully engage with citizens during transformation process (Hazard Risk)					
	CORP009 Risk of Community Planning failing to deliver city wide projects/opportunities and associated funding (Control Risk)					
<b>Commentary</b>	The review of community planning arrangements in Aberdeen City has now been completed and a revised structure implemented. The revised arrangements are designed to facilitate added value strategic leadership and decision making at the partnership level. A new Single Outcome Agreement has been agreed by the Partnership and "signed off" by the Scottish Government in August 2013. This reflects many months of work across all partners and gives the Partnership a sound basis for going forward.					
	In regard to the whole system pilots, the Partnership has agreed to the establishment of 2 Programme manager posts to support the initiative. Arrangements for funding and deploying these posts is currently being concluded.					
We will engage with elected members, directors, partners and communities to develop our equality outcomes and assist services in their delivery		31-Mar-2015				
<b>Performance Measures</b>			<b>Target</b>	<b>Value</b>	<b>Traffic Light Icon</b>	<b>Weight</b>
No of projects with a Social Return on Investment appraisal conducted				2		50%
No of contracts concluded with a Community Benefit Clause						50%
% workforce who have notified a disability				2.5%		30%
Percentage of council employees in top 2% of earners that are women				39.68%		40%
Percentage of council employees in top 5% of earners that are women				49.69%		40%
<b>Associated Risks</b>	CG029 Risk of failing to fully engage with citizens during transformation process (Hazard Risk)					

<b>Commentary</b>	Our Equality Outcomes were published by 30 April 2013. We are now engaging with directors, their senior management teams, partners and communities to confirm the actions, timescales, accountability and indicators to achieve these outcomes, for example, currently meeting with partners in the third sector to check that organisations funded through equalities budgets are contributing to these outcomes and event planned for Older People's Advisory Group and similar groups on 1 October.				
We will include, where suitable, appropriate Community Benefit Clauses within procurement contracts, maximising economic and social benefits for residents and businesses within the City		31-Mar-2014			
<b>Performance Measures</b>		<b>Target</b>	<b>Value</b>	<b>Traffic Light Icon</b>	<b>Weight</b>
No of contracts concluded with a Community Benefit Clause					100%
<b>Commentary</b>	The number of contracts with Community Benefit Clauses and the results achieved from them are being collated though the Procurement Dashboards and will filter into this reporting mechanism during 2013.				
We will explore and apply, where appropriate, a Social Return on Investment methodology to option appraisal and decision making		31-Mar-2014			
<b>Performance Measures</b>		<b>Target</b>	<b>Value</b>	<b>Traffic Light Icon</b>	<b>Weight</b>
No of projects with a Social Return on Investment appraisal conducted			2		100%
<b>Commentary</b>	Staff involved in the management of the Fairer Scotland Fund and representatives of a number of projects that receive Fairer Scotland Fund (FSF) grant have undertaken training in Social Return On Investment (SROI) methodology. 2 Fairer Scotland Fund projects Station House Media Unit and Pathways have undertaken SROI studies with the Fairer Scotland Fund Coordinator and Social Value Lab and final reports have now been produced that show that for every pound of FSF investment the additional benefit based on the SROI calculation amounted to between £3 and £5 for these projects.  Consideration is now being given to whether the approach should be rolled out further and a report on this subject will be produced in due course.				

<b>The city is digitally connected to ensure equal opportunity of access to services for all people and to support business development</b>		<b>Timescale</b>		<b>Status</b>	
<b>Performance Measures</b>		<b>Target</b>	<b>Value</b>	<b>Traffic Light Icon</b>	<b>Weight</b>
Total number of online transactions (2012/13)			178,211		50%
Use of online Customer Feedback Form (in development)					50%
<b>Associated Risks</b>	CG001 Risk that the needs of our customers are not understood and met. (Control Risk)				
<b>Commentary</b>	The development of improved online reporting capability will provide customers with enhanced service and improved response timescales. The new form, when in place, will capture information on complaints, comments and compliments, allowing improved knowledge on our customer base which will be used to inform service design and improvements.				

<b>Negative outcomes of transportation are minimized (casualties from accidents; air pollution; noise pollution; built environment)</b>		<b>Timescale</b>		<b>Status</b>	
<b>Performance Measures</b>		<b>Target</b>	<b>Value</b>	<b>Traffic Light Icon</b>	<b>Weight</b>
Implementation of ICT enabled flexible working - % of Employees who have flexible working facilities as a % of total employees.		20%	17.4%		100%
<b>Commentary</b>	The policy of encouraging flexible working patterns by the Council's workforce aims to increase efficiencies, staff morale and motivation and has the additional benefit of reducing travel to work volumes in some areas of operation.				

