







# Aberdeen City Council Corporate Risk Register



Code	Title	Current Risk Score	Residual Risk Score	Function	Risk Owner	Risk Manager	LOIP Themes
Corp-001	Financial Sustainability	16 	12 	Resources	Steve Whyte	Jonathan Belford	All
Corp-002	Health and Safety Compliance	16 	8 	Governance	Fraser Bell	Vikki Cuthbert	All
Corp-003	Workforce of the future	8 	4 	Resources	Steve Whyte	Isla Newcombe	All
Corp-004	Civil Contingencies	12 	8 	Governance	Fraser Bell	Vikki Cuthbert	Prosperous Place
Corp-005	Information Governance	12 	8 	Commissioning	Martin Murchie	Caroline Anderson	Enabling Technology
Corp-006	Cyber Security	12 	8 	Customer	Andrew Howe	Norman Hogg	Enabling Technology
Corp-007	Contract Management	12 	9 	Commissioning	Craig Innes	Graeme Craig	Prosperous Economy
Corp-008	Climate Change	20 	16 	Strategic Place Planning	Gale Beattie	David Dunne	All
Corp-009	EU-Exit	16 	12 	Governance	Fraser Bell	Vikki Cuthbert	All

## Corporate Risk Register – De-escalated Risks

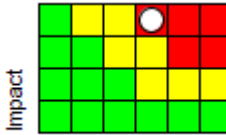
Date	Code	Title	Current Risk Score	Residual Risk Score	Function	Risk Owner	Risk Manager	Comment
19/07/18	Corp-003	Statutory Assurance	8 	4 	Governance	Fraser Bell	Jackie Buchanan	De-escalated to Governance CRR
16/08/18	Corp-006	Fraud, Bribery and Corruption	12 	8 	Governance	Fraser Bell	Brian Muldoon	De-escalated to Governance CRR
16/08/19	Corp-008	Scottish Child Abuse Inquiry	16 	4 	Operations	Bernadette Oxley	Gaynor Clarke	De-escalated from stand-alone risk. Captured within “recognition of future liabilities” within Financial Sustainability

### Risk Scoring Process

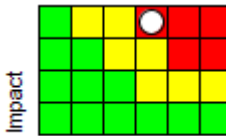
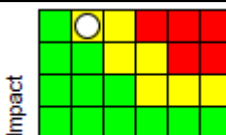
In order to apply an assessment rating (score) to a risk, the Council implements a 4x6 risk matrix.

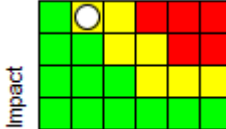
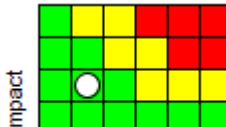
The 4 scale represents the impact of a risk and the 6 scale represents likelihood of a risk event occurring.

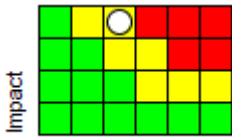
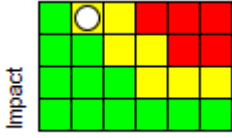
Impact	Score						
<b>Very Serious</b>	4	4	8	12	16	20	24
<b>Serious</b>	3	3	6	9	12	15	18
<b>Material</b>	2	2	4	6	8	10	12
<b>Negligible</b>	1	1	2	3	4	5	6
<b>Score</b>		1	2	3	4	5	6
<b>Likelihood</b>		Impossible	Almost Very Low	Low	Significant	High	Very High

