

**REPORT TO:** Audit and Governance Committee

**MEETING DATE:** 22 September 2020

**BY:** Chief Executive

**SUBJECT:** Development Risk Register

---

## **1 PURPOSE**

- 1.1 To present to the Audit and Governance Committee the Development Risk Register (Appendix 1) for discussion, comment and noting.
- 1.2 The Development Risk Register is developed in keeping with the Council's Risk Management Strategy and is a live document, which is reviewed and refreshed on a regular basis, led by the Development Local Risk Working Group (LRWG).

## **2 RECOMMENDATIONS**

- 2.1 It is recommended that the Audit and Governance Committee notes the Development Risk Register and in doing so, the Committee is asked to note that:
  - the relevant risks have been identified and that the significance of each risk is appropriate to the current nature of the risk.
  - the total profile of the Development risk can be borne by the Council at this time in relation to the Council's appetite for risk.
  - although the risks presented are those requiring close monitoring and scrutiny over the next year, many are in fact longer term risks for Development and are likely to be a feature of the risk register over a number of years.

## **3 BACKGROUND**

- 3.1 The Risk Register has been compiled by the Development LRWG. All risks have been evaluated using the standard (5x5) risk matrix (Appendix 2) producing an evaluation of risk as either 'low (1-4)', 'medium' (5-9), 'high' (10-19) or 'very high' (20-25).
- 3.2 The Council's response in relation to adverse risk or its risk appetite is such that:

- Very High risk is unacceptable and measures should be taken to reduce, transfer or treat the risk to a more tolerable position;
- High risk may be tolerable providing the Council is assured that adequate and effective control measures are in place;
- Medium risk is tolerable with control measures that are cost effective;
- Low risk is broadly acceptable without any further action to prevent or mitigate risk.

3.3 The current Development Risk Register includes 2 Very High, 5 High risks, 17 Medium risks and 16 Low Risk. As per the Council's Risk Strategy, only the Very High and High risks are being reported to the Committee.

#### **4 POLICY IMPLICATIONS**

4.1 In noting this report, the Council will be ensuring that risk management principles, as detailed in the Corporate Risk Management Strategy, are embedded across the Council.

#### **5 INTEGRATED IMPACT ASSESSMENT**

5.1 The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy.

#### **6 RESOURCE IMPLICATIONS**

6.1 Financial - It is the consideration of the Development LRWG that the recurring costs associated with the measures in place for each risk are proportionate to the level of risk. The financial requirements to support the Risk Register should be met within the proposed budget allocations. Any unplanned and unbudgeted costs that arise in relation to any of the corporate risks identified will be subject to review by the Corporate Management Team.

6.2 Personnel - There are no immediate implications.

6.3 Other - Effective implementation of this register will require the support and commitment of the Risk Owners identified within the register.

#### **7 BACKGROUND PAPERS**

7.1 Appendix 1 – Development Risk Register 2020

7.2 Appendix 2 – Risk Matrix 2020

<b>AUTHOR'S NAME</b>	Scott Kennedy	
<b>DESIGNATION</b>	Emergency Planning, Risk and Resilience Officer	
<b>CONTACT INFO</b>	skennedy@eastlothian.gov.uk	01620 827900
<b>DATE</b>	10 September 2020	

