



Renfrewshire Valuation Joint Board

Report to: Renfrewshire Valuation Joint Board

Meeting on: 16th September 2022

Subject: Corporate Risk Register

Author: Assistant Assessor & Electoral Registration Officer

1. Introduction

The Corporate Risk Register has been reviewed in line with our agreed review cycle and as reported in the February 2022 Board meeting, the risks have been evaluated in line with our amended Risk Management Strategy and in consultation with Renfrewshire Council's Risk Manager.

Therefore, the evaluation of each risk shown on the Corporate Risk Register reflects the significance of each risk's impact and the likelihood of occurrence combined with the mitigations and controls identified by the Management Team.

2. Recommendations

- i. The Board note the contents of the report.

Lindsey Hendry
Assistant Assessor & Electoral Registration Officer
1st September 2022

For further information please contact Lindsey Hendry at 0141 618 5927 or via email at lindsey.hendry@renfrewshire-vjb.gov.uk

RENFREWSHIRE VALUATION JOINT BOARD



CORPORATE RISK REGISTER IG7

| | |
|-------------------------|---------------------------------------|
| Title | Corporate Risk Register |
| Author | Depute Assessor & ERO |
| Approved By | Senior Management Team |
| Date of Approval | August 2013 |
| Reviewer | Assistant Assessor & ERO - Governance |
| Review Date | Biannual |

Review History

| Review No. | Details | Release Date |
|-------------------|--|--------------------------------|
| 1 | First full review | 1 st February 2014 |
| 2 | Second full review | 1 st February 2015 |
| 3 | Third full review: Name changed to Risk Register | 1 st August 2016 |
| 4 | Fourth full review – Name changed to Corporate Risk Register | 1 st August 2018 |
| 5 | Six monthly review | 1 st February 2019 |
| 6 | Six monthly review | 1 st August 2019 |
| 7 | Six monthly review | 11 th February 2020 |
| 8 | Six monthly review | 1 st September 2020 |
| 9 | Six monthly review | 1 st February 2021 |
| 10 | Six monthly review | 1 st August 2021 |
| 11 | Six monthly review | 1 st February 2022 |
| 12 | Six monthly review | 1 st August 2022 |

CONTENTS:

| | PAGE |
|---|-------------|
| Preamble | 3 |
| 1.0 Background | 4 |
| 2.0 Corporate Risk Management – Identification of arrangements within RVJB including Roles and Responsibilities | 4 |
| 3.0 Corporate Risk Management Objectives | 5 |
| 4.0 Corporate Risks | 6 |
| APPENDIX 1 | |
| Risk Matrix | 8 |
| APPENDIX 2 | |
| Risk Areas in Order of Significance | 9 |
| RVJB Corporate Risk Register | 10 |

Preamble

The business and social environment that the Board operates and provides services within continues to be a challenging and changing environment. Change is ever present, and we need to evolve in order to keep pace with our financial challenges, our key priorities and effective service delivery.

Effective Risk management is the process of identifying risks, evaluating their potential consequences and determining the most effective methods of controlling them. The purpose is to reduce the frequency of risk events occurring where possible and minimising their effect if they do occur. In effect it's about ensuring the right things happen and that, 'risk-aware' not 'risk-averse' decisions are taken in all areas of service delivery.

Risk management offers a number of benefits; it is not simply about health and safety risks; its purpose is to bring sharp focus on the significant risks facing the Board and identifying risk has the equal and opposite benefit of improved service delivery. For example, making major changes in Information Technology can enable an improved experience for service users, although there may be financial implications to reach the required goal.

Risk management is an integral part of policy planning and operational management. Identifying, analysing, controlling and monitoring risk will aid elected members and senior managers make informed decisions about the appropriateness of adopting policy or service delivery options.

In addition Renfrewshire Valuation Joint Board is committed to a culture where employees are encouraged to develop new initiatives, improve performance and achieve their goals, safely, effectively and efficiently by appropriate application of good risk management practice.

1.0 Background

1.1 Working in partnership with Renfrewshire Council, the Board's risks have been analysed and evaluated using the same risk matrix as adopted by the Council (Appendix 1) and involves multiplying the likelihood of occurrence of a risk by its potential impact. This produces an evaluation of risk as either 'low', 'moderate', 'high' or 'very high'. High/very high risks are viewed as significant and will therefore be subject to closer scrutiny by the Management Team.

1.2 The profile of corporate risk going forward is shown in the table below:

| Evaluation | Low | Moderate | High | Very High | Total |
|---------------|-----|----------|------|-----------|-------|
| No. of Risks: | 2 | 2 | 3 | 0 | 7 |

1.3 In scoping the proposed corporate risk register, the management team have identified the main corporate risks to the Board. They have then taken steps to manage the risks within their control in order to safeguard their employees, service users and assets. This will in turn preserve and enhance service delivery and maintain effective stewardship of the Boards funds.

1.4 The corporate risk register will align with Renfrewshire Valuation Joint Board's Service Plan, Business Continuity Plan and relevant operational risk registers. Reference should also be made to the Board's Risk Management Strategy.