## Authority

<b>Citizens feel they can influence their communities through engagement in the development, design and decision making of services</b>	<b>Timescale</b>	<b>Status</b>
<b>Commentary</b>	<p>The communications and engagement action plan reflects the approved strategy and has included delivery of major pieces of work including the delivery of the Priority Based Budgeting (PBB) and Business Plan engagement programme, a series of external events targeting specific groups such as public and voluntary sectors or the business sector. In addition, the delivery of the first council Star Awards programme has encouraged over 80 submissions across the council and will now become an annual event. Work continues to enhance and develop the engagement programme and is led in partnership with the People Dimension Group.</p> <p>In addition, work has commenced through Community Planning Aberdeen, to review engagement and communication activity across all partners with a view to co-ordination and sharing of information.</p> <p>Complaints handling continues to improve with the model Scottish Complaints Procedure now embedded across all services as well as Corporate Governance. 'Lessons learnt' from analysis of complaints is a key feature of the new procedure and future reports will reference improvements resulting from this analysis.</p>	

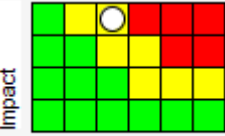
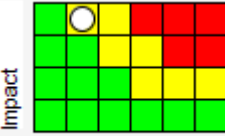
# Corporate Governance Service Risk Register

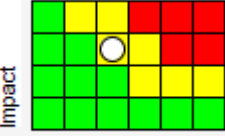
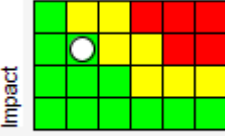
September 2013

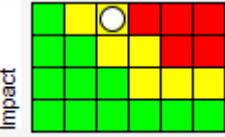
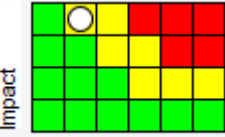


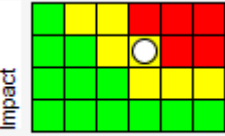
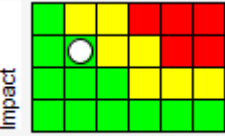
Business Risks				
Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
<b>Risk that major projects are not effectively delivered. (Hazard Risk)</b>	Increased pressure from central government regarding delivery of priorities. Negative impact on the maintenance of a balanced budget.			Programme Manager
<b>Internal Controls</b>	Internal audit of project management effectiveness. Reporting requirement of PMO to sponsor group. Scrutiny by elected members through committee structure.			
<b>Mitigating Actions</b>	Programme Management Office monitoring progress on delivery of the priority based budget decisions and reporting monthly to the Sponsoring Group. Scheduled (2011) internal audit of the PMO. Appropriate planning / maintenance of effective delivery capacity. Quality standards in project management and effective training resources for key staff. Contract management training for key staff. Performance management monitoring regimes built in to projects. Benchmarking of project performance.			

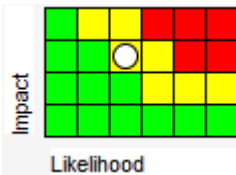
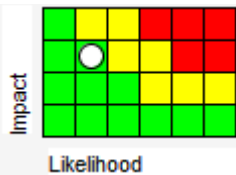


Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
<b>Risk that effective business continuity and disaster recovery arrangements are not in place. (Hazard Risk)</b>	The Council suffers a breakdown in key systems and functions and is unable to deliver essential services. Potential for serious harm / loss of life to members of the community.			Director of Corporate Governance
<b>Internal Controls</b>	<p>Internal audit arrangements covering business continuity arrangements. BCPs are now in place regarding all of the Directorate's critical functions. Critical functions are agreed by CMT based on one or more of the following criteria being met:</p> <ol style="list-style-type: none"> <li>1. Human welfare or the environment</li> <li>2 The finances of the Council</li> <li>3 The Council's statutory obligations</li> <li>4 The Council's reputation</li> <li>5 The Council's ability to respond to emergencies.</li> </ol> <p>The Business Impact Analysis has been completed and recovery time objectives for all key activities have been set.</p> <p>System enhancements are in progress to facilitate better Business Impact Analysis testing and Business Continuity Planning consistency across services</p>			

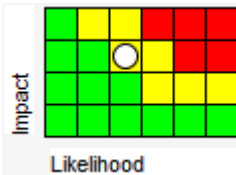
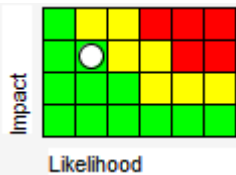
Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
<b>Risk of poor or inadequate management of contracts and contractors. (Control Risk)</b>	Ineffective contract management exposing the Council to financial risk.			Head of Procurement
<b>Internal Controls</b>	Internal audit. Correct management of corporate and service contracts at appropriate levels within the Council. Contract management training for all key personnel.			
<b>Mitigating Actions</b>	Individual profiling of all contracts with a risk register being held for each. Risk assessments undertaken at the onset and reviewed throughout the life of the contract.			

Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To	
<b>Risk that the needs of scrutiny and regulatory bodies are not met. (Control Risk)</b>	Reputational damage. Legal challenge. Increased financial burden. Imposition of special measures. Additional officer resource requirement - diverted from frontline delivery.			Head of Customer Service and Performance	
<b>Internal Controls</b>	Rolling self evaluation programme based on How Good is Our Council model. Robust forward planning for inspections. Effective relationship management. Robust risk management monitoring, reviewing and reporting protocols. Internal audit programme informed by risk assessment.				
<b>Mitigating Actions</b>	Embedding self evaluation. Effective engagement with key stakeholders.	Very serious	Very serious		

Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To	
<b>Risk that inadequate information management processes create inaccuracies and uncertainty over compliance with statutory obligations and lead to under-informed decision making (Control Risk)</b>	The Council suffers censure and financial loss through ineffective processes for complying with statutory requirements. There is sub-optimal decision-making.			Head of Customer Service and Performance	
<b>Internal Controls</b>	Information Management Strategy. Corporate Records Management Approach to increase confidence in information management practice and the governance framework.				
<b>Mitigating Actions</b>	Corporate gap analysis undertaken and improvement plan in place (includes Policy Review, implementation of procedures). Being led and co-ordinated by CG. Actions from audits and inspections being taken forward (e.g. Laptop encryption) Ensure OIL training course completed by 100% staff. Complete review of Records / Information Management functions within Community Planning and Corporate Performance Team.				

Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
<b>Risk of not meeting Service Option/Targets (Hazard Risk)</b>	Poor budgetary control. Inability to deliver key priorities and policies. Reputational damage. Poor external audit outcomes.			Programme Manager
<b>Internal Controls</b>	Role of Sponsorship Group / ongoing challenge / annual PBB review			
<b>Mitigating Actions</b>	Development of Finance (Budgetary) Risk Registers covering cost pressures and growth assumptions. Further PBB service option identification.			

Customer/Citizen Risks

Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
<b>Risk that the needs of our customers are not understood and met. (Control Risk)</b>	Increased volume of complaints leading to reputational damage. Increased scrutiny by regulatory bodies. Additional resources requirement to address perceived service failures. Increased costs / multiple enquiries. Loss of business opportunities to other providers. Services not tailored to customer need. Staff retention becomes problematic due to poor customer relations.			Head of Customer Service and Performance
<b>Internal Controls</b>	Established processes to ensure customer feedback firmly established in service planning. Self assessment of compliance with Model Complaints Handling Procedure built into self-evaluation processes. Corporate systems governing complaints handling, self-evaluation and management reporting.			
<b>Mitigating Actions</b>	Training of staff in managing customer expectations. Service Level Agreements. Quality of Service Standards for customer-facing activities. Continuing workforce planning to ensure customer focus. Customer surveying. Regular reporting of complaints handling data to SMT with requirement for development of 'lessons learned' culture.			

Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
<b>Risk of failing to fully engage with citizens during transformation process (Hazard Risk)</b>	Reputational damage. Widening gap between customer / citizen expectations and business planning. Uncertainty over compliance with statutory requirements on community engagement and empowerment.			Director of Corporate Governance
<b>Internal Controls</b>	Ongoing PBB engagement process.			
<b>Mitigating Actions</b>	Development of strengthened community engagement function resulting from review of structures in Community Planning and Corporate Performance Team.			
	We will engage with elected members, directors, partners and communities to develop and implement our 'equality outcomes'			

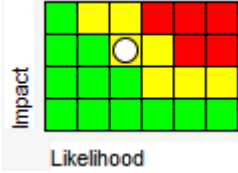
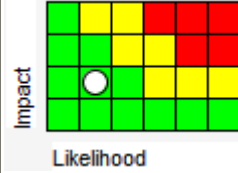
Financial Risks

Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
<b>Risk of poor financial management and decision making. (Control Risk)</b>	Reputational damage. Censure by central government. Increased scrutiny by regulatory bodies. Inability to deliver key services. Urgent cost savings required outwith agreed priorities and business planning.			Head of Finance
<b>Internal Controls</b>	Internal audit addressing all key financial controls. PMO reporting to sponsor group on delivery of PBB programme.			
<b>Mitigating Actions</b>	Revised project management guidance issued by PMO. Effective maintenance of collaborative planning arrangements. Monitoring of performance indicators against 5 year business plan. Development of Finance (Budget) Risk Registers covering known and anticipated cost pressures. Challenge of risks aligned with monitoring of service options delivery.			