# Development Risk Register 2020

Date reviewed: 10th September 2020

Risk ID	Risk Description (Threat/Opportunity to achievement of business objective)	Risk Control Measures (currently in place)	Assessment of Current Risk			Planned Risk Control Measures	Assessment of Residual Risk [With proposed control measures]			Risk Owner	Timescale for Completion / Review Frequency	Evidence held of Regular Review
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Residual Risk Rating			
			L	I	L x I		L	I	L x I			
D 1	<p>Homelessness</p> <p>New policy approach rapid rehousing requires the Council to transform homelessness services, place people quickly into permanent accommodation, negating the use of temporary accommodation and requiring a significant reduction in temporary accommodation stock. Resource allocation is likely to be insufficient for service transformation and the approach could result in an inability to accommodate those in need, forcing use of non-contracted B&amp;Bs / B&amp;Bs out-with county.</p> <p>The Scottish Government require the implementation of a Housing First approach in 2020 as a key priority, although no funding is available for ongoing revenue costs.</p> <p>Legislative change regarding local connection will require the Council to accept rehousing responsibility for additional homeless cases and changes to discretion around intentionality and forthcoming change in focus to deliberate manipulation of the system will place additional pressure on the Council in respect of accepting intentionally homeless cases and associated accommodation duties.</p> <p>Continued levels of low turnover results in limited lets available and longer average time spent in temporary accommodation. The Scottish Housing Regulator has noted this.</p> <p>There is a higher financial cost burden for the general services budget due to additional demand for temporary accommodation, which is likely to increase further in light of anticipated legislative change.</p> <p>High risk of breach of Unsuitable Accommodation Order due to a shortage of 'suitable' temporary accommodation, with extension of the Order to all households brought forward with immediate effect (with Covid-19 caveat until 01 October 2020).</p> <p>Proposed change to Homelessness Code of Guidance / new prevention duty pose risk to existing practice / Homelessness Operations Policy.</p> <p>Reduced supply of private lets due to landlords' ongoing concerns re new Private Residential Tenancy, legislative change (energy efficiency and repairing standard) and welfare reform impacts.</p>	<p>Housing Options preventative approach to provision of advice.</p> <p>Continued monitoring of RSL nomination process (new build and routine turnover).</p> <p>Allocation Policy reduced number of offers for each Homeless applicant to 1, to encourage quicker throughput in temporary accommodation.</p> <p>Cabinet approved recommended actions to address pressures relating to a lack of affordable housing supply and address homelessness pressures through delivery of an agreed action plan. Regular progress review meetings for action plan / rapid rehousing delivery ongoing with further engagement and iteration of RRTP to Scottish Government.</p> <p>Cabinet approval of allocations targets to general needs / homeless applicants. Performance to targets kept under ongoing review. Cabinet approval of Allocations Policy Review.</p> <p>Open Market Acquisitions increase supply prioritising the western part of the county, where demand is highest.</p> <p>Refreshed performance monitoring framework in place to enable improved ongoing monitoring of key aspects of service.</p>	5	4	20	<p>Further iteration of Rapid Rehousing Transition Plan (RRTP) to be submitted to the Scottish Government, with a clear plan to transform homelessness services by 2024 kept under regular review in context of resource allocation and changing legislation.</p> <p>Continue new build activity to increase housing stock, exploring potential to further increase supply within context of the growth agenda.</p> <p>Significant growth in mid-market rent properties coming forward.</p> <p>Housing Options Training Toolkit to be rolled out during 2020/21, to improve homelessness prevention and complement new Prevention Duty anticipated 2021.</p> <p>Significant work ongoing re processes, policy and with PRS landlords to increase flow through the rent deposit scheme.</p> <p>Exploration of flat share / hosting models and shared tenancies ongoing, which could potentially make better use of existing stock.</p> <p>Revised Homelessness Operations Policy to be put in place, alongside comprehensive review of existing policies and procedures, to ensure service is operating efficiently and effectively.</p> <p>Improved partnership working with existing partners and neighbouring authorities could potentially result in new ways of working and economies of scale.</p> <p>New approach to spend to save, utilising RRTP resource allocation could result in cost savings re B&amp;B spend.</p> <p>Significant work to improve void timescales could assist with improved flow through temporary / permanent accommodation.</p> <p>Consideration of business case/options appraisal in respect of alternative forms of accommodation</p>	4	4	16	Service Manager – Community Housing	<p>September 2020</p> <p>March 2024</p> <p>March 2024</p> <p>December 2020</p> <p>December 2020</p> <p>September 2020</p> <p>October 2020</p> <p>December 2020</p> <p>September 2020</p> <p>December 2020</p> <p>December 2024</p>	<p>Risk considered July 2020 by Team Manager Housing Options, Head of Service and Service Manager with no change to assessment of risk scores.</p> <p>Risk refreshed February 2016 - current risk score increased from 16 to 20 and residual score increased from 12 to 16.</p> <p>Risk refreshed February 2015 to combine risks together - current risk score reduced from 20 to 16.</p>

