Renfrewshire Valuation Joint Board

Report to: **Renfrewshire Valuation Joint Board**

Meeting on: **19 August 2016**

Subject: **Corporate Risk Register**

Author: **Depute Assessor & Electoral Registration Officer**

1.0 Introduction

The Corporate Risk Register has been updated to reflect the current challenges and risks facing the Board. It will be noted that references made to the IT Disaster Recovery Plan are a 'work in progress' as we are currently in discussions with Renfrewshire Council to be incorporated within their IT Disaster Recovery Procedures, this is expected to be finalised by Spring of 2017.

2.0 Recommendation

The Board approves this report.

NOTE Attachment: Corporate Risk Register

Kate Crawford
Depute Assessor & ERO
12.08.2016

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RENFREWSHIRE VALUATION JOINT BOARD

CORPORATE RISK REGISTER

Title	Corporate Risk Register – Version 3
Author	Kate Crawford Depute Assessor & ERO
Approved By	Management Team
Date of Approval	August 2013
Reviewer	Kate Crawford Depute Assessor & ERO
Review Date	As Required

Review History

Review No.	Details	Release Date
1		1 August 2013
2	First full review	1 February 2014
3	Second full review	1 February 2015
4	Third full review	1 August 2016

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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 should be 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.

1.0 Background

1.1 Working in partnership with Renfrewshire Council, the Board's risks have been evaluated using the Council's risk matrix 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.

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:					

1.3 In scoping the proposed corporate risk register, the senior management team have identified those risks that they perceive to be significant. 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 and Business Continuity Plan.

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

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

2.1 During December 2012, RVJB had 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 Assessor and Electoral Registration Officer will head the risk management team, which will consist of the Assessor & ERO; Divisional Assessor & Principal Administrative Officer. However in order that the risks to the Board are identified, in full, a Corporate Risk Management Team (CRMT) has been set up and a number of methods have been employed and information gathered from various sources to ensure the risks are identified. These are outlined below:-

Consultation	1. The CRMT met with the Renfrewshire Council's Risk Manager to discuss generic themes which impact on the 3 core functions of the Board. 2. The CRMT met to identify service priorities and identify key challenges that may impact on service delivery, financial and other resources.
Benchmarking	3. 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	4. Service Plan 5. Business Continuity Plan 6. Electoral Commission – Performance Standards
Review of new/ emerging legislation – working in partnership	7. Electoral Registration Administration Act 2013 – Allowed introduction of IER in 2014 Local Government Boundary Commission for Scotland - Fifth Statutory Reviews of Electoral Arrangements 8. Other examples include the Equalities Act etc

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

The Management Team 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 Management Team 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 and Senior Managers fully support and promote risk management.
2. Policy and strategy: Ensuing 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

Nine corporate risks have been identified and a proforma completed for each risk, with the level of risk identified, see ***Appendix 1.***

The majority of the corporate risks are inter-related and in some instances inter-dependent. Given this inter-dependence the CRMT 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 pressures on the Board from their Unitary Authorities.
2. Legislative Changes	Those associated with current or potential changes in national or European law. This will, potentially, create unexpected budgetary pressures.
3. The finalising of Individual Electoral Registration	The transition to IER represented a major implementation and resourcing challenge. Although the timetable commenced in 2014 the processes involved have not yet been fully finalised. There are several Pilot projects ongoing to test changes/modifications to the system.IER is now embedded in the EMS, however changes may yet have to be made.
4. Revaluation 2017	Ability to deliver the Non Domestic Revaluation on time and subsequently deal with the large volumes of Appeals expected after new Valuation Roll comes into effect on 1st April 2017.
5. Technological Changes/Pressures	Capacity to deal with the changes/development in IT, including the Boards ability to deal with changing demands as a result of IT development which will impact on service delivery.
6. Failure of Information Communication Technology (ICT)/telephony system	Refer to Business continuity Plan. The risk of loss of data sets, which would result in loss of service to all stakeholders.
7. Loss of premises due to major damage and or loss of tenure	Refer to Business continuity Plan.
8. Loss/destruction of information held in paper format	A significant amount of information is still held in paper format with little or no backup.
9. Staffing demographics; the inability to recruit and retain staff; non availability of key staff or significant numbers of staff	Existing staff demographics may give cause for concern given the number of key personnel that may retire over the next 5 years.

