Corporate Risk Register

CURRENT CORPORATE RISKS ▲	CURRENT RISK SCORE
Civil Contingencies	12
Climate Change	16
Contract Management	9
Cyber Security	16
EU Exit (Economy)	16
EU-Exit (Institutional)	16
Financial Sustainability	12
Health & Safety Compliance	12
Information Governance	12
Workforce Capacity and Capability	6

Number of Corporate Risks

10

Risk Matrix by Likelihood (6) and Impact (4)
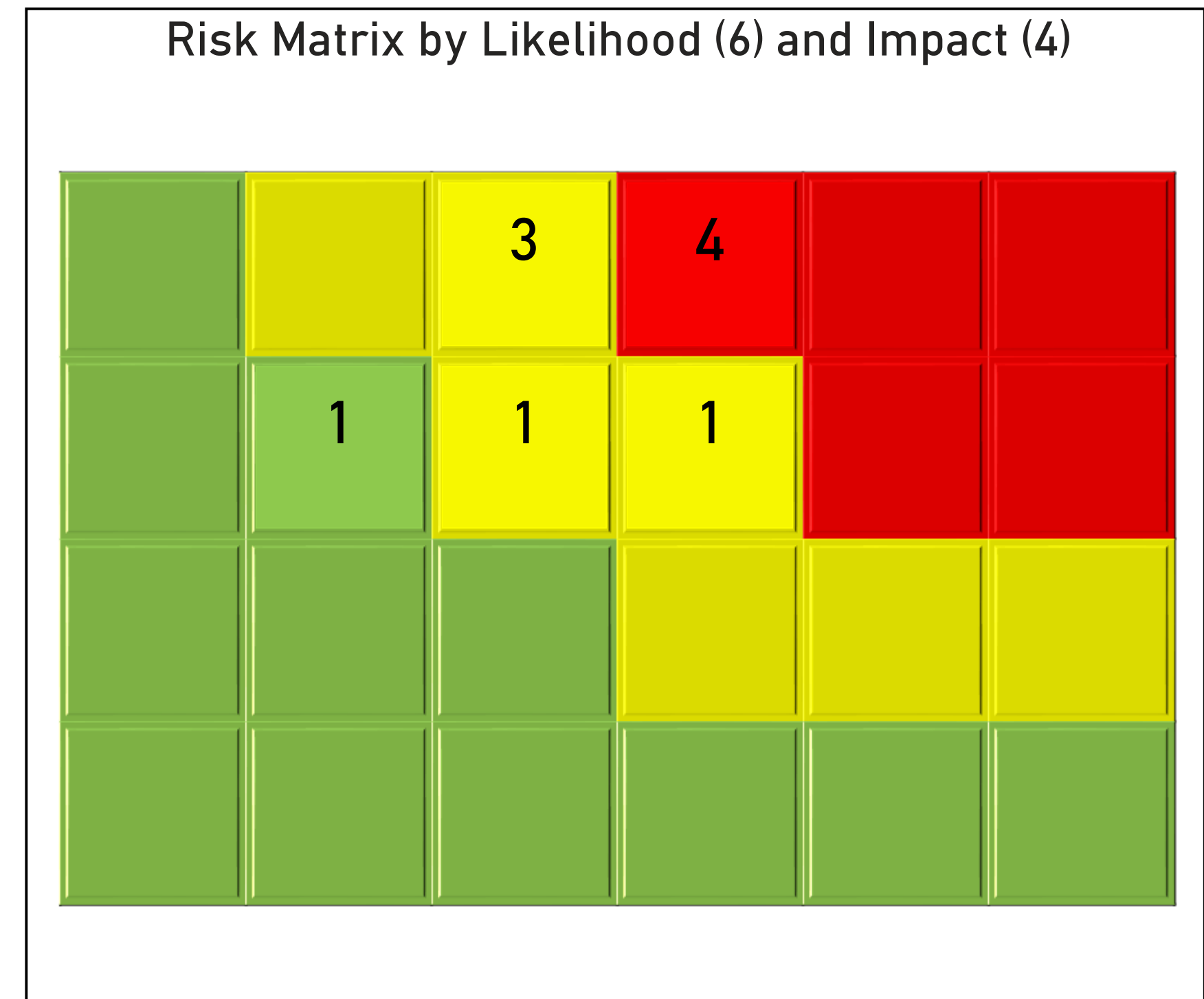
FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Customer	Digital & Technology	David Gammie	Norman Hogg