Risk ID	Risk Description (Threat/Opportunity to achievement of business objective)	Risk Control Measures (currently in place)	Assessment of Current Risk			Planned Risk Control Measures	Assessment of Residual Risk [With proposed control measures]			Risk Owner	Timescale for Completion / Review Frequency	Evidence held of Regular Review
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Residual Risk Rating			
			L	I	L x I		L	I	L x I			
	<p>Requirement to prioritise sisted eviction cases upon opening of Sheriff Court.</p> <p>Potential increase in service demand due to poverty, relationship breakdown and domestic abuse, associated with Covid-19 / lockdown restrictions.</p> <p>Uncertainty over future funding of supported housing (DWP) and proposed changes in respect of restructuring the financing of temporary accommodation.</p> <p>A focus is required on migrant homelessness and destitution in 2020, an area of complexity subject to limited Scottish Government flexibility.</p> <p>The Scottish Government aim to pursue a right to adequate housing through a Human Rights Bill, which will pose additional homelessness / supply pressures.</p> <p>Legislative change is likely to increase demand on homelessness services and corresponding duties to accommodate, meaning increased spend.</p>				<p>in response to forthcoming legislative change.</p> <p>Audit of existing accommodation in preparation in advance of extension to unsuitable accommodation order.</p> <p>Plan underway to convert tenancies to enable RRTP targets re reduction in temporary accommodation to be met.</p>					<p>October 2020</p> <p>December 2020</p>		
D2	<p><b>Businesses and their Resilience during COVID19</b></p> <p>The closure of businesses and the guidance to stay at home has meant that most businesses have been heavily impacted and will continue to do post-COVID as social distancing and other measures are put in place.</p> <p>The risk will have a direct impact and substantial indirect impact on the council. Council staff across many departments have been and will continue to be specifically called on for intervention support and advice (Economic Development, Protective Services, Licencing, Transportation, Revenues &amp; Benefits and East Lothian Works have been materially impacted upon).</p> <p>Indirect impacts will include loss of revenue income through business rent and non-domestic rates, increased unemployment and personal and business debt leading to further impacts on council tax and housing rental income.</p> <p>Increased pressure on housing affordability for those suffering loss or detriment will lead to increased pressure on homelessness services and other intervention services within social care.</p>	<p>The Council has stood up its Recovery and Renewal Working Group through the multi-agency Connected Economy Group (CEG) with 4 sub-groups established – Tourism and Hospitality, Town Centres, Employability, &amp; Rural to further develop and implement the Economy Action Card with partners.</p> <p>Council services and partner agencies are providing in-depth advice and support to businesses affected signposting to sources of funding and identifying approaches and training.</p> <p>Financial support: The council have awarded 1,563 business support grants totalling around £17.5m, 107 newly self-employed grants awarded and a small number of B &amp; B hardship grants. Further financial support interventions are being offered through EL Investments and our wider partners like Scottish Enterprise. Rent and rates payment holidays have been made available. Identification of intervention support gaps and lobbying to address.</p> <p>Additional staff resource has been deployed to help support reopening and recovery and coordinating of actions and cross-council joint working (town &amp; villages SPoCs). Additional staffing has also been deployed to service Tourism &amp; Hospitality actions.</p>	5	4	20	<p>Continued development of and delivery of the Economy Key Area action card within the Recovery and Renewal Framework.</p> <p>Moving forward through phases from initial re-start and re-opening through the Scottish Government routemap towards response &amp; recovery.</p> <p>Additional funding secured for place marketing and business support from the SG Towns and BIDs recovery and resilience fund (£24K).</p> <p>Support and engagement around growing and enhancing business support infrastructure including new traders associations and connections.</p> <p>Communications strategy established: "Love East Lothian" umbrella messaging with campaigns for "Stay Safe, Support Local, Love East Lothian" and "Love East Lothian – We're open for business and doing things differently to help keep you safe"</p>	5	3	15	Head of Development	<p>Ongoing throughout COVID19 Response phase and throughout Recovery &amp; Renewal phase in line with the Economy Key Area Action Card.</p> <p>August 2020</p> <p>September 2020 and beyond.</p> <p>July 2020 and beyond.</p>	<p>New risk created during the response to COVID19 during April 2020 and updated by Head of Development August 2020.</p>