1.5 It should be noted that the cost of controlling the corporate risks and undertaking further action is at present being met within the Board's current budget.

2.0 Risk Management - Identification of arrangements within RVJB including Roles and Responsibilities

2.1 RVJB have implemented a range of standard procedures in keeping with the organisation's risk management strategy. This included adoption of the risk management process and as mentioned above, the adoption of a standardised risk matrix for analysis and evaluation of risk.

2.2 Within RVJB the Management Team (MT), is responsible for identifying risks and maintaining the Corporate Risk Register. To ensure the risks are identified a number of methods have been employed and information gathered from various sources. These are outlined below: -

| | |
|---|--|
| Consultation | 1. The MT have met to discuss generic themes which impact on the 3 core functions of the Board, to identify service priorities and identify key challenges that may impact on service delivery, financial and other resources. |
| Benchmarking | 2. Discussion has taken place with the Scottish Assessors Association on the risks Assessors and ERO's face throughout Scotland. |
| Review of key reports specific to Joint Boards | 3. Service Plan 4. Business Continuity Plan 5. Electoral Commission – Performance Standards 6. Relevant Operational Risk Registers |
| Review of new/emerging legislation – working in partnership | 6. Review of new/emerging legislation which has or will impact on the statutory 3 core functions. 7. Other examples include the Equalities Act, Data Protection legislation etc |

- 2.3 The Assessor or Assistant Assessor, will co-ordinate the RVJB's response to any risk event. They will ensure activation of the Management Team along with appropriate additional specialised staff, if specific expertise is required.

The MT will act in accordance with the Corporate Risk Register and the Business Continuity Plan ensuring, so far as is reasonably practicable, the health, safety and welfare of those affected.

The MT shall ensure effective communication between all relevant internal and external persons and agencies, keep accurate records of all decisions or actions taken and, if the Emergency Services are present, act on the advice of the senior, or Incident Officer.

Due to the relatively small and compact operation carried out by the Valuation Joint Board, the required structure can be compressed, with the same group fulfilling various roles. The expected base of operations will be The Robertson Centre or a Renfrewshire Council Property.

3.0 Corporate Risk Management Objectives

The organisation's corporate risk management objectives will be met by ensuring: -

1. Leadership and management: Ensuring the Assessor, Management Team and Line Managers fully support and promote risk management.
2. Policy and strategy: Ensuring that the risk management policy and strategy remains fit for purpose, providing a consistent approach to risk management and increasing its effectiveness.
3. People: Ensuring that the organisation's people are equipped and supported to manage risk well.
4. Partnerships and resources: Ensuring that the organisation has effective arrangements in place for managing risks in partnerships.
5. Processes: Ensuring that the risk management processes are effective in supporting the business activities of the Board.
6. Risk handling and assurance: Ensuring that risks are handled well and that the organisation has assurance that risk management is delivering successful outcomes and supporting innovation.
7. Outcomes and delivery: Ensuring that risk management does contribute to achieving positive outcomes for the organisation.

4.0 Corporate Risks

Seven corporate risks have been identified and a proforma completed for each risk, with the level of risk identified, see **Appendix 2**.

The majority of the corporate risks are inter-related and, in some instances, inter-dependent. Given this inter-dependence the MT will have an over-view and monitor any changes/developments which may impact on the Board's current risks.

| | |
|--|--|
| 1. Economic Sustainability / Financial Pressures | Those affecting the ability of the Board to meet its financial commitments, due to budgetary pressures as a result of increased financial strain on the Board from their Unitary Authorities and Scottish Government. |
| 2. Legislative Changes | Risks associated with current or potential changes in law. This will, potentially, create unexpected budgetary pressures. |
| 3. Electoral Registration | Preparation for any election called out with the normal electoral timetable, ability to deliver the election in a shortened time frame. Preparation for the Canvass |
| 4. Professional Services | Ability to deliver the statutory functions of the Joint Board e.g. non-domestic revaluations and the move to 3 yearly revaluations. Responsibility for Utilities valuations – Designated Assessor for Fixed Line Telecommunications. Including the inability to recruit and retain professional staff, combined with the demographics of existing personnel. |
| 5. Technological Changes/Pressures/Failure of Information Communication Technology (ICT) | Capacity to deal with the changes/development in IT, including the Board's ability to deal with changing demands as a result of IT development or lack of, which will impact on service delivery. The risk of loss of data sets e.g. through a cyber-attack. |
| 6. Governance | The need to comply with Equalities Obligations, Data Protection etc. Including the need to have relevant and current personnel policies, to follow these policies, and to comply with audit actions. As the residual risk is classed as low, it is within the Board's appetite towards risk and therefore will be removed from future Corporate Risk Registers. If gaps in the governance framework are identified, Governance as a risk will be reinstated to ensure effective controls are put in place. |

| | |
|----------------------|--|
| <p>7. Covid - 19</p> | <p>The Covid – 19 pandemic affected all aspects of the Board’s functions and the Scottish Government’s restrictions to mitigate the transmission of Covid-19 presented significant risks to the service delivery of the Board. The situation relating to Covid has changed substantially in 2022 with all covid rules and restrictions being lifted in Scotland. The MT considered removing the corporate risk relating to covid due to it being classed as low as a result of the effective controls in place but the MT agreed to retain currently due to the unknown situation relating to covid and the impact the forthcoming seasons will have on the virus.</p> |
|----------------------|--|

RISK MATRIX FOR ADVERSE IMPACT

Risk should be analysed consistently across the Board in terms of significance of its impact and the likelihood of occurrence. The Risk Matrix is therefore the tool that is to be used for this purpose. The impact element of the same matrix may be used for the grading of adverse events, complaints or claims.