Appendix 1

Risk Areas in Order of Significance

Risk areas	Likelihood	Impact	Score	Evaluation
REF.01 Economic stability/Financial Pressures	04	05	20	Very High Unacceptable and significant
REF.02 Legislative changes	04	04	16	High Moderate and significant
REF.03 Individual Electoral Registration	04	04	16	High Moderate and significant
REF.06 Failure of ICT	04	04	16	High Moderate and significant
REF.05 Technological Changes / Pressures	03	04	12	High Tolerable and significant
REF.08 Loss/ Destruction of information	03	04	12	High Tolerable and significant
REF.09 Staffing Demographics	03	04	12	High Tolerable and significant
REF.04 Revaluation 2017	02	04	8	Moderate Tolerable
REF.07 Loss of premises	02	03	6	Moderate Tolerable

RVJB Corporate Risk Register

Report Type: Risks Report
Report Author: Kate Crawford
Generated on: 08 July 2016

Objective:

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
REF.01 Economic Stability / Financial Pressures Context: (1) The ongoing economic slump has put considerable pressure on local authority budgets (2) Budgets are prepared in 3 year cycles with the current cycle covering 2013/14; 2014/15 & 2015/16. (3) Savings targets were identified and met within the Boards budget and on that basis funding from the constituent authorities has been provided.	Budget only set for 2015/16 with any "cost of living" awards to be met from that budget. 2016/17 is only indicative and carries risk of having to carry substantial savings. IER funding is of limited duration. Risk now high. **This may result in** budget/ staffing set to a level too low to allow an adequate service to be provided.	Alasdair MacTaggart	▪ Medium Term financial strategy well developed and 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 to the Board ▪ Board reporting has made clear the challenges we face in the next 3-5 years ▪ 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 using current reserves ▪ 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 ▪ Following the VER/VR uptake the Board's reserves have been used to fund these and this has affected the remaining balance., , The Assessor is working towards achieving a structure that will be sustainable in the longer term ▪ Sharing the load through ongoing SAA discussion which allows the sharing of best practice with limited use of resources ▪ Sharing the load through ongoing AEA discussion which allows the sharing of best practice with limited use of resources ▪ Potential for legal action to ensure funding is provided to a level to ensure satisfactory discharge of statutory duties	04	05	20 Very High

Action Codes	Linked Actions	Assigned To	Due Date	Status
	Monitor	Budget Team	Ongoing	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
REF.02 Legislative Changes Context: (1) Legislative changes affecting the discharge of statutory duties. (2) Examples include: the removal of Council Tax and the introduction of an alternative taxation system; possible review of NDR prior to the next revaluation	Legislative changes (see 'context box' for examples) **could lead to** increased budgetary pressures. IER is the current major change which is identified separately. Council Tax future remains uncertain in the medium term with a Commission undertaking an investigation into alternative funding for local government. Reduction in level of reserves as the result of funding VR/VER will limit opportunity to meet unexpected financial challenges with reserves.	Alasdair MacTaggart	▪ Key partnership arrangements with the Scottish Government, Electoral Commission, Scotland Office, AEA and SAA. This allows participation in the consultation process ▪ The current programme for change to Council Tax is underway. However we shall continue to monitor the situation and provide advice and guidance to government as and when required ▪ The SAA has formal regular meetings with the Scottish Government and through this body we will be empowered to contribute to the decision making process ▪ 3 year budget setting process requires to be set with all possible financial risks that changes to legislation might bring ▪ Any unexpected overspends should 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, Scotland Office, Cabinet Office etc ▪ The Assessor ERO will also ensure Board members are advised of all possible outcomes affecting the organisation and service delivery arising from any statutory changes ▪ Methodologies and process are developed and adopted on an ongoing basis to manage any change ▪ Investment in IT is forward thinking to meet and support challenges the organisation may face in the future	4	4	16 High/ Moderate