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	% COMPLETE	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Cyber Security	Risk that Cyber security threats are not sufficiently mitigated against to protect the Council, its essential functions and customer data	Implementation of Phase 1 of the Identity and Access Management project to standardise account management and automation of account creation. Work to remomove vulnerabilites due to some software which is beyond support.	60	12	16	4	4	30 June 2021

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Governance	Fraser Bell	Vikki Cuthbert

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	% COMPLETE	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Health & Safety Compliance	Risk of non-compliance with Health and Safety legislation and practices resulting in harm to the workforce and/or members of the public	Review supplementary health and safety policies and procedures to align with the Corporate Health and Safety Policy and to ensure that there are clear lines of responsibility between the Corporate H&S team for corporate policies/procedures and Clusters for service specific policies procedures. Training on Health and Safety requirements is available, promoted and reviewed to improve understanding and compliance within the relevant Clusters. Provision of adequate governance and Health and Safety reporting arrangements through : - Assurance 365 to provide visibility to all Chief Officers on near-live H&S data - Reporting to external bodies (HSE, Scottish Fire and Rescue Service and the Care Inspectorate) - Corporate incident and near miss reporting system for all managers - Reporting to CMT on significant incidents and resulting actions to completion Development of a corporately agreed process on Lone Working incorporating controls which have been introduced as a result of COVID-19 related homeworking. Systems and processes to ensure protection of the workforce and members of the public against risk of infection of COVID-19: - Workplace risk assessments for critical services - Workplace risk assessments for reinstated services	70	8	12	3	4	30 March 2021

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Governance	Fraser Bell	Vikki Cuthbert

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	% COMPLETE	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Civil Contingencies	The Council must ensure that it puts in place adequate training, planning and testing for civil contingency events and other incidents.	Training and development programme for Duty Emergency Response Co-ordinators (DERCs). Including regular refresher training and testing of activation packs, exercising such as; no notice activations of an IMT and the LRP. Training and development programme for operational staff who are likely to have to play a key role in emergency response. Testing of resilience structures and emergency plans, including input to plans which are pan-Grampian and overseen by the LRP and insituutional arrangements which dovetail with LRP plans and the Council's Generic Emergency Plan. Embed CONTEST priorities of Prepare and Prevent within the capability of ACC. Review of Emergency Plans to ensure preparedness and ability of ACC to carry out our duties as a Category 1 responder.	70	8	12	4	3	31 December 2020

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Governance	Fraser Bell	Ronnie McKean

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	% COMPLETE	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
EU-Exit (Institutional)	The Council must ensure that it has effective plans in place to mitigate potential impacts of UK exit from EU where possible.	Establish an ACC EU-Exit Group that will identify, plan and manage impacts of EU-Exit. Monitoring of and create scenario planning for National Planning Assumptions. Monitoring and tracking of legislative changes. Establish links with LRP to ensure that ACC activities complements Local Resilience Partnership Working Group activities. Surveillance and horizon scanning of EU-Exit related matters. Establishment of an internal and external communications plan.	50	12	16	4	4	31 December 2020

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Customer	Data & Insights	Martin Murchie	Helen Cannings

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	% COMPLETE	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Information Governance	Risk that 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.	Long Term Preservation of Digital Records	40	8	12	3	4	31 December 2020

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Strategic Place Planning	Gale Beattie	David Dunne

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	% COMPLETE	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Climate Change	Risk of non compliance with public bodies duties 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. Failure of the Council to address risks from climate change, including; an increase in the severity and frequency of severe weather events, in Aberdeen (heavy winter rainfall, flooding, a rise in sea level, reduction summer rainfall, higher temperatures).	1. Develop, establish and implement governance for a Council Energy and Climate Plan (covering emission reduction and adaptation - Council assets and operations). 2. Integration of climate change in key policies, strategies and plans. 3. Integration of relevant climate risks in the ACC Risk Management Framework. 4. Develop and implement city net zero and climate resilience plans (within the scope of the Council's influence); and establish governance for this partnership work. 5. Data collation and performance monitoring for climate change, to support statutory reporting requirements. 6. Increase staff awareness, understanding of climate change: and provide information accessible for the public.	45	12	16	4	4	31 December 2024