Likelihood

When considering the likelihood of occurrence of a potential risk, the risk assessor's judgement must be based on the prevalence of the event/circumstance and outcome, backed up by experience and data such as relevant incidents/events, complaints and/or claims.

Impact

When considering the consequences of a potential risk, all scenarios must be considered. It may even be appropriate to consider the worst case scenario, however those undertaking the risk analysis must be able to provide a robust rationale and have evidence to support their selection.

Evaluation

As shown in the matrix below, Impact x Likelihood procedures an evaluation of the significance of risk, described as 'Low', 'Moderate', 'High' or 'Very High'.

How a risk is evaluated will determine how the risk is then treated.

| Likelihood | Consequent Impact | | | | |
|------------------------|--------------------|------------|---------------|------------|--------------|
| | 1 Insignificant | 2 Minor | 3 Moderate | 4 Major | 5 Extreme |
| 5 Almost Certain | 5 | 10 | 15 | 20 | 25 |
| 4 Likely | 4 | 8 | 12 | 16 | 20 |
| 3 Possible | 3 | 6 | 9 | 12 | 15 |
| 2 Unlikely | 2 | 4 | 6 | 8 | 10 |
| 1 Remote | 1 | 2 | 3 | 4 | 5 |

Low (1-3), Moderate (4-9), High (10-16), or Very High (17-25)

Risk Areas in Order of Significance

| Risk areas | Likelihood | Impact | Score | Evaluation |
|--|------------|--------|-------|------------|
| REF.01 Economic stability/Financial Pressures | 03 | 04 | 12 | High |
| REF.02 Legislative changes | 03 | 04 | 12 | High |
| REF.04 Professional Services | 03 | 04 | 12 | High |
| REF.03 Electoral Registration | 03 | 03 | 9 | Moderate |
| REF.05 Technological Changes / Pressures/Failure of ICT | 02 | 04 | 8 | Moderate |
| REF.06 Governance | 01 | 03 | 3 | Low |
| REF.07 Covid-19 | 03 | 01 | 3 | Low |

RVJB Corporate Risk Register

Report Type: Risk Report

Report Author: Lindsey Hendry

Generated on: 1st August 2022

Objective:

| Context | Risk Statement | Owned by | Current Risk Control Measures | Likelihood | Impact | Residual Risk |
|---|--|-----------------|---|------------|-----------|------------------------|
| <p>REF.01 Economic Stability / Financial Pressures</p> <p><u>Context:</u></p> <p>(1) The Joint Board is operating in an environment of reduced resources, increased workloads and ever greater demands placed on the service.</p> <p>(2) Funding from Scottish Government to prepare for the changes arising from the non-domestic reform legislation e.g., 3 yearly Revaluations is estimated to be provided up to 1st April 2025, but this funding will end with effect on that date. Requisitions will need to increase to fund future years as if gap not funded, may lead to staffing cuts and statutory duties in a 3 yearly valuation/appeal cycle not being discharged.</p> <p>(3) Main resource issue for 3 yearly revaluations is staffing. Qualified valuers are required to cope with Revaluations occurring every 3 years, deal with the resultant appeals in a shortened time frame and carry out their normal daily duties. In addition the 2023 Revaluation has a one year valuation date of 1st April 2022, which shortens the timescale for Assessors to carry out their statutory duties and reinforces the need for qualified valuers who can produce net annual values effectively and efficiently. The one year valuation date will also be present in future revaluations.</p> | <p>Due to a number of significant financial pressures associated with the service delivery for all 3 functions of the Board, may result in budget/ staffing set to a level too low to allow an adequate service to be provided and ultimately the inability to discharge statutory duties.</p> | <p>Assessor</p> | <ul style="list-style-type: none"> Medium Term financial strategy is well developed/continually updated and adapted to quickly changing circumstances. Well-developed budget planning, budget setting and budget monitoring arrangements at both officer and member level; clear decision-making processes in place with regards budget management; financial position reported to the Board by the Treasurer. Board reporting has made clear the challenges we face in the short to medium term. Maintenance of adequate reserves to meet known and unknown peaks in workloads or expensive appeal litigation (e.g., Cost of Lands Tribunal hearings). Support of the Board would be sought to release budgetary tension by requesting more requisitions. As part of the medium-term financial planning there is continuous development of saving workstreams to ensure the maintenance of adequate reserves to meet known and unknown peaks in workload or expensive legal litigation. Systems in place to monitor and review financial resources – Budget monitoring undertaken monthly with reports provided to the management team. This assists with budget projections when combined with future service requirements. The staff structure is continuously evaluated to ensure a streamlined, sustainable workforce. Recruitment and retention of qualified valuers has been difficult in recent years. Changes to the structure did have a positive short-term impact but four qualified staff have left in the first half of 2022. As a result of this loss, the Management Team are currently reviewing the structure. Organisational specific risk registers in place to deal with risks to each function. Canvass costs have been reduced due to canvass reform, but the Board is seeking further cost savings by utilising IT to streamline the canvass process. Tablets to be used for canvass were procured in 2021 from our existing Electoral Management System Supplier which allowed the Board's existing electoral staff to deliver the canvass for 2021 without employing external canvassers. Information sharing through ongoing SAA discussion which allows the sharing of best practice with limited use of resources. Information sharing through ongoing AEA discussion which allows the sharing of best practice with limited use of resources. Investigate, where possible, shared services with our constituent councils. | <p>03</p> | <p>04</p> | <p>12 Moderate</p> |

