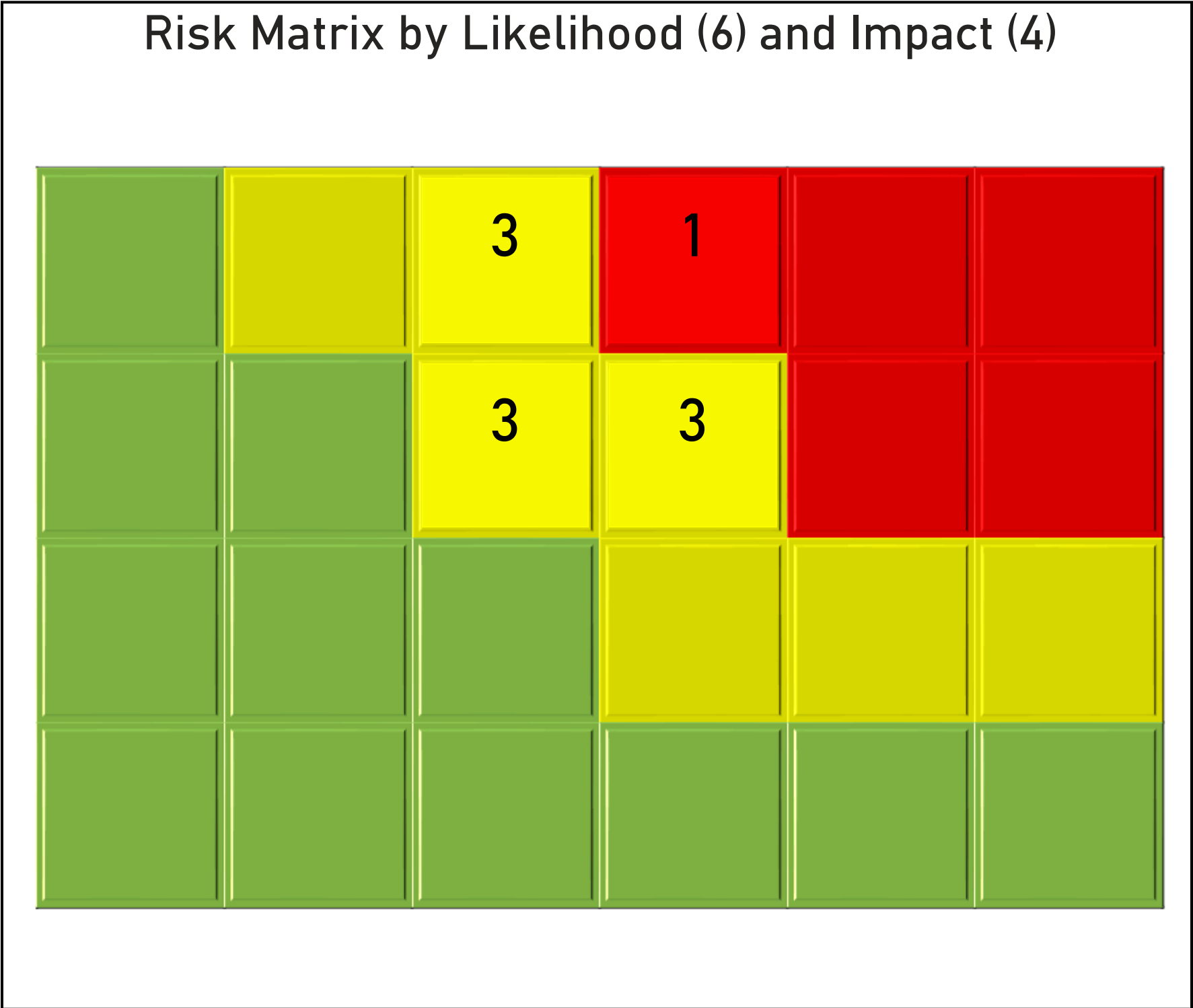
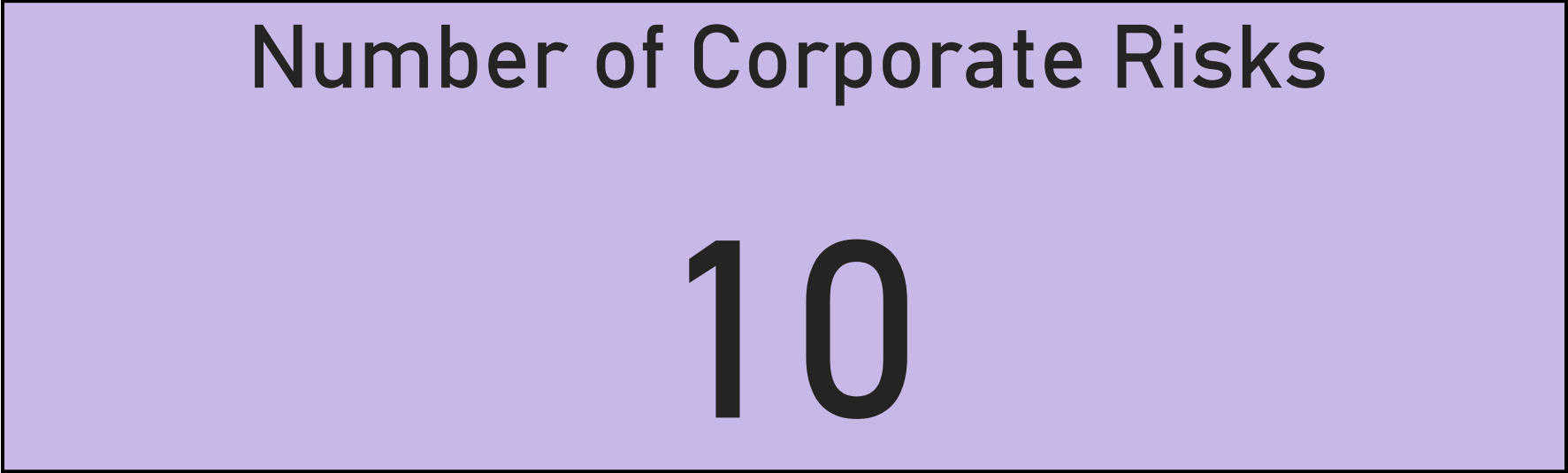