Action Codes	Linked Actions	Assigned To	Due Date	Status
	Monitor	Management Team	ongoing	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
REF.03 Individual Electoral Registration Context: IER will impact on (1) the updating process of the register (2) the canvass both timing and extra costs (3) With the Scottish Governemnt's Devolved powers for both the Scottish Parliamentary and Local Government Elections, the franchise has been changed for both these types of elections to include 16yrs +. Requires IT/EMS systems to be able to differentiate between Westminster Franchise Elections and Scottish. (4) PSN accreditation has been achieved , however connectivity is still through Renfrewshire Council until such times as this can be separated.	IER is now Business as Usual and Transition ended in December 2015. However the ongoing pressures - both financial and timing continue to have an effect on Canvass Funding from UK Government was adequate to meet additional financial challenges until this year, when funding levels were reduced significantly. Whilst at present, there is no indication of the end of funding from Central Government t it is expected it will end in the not too distant future. Longer-term financing of Electoral Registration will need to be reviewed bearing in mind that the impact of VR/VER has depleted reserves.	Alasdair MacTaggart	▪ Board are fully aware of the implication of IER through regular updates at Board meetings ▪ Short term funding and IT development costs have been met by the Cabinet Office ▪ Longer term impacts of IER need to be factored in - the Board have reserves to cope with IER in the longer term ▪ We have engagedg with external contractors to gauge their capability to deal with scanning/printing all the additional forms etc ▪ The Depute Assessor & ERO is the Immeadiate Past Chair person of the Association of Electoral Administrators affording the organisation a front seat in recognition of any changes/management of developments ▪ Our continued membership of the SAA and the Assessors position as President, allows us access to the, Electoral Commission, the Scotland & Cabinet Offices allowing us to be at the forefront of the consultation/implementation process ▪ Our standalone Electoral Management system allows us to develop our system in line with process changes without the need to refer to an external contractor ▪ Under our SLA Renfrewshire Council are aware of the pressures this will put on their IT staff and we have a dedicated team member to deal with the required IT changes for IER implementation ▪ The protect plan is maintained and updated to ensure all necessary activities are planned for and sufficient resources are available as and when required ▪ The MT have ensured evaluation of previous electoral events have been integrated into the planning process	4	4	16 High/ Moderate

Action Codes	Linked Actions	Assigned To	Due Date	Status
	Assessor to resolve PSN issues	Assessor	When RC able to separate us from their PSN	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
REF.04 Revaluation 2017 Context: (1) Delivery of new Valuations not carried out within time limits. (2) breaching statutory duties (3) impact on revenue collection for our 3 Unitary Authorities (4) impact on Rateable Values for Central Government resulting in financial uncertainty (5) pressure on staff to deal with high appeal loads (6) pressure on Valuation Appeal Committee to dispose of outstanding appeals by the statutory deadline. (7) costs associated with proceeding to a hearing at the Lands Tribunal. This is estimated to be circa £10k/day at Tribunal - inclusive of preparatory work and employment of legal counsel.	The organisation is facing the delivery of the 2017 revaluation with the lowest number of staff for any revaluation in the past. This means there is less cover for holidays/staff absences. It also means existing staff to ensure the timetable is met require to be offered overtime, with the associated costs to the Board. All 2017 Draft Values to be uploaded to the SAA Portal by end of September 2016. With final Valuation Roll to be prepared for April 2017. Valuation Notices to be printed and posted during March 2017. RVJB Assessor is Designated Assessor dealing with Telecoms for all of Scotland. Very high values generated and subsequent appeals could necessitate involving legal costs to defend, as required. The cost of time and resources involved in producing and defending these values for the whole of Scotland has to be funded from existing budget at present.	Alasdair MacTaggart	▪ Strategy in place to tackle priorities, timetable, preparatory work and momentum ▪ Monitoring of progress and working with SAA colleagues to ensure all Practice Notes are written and approved to allow Revaluation to proceed. ▪ Checks and trial uploads carried out to ensure information can be uploaded to the SAA Portal as required ▪ Systems in place to monitor and review incoming appeals and outstanding appeals ▪ Schedule of dates arranged for 2017 appeal committee hearings ▪ Meet with Secretary/Chairperson of the Valuation Appeal Panel to discuss disposal programme ▪ System in place to analyse results of committee hearings to ensure lessons learned inform other appeals ▪ Sharing the load through ongoing SAA discussion ▪ Monitoring of staffs workload to minimise stress ▪ Obtain support of the board to drawdown from reserves, where necessary, to enable the Assessor to meet statutory deadlines ▪ Review of overtime budget as and when necessary ▪ Seek effective three year budgetary cycle to ensure financial resources are in place and known ▪ Make best use of technology to support the citation process and the subsequent appeal process ▪ 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 preparation of values and subsequent appeal work requires careful monitoring and Board approval for draw down from reserves if required.	2	4	8 Moderate/ Tolerable