| (4) Further changes to Electoral Registration Law e.g. UK Elections Act with the full impact of the changes not known at present. | | | | | | | |
|---|---|--|--|------------------------------|--|----------|--------|
| (5) After a lengthy period of wage and cost stability inflationary pressures are being experienced across many budget lines | | | | | | | |
| Action Codes | Linked Actions | | | Assigned To | | Due Date | Status |
| | Future Controls - Procurement of the new core valuation system in partnership with 3 Assessors will mitigate the risk of delivering the changes to non-domestic rates and streamline our processes for Council Tax which will future proof the Board in the event of a Council Tax revaluation. Information sharing by the 4 Assessors in the collaborative core valuation system project has allowed the sharing of best practice and knowledge to ensure the new system is tailored to meet the challenges facing Assessors. | | | Budget Team, Management Team | | May 2023 | |

| Context | Risk Statement | Owned by | Current Risk Control Measures | Likelihood | Impact | Residual Risk |
|--|--|----------|--|------------|--------|---------------|
| REF.02 Legislative Changes | Legislative changes will lead to increased budgetary pressures and reduction in the level of reserves will limit opportunity to meet unexpected financial challenges. | Assessor | <ul style="list-style-type: none"> The SAA Executive has formal, regular meetings with the Scottish Government and through this body we will be empowered to contribute to the decision-making process. Key partnership arrangements with the Scottish Government, Electoral Commission, AEA, SAA and Department for Levelling Up, Housing and Communities. This allows participation in the consultation process. 3-year budget setting process is robust to ensure all possible financial risks through changes to legislation are highlighted. Any unexpected overspends would be highlighted to the Board's financial advisers. The Board has access to reserves for unexpected events Seek funding from other bodies where possible – including Scottish Government, UK Government etc. The Assessor & Electoral Registration Officer (ERO) will ensure Board members are advised of all possible outcomes affecting the organisation and service delivery arising from any statutory changes. Methodologies and processes are continually evaluated, developed, and adopted on an ongoing basis to manage any change. Performance standards in place and regularly monitored Further investment in forward thinking IT is essential to meet and support challenges the organisation will face in the future and IT solutions are continuously being evaluated. Renfrewshire Council, the Board's lead council have undertaken to engage in shared services in relation to administering and collecting civil penalties to reduce cost and resource implications. All information sharing avenues will be explored to ensure all relevant information is up to date, in particular proprietor, tenant and occupier details which is imperative for issuing civil penalty notices. The staff structure is continuously evaluated to ensure a streamlined, sustainable workforce. Recruitment and retention of qualified valuers has been difficult in recent years. Changes to the structure did have a positive short term impact but four qualified staff have left in the first half of 2022. As a result of this loss, the Management Team are currently reviewing the structure. The SAA will continue to monitor the situation regarding Council Tax and provide advice and guidance to government as and when required and contribute to Consultations. | 3 | 4 | 12 High |
| <p><u>Context:</u></p> <p>(1) Legislative changes affecting the discharge of statutory duties.</p> <p>(2) The Scottish Government has introduced legislation to deliver a number of recommendations of the Barclay Review of Non-Domestic Rates e.g., 3 yearly rating Revaluations from 1st April 2023. In addition, the rating landscape is unknown in terms of the corresponding revaluation appeal timetable etc.</p> <p>(3) The Non-Domestic Rates (Scotland) Act also changes the definition of what is exempt from the Valuation Roll e.g. properties located in public parks which may lead to all public parks requiring to be resurveyed and entries to be created in the Valuation Roll which will have direct resource implications, Another main resource demand from the legislation is the change to the non-compliance of stakeholders returning information notice requests which has changed from a Criminal Penalty to a Civil Penalty. The Assessor is responsible for administering these penalties which will have cost and resource implications.</p> <p>(4) There will also be changes to the Valuation Appeal Committees and Tribunal Service with effect from the 1st January 2023 and the effects on our service are unknown at the present time.</p> <p>(5) Further changes to Electoral Registration Law including the implementation of the provisions of the UK Elections Act which introduces Voter ID, and significantly changes the legislation around Absent Votes and also Oversea elector eligibility. The Scottish Government has also intimated its intention to consult on changes to Electoral Registration that are within its powers</p> <p>(6) Prospect of a Council Tax Revaluation and the corresponding changes to the legislation</p> | | | | | | |