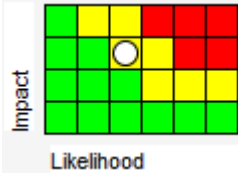
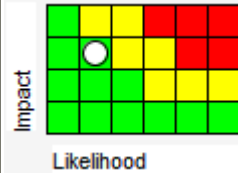
Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
<b>Risk of collection levels deteriorating (Hazard Risk)</b>	Lower income levels; Censure by central government; Audit reports critical of internal practices; Reputational damage.			Head of Finance
<b>Internal Controls</b>	Internal audit of operational effectiveness. Scrutiny by elected members at committee. Close monthly monitoring by management.			
<b>Mitigating Actions</b>	Monitoring of Sheriff Officer contract. Single debt recovery team for Revenues and Benefits income streams. Regular recovery programme. Joint working with Sheriff Officer.			

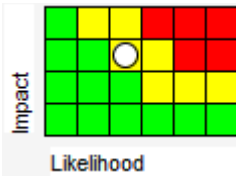
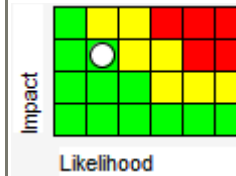
Legislative Risks

Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
<b>Risk of poor or inadequate Health and Safety arrangements. (Hazard Risk)</b>	Loss of life or serious harm to individuals or groups. Legal challenge resulting from harm or injury. Reputational damage. Poor media coverage. Increased insurance premiums.			Head of Human Resources and Organisational Development
<b>Internal Controls</b>	Internal audit rolling programme of Health and Safety arrangements. BCP for Health and Safety.			
<b>Mitigating Actions</b>	Effective Health and Safety training for managers at all levels. Systematic record keeping / event logging. Regular reporting / scrutiny of arrangements.			

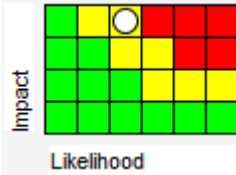
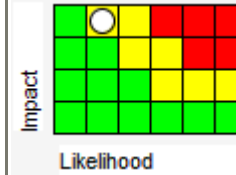
Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
<b>Risk that legislative changes are not effectively planned for. (Control Risk)</b>	Business Plan priorities are not deliverable. The Council or its workforce are exposed to legal challenge and incur costs. Reputational damage.			Head of Legal and Democratic Services
<b>Internal Controls</b>	Internal audit of scenario planning capacity. Training and development programmes.			
<b>Mitigating Actions</b>				

People Risks

Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
<b>Risk of low levels of employee engagement (Control Risk)</b>	Strikes and other forms of industrial action. Negative media coverage of the Council. Additional management time required to address employee relations matters. Negative impact on the Council's sickness absence figures. Potential non-delivery of services. Opportunity cost of higher performance / productivity which could have been achieved by higher engagement levels.			Head of Human Resources and Organisational Development
<b>Internal Controls</b>	Corporate Governance Communications Group. Corporate Governance Workforce Engagement Strategy. People Dimension Group (corporate but impacts on CG). 'Employee Voice' - corporate but provides temperature check on engagement levels. Employee Opinion Survey - provides a temperature check of engagement levels. Performance Review and Development Process.			
<b>Mitigating Actions</b>	Communications Strategy. Early management engagement policy on developments with potential effects on workforce. Drive to achieve greater transparency over decision-making. Ensuring output of employee surveys is used to inform improvements in engagement, communication, management and leadership of workforce. PR&D measuring managers' performance on their ability to engage with their teams.			

Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
<b>Risk that workforce planning, recruitment, retention, training and development are not aligned to business and financial planning and the requirements of new technology (Control Risk)</b>	Poor service delivery. Inability to retain key staff. Excessive use of agency / consultancy resources.			Head of Human Resources and Organisational Development
<b>Internal Controls</b>	PBB Workforce Stream; Workforce Planning Strategy. Service Workforce Plans			
<b>Mitigating Actions</b>				

Technological Risks

Title	Potential Impact	Current Risk Matrix	Residual Risk Matrix	Assigned To
<b>Risk of poor ICT security and operational arrangements. (Hazard Risk)</b>	At the security level: Electronic threats lead to systems contamination and risk of failure. Insurance premiums affected by poor security provision. Legal challenge / negative reporting by Information Commissioner.  At the operational level: Services are not delivered. Productivity drops. Significant data loss. Reputational damage.			Head of Customer Service and Performance
<b>Internal Controls</b>	Business Continuity Plan / Disaster recovery provisions in place for ICT operations. Internal audit assessment of ICT security arrangements. ICT Acceptable Use Policy.			
<b>Mitigating Actions</b>	Externalisation of ICT services where best value delivered.			