Action Codes	Linked Actions	Assigned To	Due Date	Status
	Monitor	DA's	Ongoing	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation

REF.05 Technological Changes / Pressures Context: (1) Ongoing changes to IER , Pilot Schemes running in England and Wales may result in changes to processes. (2) The possibility of purchasing an "off the shelf" EMS is being looked into .	Capacity to deal with the changes/development in IT, including the Boards ability to deal with changing demands as a result of IT development which **will impact on** service delivery, ability to perform statutory duties of the three core functions to the required deadline and potential increase in training resources required to support the IT team. PSN is a requirement of the new Electoral System. Unresolved issue is the disconnection of the Board from RC's API connection to DWP.	Alasdair MacTaggart	▪ Strategy in place to establish priorities, timetable, any work for IER and to maintain momentum in reaching the requirements for fast efficient service delivery – achieved through the IT Strategic and operational Working Groups ▪ Working with partners in Renfrewshire Council IT detailing our requirements over the mid to longer term ▪ SLA in place to ensure development is on-going in line with service requirements ▪ Introduction of the use of GCSX to allow the transfer of information between DWP & RVJB for IER ▪ Perform daily back-ups and download documentation onto tapes/disks for secure storage off-site ▪ Mitigate by engaging with Cabinet Office , Renfrewshire Council and Class Consultants. Retain current reserves to off- set any additional costs ▪ Discussions are ongoing regarding the disconnection of the Board's PSN from Renfrewshire Councils. An issue may impact on this , the Assessor is looking at the possibility of buying an "off the shelf" EMS, which may provide savings in the medium to long term If this happens the PSN issue is resolved without Renfrewshire Council having to spend resources disconnecting the Board.	3	4	12 High/ Tolerable

Action Codes	**Linked Actions**	**Assigned To**	**Due Date**	**Status**
	Assessor to resolve PSN issues	Assessor	Ongoing	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
REF.06 Failure of ICT Context: (1) Non availability of systems, either through system/ telephony or power supply failure or sabotage (2) Potential loss of key business or financial data	There are many events which may cause ICT failure such as: internal/external malicious damage; failure of third parties to meet deadlines; failure to back-up ICT; major ICT failure; failure due to virus attack. A combination of one or more of the above events happening would result in a major impact in service delivery to all stakeholders.	Alasdair MacTaggart	▪ SLA in place to ensure development is on-going in line with service requirements ▪ Contractual arrangements in place for maintenance and upgrading with external contractors ▪ Anti-Virus, anti-spam software continually updated ▪ Firewall, Network application controls and audit procedures all in place and continually updated/reviewed ▪ All applications and data sets are backed up nightly on site ▪ Loss of processing limited to 72 hours as a result of back up ▪ Currently there are 3 on site IT staff to provide an instant response to problems ▪ Server capacity reviewed/renewed on a regular basis to provide maximum data protection ▪ We are reliant on effective I.T. systems for many key areas of services, and the priorities and processes for dealing with failure of I.T. systems, an effective IT Disaster Recovery Plan is currently being prepared , however it is reliant on the Board being able to partner with Renfrewshire Council's Cloud Base Disaster Recovery Site. This is expected to happen in the Spring of 2017.	4	4	16 High/ Moderate