| Action Codes | Linked Actions | | | Assigned To | Due Date | Status |
|--------------|--|--|--|-----------------------------------|--------------------------------------|--------|
| | <p>Future Controls - Senior Management Team procured an alternative core valuation system and developing user acceptance testing and migration programme. Procurement of the new core valuation system with the 3 Assessors will mitigate the risk of delivering the changes to non-domestic rates and streamline our processes for Council Tax which will future proof the Board in the event of a Council Tax revaluation. Information sharing by the 4 Assessors in the collaborative core valuation system project has allowed the sharing of best practice and knowledge to ensure the new system is tailored to meet the challenges facing Assessors</p> <p>The Elections Act 2022 received Royal Assent on the 28th April 2022, although the secondary legislation has not been enacted currently. The ERO and SCM will attend an Elections Act Seminar on 12th September 2022 which is being hosted by the DLUHC and the Association of Electoral Administrators. DLUHC is expected to provide funding to EROs to deliver the new legislation and the Elections Act Seminar should provide clarity on the detail of the funding which will be utilised effectively and efficiently by ERO to deliver the changes.</p> | | | <p>Management Team</p> <p>ERO</p> | <p>May 2023</p> <p>December 2022</p> | |

| Context | Risk Statement | Owned by | Current Risk Control Measures | Likelihood | Impact | Residual Risk |
|---|---|----------|---|------------|---------------|---------------|
| <p>REF.03 Electoral Registration</p> <p><u>Context:</u></p> <p>(1) The UK Elections Act and its secondary legislation, which, will introduce a number of changes including the responsibility of the ERO to accept applications for and issue Voter ID Cards as required, alter the length of time that an overseas voter is eligible to register and a change to the timescale for updating personal identifiers for postal voters in UK Parliamentary registers. This will add risk to the process of having differing timescales for renewal of post vote identifiers for different elections.</p> <p>(2) The provisions of The Elections Act come into force at various times but much of it relies on secondary legislation that has not yet been approved. Delays in the secondary legislation has meant that meaningful planning cannot take place. .</p> <p>(3) Unplanned electoral events are now an ever-increasing possibility and can put a significant strain of the Board's budget.</p> <p>(4) The Scottish Government has intimated that if legally competent it would propose to hold a referendum on Independence on 19th October 2023. The previous Independence referendum in 2014 resulted in unprecedented demands on the EROs services</p> | Due to a number of significant pressures associated with Electoral Registration, there is a real risk that we struggle to deliver on our statutory processes. | Assessor | <ul style="list-style-type: none"> Board is fully aware of the continuing challenges affecting electoral services through regular updates at Board meetings. Our continued membership of the SAA and active participation on the Electoral Registration Committee which includes representative of key stakeholders such as the Electoral Commission, Scottish and UK Governments and Boundaries Scotland ensure a good communication framework for cascading information. The EMS has mitigated the risks of resourcing and delivering unplanned elections and has streamlined and future proofed our electoral processes. Commercial requirement of the Board's EMS supplier to ensure their system is compliant with changes to legislation. The Department of Levelling Up Housing and Communities (DLUHC) is liaising with EMS suppliers to ensure systems are amended in line with the emerging legislation. DLUHC is also funding these changes to the supplier's software. Governance meetings held regularly with EMS supplier with the changes arising from the UK Elections Bill being a standing item on the agenda. Changes to the EMS system due to canvass reform and extension to the franchise in Scotland was delivered effectively and efficiently by our EMS supplier which has ensured the Board has delivered the electoral changes. EMS supplier continuously seeking ways to streamline the canvass process. The EMS delivered the Local Government Elections on the 5th May and this was delivered with less experienced staff than previous elections. The SMT and the Senior Clerical Manager (SCM) ensure the evaluation of previous electoral events are incorporated into the electoral planning process. Household Notification Letters (HNL) were issued by the ERO in January 2022. The HNL listed who was registered to vote within the household and whether they currently had a postal vote. The HNLs were successful in 2021 at encouraging electors who wished to apply for a postal vote well ahead of the deadline and this effect was also seen in 2022 The Supreme Court has been asked to rule on whether the Scottish government has the power to hold an Independence Referendum without UK Government approval. The outcome of this case will be reviewed. | 3 | 3 | 9 Moderate |
| Action Codes | Linked Actions | | Assigned To | | Due Date | Status |
| | The Elections Act 2022 received Royal Assent on the 28 th April 2022, although the secondary legislation has not been enacted currently. The ERO and SCM will attend an Elections Act Seminar on 12 th September 2022 which is being hosted by the DLUHC and the Association of Electoral Administrators. DLUHC is expected to provide funding to EROs to deliver the new legislation and the Elections Act Seminar should provide clarity on the funding which will be utilised effectively and efficiently by the ERO to deliver the changes. | | ERO | | December 2022 | |