<b>Code</b>	Corp-001	<b>Financial Sustainability</b>		
<b>Definition</b>	The Council must deliver significant savings over the next five years and beyond to ensure continued financial sustainability. A transformation portfolio has been established with programmes of work to align finite financial resources to desired outcomes.			
<b>Potential Impact</b>	<b>Causes</b>	<b>Control Effectiveness</b>		<b>Current Risk Assessment</b>
		<b>Control</b>	<b>Control Assessment</b>	
<ul style="list-style-type: none"> <li>• Failure to set a balanced budget</li> <li>• Continued cost pressures from current ways of working and legacy systems</li> <li>• Required savings not achieved</li> <li>• Fire-fighting required in year to address emerging budget issues</li> <li>• Spend not aligned to achievement of desired outcomes</li> <li>• Customer and service user dissatisfaction</li> </ul> Reputational damage, including adverse impact on the Council's credit rating	<ul style="list-style-type: none"> <li>• Failure to respond to legislative and economic change e.g. council tax reform, 3 year budgets, oil price fluctuation, national balance of local/devolved taxation, welfare reform, Brexit</li> <li>• Legislative and economic change affects National and City economy that impacts council</li> <li>• Failure of programme governance</li> <li>• Failure to update financial data timeously</li> <li>• Financial resource constraints</li> <li>• Staff not engaged in delivering the transformation programme</li> <li>• Staff not accountable for budget overspends</li> </ul>	Regular update of Medium Term Financial Plan to quantify budget gap, link to Brexit risk register on specific economic/financial risks.	Fully Effective	 <p>Impact</p> <p>Likelihood</p>
		Recognition and action planning to respond to legislative and economic change	Fully Effective	
		Tracking of economic and demographic fluctuations impacting the city	Fully Effective	
		Partnering arrangements across the city and region with ALEOs, business connections and 3rd sector focussed on financial sustainability	Fully Effective	
		Focus of future plans and budgets on step change service redesign, new charges, the resource allocation model and early intervention – linked to transformation and diversification	Partially Effective	
		Programme planning and governance	Fully Effective	
		Financial monitoring and control including stewardship	Partially Effective	
		Financial governance through financial regulations	Fully Effective	
		Capability framework for financial resources	Partially Effective	
		Control boards in place	Fully Effective	
		Control policies in place - financial regulations, travel policy, income policy	Fully Effective	
		Contingent liabilities tracking	Fully Effective	
				Significant
<b>Risk Owner</b>	Steve Whyte	<b>Risk Manager</b>	Jonathan Belford	<b>Residual Risk Assessment</b>

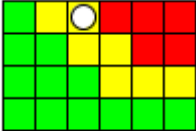
<b>Latest Note</b>	This risk was reviewed by the Corporate Management Team on 29 <sup>th</sup> August 2019,	29 Aug 2019	 <p>Impact</p> <p>Likelihood</p> <p>Very serious</p> <p>Low</p>
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<b>Code</b>	Corp-002	<b>Health and Safety Compliance</b>		
<b>Definition</b>	The council must comply with Health and Safety legislation to prevent harm to employees and/or members of the public			
<b>Potential Impact</b>	<b>Causes</b>	<b>Control Effectiveness</b>		<b>Current Risk Assessment</b>
		Control	Control Assessment	
<ul style="list-style-type: none"> <li>• Fatality or serious injury to employee or member of the public;</li> <li>• Material breach of health and safety legislation leading to criminal prosecution;</li> <li>• Compensation claims (civil);</li> <li>• Enforcement action – cost recovery of regulator time;</li> <li>• Reduced service delivery;</li> <li>• Reputational damage;</li> <li>• Increased costs due to absence levels and agency costs;</li> </ul>	<ul style="list-style-type: none"> <li>• Health and safety roles and responsibilities not clearly defined and understood</li> <li>• Poor employee and Trade Union engagement</li> <li>• Policies and Procedures are not adequate and/or not adhered to</li> </ul>	Corporate Health and Safety Policy	Fully Effective	 <p>Impact</p> <p>Likelihood</p> <p>Very serious</p> <p>Significant</p>
		Supplementary Health and safety Policies and Procedures	Partially Effective	
		Health and Safety Governance Structure	Partially Effective	
		Training and Development Programme	Partially Effective	
		Health and Safety Reporting Arrangements	Partially Effective	
		Trade Union Engagement	Fully Effective	
<b>Risk Owner</b>	Fraser Bell	<b>Risk Manager</b>	Vikki Cuthbert	<b>Residual Risk Assessment</b>
<b>Latest Note</b>	This risk was reviewed by the Corporate Management Team on 29 <sup>th</sup> August 2019.	29 Aug 2019	 <p>Impact</p> <p>Likelihood</p> <p>Very serious</p> <p>Very Low</p>	