Corporate Risk Register

Current Corporate Risks	CURRENT RISK SCORE
Civil Contingencies	9
Climate Change (Place)	12
Cyber Security: External Threats	12
Cyber Security: Organisational Environment	12
Cyber Security: Supply Chain	12
Financial Sustainability	16
Health & Safety Compliance	9
Pace of unplanned resettlement and asylum demand and risk of harm.	12
Reinforced Autoclaved Aerated Concrete Panels and Planks (RAAC)	9
Workforce Resilience	12



FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Corporate Services	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	<div>▲</div> <div>1. Develop a CONTEST delivery plan (to include all four strands Prevent, Protect, Prepare and Pursue) based on the national delivery framework by 30th December 2025</div> <div>2. Move to Critical and Lockdown procedures including MAIRGs for high risk and busy areas of the city including appraisal of further HVM equipment requirements as part of "Protect & Prepare" stands of CONTEST. - 30th December 2025.</div> <div>3. Complete National Power Outage Plan. - Establish NPO working group to co-ordinate cross-service activities. Draft V1 complete 31/03/24, next draft to be complete by October 2025</div> <div>4. Creation of a City Persons at Risk Database. Data cleanse underway, working group on place to progress City PARD - by October 2025</div> <div>5. Community Resilience - increase number of Community Resilience Groups in accordance with Community Led Resilience Planning in Vulnerable Areas Charter- by 2026</div> <div>6. Regional Communication Centre is a single point of failure for activation of the DERC and the council’s emergency response - EP&R will look to review the role, processes, and training needs of the Regional Communication Centre, specifically and only in regard to responding to Emergency calls requesting the Duty Emergency Response Coordinator or activation of Unicorn - Complete</div> <div>7. Review Council budget options/decisions on an annual basis to ensure that decisions taken that may affect ACC ability to respond to emergencies are identified - Annual</div> <div>8. Monthly review of "Place" based risks and EP&R action tracker to ensure risks related to emergency response are identified and managed. - On-going monthly</div> <div>9. Review existing volunteering arrangements and process for resourcing rest centres in an emergency - COMPLETE</div>	6	9	3	3	31 December 2025

