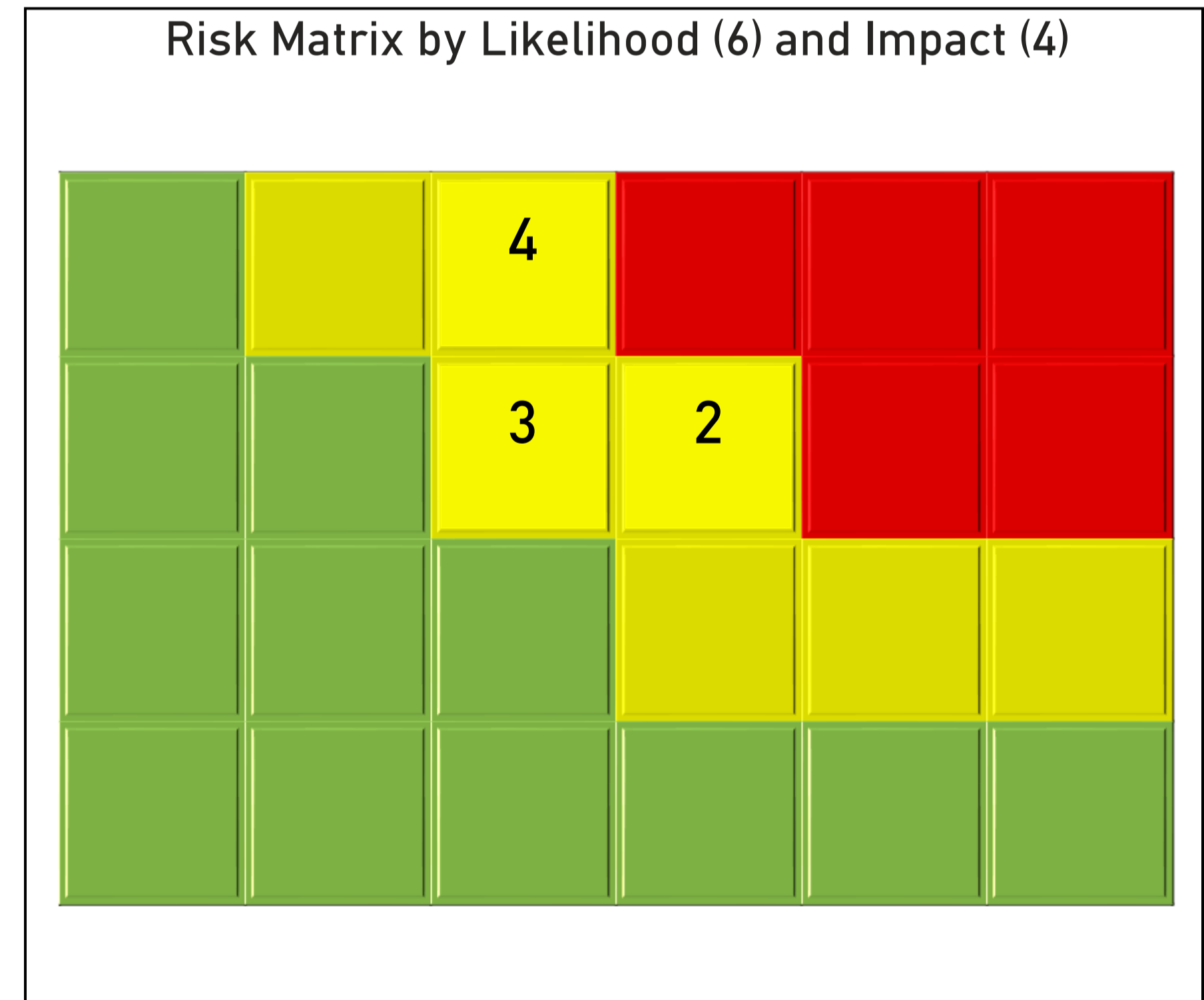




Corporate Risk Register

Current Corporate Risks	CURRENT RISK SCORE
Civil Contingencies	9
Climate Change (Place)	12
Cyber Security	12
Excessive resettlement and asylum demand and risk of harm.	9
Financial Sustainability	9
Health & Safety Compliance	12
Industrial Action – Pay Negotiations	12
Supply Chain - Commodity Risks	12
Workforce Capacity and Organisational Resilience	12