Action Codes	Linked Actions	Assigned To	Due Date	Status
	Monitor	Assessor	Ongoing	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
REF.07 Loss of premises due to major damage or loss of tenure Refer to Business Continuity Plan Context: (1) The preferred option in the event of the loss of the Robertson Centre would be a new location sourced via Renfrewshire Council Civil Contingencies Service (2) Due to the nature of the RVJB's operations and the nature of the VJB's relationship with not only its lead authority, Renfrewshire Council, but also its other 2 constituent Councils, East Renfrewshire and Inverclyde, it has also been assumed that it is impractical/ unnecessary to seek to identify potential accommodation in the vicinity of the VJB's offices which is retained unoccupied as a potential emergency option for organisations affected by disaster.	▪ Should such an event occur, it is assumed that one of the constituent Councils will be in a position to provide temporary facilities. Should this not be the case in the immediate situation, this may result in a temporary loss of service Following the introduction of PSN large areas of the VJB's network is now Virtual. This would enable the services to be brought on stream far quicker .	Alasdair MacTaggart	▪ Lease in place with Renfrewshire Council for 10 years from 2010 ▪ It is assumed that replacement resources, buildings, and infrastructure are all to a certain extent, and within a foreseeable time scale, available, i.e. the disaster does not affect the whole area, but is more or less confined to the Valuation Joint Board's service provision. Due to the nature of the RVJB's operations and the nature of the VJB's relationship with not only its lead authority, Renfrewshire Council, but also its other 2 constituent Councils, East Renfrewshire and Inverclyde, it has also been assumed that it is impractical/unnecessary to seek to identify potential accommodation in the vicinity of the VJB's offices which is retained unoccupied as a potential emergency option for organisations affected by disaster. Should such an event occur, it is assumed that one of these Councils will be in a position to provide temporary facilities ▪ See Business Continuity Plan	2	3	6 Moderate/ Tolerable

Action Codes	Linked Actions	Assigned To	Due Date	Status
	No change	Depute Assessor		

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
REF.08 Loss/ Destruction of information held in paper format Context: (1) With regard to Electoral Registration, much of the information is held electronically however those forms that were in the process stage would be lost and would require to be re-issued with an appropriate letter. (2) While a great deal of information is held electronically for both CT and Non Domestic subjects , loss of paper files would cause some delay in dealing with enquiries or appeals.	A significant loss of paper information will result in staff hours spent ingathering the lost information. Removing them from other duties such as Running Roll changes and appeals disposal. **This could impact on** meeting statutory deadlines; informing partners of changes to the Valuation Roll & Council Tax List within the KPIs set by Government.	Alasdair MacTaggart	▪ Currently looking at scanning all files for domestic & non-domestic files and introducing a Document management System for all 3 core functions ▪ ER information held largely electronically ▪ Introduction of telephone, text and internet registration has aided in reducing paper receipt and handling ▪ Non Domestic valuations are held largely electronically, however plans and historical documents are not. ▪ CT technical data and bands held electronically ▪ Regular fire alarms and testing of the system ▪ CCTV & fire extinguishers in place	3	4	12 High/ Tolerable

Action Codes	Linked Actions	Assigned To	Due Date	Status
	Investigate procurement of DMS	Depute Assessor	April 2017	On going

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
REF.09 Staffing demographics Context: (1) Existing staff demographics show the skill base in Electoral Registration lies with those that are nearing retiral. . (2) inability to recruit & retain staff (3) Non availability of key staff or significant numbers of staff, either through outbreak/ disease, industrial action, transport disruption/ fuel shortages, severe weather etc.	The demographic profile of the RVJB workforce combined with significant reductions in levels of available staff could result in a loss of key knowledge and skills and impact on the service's ability to function or deliver critical processes.	Alasdair MacTaggart	▪ See Business Continuity Plan ▪ Staff are aware of Business Continuity Plan and appropriate members hold copy of this plan at home. ▪ Staff demographics are monitored & reported through the Equalities framework ▪ Forward planning in place if key members of staff should exercise their option to retire ▪ Adverts for staff are placed in key areas – appropriate internet sites, newspapers etc ▪ Trainee Valuer posts: training programme in place to provide training to allow the trainee to sit the Assessment of Professional Competence and become a member of the Royal Institution of Chartered Surveyors ▪ Current staff are being trained in other areas of service delivery to allow facilitated succession planning	3	4	12 High/ Tolerable

Action Codes	Linked Actions	Assigned To	Due Date	Status
	No Change			