Risk ID	Risk Description (Threat/Opportunity to achievement of business objective)	Risk Control Measures (currently in place)	Assessment of Current Risk			Planned Risk Control Measures	Assessment of Residual Risk [With proposed control measures]			Risk Owner	Timescale for Completion / Review Frequency	Evidence held of Regular Review
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Residual Risk Rating			
			L	I	L x I		L	I	L x I			
	<p>Uncertainty and a wide range of variables and fluctuations of these mean that the severity and duration of economic recession and increased poverty is difficult to predict but in any event recession and poverty increases will adversely impact on all council services and wider partnership service delivery.</p> <p>The risk will be ongoing and change in response to progression through route map phases – subsequent returns to local restrictions or any lockdowns will present additional challenges for businesses on a sector by sector or area by area basis. Uncertainty will continue to be high for some time while public confidence in returning to visiting businesses is likely to fluctuate.</p> <p>The end of the job retention scheme will potentially see significant job losses and increased unemployment.</p> <p>It is important that council services provide a joined-up approach to supporting businesses post-COVID to ensure compliance and also ensure that they can open and generate income as quickly as possible.</p>	<p>Focusing information and guidance on the council website with point of contact being Econ Development with a revised update created at the end of June.</p> <p>Information packs and in-depth support to individual businesses to support reopening by Protective Services (based on SG guidance). This, in conjunction with the Spaces For People interventions that are aimed at supporting safe use of public space. It is hoped that this will mitigate future restrictions to movement etc. as a result of increases in cases.</p> <p>Continue to monitor changes to national guidance and policy and share this via web and partner networks.</p>				Actively engage with businesses preparing for job matching / re-skilling support. Focus on college training programmes and continued positive destinations for younger people.					Ongoing from July 2020	
D 3	<p>Affordable Housing Supply</p> <p>Supply of affordable housing is outstripped by need and demand influencing rising numbers on the Councils Housing Register and increased risk of arising Homeless applications.</p> <p>Covid-19 restrictions - Programme delays to construction sites resulting in delayed handovers and possible increase in project costs.</p> <p>Insufficient land in control of affordable housing providers due to limited amount of Council owned land and difficulty in competing on the open market to purchase land due to high land prices. Much of the land in East Lothian is tied up in options to private housing developers, leading to an inability to control provision of new affordable housing and reliance on planning policy for affordable housing to deliver land.</p> <p>Government Resource Planning Assumptions (RPAs) for East Lothian have been provided for the period 2018/19 to 2020/21 as follows:</p> <p>2018/19 - £9.540m 2019/20 - £10.007m 2020/21 - £10.751m</p>	<p>The adopted LDP and significant land use allocations therein, providing land through planning policy to deliver an increase supply of affordable homes.</p> <p>Supplementary planning guidance for affordable housing has been approved and adopted.</p> <p>Section 75 Co-ordinator recruited to project manage delivery of strategic sites, including affordable housing contribution.</p> <p>Now entering phase 4 of Construction and programmes are being revised to ascertain impact on time and cost.</p> <p>The Council continues to pursue opportunities to acquire land and units /bring forward private projects for affordable housing. The Scottish Government are supportive of off the shelf opportunities where possible</p> <p>Regional Housing Programme proposed through South East Scotland City Region Deal.</p> <p>Contribute to and influence review of planning system.</p> <p>Contribute to Housing beyond 2021 agenda</p>	5	3	15	<p>New Local Housing Strategy in place for 2018-23 with associated actions in relation to delivery of affordable housing (this year's update will look at the impact of Covid).</p> <p>Strategic Housing Investment Plan for 2020/21 to 2024/25 is being updated.</p> <p>Scottish Government to issue further guidance regarding payments to contractors resulting from Covid restrictions.</p> <p>Supporting Local Investment Framework being developed.</p> <p>Ensure site investigations are carried out prior to entering into an agreement to purchase land.</p> <p>Programme for Governance key messages are to complete the delivery of 50,000 affordable homes as quickly as it is safe to do so, and set out a 20 year vision for energy efficient zero carbon housing with access to outdoor space, transport links, digital connectivity and community services.</p>	3	3	9	<p>Head of Development</p> <p>Service Manager – Strategy &amp; Development</p> <p>Service Manager - Planning</p>	<p>Review by October 2020</p> <p>December 2020</p> <p>March 2021</p> <p>March 2020</p> <p>March 2021</p>	Risk refreshed by Service Manager July 2020 with no changes to scores.

