

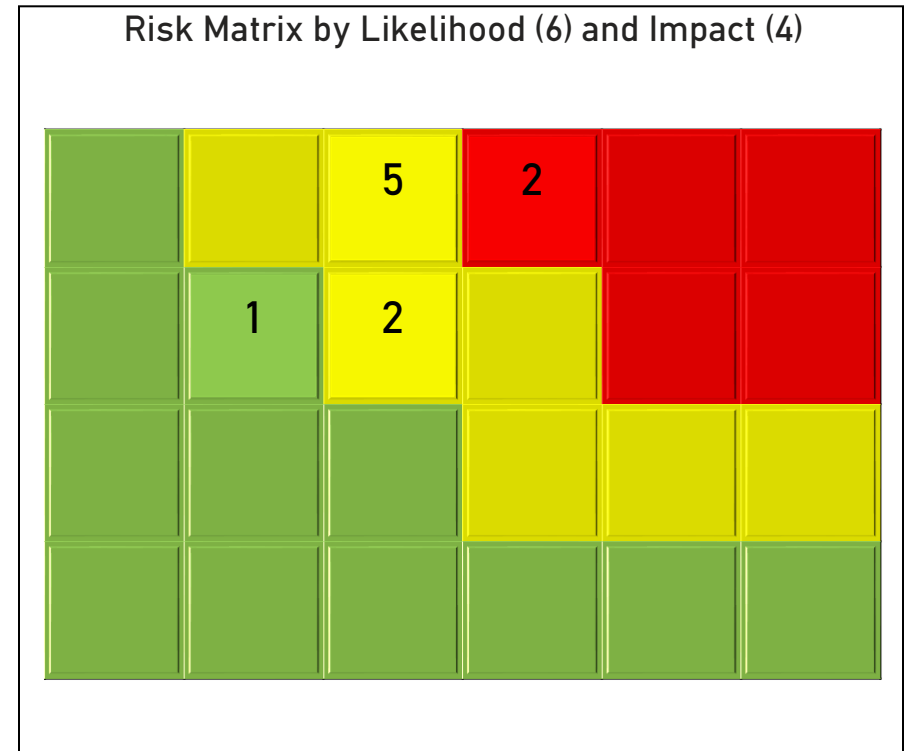


Corporate Risk Register

Current Corporate Risks	CURRENT RISK SCORE
Civil Contingencies	8
Climate Change (Place)	16
Climate Duties - Council Compliance	12
Cyber Security	16
Financial Sustainability	12
Health & Safety Compliance	12
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Number of Corporate Risks

10



FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Governance	Vikki Cuthbert	Fiona Mann

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Civil Contingencies	Risk of non-compliance with the Council's responsibilities as a Category 1 responder under the civil contingencies legislation and guidance	<p>1. Develop a CONTEST delivery plan (to include all four strands Prevent, Protect, Prepare and Pursue) based on the national delivery framework by 28th February 2022</p> <p>2. Complete emergency plans for power resilience/cyber security, City Centre lockdown and coastal pollution. Complete guidance for multi-agency response for Council venues. All plans and guidance to take account of increasing likelihood and impact of climate events. By 31 December 2022</p>	8	8	3	4	31 December 2022

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Strategic Place Planning	David Dunne	Alison Leslie

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Climate Change (Place)	Failure (where ACC has scope to influence), to contribute to a reduction in city-wide emissions and to address strategic climate risks for the city. These include heavy winter rainfall, flooding, a rise in sea level, reduction summer rainfall, higher temperatures.	<ol style="list-style-type: none"> 1. Review and refine partnership governance arrangements for the implementation phase of city net zero and climate adaptation. 2. By March 2022, develop a draft Net Zero Aberdeen Routemap and 6 associated place based strategies through partnership working. (80% completed) 3. By March 2022, refresh Aberdeen Adapts: Climate Adaptation Framework to align with the net zero activity. (80% completed) 4. Establish processes for monitoring city wide emissions, scenario modelling and performance reporting by December 2022. (38% completed) 5. Plan, publish and make publicly available information on city net zero and adaptation progress by November 2022. (45% completed) 	12	16	4	4	31 December 2024

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Strategic Place Planning	David Dunne	Alison Leslie