| Context | Risk Statement | Owned by | Current Risk Control Measures | Likelihood | Impact | Residual Risk |
|---|--|----------|--|------------|--------|---------------|
| REF.04 Professional Services | Due to a number of significant pressures associated with the Board's Professional Services, there is a real risk that the Board's statutory functions will not be delivered. | Assessor | <ul style="list-style-type: none"> Recruitment and retention of qualified valuers has been difficult in recent years. Changes to the structure did have a positive short term impact but four qualified staff have left in the first half of 2022. As a result of this loss, the Management Team are currently reviewing the structure. Monthly budget meetings with the Board's accountants and future funding issues raised as early as possible. Seek effective three-year budgetary cycle to ensure financial resources are in place and known. Strategy in place to tackle priorities, strict timetabling, and staff working efficiently and effectively as a team. Monitoring of progress and collaborate working with SAA colleagues to share best practice on dealing with any challenges. The Scottish Parliament enacted the Non-Domestic Rates (Coronavirus) (Scotland) Act 2022 aimed at minimising the impact of Systems in place to monitor and review incoming appeals and outstanding appeals. Reporting of the disposal programme is reported monthly to the Senior Management Team and quarterly to Scottish Government. As at the 30th June 2022, staff had disposed of 97.04% of the 2017 Revaluation Appeals The small no. of outstanding 2017 Revaluation appeals are referred to the Lands Tribunal of Scotland . System in place to analyse results of committee hearings to ensure lessons learned inform other appeals. Monitoring of staff's workload to minimise stress. Regular signposting to relevant resources to help staff to deal with stress. Seek methods that will allow appeals to be dealt with in a cost-effective manner. e.g., partnership working to reduce cost of citation – deal with appeals pre-citation. Telecoms valuation and appeal work requires careful monitoring and request for resources to deal with this workload if the resultant valuation and appeal disposal cannot be continued to be resourced from existing budget. Ongoing discussions with the Valuation Office in England regarding resources/costs to enable the Scottish Telecoms valuations to be produced. Overtime where appropriate and budget allows Joint Working with SAA and VOA | 3 | 4 | 12 High |
| <p><u>Context:</u></p> <p>(1) Recruiting and retaining qualified staff. The Board needs to have the relevant knowledge base to ensure the non-domestic reform can be delivered. Lack of qualified staff places a real risk on delivering 3 yearly revaluations with a one year valuation date, disposal of the resultant proposals and appeals in addition to staff dealing with their daily workload e.g. maintaining the Valuation Rolls for non-domestic properties and Valuation Lists for Council Tax. Recruitment and retention of staff is an issue currently and is a real risk to the Board as pressure on existing staff may lead to high levels of stress and could lead to long term absence.</p> <p>(2) Funding from Scottish Government to prepare for the changes arising from the non-domestic reform legislation e.g., 3 yearly Revaluations is estimated to be provided up to 1st April 2025, but this funding will end with effect on that date. Requisitions will need to increase to fund future years as if gap not funded, may lead to staffing cuts and statutory duties in a 3 yearly valuation/appeal cycle not being discharged.</p> <p>(3) Approx. 6,000 material change of circumstance (MCC) appeals have been lodged as a result of the global pandemic. The Scottish Government had extended the statutory deadline for disposal of MCC appeals lodged between 1 January 2020 and 31st March 2021 to 31st December 2023. In addition the Non-Domestic Rates (Coronavirus) (Scotland) Act received Royal Assent on 28th July 2022 and came into force on 29 July 2022. The workload associated with the disposal of these appeals is unknown but as the legislation has now been laid, discussions will recommence with stakeholder's agents regarding disposal of the large amount of MCC appeals</p> <p>(4) Costs associated with defence of values at formal appeal hearings.</p> | | | | | | |

| <p>(5) Impact on revenue collection for our 3 Unitary Authorities due to loss of value on appeal</p> <p>(6) Impact on Rateable Values resulting in financial uncertainty</p> <p>(7) The risks involved with the implementation of 3 yearly Revaluation cycles with a one-year tone date for the 2023 and the disposal of the resultant appeals in a shorter time frame.</p> <p>(8) Funding for RVJB from Scottish Government to enable the Renfrewshire Assessor as the designated Assessor for Fixed Line Telecommunications to carry out their statutory duties. Very high values generated, and subsequent appeals could necessitate legal costs to defend, as required. The cost of time and the resources involved in producing and defending these values for the whole of Scotland has to be funded from existing budget. This is further complicated by the differing revaluation timetables going forward between England & Scotland. The present system has allowed the Assessor to work alongside the Valuation Office Agency (VOA) in England in preparing valuations for telecoms. This is no longer the position as despite the Scottish Parliament enacting a delay to the 2022 Revaluation to 1st April 2023, which will align with the proposed date of the next Revaluation in England, however the "tone" date is different, with the English tone date being 1st April 2021. This will have an effect on the costs of the valuation of telecom subjects in Scotland e.g., costs have already been identified by the VOA for the Renfrewshire Assessor to deal with the differing tone date.</p> | | | | | | |
|---|---|--|-----------------|--|----------|--------|
| Action Codes | Linked Actions | | Assigned To | | Due Date | Status |
| | <p>Future Controls - Senior Management Team procured an alternative core valuation system and developing user acceptance testing and migration programme. Procurement of the new core valuation system with the 3 Assessors will mitigate the risk of delivering the changes to non-domestic rates and streamline our processes for Council Tax which will future proof the Board in the event of a Council Tax revaluation. Information sharing by the 4 Assessors in the collaborative core valuation system project has allowed the sharing of best practice and knowledge to ensure the new system is tailored to meet the challenges facing Assessors</p> | | Management Team | | May 2023 | |