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 31st December 2023.</p> <p>2. Complete emergency plans for power resilience, City Centre lockdown and Move to Critical. Complete guidance for multi-agency response for Council venues. All plans and guidance to take account of increasing likelihood and impact of climate events.</p> <p>Power Resilience (NETS Failure) consultation on draft - March 23.</p> <p>Move to Critical and Lockdown plans - Dec 23 alongside completion of CONTEST Delivery Plan.</p> <p>Pollution plan not required - LRP Plan exists and O&PS contracts with Briggs Marine.</p> <p>3. Creation of a City Persons at Risk Database - November 2022 interim solution available. Next iteration to be complete by June 23.</p> <p>4. Community Resilience - increase number of Community Resilience Groups in 2023. Comms and engagement plan continue to promote community resilience - Dec 23</p>	6	9	3	3	31 December 2023

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 develop city climate change partnership governance structure/s appropriate for meeting the aims of the Net Zero Aberdeen Route-Map and Aberdeen Adapts Framework. 2. Establish processes for analysis of and monitoring city wide emissions, scenario modelling to inform optimal interventions (at appropriate times) and performance reporting, by April 2023. 3. Develop an engagement plan to support delivery of the objectives of the Net Zero Aberdeen Routemap and Aberdeen Adapts. 4. Develop and prioritise collaborative work programmes for Net Zero Aberdeen Routemap and Aberdeen Adapts. 5. Identify appropriate funding mechanisms, relevant to project priorities, including opportunities for economies of scale. 	8	12	3	4	29 March 2024

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Customer	Digital & Technology	Steve Roud	Lita Greenwell

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Cyber Security	There is a risk that the council's services are significantly impacted by a cyber attack	<ul style="list-style-type: none"> 1. Cyber hygiene is maintained through regular patching and equipment refresh - 31/03/24 2. Application estate is modernised and technical debt is removed or re-factored - 31/03/24 3. Adoption of public cloud (IaaS and SaaS) is used to spread risk -31/03/24 4. Move towards zero trust infrastructure - 30/06/23 5. Compliance with PSN (Complete) and Cyber essentials. - 31/03/23 	8	12	3	4	31 March 2024

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Customer	Early Int. & Community Emp.	Derek McGowan	Derek McGowan

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Excessive resettlement and asylum demand and risk of harm.	<p>There is a risk that Aberdeen City Council and partners are unable to provide appropriate levels of support to people arriving in the city as refugees or asylum seekers.</p> <p>There is a risk to business continuity and service delivery in core services due to this increased demand.</p>	<p>Identification of resettlement needs and risks via Inward Migration Multi-Agency Group workplan – on-going</p> <p>Attend meetings / liaison with SG WSW delivery board, Home Office and Asylum Partnership Group and Resettlement Tactical Group to maintain situational awareness – on-going</p> <p>Ensure all children and young people of school age are enrolled in education and attending; and all are offered a health assessment on arrival - on-going</p> <p>Attend fortnightly meetings with SG Better Homes Division to monitor progress against the targets in the grant funding agreement - on-going</p> <p>Attend fortnightly meetings with Landlords, Home Office and Mears Housing to support movement of asylum seekers into settled accommodation – on-going</p>	6	9	3	3	31 March 2024

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> <p>Failure to align resources to commissioning intentions and service standards</p> <p>Inadequate financial reporting and planning</p> <p>Failure to respond to external factors</p> <p>Failure of partners, businesses or the 3rd sector</p> <p>Failure of transformation plans, projects or service redesigns</p> <p>Inadequate financial stewardship or capability</p>	<p>1. Achieve going concern status encompassing medium- and long-term planning assumptions and valuations in 21-22 accounts audit with work now commencing on the 22-23 accounts.</p> <p>2. The Medium-Term Finance Strategy was refreshed in August 22 taking account of the Scottish Government Resource Spending Review announced at the end of May 22 and the key Council strategic policies and priorities, work now progressing in developing a balanced budget for 23-24.</p> <p>3. Roll out the risk-based approach to the Counter Fraud Policy to those clusters where significant risk could exist has been completed by 30 September 22, and is ongoing for all other clusters.</p> <p>4. Completed a self-evaluation of the FM code criteria and reflected in AGS for March 22, this will be undertaken again for the 22-23 accounts in March 23.</p> <p>5. Scrutinise on a project by project basis the cost estimates at key stages of the delivery.</p> <p>6. Contract Managers are to complete a template which will allow them to test and challenge contract cost increases which will ensure they are achieving best value from the supply chain - on-going when required by contract managers.</p> <p>7. On-going assessment of impacts to ACC staff, assets and finances resulting from National Care Service</p>	6	9	3	3	29 June 2023