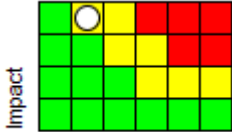
<b>Code</b>	Corp-003	<b>Workforce of the future</b>		
<b>Definition</b>	The Council must ensure that it has a workforce with the capability and capacity to deliver our Strategic Outcomes.			
<b>Potential Impact</b>	<b>Causes</b>	<b>Control Effectiveness</b>		<b>Current Risk Assessment</b>
		Control	Control Assessment	
<ul style="list-style-type: none"> <li>• Inability to deliver against our corporate outcomes including statutory obligations</li> <li>• Inability to adapt to the delivery methods required in the future</li> <li>• Customer and service user dissatisfaction</li> <li>• Reputational damage</li> <li>• Increased use of peripheral staffing</li> <li>• High numbers of staff on redeployment</li> <li>• Breakdown in employee relations leading to dispute</li> </ul>	<ul style="list-style-type: none"> <li>• Internal workforce is cannot to meet the needs of the organisation in the future</li> <li>• Workforce behaviours do not support flexibility, change and improvement</li> <li>• High change weariness and low levels of staff engagement</li> <li>• Reliance on traditional notions of leadership - on command and control</li> <li>• Significant skills shortages and lack of adequate and appropriate training and development</li> <li>• Performance reviews do not address development needs adequately</li> <li>• Insufficient ability to internally recruit staff or lack of focus on retraining current staff into areas of need</li> </ul>	Establishment Control Board maintaining oversight of recruitment and the Council's establishment list	Fully Effective	 <p>Likelihood</p>
		Skills audits / training needs built into PR&D	Partially Effective	
		Strategic workforce plan	Fully Effective	
		Performance Reviews and Development (PR&Ds)	Partially Effective	
		Horizon scanning - impacts of changes to service delivery on workforce requirements	Fully Effective	
		Positive leadership and management	Partially Effective	
		Recruitment and movement of internal resource	Partially Effective	
		Workforce development plan	Fully Effective	
		Regular monitoring of peripheral staffing	Partially Effective	
		Absence reporting	Fully Effective	
		Regular engagement with Trade Unions	Fully Effective	
		Regular communication with staff	Partially Effective	
		People Policies	Fully Effective	
		Staff Governance Committee	Fully Effective	
				Very serious
				Very Low
<b>Risk Owner</b>	Steve Whyte	<b>Risk Manager</b>	Isla Newcombe	<b>Residual Risk Assessment</b>
<b>Latest Note</b>	This risk was reviewed by the Corporate Management Team on 29 <sup>th</sup> August 2019.		29 Aug 2019	 <p>Likelihood</p>
				Material
				Very Low