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Climate Duties - Council Compliance	Risk of non compliance with public bodies duties under the Climate Change (Scotland) Act 2009. Duties require the Council 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.	<ol style="list-style-type: none"> 1. By March 2022, refine data entries on the Project Register and Dashboard to support ongoing monitoring of progress and outcomes for the approved Council Climate Change Plan 2021-2025. (78% completed) 2. Identify process to assess future consequences of climate change for Council assets, by June 2022. (40% completed) 3. Monitor and record the impacts from severe weather on Council assets and operations. Integrate change into service Business Continuity Plans, by March 2022. (35% completed) 4. Improve emission data collation and recording systems, establishing a shared data platform by December 2022. (39% completed) 5. Develop a staff climate training plan, to embed climate change in the organisation/ culture. Phase 1 (general information) by December 2021. Phase 2 specialised training needs by April 2022 (34%). 6. Establish approach to additional statutory reporting requirements (by June 2022) on alignment of spending plans and use of resources to contribute to reducing emissions and delivering emission reduction targets. 	12	12	3	4	31 December 2022

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Customer	Digital & Technology	Steven Roud	Steven Robertson

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	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	<ol style="list-style-type: none"> 1. Hardware refresh programme ensures equipment is kept at a supportable level to mitigate against risk of cyber attack. 2. Device and server patching regime ensures IT estate is at current patching levels. 3. Compliance audits, internal vulnerability scans and reviews of best practice create a prioritised work list of preventive and corrective actions. 4. Regular staff awareness is part of ACC training and development programmes. 5. Compliance with PSN and Cyber essentials. 	12	16	4	4	30 March 2022

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	Finance	Jonathan Belford	Helen Sherrit

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Financial Sustainability	<p>Failure to deliver financial sustainability due to:</p> <ul style="list-style-type: none"> 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 	<ol style="list-style-type: none"> Achieve going concern status encompassing medium and long term planning assumptions and valuations in 21-22 accounts audit Create a Finance Resilience Framework which will be incorporated into the Medium Term Finance Strategy by November 21. Roll out the the risk based approach to the Counter Fraud Policy to all clusters by 31 March 22. Undertake a self evaluation of the FM code criteria and reflect in AGS by March 22. Update the Medium Term Finance Strategy for the latest climate change financial implications and report to Committee by November 21. 	8	12	3	4	29 June 2022

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Governance	Vikki Cuthbert	Colin Leaver

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	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	<ol style="list-style-type: none"> 1. Confirm H&S mandatory training requirements within each Cluster as part of broader training needs analysis by PO&D by 31st March 2022 2. Complete the H&S data set within the Assurance dashboard of the Managers' Portal and implement across SMTs, H&S Function Groups and ECMT by 30th June March 2022 3. Completion of action plans for Asbestos Compliance and Lone Working by 30th June 2022 	8	12	3	4	29 June 2022

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	People & Organisational Development	Andy MacDonald	Isla Newcombe

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Industrial Action – Pay Negotiations 2021/22	Risk that rejection of the Public Sector Pay Policy, by the SNCT trade Unions could result in continuous or discontinuous strike action that could potentially impact on Education.	<p>1 - Chief Officer P&OD to report to ECMT as required - ongoing</p> <p>2 - Chief Officer P&OD to set up and chair IMT with relevant Chief Officers/Officers, including internal and external comms to allow comms strategy to be drawn up - When identified as necessary by CMT/ECMT - ongoing</p> <p>3 - Chief Officers to review previous life and limb exemptions list in conjunction with critical services list and update - complete</p> <p>4 - Chief Officers to review service delivery schedules/staffing levels on different days of the week to identify any days/time of increased vulnerability and update Business Continuity Plans accordingly - initial review – complete</p> <p>5 - Chief Officers P&OD and Finance to liaise with COSLA to remain well informed - On going throughout negotiations</p> <p>6 - Employee Relations and Wellbeing Manager to touch base with local union reps on a weekly basis to gather any available information - on going</p> <p>7 - Managers informed not to authorise annual leave or flexi leave for any employees on strike days (previously booked leave will be honoured) – will not be applicable as teachers have set holiday periods</p>	6	9	3	3	30 March 2022

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Customer	Data & Insights	Martin Murchie	Caroline Anderson