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
City Regeneration & Environment	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.	1. Platform established for the monitoring and analysis of city wide GHG emissions data and climate planning (April 2025). Complete population of the data platform, by June 2025. 2. Develop collaborative delivery mechanisms and programmes for the Net Zero Aberdeen Routemap and Aberdeen Adapts, by October 2025. 3. Identify appropriate funding mechanisms, relevant to project priorities, including opportunities for economies of scale (ongoing). 4. Complete refresh cycle for the Net Zero Aberdeen Routemap and relevant enabling strategies, by October 2025. 5. Complete refresh cycle for Aberdeen Adapts Climate Adaptation Framework, by October 2025.	8	12	3	4	31 October 2025

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Corporate Services	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: External Threats	<p>As a local government organisation, Aberdeen City Council is at risk of attack from malicious third-party actors. These attacks could be carried out for profit, on ideological or political grounds, or for entertainment. The UK as a whole is currently experiencing a protracted phase of heightened cybersecurity threat from external parties as a result of worldwide geopolitical activity, and the adoption of emerging technologies by malicious actors (e.g. Generative AI). Among other potential outcomes, a successful attack by a malicious third-party actor could result in:</p> <ul style="list-style-type: none">• unauthorised access to systems/data• the loss and/or exposure of data through theft or encryption (ransomware)• the loss or disruption of digital services through overwhelm or the exploitation of vulnerabilities or outdated technologies• financial loss through responding to an incident <p>These risks can severely impact the organization's ability to provide essential services, protect sensitive information, and maintain public/partner trust.</p>	<p>1. Security Technologies</p> <p>a. The security technologies deployed to deliver defence-in-depth of Council resources are under constant monitoring to ensure that any emergent vulnerabilities are readily mitigated. (ongoing)</p> <p>b. The Operations and Engineering Service are currently seeking to appoint a new Security Analyst to contribute to the in-house expertise in modern security technologies. (Q4 24/25)</p> <p>2. Digital Programme</p> <p>a. The Digital Strategy prioritises a cloud-first approach in identifying and implementing new systems or applications. This strategy allows the Council to better spread the risk of external threats. (ongoing)</p> <p>b. The identification of services, assets and resources which can be delivered through modern technologies, and their realisation by the Digital Service Delivery teams, allows Digital & Technology to design-in improved monitoring and protection, to delivery best practice, reduce risk and meet our statutory and contractual obligations. (ongoing)</p> <p>3. Administrative Controls:</p> <p>a. We collaborate with industry partners to share and receive information of emergent external threats to determine the potential risk to council resources and take any mitigating actions required.</p> <p>b. The Cybersecurity framework assures defence-in-depth is implemented through all stages of Digital & Technology’s delivery through the development and implementation of best-practice policies, standards and processes that meet our statutory and contractual obligations, while minimizing the impact of any potential incidents.</p> <p>c. The Digital & Technology Senior Management Team will be incorporating the regular tabletop exercising of external incidents into the Terms of Reference for their Monthly sessions. (Q4 24/25)</p>	8	12	3	4	31 December 2025

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Corporate Services	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: Organisational Environment	<p>There is a risk that Aberdeen City Council could, as a result of inadvertently or maliciously insecure activities conducted by Officers, become the victim of a cyberattack through poorly designed or implemented, or an absence of internal, organisational cybersecurity controls (processes, training, etc.). Among other potential outcomes, poor organisational controls could result in:</p> <ul style="list-style-type: none">• unauthorised access to systems/data• the loss and/or exposure of data through theft or encryption (ransomware)• the loss or disruption of digital services through overwhelm or the exploitation of vulnerabilities or outdated technologies• financial loss through responding to an incident <p>These risks can severely impact the organization's ability to provide essential services, protect sensitive information, and maintain public/partner trust.</p>	<p>1. Information and Cyber Security policies, standards and procedures are currently undergoing review to best deliver on the objectives of the Cybersecurity strategy and framework. (ongoing)</p> <p>2. By introducing improved demand-management control-processes, Digital & Technology will be better able to limit the introduction of suppliers through shadow IT channels, ensuring that all tools meet our standards and do not introduce security vulnerabilities. (Q4 24/25)</p> <p>3. The Digital & Technology Senior Management Team will be incorporating the regular tabletop exercising of external incidents into the Terms of Reference for their Monthly sessions. (Q4 24/25)</p> <p>4. Just-in-time communications and self-service awareness and guidance are regularly created to ensure that users and Information Asset Owners are well-versed in their roles and responsibilities in protecting the organisation from cybersecurity events. The next, focused series of communications will coincide with CyberScotland Week (commencing 24th February).</p> <p>5. Digital & Technology are represented on the Information Governance Group, which provides an additional layer of organisational oversight of key, information and data practices from across the organisation. Identified cybersecurity risks and associated controls are also discussed at this forum. (ongoing)</p> <p>6. The Council’s Digital & Technology Service have achieved and maintain high levels of cybersecurity assurance and accreditation to ensure that we are meeting our statutory and contractual obligations.</p> <p>7. The Scottish Cyber Coordination Centre have drafted new guidance on incident response. These will be incorporated into the Council’s incident response plans for Digital & Technology, and will then be incorporated into the wider emergency response plans and playbook. (Q1 25/26)</p>	6	12	4	3	31 December 2025