Risk ID	Risk Description (Threat/Opportunity to achievement of business objective)	Risk Control Measures (currently in place)	Assessment of Current Risk			Planned Risk Control Measures	Assessment of Residual Risk [With proposed control measures]			Risk Owner	Timescale for Completion / Review Frequency	Evidence held of Regular Review
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Residual Risk Rating			
			L	I	L x I		L	I	L x I			
	<p>However resources are unknown beyond 2021.</p> <p>Scottish Government have announced they will not meet their target of 50,000 affordable homes in the lifetime of this Parliament due to the impact of Covid, however they would still like to maximise the delivery of as many units as possible. This is accompanied by support to fund more off the shelf purchases. An increase in funding at a national level allocated to support this and is reflected in increased RPAs at a local level.</p> <p>There is a need to deliver Carbon Neutral Housing by 2045.</p> <p>Unknown subsidy levels beyond 2021.</p> <p>Prevalence of mine workings to the west of the County impacts cost of developments.</p>	<p>Accessed Scottish Government Infrastructure Fund.</p> <p>The Council continues to deliver and to discuss with RSLs and other organisations unsubsidised affordable housing models. HRA Programme Board in place.</p> <p>The Council ensures site investigations are carried out prior to entering into an agreement to purchase land.</p> <p>The Council has an LLP East Lothian Mid-Market Homes to deliver mid-market rent units.</p>										
D 4	<p>Fuel Poverty</p> <p>Increase in fuel poverty due to a variety of factors:</p> <ul style="list-style-type: none"> <li>- Increase in fuel prices</li> <li>- Impact of welfare reform</li> <li>- Changing householder economic / financial situation - COVID likely to impact.</li> </ul> <p>Scottish Government is planning to introduce a Warm Homes Bill to Parliament, which will enshrine the Scottish Government's ambition to eradicate fuel poverty. The Scottish Government are currently consulting detailed proposals for a Fuel Poverty Strategy for Scotland and the targets, which will be enshrined in legislation. This consultation includes a revised definition of fuel poverty.</p> <p>Energy Efficiency is a national infrastructure priority (SG's Infrastructure Investment Plan 2015). During 2017, the Scottish Government consulted on a range of related issues as part of the draft Climate Change Plan and draft Scottish Energy Strategy. Energy Efficiency Scotland Programme (EES) is currently under development and will be a co-ordinated programme to improve energy efficiency of homes alongside commercial, public and industrial sectors.</p> <p>The impact of living in fuel poverty can place additional pressure on existing services – health, social care, advice, rent income.</p> <p>Scottish Government have ring fenced £800,000 for East Lothian's HEEPS/ABS programme. Fund guidance states this must be spent, or contractually allocated by the end of the financial year. Due to lockdown</p>	<p>Home Energy Efficiency Programme for Scotland: Area Based Scheme (HEEPS:ABS) in place, offering targeted energy efficiency measures and fuel poverty advice to private sector stock.</p> <p>Review impact of Covid and continue to liaise with contractor and Scottish Government to implement HEEPS: ABS programme.</p> <p>Energy advice and fuel debt support in place. Capital Programmes in place for council housing and Registered Social Landlords to increase energy efficiency measures. Social rented tenure must meet EESSH by December 2020.</p> <p>£3.255M was invested in energy efficiency measures to ELC owned stock in 2019/20 raising EESSH compliance to 82% of all stock.</p> <p>New Local Housing Strategy is now in place with associated actions in relation to energy efficiency of existing housing stock, fuel poverty and climate change.</p> <p>Continuing to identify areas of fuel poverty and stock that is eligible and suitable for measures. Will need to review an update impact of Covid.</p> <p>Improving knowledge of the levels, extent and nature of fuel poverty and target resources to the worst affected areas.</p>	4	3	12	<p>Commence preparation for transition to EES Programme (programme to deliver energy efficiency measures across public, commercial and private sector stock as part of National Infrastructure Priority for Energy Efficiency.</p> <p>Local Heat and Energy Efficiency Strategy (LHEES) pilot complete. Survey works ongoing to identify suitable areas re-East Lothian's HEEPS/ABS programme. Contractor to be appointed by the end of September.</p> <p>Energy Transformation Programme – establish PV / re-roofing pilot together with partnership energy supply company arrangement to test concept of PV / battery and feed in arrangements together with energy supply. East Lothian Energy affordable tariff (powered by People's Energy in partnership with East Lothian Council) being launched August 2020.</p>	3	3	9	<p>Head of Development</p> <p>Service Manager – Strategy &amp; Development</p> <p>Service Manager – Property Maintenance</p>	<p>EES 20/21 programme starting in September 2020</p> <p>September 2020</p> <p>October 2020</p>	<p>Risk refreshed by Service Manager July 2020 with no change to assessment of current scores.</p> <p>Risk refreshed by Service Manager February 2017 with current score reduced from 15 to 12 and residual score from 12 to 9.</p>