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Information Governance	Risk that the Council's Information Governance Framework (people and behaviour, process and system, adapting and learning) is not sufficiently robust to ensure that council information and data is processed in a way which: i. mitigates potential harm to the rights and freedoms of data subjects arising from data processing ii. meets the Council's operational, strategic and accountability requirements (business and statutory); iii. demonstrates proper stewardship to deliver outcomes for our people, place and economy.	<p>Compliance with Privacy and Electronic Communications Regulations in respect of cookies and other tracking technology in Council and affiliated websites (Customer Experience) Business Owner identified, agreeing tasks/completion dates at Customer Data Forum. 25% complete</p> <p>Retention of data in Outlook and Onedrive Proposals report to IGG March 2022- 25% complete</p>	8	12	3	4	30 March 2022

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Commercial & Procurement	Craig Innes	Melanie McKenzie

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Non-Compliance with Procurement Regulations	<p>1. Contract Management - Risk that Strategic & Critical contracts and associated supplier relationships are not managed effectively,, which can have a detrimental impact on the achievement of required outcomes to support commissioning intentions/delivery of LOIP outcomes/achievement of best value.</p> <p>2. Non-Compliance with Procurement Regulations: Governance Arrangements are not fully complied with by Delegated Procurers including seeking approval to go out to market, provision of Annual Procurement Workplans and ensuring contracts are recorded on the Contract Register, which could lead to the Council being in breach of Procurement Legislation.</p> <p>3. Contract expenditure exceeding approved value with no further approval being sought. Spend on contract is not linked through to budget via Financial Systems e.g. through consistent reference numbers and inclusion of approval details in the Contracts Register, back to a contract and its approval, if contract spend cannot be effectively monitored expenditure could breach thresholds and lead to the Council being in breach of Procurement Legislation.</p>	<p>1. Implementation of effective contract management procedures (Supplier Relationship Management) across the organisation clearly stating the need for proper contract administration, relationship management, negotiation and review of contract performance by 31.03.22</p> <p>2. Control actions as below will be complete by 31.03.22</p> <ul style="list-style-type: none"> •Development/Roll-out of CPSS website which will cut down on maintenance requirements for CPSS/Ensure information is more easily kept up to date • Internal audit resources will be made available to support further development of control actions associated with procurement compliance i.e. further development of Compliance Reports. <p>3. Control actions as per below will be complete by date shown against each:</p> <ul style="list-style-type: none"> •Work is underway within ACC as part of the Procurement & Finance Data Forum to identify a potential long term solution anticipated completion date 31.03.22 	6	9	3	3	30 March 2022

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	People & Organisational Development	Isla Newcombe	Lesley Strachan

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	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.	<p>Report to Staff Governance Committee on progress in delivery of the Workforce Plan – Feb 2022</p> <p>Workforce strategy to be developed looking to the vision for our workforce – February/April 2022</p> <p>Capacity:</p> <ol style="list-style-type: none"> 1) Determine approach for talent pipeline creation by December 2021 in response to resourcing issues in hard to fill areas. 2) Development of flexible options for increasing capacity in core operational areas for example through the development of relief pools. A number of relief pools now in place, with progress on the development of a number of other areas of the business underway. Action completion by March 2022. 3) Review Mental Health Action Plan including specific activity relating to Covid-19 response. Report on activities undertaken to June SG Committee. Complete. Revised mental health action plan to February 2022 Staff Governance Committee 4) Delivery of Absence Improvement Plan including specific activity relating to improved data reporting, support and training for managers and early intervention/preventative care by Dec 2021 <p>Capability:</p> <ol style="list-style-type: none"> 5) Delivery of future of work project including alignment of technology to worker styles & improving adoption of technology- ongoing & planned within phases for gradual reintroduction into Office spaces and new ways of working in line with 'Test and Trial' and Scottish Government Guidance. 6) Leadership and Management development – programme and pathways of learning developed to enable ACC to support all leaders and managers in three areas of leadership and management by April 2022. 7) Development of digital skills learning pathway in line with adoption and change management approach (complete). Tested in full by D365 project by April 2022. 8) Refresh of the end-to-end induction and onboarding process for all staff by March 2022 9) Refresh of the mandatory training requirements for staff including reporting and alerts. Reporting scheduled to be in place by end October 2021. Consolidated mandatory training data now available. Alerts to follow by March 2022. Refreshed mandatory training framework by March 2022. 10) Review and update of key employee relations policies (grievance, bullying & harassment and discipline) and the training and development to support implementation by January 2022. 2021 11) Implementation of an investigation's improvement action plan by January 2022. 	4	6	2	3	30 March 2022