| Context | Risk Statement | Owned by | Current Risk Control Measures | Likelihood | Impact | Residual Risk | |
|---|---|----------|--|------------------------------------|--------|---------------|--------|
| REF.05 Technological Changes / Pressures/Failure of ICT | Risk to the capacity to deal with the changes/development in IT, including the Board's ability to deal with changing demands as a result of IT development will impact on service delivery. It will also affect the ability to perform the statutory duties of the three core functions to the required deadlines. There are many events which may cause ICT failure. e.g. internal/external malicious damage, and a combination of one or more of the events happening would result in a major impact in service delivery to all stakeholders. | Assessor | <ul style="list-style-type: none">Strategy in place to establish priorities, timetable, and to maintain momentum in reaching the requirements for fast efficient service delivery – achieved through the IT Strategic and operational Working GroupsWorking with partners in Renfrewshire Council IT detailing our requirements over the mid to longer term.The Board adheres to IT security best practice outlined by the National Cyber Security Centre and Industry Standards. The Board's network security configurations are penetration tested each year in the form of an IT Health Check carried out by CREST and CHECK approved providers.Nightly back ups are run automatically which transfer data to our offsite backup cloud provider. As a result of there is a restore point for file changes going back to the previous night, loss would therefore be limited to the previous nights' back up.Contractual arrangements in place for maintenance and upgrading with external contractors. Virus, anti-spam software continually updated and threats monitored.Mandatory online cyber security courses are completed by staff each year.Firewall, network application controls and audit procedures all in place and continuously updated/reviewed.Server operating system configuration reviewed/renewed on a regular basis to provide maximum data protection.Syslog server configured to house all network device logs logging network traffic and access attempts. Rigorous patch management procedure in place to ensure software is up to date and patched accordingly.Device control software in place to prevent unauthorised devices being attached to the network and data theft.Investment in remote working has been undertaken and is continuously being evaluated to ensure the Board is flexible and can react quickly to changes in working practices.A Disaster Recovery Solution is in place and per the contract with the supplier a full DR test is carried out every year. For all the Board's servers on the RVJB network the recovery time is 10 minutes e.g. loss would only be 10 minutes in the event of server failure. | 2 | 4 | 8 Moderate | |
| Context: | | | | | | | |
| (1) The Progress operating system, which facilitates the Valuation functions, of Council Tax and Non-Domestic Rates is being phased out by Renfrewshire Council and a suitable replacement has been found to enable the Assessor to perform their statutory duties. | | | | | | | |
| (2) With the move to 3 yearly revaluations, the IT systems have to be able to minimise the demands placed on the valuation team and be at the forefront of the challenges brought about by the reform of non-domestic rates | | | | | | | |
| (3) Investment in technology is required to ensure the Board's workforce is agile during restrictions on working practices out with our control e.g., global pandemic and this is resource/ budget intensive. | | | | | | | |
| (4) Non availability of systems either through system/telephony/power supply or cyber attack | | | | | | | |
| (5) Potential loss of key business or financial data | | | | | | | |
| (6) Inability to work remotely | | | | | | | |
| Action Codes | Linked Actions | | | Assigned To | | Due Date | Status |
| | Future Controls - Senior Management Team procured an alternative core valuation system and is currently developing user acceptance testing and migration programme. In addition for cost saving/functionality reasons the Board is named as a cluster organisation on Renfrewshire Council's Telephony contract which will produce cost savings as well as ensuring, should our network be compromised, the Board would still have full telephony access through the 'cloud'. Cyber Incident Response Plan and Playbooks are under development | | | Management Team | | May 2023 | |
| | | | | Senior Management Team/ IT Manager | | Jan 2023 | |