Risk ID	Risk Description (Threat/Opportunity to achievement of business objective)	Risk Control Measures (currently in place)	Assessment of Current Risk			Planned Risk Control Measures	Assessment of Residual Risk [With proposed control measures]			Risk Owner	Timescale for Completion / Review Frequency	Evidence held of Regular Review
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Residual Risk Rating			
			L	I	L x I		L	I	L x I			
	and site closures, there is a risk that East Lothian's 19/20 programme will not maximise this fund.  There is also a risk that the new 20/21 allocation of £937,000 will not be maximised.											
D 5	<p><b>Housing Quality</b></p> <p>Our houses are required to meet the Scottish Housing Quality Standard (SHQS) and will be required to meet the Energy Efficiency Standard in Social Housing (EESH) by December 2020. Delivery of these Standards is a significant contributor to the achievement of several of the National Outcomes the Scottish Government aims to achieve.</p> <p>The Scottish Housing Regulator (SHR) is monitoring progress towards achieving these Standards and failure to clearly demonstrate compliance may involve intervention by the SHR on the management of stock quality. It could also lead to loss of reputation to the Council as a service provider and the largest landlord in East Lothian.</p> <p>While a rolling stock condition survey programme is in place, the data is incomplete.</p> <p>Procurement rules negate our ability to enter into building contracts on s75 obligations which involve the transfer of completed units. This also prevents the ability to influence the specification which can result in poor quality products and increased resources in relation to resolving defects. This can in turn result in an impact on future repairs and maintenance costs.</p> <p>New technical guidance issued May 2020 bring new smoke, fire and heat detection programmes into SHQS compliance by February 2021.</p> <p>The new guidance also confirms the requirement to undertake electrical condition checks on a maximum 5-year cycle.</p> <p>COVID-19 restrictions will significantly inhibit delivery of smoke/fire and electrical compliance programmes.</p>	<p>Annual monitoring and reporting to SHR (via Social Housing Charter) and Audit Scotland.</p> <p>Annual Housing Capital Investment Programme review. The Capital Programme funds planned programmes of work has been targeted at continued compliance with the requirements of the SHQS.</p> <p>Keystone domestic asset management software system in place ensuring robust information held on the condition of Council housing stock. Data validation checks of information held on Keystone.</p> <p>Dedicated asset surveyors in place and rolling programme of stock condition surveys has commenced to keep data up to date.</p> <p>Housing Asset Management Team established to oversee delivery of HRA Capital modernisation programme.</p> <p>Regular monitoring and reporting as part of Balanced Scorecard.</p> <p>Detailed 5-year investment programme now developed on basis of stock condition intelligence and aligned to regulatory standards.</p> <p>Team Manager (Housing Assets) recruited to oversee collection and recording of housing stock intelligence including energy performance and delivery of key aspects of the capital modernisation programme.</p> <p>In-house asset surveyors are now in place, with a 5-year rolling stock condition survey regime implemented.</p> <p>Keeping SHR regularly updated on progress towards meeting the Standards. Keystone housing asset management system informs future planning of annual programme of modernisation work.</p> <p>Closer alignment of development of modernisation programme and delivery.</p> <p>The Council ensures Quality Assurance is carried out at all stages of development.</p>				<p>Housing Asset Management Strategy to be developed, extending housing investment strategy to detailed 10-year programmes and outlining broader 30-year objectives.</p> <p>Supplementary Planning Guidance now adopted which sets out minimum design and quality requirements for new build stock.</p> <p>Support the development of an Affordable Housing Design Guide.</p> <p>Smoke/fire and electrical compliance programmes developed and will closely reviewed and revised as sector emerges from COVID-19 restrictions. Externalisation of works may be considered.</p>			<p>Service Manager – Property Maintenance</p> <p>Service Manager – Strategic Investment</p>	<p>December 2020</p> <p>February 2021</p> <p>March 2021</p> <p>March 2021</p>	<p>Risk refreshed July 2020 by both Service Managers with no change to assessment of risk scores.</p>	