<b>Code</b>	Corp-004	<b>Civil Contingencies</b>				
<b>Definition</b>	The Council must ensure that it puts in place adequate training, planning and testing for civil contingency events and other incidents.					
<b>Potential Impact</b>	<b>Causes</b>	<b>Control Effectiveness</b>		<b>Current Risk Assessment</b>		
		Control	Control Assessment			
<p>The Council is unable to support or lead the response to an emergency affecting the city and/or is unable to deliver critical functions in relation to:</p> <ol style="list-style-type: none"> <li>1. Human welfare or the environment</li> <li>2. The finances of the Council</li> <li>3. The Council's statutory obligations</li> <li>4. The Council's reputation</li> <li>5. The Council's ability to respond to emergencies.</li> </ol> <p>(These impacts relate to both the Civil Contingencies Act 2004 and Council's Business Continuity Planning)</p>	<ul style="list-style-type: none"> <li>• Failure to review and update our civil contingencies capacity, capability, structures, policies and plans in order to respond to incidents and events.</li> <li>• Gaps in skill, knowledge and preparedness of workforce</li> <li>• Governance or system failure</li> <li>• Failure to build civil contingencies planning and testing into major capital projects and events planning</li> </ul>	Established Duty Emergency Response Coordinator (DERC) rota to ensure a Chief Officer is always available to contribute to the Council's response to emergencies.	Fully Effective	 <p>Likelihood</p>		
		Governance structure in place to manage risks and test resilience – Organisational Resilience Group, Business Continuity Sub-Group, Local Resilience Partnership and TECA Sub-Group	Partially Effective			
		Prevent and Prepare CONTEST priorities are embedded and reviewed continuously by priority owners	Partially Effective			
		“Move to Critical Action Plan” in place	Partially Effective			
		Resilience training and development for key officers	Partially Effective			
		System in place for monitoring the preparedness of our ALEO's to support the council in responding to emergencies through ALEO Assurance Hub	Fully Effective			
		Management of single authority emergency planning arrangements	Fully Effective			
		Civil Contingencies input to Capital Projects and planning of events	Partially Effective			
<b>Risk Owner</b>	Fraser Bell	<b>Risk Manager</b>	Vikki Cuthbert	<b>Residual Risk Assessment</b>		
<b>Latest Note</b>	This risk was reviewed by the Corporate Management Team on 29 <sup>th</sup> August 2019.		29 Aug 2019	 <p>Likelihood</p>		
				Very serious		
				Low		
				Very serious		
				Very Low		


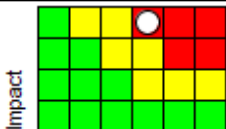
<b>Code</b>	Corp-005	<b>Information Governance</b>			
<b>Definition</b>	Information governance protocols and processes do not provide the appropriate framework to facilitate optimum information management in support of decision making and resource allocation based on a Business Intelligence culture.				
<b>Potential Impact</b>	<b>Causes</b>	<b>Control Effectiveness</b>		<b>Current Risk Assessment</b>	
		Control	Control Assessment		
<ul style="list-style-type: none"> <li>• Unlawful disclosure of sensitive information</li> <li>• Individuals placed at risk of harm</li> <li>• Prosecution –penalties imposed</li> <li>• Council exposed to legal action</li> <li>• Reputational damage</li> <li>• Council finances jeopardised</li> <li>• Business Intelligence effectiveness is compromised by underlying data quality issues</li> <li>• Inadequate performance information</li> <li>• Business efficiencies not achieved</li> <li>• Inability to share services and information with partners</li> <li>• Reduced capability to deliver customer facing services</li> </ul>	<ul style="list-style-type: none"> <li>• Under-skilled staff / lack of capability (can't)</li> <li>• Non-compliance with information governance policy &amp; procedure by individuals (won't)</li> <li>• Privacy and data protection by default is not appropriately considered in the design of new processes and systems</li> <li>• Lack of visibility and oversight of emerging information risks</li> <li>• Inconsistent approach to information and data governance across the Council (absence of effective embedded information governance roles, systems and processes)</li> </ul>	Clear systems and processes in place for ensuring appropriate management, governance and use of information designed and implemented within BAU and change management processes	Fully Effective	<p>Impact</p> <p>Likelihood</p>	
		Information Governance Board led by SIRO provides robust corporate oversight of information assurance arrangements.	Fully Effective		
		Clear roles and responsibilities assigned and embedded for all staff for managing & governing information assets across the Council	Fully Effective		
		Mandatory information governance training for all staff with regular exception reporting	Fully Effective		
		Data Protection Officer directly influences information governance	Fully Effective		
		Effective monitoring and reporting of corporate and information asset level information governance arrangements is in place.	Fully Effective		
		Data Forums	Partially Effective		
		Effective Governance in place around Bring Your Own Device Arrangements	Fully Effective		
					Very serious
					Low
<b>Risk Owner</b>	Martin Murchie	<b>Risk Manager</b>	Caroline Anderson	<b>Residual Risk Assessment</b>	
<b>Latest Note</b>	This risk was reviewed by the Corporate Management Team on 29 <sup>th</sup> August 2019.		29 Aug 2019	<p>Impact</p> <p>Likelihood</p> <p>Very serious</p> <p>Very Low</p>	