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Corporate Services	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: Supply Chain	There is a risk that Aberdeen City Council's reliance on suppliers to deliver digital products, systems, and services across the organisation could lead to cybersecurity vulnerabilities. These vulnerabilities can occur at any stage in the supply chain or be introduced through ineffective assurance and governance processes, or through incomplete communication of the council's standards and requirements to the supplier. This could result in service disruptions, data breaches, and/or non-compliance with statutory and contractual obligations. This means that the organisation must effectively secure its supply chain to prevent these issues and ensure the smooth delivery of services to its citizens.	1. Embedding of supplier cybersecurity assurances and risk assessment in cross-functional processes wherever possible. Security review is part of the DPIA process, and plans are to incorporate it into procurement processes (ongoing). 2. Maintenance of up-to-date supplier data and documentation allows vulnerabilities to be more easily identified and tracked, their impacts assessed and remediated. The deployment of the ServiceNow Application Portfolio Management module will enable Digital & Technology to collocate data into a single place for use and reuse across all support and service teams. (Q3 25/26) 3. By introducing improved demand-management control-processes, Digital & Technology will be better able to limit the introduction of suppliers who deliver duplicated services, thereby reducing the potential attack surface. (Q4 24/25) 4. Information Security Incident Reporting Procedure to be reviewed with a view to incorporating supplier incidents. Once complete, joint communications with Data Protection team will be published to direct all officers responsible for suppliers/contracts to the updated process. (Q4 24/25) 5. Access for supplier support personnel into council systems and networks restricted through organisational and technical controls. A review of these controls to take place in Q1 25/26. 6. Delegated Scheme of Authority allows the Chief Officer of Digital & Technology to block the introduction of suppliers or software found to present insurmountable cyber risk to the organisation.	8	12	3	4	31 December 2025

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Families and Communities	Housing	Jacqui McKenzie	Gill Strachan

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Pace of unplanned 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 of increased homelessness presentations and sustained demand for core services including; housing support services, education, community learning and development, children’s social work and family support/adult social work and resettlement support resulting from a number of areas including; Ukrainian Permission to travel letters and Visa Permission Extension Scheme</p> <p>There is a financial risk to the Council that increased demand and supporting activities including staffing required in this area are not fully funded.</p> <p>There is a risk of increasing No Recourse to Public Funds (NRPF) presentations arising from Ukraine Permission Extension Scheme changes and asylum applications being refused. This may lead to increased homeless presentations, pressures on Local Authority services, including Adult SW and impact resource capacity.</p>	<p>1) Monitoring with partner organisations of impact on services of Asylum and Resettlement Strategic Partnership, the risk and control actions will be reviewed by this group going further - On-going 6 weekly.</p> <p>2) Development of Pathways and Support for Asylum seekers who are granted leave to remain has been drafted to gain access to basic services. If a person is given leave to remain they will be given a 56 days notice to quit, and there is an expectation that they will present as homeless, the Resettlement team at ACC will provide integration support - BAU.</p> <p>3) Public Health Scotland have joined the group to address concerns around infectious diseases - Complete.</p> <p>4) There is an emerging risk that people transferred to Aberdeen through the Asylum scheme are claiming to be younger, and therefore could place further pressures on Children and Families Social Work Services. Pathways for this are being developed along with additional training on age assessments sourced by Children and Families Social work - Complete.</p> <p>5) There is a business case being developed to increase the capacity of the Resettlement Team to reflect increasing demand of high need households – June/July 2025.</p> <p>6) Regular liaison with SG colleagues to support Ukranian Displaced People move from hotels and other local authorities into Aberdeen City – On-going.</p> <p>7) Representation at COSLA and Home Office meetings to continue to push the message that Aberdeen cannot accept asylum seeking families, and to keep the focus on single adult males - Complete.</p> <p>8) Review and assess existing and future commitments to establish Safe and Legal Routes Cap – Complete</p> <p>9) Monitoring relevant budget lines and apply for all funding options that are available- On-going.</p> <p>10) Develop Delivery Programme plan to implement local response to New Scot strategy. Strategy to be approved by Communities, Housing and Public protection Committee - Complete.</p> <p>11) Data modelling “cost projections and wider impacts” June/July 25.</p> <p>12) Establish hotel plan to mitigate against pressures of renewed hotel use resulting from Ukraine permission to travel letters and visa permission extension scheme.</p>	8	12	4	3	31 December 2025