Risk ID	Risk Description (Threat/Opportunity to achievement of business objective)	Risk Control Measures (currently in place)	Assessment of Current Risk			Planned Risk Control Measures	Assessment of Residual Risk [With proposed control measures]			Risk Owner	Timescale for Completion / Review Frequency	Evidence held of Regular Review
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Residual Risk Rating			
			L	I	L x I		L	I	L x I			
D 6	Mobile Working  Current mobile working hardware, within Property Maintenance, is dated and does not meet PSN requirements. This has resulted in a switch-off of existing hardware, and reverting to paper-based job ticketing, placing increased pressure on administrative resources.  A project to implement Windows 8 tablet technology was terminated due to the supplier failing to meet expectations.	A new iOS-based mobile working platform has been procured.  A paper-based contingency has been implemented to cover the intervening period between PSN 'switch-off' and go-live of the new platform.  Security vulnerabilities identified in penetration testing of replacement solution (2018), representing a considerable obstacle to implementation.	4	3	12	Software upgraded by supplier August 2019 to overcome security vulnerabilities. User acceptance testing ongoing.  Implementation of phase 2 mobile working, encompassing iOS Smartphone technology has commenced. ELC IT included in project planning to ensure resources and supporting system architecture is in place.	2	3	6	Service Manager – Property Maintenance	September 2020  September 2020	Risk refreshed by Service Manager – Property Maintenance July 2020 with no change to risk scores.  Risk refreshed March 2019 with residual score increased from 3 to 6.
D 7	Solid Fuel Installations and Safety  Failure to Manage Solid Fuel safety on all Solid Fuel Installations in ELC Housing Properties leading to potential CO poisoning of tenants, increased risk of house fires and potential risk of prosecution. Chimneys are generally in poor condition while the Council are unable to control fuels burnt in solid fuel appliances.	Programme for Solid Fuel Servicing terminated end of 2018. New servicing contractor in place from April 2019. Heating replacements to energy efficient, low carbon alternative fuels are available and being installed but implementation is difficult due to customer refusals. Contractor in place for removal and replacement of solid fuel systems.	2	5	10	Programme for removal and replacement of solid fuel systems ongoing in remaining 37 properties. Gas supplies have been installed to all Council houses in gas areas to enable rapid replacement when consent received.  Clear policy to be developed on solid fuel systems replacement process.	1	5	5	Service Manager - Engineering Services & Building Standards (ESBS)  Service Manager - Property Maintenance	March 2021 to review numbers installed.  March 2020	Risk refreshed July 2020 - no change to risk scores.  Refreshed Aug'19 by Head of Service. Residual Score reduced 10 to 5.  Refreshed May'19 by Head of Service. Current Risk Score reduced 15 to 10.  Also INF14

<b>Original date produced (V1)</b>	6 <sup>th</sup> May 2014		<b>Overall Rating</b>
<b>File Name</b>	Development Risk Register		<b>Very High</b>
<b>Original Author(s)</b>	Scott Kennedy, Risk Officer		<b>High</b>
<b>Current Revision Author(s)</b>	Scott Kennedy, Risk Officer		<b>Medium</b>
			<b>Low</b>
<b>Version</b>	<b>Date</b>	<b>Author(s)</b>	
1	06/05/2014	S Kennedy	Former Housing & Environment Risk Register altered to become the Development Risk Register following realignment.
2	28/10/2014	S Kennedy	Testing & Regulation Risks updated
3	November and December 2014	S Kennedy	Economic Development & Strategic Investment Risk Updated along with Planning Risks and Engineering Services & Building Standards Risks
4	January-February 2015	S Kennedy	Trading Standards and Environmental Health Partnership risks refreshed along with Strategic Asset & Capital Plan Management risks. Further refresh of Engineering Services & Building Standards and Economic Development & Strategic Investment Risk Risks.
5	December 2015 – January 2016	S Kennedy	Environmental Health, Economic Development & Strategic Investment, Engineering Standards & Building Services and Planning risks refreshed.