| Context | Risk Statement | Owned by | Current Risk Control Measures | Likelihood | Impact | Residual Risk |
|---|--|----------|--|-------------|----------|---------------|
| REF.06 Governance | Poor corporate governance can lead to poor performance, demotivated staff, grievance/disciplinary actions and reputational damage | Assessor | <ul style="list-style-type: none"> Consultation with both Internal and External Auditors. Preparation and management of Board Reports Budget team meet to approve final accounts and audit report before publication Audit action lists reviewed by Senior Management Team (SMT). Audit is a standing item on agenda of Management Team (MT) meetings Adaptation and adoption, where appropriate, of Renfrewshire Council's policies, as lead authority. Relevant policies/procedures in place relating to disciplinary actions and grievance complaints New or review of existing policies/procedures are standing items on the Governance Working Group agenda A Data Protection Officer (DPO) employed by the Board due to the requirement under data protection legislation and to ensure continued compliance with the legislation which mitigates risk. Information Governance Action Plan completed and maintained by DPO to ensure all actions/reviews relating to information governance are completed timeously. Staff training provided and reviewed on a regular basis; bespoke training carried out quarterly by the DPO. Data Sharing Agreements entered into with the Board's 3 constituent authorities to ensure stringent regulation in terms of information sharing Publication Scheme adopted and published on the Board's website and reviewed as required, in conjunction with analysis of FOISA's requests. Equalities reports prepared/analysed by Management Team and published on the Board's website when required. Completion of the Records Management Plan's Progress Update Review when invited by the Public Records Scotland Act's Assessment Team ensure the Records Management Plan is reviewed timeously and identified future developments are monitored and evaluated. Adoption of the Scottish Public Sector's Ombudsman (SPSO) Model Complaints Handling Procedure. Management review Scottish Government restrictions and guidance continuously to ensure staff and all stakeholders safety are at the forefront of decision making and processes during viral outbreaks. Regular Liaison with Renfrewshire Council's Human Resources/ Health & Safety Departments and when required, Unison. Representation of the SAA Governance Committee to ensure shared knowledge and good practice. | 1 | 3 | 3 Low |
| <u>Context:</u> (1) Failure to comply with Audit Actions (2) Failure to have and follow relevant and current personnel policies (3) Failure to comply with legislation e.g. Data Protection, Freedom of Information (Scotland) Act 2002, Equalities obligations, Records Management Act 2011 and Health & Safety legislation. (4) Failure to follow government guidelines in times of viral outbreaks | Due to changes in legislation and the ever-increasing demands from stakeholders, failure to comply with legislation could result in reputational damage, breach of agreement and substantial fines. | | | | | |
| Action Codes | Linked Actions | | | Assigned To | Due Date | Status |
| | There are no planned development of controls relating to Governance as assurances have been received on the effective controls put in place to minimise the risks. As the residual risk is classed as low, it is within the Board's appetite towards risk and therefore will be removed from the Corporate Risk Register. If gaps in the governance framework are identified, Governance as a risk will be reinstated to ensure effective controls are put in place. | | | | | |

| Context | Risk Statement | Owned by | Current Risk Control Measures | | Likelihood | Impact | Residual Risk |
|---|---|----------|---|--|-----------------|--------------|---------------|
| REF.07 Covid-19 | The global pandemic due to the Covid-19 virus has affected all aspects of service delivery for valuation and electoral functions. Currently the threat of Covid-19 and the effect on health is lower due to vaccinations but the threat of new strains is ever present. The effects on the Board are wide ranging and due to this a summary of the risks are listed here on the Corporate Risk Register and a separate Covid-19 Risk Register has been produced to ensure the Board monitors the risks, identifies controls and implements actions. As the situation surrounding Covid-19 is ever changing, the risk register is continuously evaluated. | Assessor | <ul style="list-style-type: none">Home working facilitated if required for the majority of staff and mobile phones provided for continuity of service.Out of office notifications, telephone script and RVJB website reflect current situation and updated to reflect changes.Management review Scottish government restrictions and guidance continuously to ensure staff and all stakeholders safety are at the forefront of decision making and processes.Regular contact with staff to appraise them of the situation and regular, timeous updates of changes.Board meetings can be held either virtually or hybrid, when required, to ensure continuity of service and awareness for Board Members.Completion and monitoring of separate Covid-19 Risk register due to the fluidity of the risks facing the Board.Continuously Identify working processes which can be carried out electronically and implement the changes to ensure the processes are amended.Staff signposted to mental health and well-being resources.Policies and procedures have been amended to reflect the changes to Health and Safety procedures due to Covid-19 and the impact on working practices. | | 3 | 1 | 3 Low |
| <u>Context:</u> (1) Covid-19 has affected service delivery for all 3 statutory functions of the Board. (2) Government guidelines and restrictions on working practices have seriously impacted on how the Board has carried out its functions since the start of the global pandemic (3) Risks to staff's health and well-being. (4) Interaction with stakeholders and service users affected by restrictions to working practices. | | | | | | | |
| Action Codes | Linked Actions | | | | Assigned To | Due Date | Status |
| | The situation relating to Covid has changed substantially in 2022 with all covid rules and restrictions being lifted in Scotland. The MT considered removing the corporate risk relating to covid due to it being classed as low as a result of the effective controls in place and is therefore within the Board's tolerance for risk. The MT agreed to retain on the register currently due to the unknown situation relating to covid and the impact the forthcoming seasons will have on the virus. | | | | Management Team | January 2023 | |