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	<p>1. Confirm H&S mandatory training requirements within each Cluster as part of broader training needs analysis by PO&D by 31st March 2022 COMPLETE</p> <p>2. Roll out H&S module of Core HR and link to the Assurance dashboard of the Managers' Portal and implement across SMTs, H&S Function Groups and ECMT by 30th April 2023</p> <p>3. Completion of action plans for Asbestos Compliance and Lone Working by 30th April 2023</p> <p>4. Completion of post-COVID H&S Action Plan to embed good practices from the pandemic in BAU by 31st May 2023</p>	6	12	3	4	30 March 2023

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Customer	People & Organisational Development	Isla Newcombe	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	Industrial action in schools impacts on delivery of SQA exam diet and on wider workforce capacity	<ol style="list-style-type: none"> 1. Timetable allocation of senior staff in schools to cover absences on exam days - by 31st March 2023 2. Put in place contingency arrangements to cover schools where there is not cover available – by 31st March 2023 3. Action Plan to ensure that vulnerable pupils requiring extra support during exams are provided for - by 31st March 2023 4. Report special leave requests on strike days to monitor impact on workforce capacity – by 31st March 2023 5. Ensure business continuity plans in highest risk areas of workforce are fully updated – by 28th February 2023 6. Comms to pupils and parents to provide reassurance that the risk is being mitigated and comms to staff to provide guidance on use of leave for strike days – by 31st March 7. Liaise with COSLA to ensure information is current - Isla Newcombe & Jonathan Belford - on-going 8. Touch base with local TU reps on a weekly basis to gather all available information - on-going 	6	12	3	4	30 March 2023

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
Supply Chain - Commodity Risks	1. Impacts on Supply Chain due to Brexit/Covid in particular market pressure/uncertainty in Food/Construction Materials 2. Inflation affecting key commodities as a result of Covid/Brexit and market volatility i.e. Utilities/Construction & Construction Materials/Food/Waste/Transportation/Fuel/Manufacturing i.e. Vehicle Purchase 3. Further impacts caused by Invasion of Ukraine - particularly in Energy for example. 4. Shortages across certain commodities leading to issues in delivery of goods/alternatives having to be investigated and/or sought	1. Monitor price increases and continue to challenge (Track & Report on Increases at each quarterly Strategic Procurement Board) along with reports on market trends - Ongoing 2. Review of pricing mechanisms within contracts and amendment of templates by 30.06.23 3. Develop programme of regular review of product availability with services & suppliers/Work with Scotland Excel & Framework Suppliers to look at alternatives where shortages are indicated - Ongoing 4. Work with Scotland Excel to further develop information	6	12	4	3	31 December 2023

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Customer	People & Organisational Development	Isla Newcombe	Lindsay MacInnes

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Workforce Capacity and Organisational Resilience	Risk that changes to the workforce, i.e. reduction or movement in response to external factors, significantly impact on our capacity and ability to deliver critical services and on the resilience of our workforce.	<ul style="list-style-type: none"> 1. Delivery of year one workforce capacity aspects of Tom 1.2 including Workforce Strategy and Workforce Delivery Plan - by 31st March 2024 2. Completion of VSER process 23/24 including capture of knowledge and requirements of each role being removed, including mandatory training, approvals and delegations attached to these roles, in order to mitigate against internal control failures resulting from loss of key staff – by 31st March 2024 3. Agree and implement an escalation process for services to identify gaps in service delivery – to be owned by ECMT - by 30th April 2023 4. Redesign of teams around Organisational Design Principles to ensure teams are resilient to any reduction in capacity and loss of capability - 31st March 2024 5. Embed revised Service Standards where this is going to impact on customer requests, complaints and enquiries – 31st March 2024 	6	12	4	3	31 March 2024