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Commercial & Procurement	Craig Innes	Graeme Craig

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	% COMPLETE	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Contract Management	Risk that contracts are not managed effectively with poor supplier relationship management which may lead to poor performance & compliance, increased costs and/or savings not achieved and potential for reputationa/legal risks.	1. Social Care Contracts and Commissioning Team has a contract management framework, including detailed contract monitoring procedures. 2. ACC Procurement Regulations - Regulation 13.1-13.3 set requirements in relation to contract management. 3. Implementation of effective contract management procedures across the organisation clearly stating the need for proper contract administration, relationship management and review of contract performance. 4. Ensuring that contract managers have effective contract management skills and they have full training where pertinent on the Councils internal procurement regulations. 5. Clarity on who is the contract manager for a particular contract. 6. Ensuring that consideration is given to how performance will be monitored e.g. outcomes and KPIs, as part of the co-development of specifications. 7. Contract Registers	90	6	9	3	3	30 October 2020

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	People & Organisation	Steve Whyte	Isla Newcombe

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	% COMPLETE	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Workforce Capacity and Capability	The Council must ensure that it has a workforce with the capability and capacity to deliver our Strategic Outcomes.	Capacity - Internal movement of staff (Re.cr.uit scheme) including temporary movement relating to Covid-19 emergency response - Develop our young workforce to provide internship & apprenticeship opportunities in key hard to fill areas to support our workforce for the future, including internships for Care Experienced Young People - Development of flexible options for increasing capacity in core operational areas for example through the development of relief pools - Mental Health Action Plan including specific activity relating to Covid-19 response Capability - Learning and development available covering all elements of the capability framework - Leadership and Management development - Development of digital adoption techniques to support increased adoption of technology across the organisation - Refresh of the end to end induction and onboarding process for all staff - Refresh of the mandatory training requirements for staff including reporting and alerts - Working torwards achievement of Equally Safe at Work Accreditation - Equipping the workforce to adapt effectively to Scottish Government guidance regarding Covid-19	60	4	6	2	3	03 March 2021

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	Finance	Steve Whyte	Jonathan Belford

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	% COMPLETE	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Financial Sustainability	Failure to deliver financial sustainability due to: Failure to align resources to commissioning intentions and service standards Inadequate financial reporting and planning Failure to respond to external factors Failure of partners, businesses or the 3rd sector Failure of transformation plans, projects or service redesigns Inadequate financial stewardship or capability	21-23 and longer term financial planning Covid:Business Grants and liquidity for businesses; supply chain finance support Covid:Financial Support to Citizens Covid:Balance sheet/going concern and valuations analysis Covid:Revenue and Capital programme implications additional assurance Covid:Financial stewardship of operational changes and controls Covid:Reporting and responding to consultations and data collection Covid:Review financial support to ALEOs Digital programme for financial stewardship and use of resources Integrated real time data and decision making Improvements to financial transaction stewardship Capability framework	70	8	12	3	4	30 June 2021

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	City Growth	Richard Sweetnam	Julie Richards-Wood

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	% COMPLETE	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
EU Exit (Economy)	The council and its external stakeholders must ensure that it has effective plans and resources in place to support City Economy and businesses respond to any negative impacts and opportunities resulting from EU-Exit	Work with Stakeholders to coordinate any responses to EU-Exit, with the Regional Economic Strategy Group, or, at the city level, engage with the Business Resilience Group, created in response to the Covid-19 crisis, on a call-off basis. Within City Growth, deliver inward investment, employability and energy transition priorities and actively manage external funding plan in response to changes in funding programmes. Surveillance and horizon scanning of EU-Exit related matters. Work in conjunction with and co-ordinate activities with the ACC EU-Exit Group	50	12	16	4	4	31 December 2020