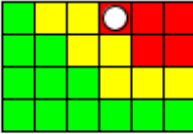
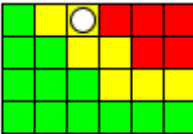
<b>Code</b>	Corp-006	<b>Cyber Security</b>		
<b>Definition</b>	Cyber Security threats must be mitigated to protect the Council, its essential functions and customer data.			
<b>Potential Impact</b>	<b>Causes</b>	<b>Control Effectiveness</b>		<b>Current Risk Assessment</b>
		Control	Control Assessment	
<ul style="list-style-type: none"> <li>• Service disruption</li> <li>• Council finances jeopardised</li> <li>• Inability to share services</li> <li>• Reduced capability to deliver customer facing services</li> <li>• Unlawful disclosure of sensitive information</li> <li>• Individuals placed at risk of harm</li> <li>• Prosecution –penalties imposed</li> <li>• Reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of oversight of Cyber Security threats.</li> <li>• Inconsistent approach to security across the Council.</li> <li>• Insider threats not identified.</li> <li>• Lack of capability and / or non-compliance by individuals</li> <li>• Human Error</li> <li>• Absence of adequate preventative measures to mitigate against known outsider cyber threats.</li> <li>• Continuous new and emerging cyber threats (so-called day zero attacks)</li> <li>• Absence of corporate protocols when acquiring or changing system solutions so that Cyber Resilience is not built in.</li> <li>• Absence of adequate preventative measures to mitigate insider threat including physical and system security.</li> <li>• Insider threat not properly managed through recruitment and line management processes.</li> <li>• Lack of appropriate 'tools' or inadequate use of tools to detect and prevent Cyber Threats.</li> <li>• Lack of resource to investigate events or deal with incidents.</li> </ul>	Recommended gateway and End Point tools in place.	Fully Effective	 <p>Impact</p> <p>Likelihood</p>
		Adequate use of anomaly reporting and behaviour analysis.	Partially Effective	
		Implementation of Protective Monitoring	Fully Effective	
		Information Governance Board led by SIRO provides robust corporate oversight of information assurance arrangements.	Fully Effective	
		Effective information management and security training and awareness programme for all staff.	Fully Effective	
		Critical systems risk assessed and protected appropriately	Partially Effective	
		Password security controls in place	Fully Effective	
		Restricted access for key personnel to secure facilities	Fully Effective	
		Fit for Purpose Identity Management System (IDM)	Partially Effective	
		Robust Cyber Security incident management procedures.	Partially Effective	
		Consolidation of IT and data related activities corporately within IT and Transformation Service.	Partially Effective	
		Appropriately secured links to all third parties with whom we connect.	Fully Effective	
		Sufficient staff or resource to investigate events of significance.	Fully Effective	
		Continual assessment of new and emerging threats.	Fully Effective	
Annual IT Health Check performed	Fully Effective			
Cyber Security Essential Plus Certified	Fully Effective			
				Very serious



		<ul style="list-style-type: none"> <li>• Budgetary constraints.</li> <li>• Lack of appreciation around the threats of extension into the Cloud.</li> <li>• Lack of appreciation around the threats of extension of the Internet of Things.</li> <li>• Lack of appreciation around the threats introduced by BYOD.</li> </ul>		Low	
<b>Risk Owner</b>	Andrew Howe		<b>Risk Manager</b>	Norman Hogg	<b>Residual Risk Assessment</b>
<b>Latest Note</b>	This risk was reviewed by the Corporate Management Team on 29 <sup>th</sup> August 2019.			29 Aug 2019	 <p>Impact</p> <p>Likelihood</p> <p>Very serious</p> <p>Very Low</p>