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Corporate Services	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	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	1. Achieve going concern status encompassing medium- and long-term planning assumptions and valuations in 24-25 accounts audit. 2.The Medium-Term Finance Strategy was refreshed in October 24 as limited information was available from the Scottish Government due to the July 24 General Election a flat cash position was assumed for the funding scenario and the key Council strategic policies and priorities. 3.Creation of a Fraud Group which will report into the Risk Board. 4.Complete a self-evaluation of the FM code criteria and reflected in AGS for March 25. 5. Scrutinise on a project by project basis the cost estimates at key stages of the delivery. 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. 7. Updated Budget Protocol approved at Council in July 24 this identifies the key stages in the preparation of the medium term financial strategy and annual budget, a further update will include the HRA Budget. 8. Regular meetings of the Budget Strategy group which includes Directors, Partnership and relevant officers. A risk assessment has been undertaken of each budget saving option by each Chief Officer and will be reviewed in financial year 2025/26. 9. Ongoing monitoring during the financial year – Q1, 2 & 3 have been reported to Finance & Resources Committee, this is updated from analysing the financial ledger and budget holder meetings, Q4 will be reported in May 2025. Included within the monitoring reports is a review of the financial position of all Council Services including the IJB. 10. Following the embezzlement by a former employee a task and finish group has been created led by the Deputy Chief Officer - Finance which will create an improvement plan this will be implemented in 2025. 11. As there is a major risk the Council will be required to fund a significant deficit in the IJB for 2025/26 it was agreed to scenario plan to scope the potential financial exposure that Partners might have in the year ahead.	6	16	4	4	29 June 2025

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Corporate Services	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	<div>1. Roll out H&S module of Core HR - COMPLETE</div> <div>2. Implement escalation process to Directors for overdue actions, leading into SMTs and H&S Function Groups - COMPLETE</div> <div>3. Implement Compliance data report to Risk Board quarterly - COMPLETE</div> <div>4. Incorporate H&S compliance reporting within Compliance Dashboard for review by Chief Officers and Executive Directors so as to address areas of non-compliance commencing with the highest risk areas by May 2025 and adding further areas by October 2025</div> <div>5. Complete roll out of first aid telephony system in Marischal College and achieve compliance of the requisite number of first aiders to be legally compliant - COMPLETE</div> <div>6. Risk Board to monitor quarterly compliance reporting and escalate actions to Executive Directors to ensure that areas of non-compliance are addressed - December 2025</div>	6	9	3	3	31 December 2025

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Families and Communities	Corporate Landlord	John Wilson / Stephen Booth / Jacqui McKenzie	Scott Whitelaw / Ian Perry /Rachel Harrison / Jane Hogg