# East Lothian Council

## Risk Matrix

### Likelihood Description

Likelihood of Occurrence	Score	Description
Almost Certain	5	Will undoubtedly happen, possibly frequently >90% chance
Likely	4	Will probably happen, but not a persistent issue >70%
Possible	3	May happen occasionally 30-70%
Unlikely	2	Not expected to happen but is possible <30%
Remote	1	Very unlikely this will ever happen <10%

### Impact Description

Impact of Occurrence	Score	Description							
		Impact on Service Objectives	Financial Impact	Impact on People	Impact on Time	Impact on Reputation	Impact on Property	Business Continuity	Legal
Catastrophic	5	Unable to function, inability to fulfill obligations.	Severe impacts on budgets (emergency Corporate measures to be taken to stabilise Council Finances)	Single or Multiple fatality within council control, fatal accident enquiry.	Serious - in excess of 2 years to recover pre-event position.	Highly damaging, severe loss of public confidence, Scottish Government or Audit Scotland involved.	Significant disruption to building, facilities or equipment (Loss of building, rebuilding required, temporary accommodation required).	Complete inability to provide service/system, prolonged downtime with no back-up in place.	Catastrophic legal, regulatory, or contractual breach likely to result in substantial fines or other sanctions.
Major	4	Significant impact on service provision.	Major impact on budgets (need for Corporate solution to be identified to resolve funding difficulty)	Number of extensive injuries (major permanent harm) to employees, service users or public.	Major - between 1 & 2 years to recover pre-event position.	Major adverse publicity (regional/national), major loss of confidence.	Major disruption to building, facilities or equipment (Significant part of building unusable for prolonged period of time, alternative accommodation required).	Significant impact on service provision or loss of service.	Legal, regulatory, or contractual breach, severe impact to Council.
Moderate	3	Service objectives partially achievable.	Significant impact on budgets (can be contained within overall directorate budget)	Serious injury requiring medical treatment to employee, service user or public (semi-permanent harm up to 1yr), council liable.	Considerable - between 6 months and 1 year to recover pre-event position.	Some adverse local publicity, limited damage with legal implications, elected members become involved.	Moderate disruption to building, facilities or equipment (loss of use of building for medium period).	Security support and performance of service/system borderline.	Legal, regulatory, or contractual breach, moderate impact to Council.
Minor	2	Minor impact on service objectives.	Moderate impact on budgets (can be contained within service head's budget)	Lost time due to employee injury or small compensation claim from service user or public (First aid treatment required).	Some - between 2 and 6 months to recover.	Some public embarrassment, no damage to reputation or service users.	Minor disruption to building, facilities or equipment (alternative arrangements in place and covered by insurance).	Reasonable back-up arrangements, minor downtime of service/system.	Legal, regulatory, or contractual breach, minor impact to Council.
Minimal	1	Minimal impact, no service disruption.	Minimal impact on budgets (can be contained within unit's budget)	Minor injury to employee, service user or public.	Minimal - Up to 2 months to recover.	Minor impact to council reputation of no interest to the media (Internal).	Minimal disruption to building, facilities or equipment (alternative arrangements in place).	No operational difficulties, back-up support in place and security level acceptable.	Legal, regulatory, or contractual breach, negligible impact to Council.

Risk	Impact				
Likelihood	Minimal (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Almost Certain (5)	5	10	15	20	25
Likely (4)	4	8	12	16	20
Possible (3)	3	6	9	12	15
Unlikely (2)	2	4	6	8	10
Remote (1)	1	2	3	4	5

### Key

Risk	Low	Medium	High	Very High
------	-----	--------	------	-----------