<b>Code</b>	Corp-007	<b>Contract Management</b>		
<b>Definition</b>	There is a need to have effective contract management across the Council, undertaken by skilled staff working and working to a consistent and proportionate model.			
<b>Potential Impact</b>	<b>Causes</b>	<b>Control Effectiveness</b>		<b>Current Risk Assessment</b>
		Control	Control Assessment	
<ul style="list-style-type: none"> <li>Services are not delivered in line with Council requirements and specifications.</li> <li>Savings targets not met/efficiencies not realised.</li> <li>Reputational damage.</li> <li>Disputes/Litigation.</li> <li>Inability to manage market/respond to urgent issues.</li> <li>Negative audit outcomes.</li> <li>Poor supplier relationship management.</li> <li>Poor performance by the provider.</li> <li>Difficulties in dealing with changes and issues arising throughout the contract.</li> </ul>	<ul style="list-style-type: none"> <li>Poor contract management skill levels.</li> <li>Officers not robustly or properly contract managing.</li> <li>Poor co-design of the specification initially.</li> <li>Lack of market management resulting in limited range of providers.</li> <li>Lack of clarity on who is responsible for contract management.</li> <li>Lack of awareness in the organisation of the importance of robust contract management.</li> <li>Dissipated contract management capacity across the Council.</li> <li>Absence of a properly maintained contracts register.</li> <li>Contract expectations not being monitored and managed.</li> </ul>	Social Care Contracts and Commissioning Team has a contract management framework, including detailed contract monitoring procedures.	Fully Effective	<p>Impact</p> <p>Likelihood</p>
		ACC Procurement Regulations - Regulation 13.1-13.3 set requirements in relation to contract management.	Fully Effective	
		Implementation of effective contract management procedures across the organisation clearly stating the need for proper contract administration, relationship management and review of contract performance.	Partially Effective	
		Ensuring that contract managers have effective contract management skills and they have full training where pertinent on the Councils internal procurement regulations.	Partially Effective	
		Clarity on who is the contract manager for a particular contract.	Fully Effective	
		Ensuring that consideration is given to how performance will be monitored e.g. outcomes and KPIs, as part of the co-development of specifications.	Partially Effective	
		Contract Registers	Fully Effective	
<b>Risk Owner</b>	Craig Innes	<b>Risk Manager</b>	Graeme Craig	<b>Residual Risk Assessment</b>
<b>Latest Note</b>	This risk was reviewed by the Corporate Management Team on 29 <sup>th</sup> August 2019.		29 Aug 2019	<p>Impact</p> <p>Likelihood</p> <p>Serious</p> <p>Low</p>