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Reinforced Autoclaved Aerated Concrete Panels and Planks (RAAC)	<ul style="list-style-type: none"> - Risk of harm to Balnagask residents resulting from failure of RAAC within affected properties. - Risks and impacts resulting from the rehoming process of affected residents. - Financial risks resulting from options appraisal recommendation to demolish all properties affected by RAAC - Reputational risks resulting from options appraisal recommendation to demolish all properties affected by RAAC and engage in longer term masterplanning -Risk of increased anti-social behaviour, wilful fire raising etc in vacant properties. - Risk that the presence of RAAC is identified within the Council’s Commercial Building portfolio. -Risk of harm to young people attending schools identified with RAAC 	<ol style="list-style-type: none"> Weekly RAAC Board continues to lead and coordinate delivery of the established programme, mitigate risks and oversee delivery of instructions – on-going Operational Group continues to monitor, scrutinise and challenge progress against the programme update provided by appointed external consultants, and manage operational risks. Group can escalate any issues to Chief Officer, Housing, Families and Communities, who sits on RAAC Board – on-going Communication plan in place - On-going Mechanism in place to monitor & clear fly tipping and respond to ASB near vacant properties- on-going Engagement with developers & construction industry re support for longer term masterplanning- on-going Engaged SAMH to provide psychological wellbeing and practical support for the affected residents. <p>Housing (tenants):</p> <ol style="list-style-type: none"> Intrusive hatch survey works concluded within occupied tenanted properties with exception of 1 occupied property. An active, visual re-inspection programme ongoing with remaining tenanted properties. – On-going Rehoming process for affected residents is nearing completion, with 20 households in the process of moving and the remaining 10 households under offer as of 27 March 2025 – on-going <p>Housing (owners):</p> <ol style="list-style-type: none"> Alternative options presented by owners being explored in collaboration with representative groups – On-going Invasive testing to be carried out on a sample of those properties acquired by the Council through the Voluntary Acquisition process – On-going Continued focus on robust decision-making, legal compliance and transparency in processes – On going Voluntary Acquisitions process in place that offers: - Current Market Value of Property determined by the District Valuer; Home loss Payment (10% of Market Value); Disturbance costs (moving costs etc.); Reasonable fees (solicitors/ property advise etc) Continue to engage with both Governments and help identify options that are attractive to owners. On-going <p>School estate:</p> <ol style="list-style-type: none"> Management plans and monitoring regimes are in place where RAAC panels are present within the school estate. This considers annual inspections of the roof structures by structural engineers. The most recent inspections of RAAC panels within the schools estate took place in early 2025, noting no change from previous inspections A process is in place for instructing additional inspections following any severe weather events. RAAC panels previously identified at St Machar Academy have been removed as part of a programme of works in summer 2024. There are now no RAAC panels within St Machar Academy A replacement Hazlehead Academy building is already in the Capital Programme, with options for addressing the RAAC within Northfield Academy currently being scoped. <p>Commercial estate:</p> <ol style="list-style-type: none"> An intrusive investigation programme across two locations within the city where RAAC panels have been identified within commercial buildings in in place. 	8	9	3	3	30 March 2026

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Corporate Services	People & Citizens Services	Isla Newcombe	Lesley Strachan

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Workforce Resilience	Risk that a reduced workforce due to budget pressures, as well as external factors such as hard to fill roles or national policies may impact workforce resilience, our capacity and ability to deliver services, and in turn lead to reductions in service delivery and outcomes and an increase in Trade Union activity with the potential for industrial action.	1. Regular meetings with Trade Unions along with any consultation as required, in order to maintain employee relations and prevent escalation of employee relations issues. 2. Tailored support to Chief Officers and Senior Management Teams provided from People Services to lead change and transformation effectively. 3. Mental Health and Wellbeing Resources available to support employees through change, minimise work-related stress and reduce absence. 4. Develop and roll-out absence improvement plan across the organisation to continue to reduce absence rates to create additional resource capacity. 5. Employee voice channels are in place, easily accessible and well promoted to ensure that employees are able to share their feedback, submit improvement ideas, and co-create future ways of working, includes Employee Experience Survey, Employee Forums / Networks, and digital collaboration channels. 6. Regular updates via intranet blogs, Chief Officer/manager communications, Viva Engage, Microsoft Teams communities, posters, letters, all staff emails or targeted emails and newsletters keep employees informed and provide channels for feedback and support. 7. Increased flexibility in ways of working available through updated Flexible Working Policy, to enable services/individuals to adapt to peaks in demand, as well as being a key attraction and retention tool. 8. Talent pipelines are in place and regularly reviewed to ensure that they are providing employees with accessible routes into hard-to-fill posts and high-demand areas. Includes development programmes / traineeships / apprenticeships / internships. 9. Learning pathways by job family – including People Managers - are in place and regularly reviewed to ensure that they are providing employees with mandatory, statutory and essential skills development, so that they feel invested in, competent and confident to undertake their current roles and ready to undertake promoted posts and fixed term development opportunities. 10. Senior leaders are engaged, developed and connected via Leadership Forum to support delivery of strategic aims and projects.	6	12	4	3	30 March 2026