<b>Code</b>	Corp-008	<b>Climate Change</b>			
<b>Definition</b>	ACC must comply with a duty under the Climate Change (Scotland) Act 2009, to reduce emissions to contribute to national targets, adapt to climate change in contribution to the national adaptation programme and report annually on this work. Climate change will increase the severity and frequency of severe weather events, in Aberdeen (heavy winter rainfall, flooding, a rise in sea level, reduction summer rainfall, higher temperatures).				
<b>Potential Impact</b>	<b>Causes</b>	<b>Control Effectiveness</b>		<b>Current Risk Assessment</b>	
		Control	Control Assessment		
<ul style="list-style-type: none"> <li>• Fatality or serious injury to employee or member of the public due to severe weather events.</li> <li>• Increased demand for ACC services and response.</li> <li>• Service disruption.</li> <li>• Cost pressures from energy costs, flood recovery, (civil) claims for damage roads and pavements, increased insurance premiums (ACC assets) and procurement costs.</li> <li>• Damage to ACC owned and managed assets and infrastructure.</li> <li>• Adverse financial impact if climate risks to major projects are not managed.</li> <li>• Opportunities for clean energy and climate resilience are not reached.</li> <li>• Damage to ACC managed grounds, parks and countryside sites.</li> <li>• Climate change affects the delivery of strategic plans and capital projects.</li> <li>• Failure to meet statutory obligations for climate adaptation, flood resilience, pollution, emission reduction and reporting.</li> <li>• Increase in corporate and city-wide emissions.</li> <li>• City growth is restricted.</li> <li>• Reputational damage.</li> </ul>	<ul style="list-style-type: none"> <li>• Current and future climate risk is not sufficiently considered in ACC decision making.</li> <li>• Inadequate governance and internal/ external partnership work on climate change.</li> <li>• Failure to consider the long term implications of climate change on city plans and policy.</li> <li>• Lack of skills, understanding and resources to address current/ future climate risks.</li> <li>• Ineffective response to severe weather events/ public health incident.</li> <li>• Inadequate/ inconsistent implementation of emission reduction and adaptation plans.</li> <li>• Insufficient monitoring of climate risks, emission reduction and adaptation activity.</li> <li>• Lack of political support/ commitment.</li> <li>• Insufficient resources to support mitigation and adaptation actions.</li> <li>• Ineffective monitoring for change.</li> <li>• Failure to consider opportunities for growth in low carbon and adaptation sectors.</li> </ul>	Aberdeen Adapts Framework incorporates development, approval and implementation of measures and activities required to mitigate causes of risk	Partially Effective	 <p>Impact</p> <p>Likelihood</p>	
		Implement Powering Aberdeen (Sustainable Energy Action Plan), including corporate emission reduction measures. .	Partially Effective		
		System of Monitoring corporate mitigation and adaption data and annual reporting	Fully Effective		
		Water Impact Assessments	Fully Effective		
		Improvement to climate change data collection systems	Partially Effective		
		Integrate climate mitigation and adaptation into relevant corporate, plans, programmes and strategies.	Partially Effective		
		Increase awareness and understanding of climate change (staff and public)	Partially Effective		
					Very serious
					High
		<b>Risk Owner</b>	Gale Beattie		<b>Risk Manager</b>
<b>Latest Note</b>	This risk was reviewed by the Corporate Management Team on 29 <sup>th</sup> August 2019.		29 Aug 2019	 <p>Impact</p> <p>Likelihood</p> <p>Very serious</p>	

<b>Code</b>	Corp-009	<b>EU-Exit</b>			
<b>Definition</b>	The Council must ensure that it has effective plans in place to mitigate potential impacts of UK exit from EU where possible.				
<b>Potential Impact</b>	<b>Causes</b>	<b>Control Effectiveness</b>		<b>Current Risk Assessment</b>	
		Control	Control Assessment		
<ul style="list-style-type: none"> <li>Workforce disruption and reduction</li> <li>Disruption within supply chain affecting service delivery</li> <li>Increased service demand including customer contact and additional applications for support</li> <li>Interest and exchange rate fluctuations, reduction and loss of EU funding</li> <li>Budgetary pressures, reduced income and cost increases</li> </ul>	<ul style="list-style-type: none"> <li>Failure to plan effectively</li> <li>Failure to communicate, consult with partner organisations</li> <li>Failure to coordinate council planning arrangements with local and national networks and partner organisations</li> <li>Failure to understand economic position</li> <li>Failure to understand and plan for potential impacts on the Council's budgetary position</li> <li>Failure to understand the national political position</li> <li>Failure to test plans and preparations</li> </ul>	EU-Exit Group	Fully Effective	 Likelihood	
		Horizon scanning – impacts to service delivery and workforce	Fully Effective		
		Review critical supplier plans	Fully Effective		
		Communication and information plan for citizens	Partially Effective		
		Monitoring and tracking economic data	Fully Effective		
		Budget Planning for anticipated risks	Fully Effective		
		Information sharing and co-ordination with regional and national partner organisations	Partially Effective		
		Resilience planning with partner organisations, local and national Resilience networks	Partially Effective		
			Very serious		
			Significant		
<b>Risk Owner</b>	Fraser Bell	<b>Risk Manager</b>	Vikki Cuthbert	<b>Residual Risk Assessment</b>	
<b>Latest Note</b>	This risk was reviewed by the Corporate Management Team on 29 <sup>th</sup> August 2019.		29 Aug 2019	 Likelihood	
				Very serious	
				Low	