

CHI Risk Register

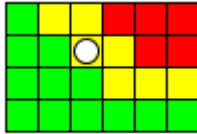
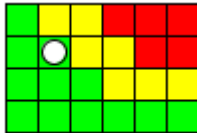
Report Type: Risks Report
Report Author: Kenny Easton
Generated on: 14 September 2016



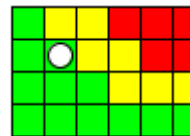

Communities Housing and Infrastructure Operational Risk Register	Current Risk Assessment																									
	Impact	<table><tr><td></td><td>2</td><td>8</td><td></td><td></td><td></td></tr><tr><td>2</td><td>4</td><td></td><td>1</td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td><td></td></tr></table>		2	8				2	4		1														
			2	8																						
		2	4		1																					
Likelihood																										
Very serious																										
Low																										

Category	Governance				
Code	C,H&I 01	Risk that Business Continuity Planning is ineffective or uncoordinated.			
Definition	Effective and robust Business Continuity Planning and Disaster Recovery arrangements are essential to safeguard services and to protect communities. BCPS are required for Critical Functions in respect of 1. Human welfare or the environment 2. The finances of the Council 3. The Council's statutory obligations 4. The Council's reputation 5. The Council's ability to respond to emergencies				
Potential Impact	Causes	Control Effectiveness			Current Risk Assessment
		Control	Control Assessment	Weight	
		Business Continuity Policy in place	Fully Effective	1	
		Clear ownership of BCPs	Partially Effective	1	
		Regular review by SMT	Partially Effective	1	
		Regular testing regime	Partially Effective	1	
		Robust disaster recovery arrangements and structures in place for public buildings	Not Effective	1	
			Serious		
			High		
Mitigating Actions					Residual Risk Assessment
• Embed BCP ownership and accountability. • Ensure BCPs are subject to rigorous testing and review. • Establish quarterly reporting to SMT.					

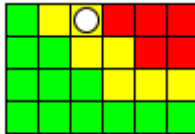
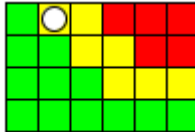
				Serious
				Significant
Risk Owner	Pete Leonard	Risk Manager	CHI SMT	
Latest Note	Review by Emergency Planning Officer planned			30 Aug 2016

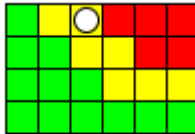

Category	Capacity / Capability					
Code	C,H&I 02	Risk that workforce planning is ineffective				
Definition	The quality of the workforce is key to the delivery of high quality services and to implementing the transformation and improvement agendas.					
Potential Impact		Causes	Control Effectiveness			Current Risk Assessment
			Control	Control Assessment	Weight	
<ul style="list-style-type: none">• Service quality deteriorates• Workforce attrition• Over-reliance on agency support• Council not seen as an employer of choice		<ul style="list-style-type: none">• Workforce planning is not aligned with business need• Absence of development opportunities leads to poor morale and retention deficits• Recruitment practices are flawed• Training is not aligned to business need• Knowledge capture processes not in place	Workforce Planning Strategy	Not Effective	1	<div><div>Impact</div></div>
			Workforce planning fully aligned with financial and business planning	Not Effective	1	
			Service workforce plans in place	Not Effective	1	
			Recruitment practices are based on sound training	Partially Effective	1	
			PR&D process supports effective staff development	Partially Effective	1	
						Serious
						Low
Mitigating Actions						Residual Risk Assessment
<ul style="list-style-type: none">• Deliver overview of workforce planning focussing on established corporate actions• Build workforce planning into financial planning• Build workforce planning into business planning• Ensure recruitment training for new managers• Monitor through performance management staff turnover ratio• Continue to embed PR&D process.						<div><div>Impact</div></div>
						Serious
						Very Low
Risk Owner	Pete Leonard		Risk Manager		CHI SMT	
Latest Note						

Risk Owner	Pete Leonard	Risk Manager	CHI SMT
Latest Note			

Category	Governance				
Code	C,H&I 04	Risk of poor health, safety and wellbeing safeguards for employees and service users			
Definition	The Council is required by law to safeguard its employees and members of the public to ensure their health and safety through effective implementation of the Health and Safety Policy.				
Potential Impact	Causes	Control Effectiveness			Current Risk Assessment
		Control	Control Assessment	Weight	
<ul style="list-style-type: none">• Fatality or serious injury to employee or member of the public• Corporate Health and Safety Policy breached• Increase costs due to absence levels and agency costs• Prosecution for failings (criminal)• Compensation claims (civil)• Enforcement action – cost recovery of regulator time• Increased costs due to absence levels and agency costs• Increased insurance costs• Poor service delivery due to high absence levels• Reputational damage	<ul style="list-style-type: none">• Lack of Leadership displayed by Management• Poor health and safety culture of organisation• Poor understanding of Health and Safety and associated risks•Poor communication and co-ordination of health and safety matters• Compliance with Health and Safety requirements not monitored• Inconsistent reporting of accidents and near misses	Attendance at Health and Safety Committee of Heads of Service	Fully Effective	1	<div>Impact</div> 
		Adoption of Health, Safety and Wellbeing Improvement Plan	Partially Effective	1	
		Health and Safety Co-ordinator appointed	Partially Effective	1	
		Creation of Virtual Health and Safety team	Partially Effective	1	
					Very Low
Mitigating Actions					Residual Risk Assessment
<ul style="list-style-type: none">• Fully embed Health, Safety and Wellbeing Improvement Plan and ensure compliance• Ensure all accidents, near misses recorded and competently investigated• Senior Operational Managers to attend local Health and Safety Committees					<div>Impact</div> 
					Serious
					Almost Impossible
Risk Owner	Pete Leonard		Risk Manager		CHI SMT
Latest Note					

Category	Governance						
Code	C,H&I 05	Risk of poor performance management structures					
Definition							
Potential Impact		Causes	Control Effectiveness			Current Risk Assessment	
			Control	Control Assessment	Weight		
<ul style="list-style-type: none">• Inconsistent approach to the transformation and improvement agendas• Censure by government agencies• Reputational damage• Inability to evidence Best Value delivery• Public Performance Reporting falls short of acceptable standards• Governance –assurance and accountability absent	<ul style="list-style-type: none">• Lack of buy-in to robust performance culture• Accounts Commission Guidelines not met• Inconsistent performance reporting framework KPIs do not support service improvements• Poor benchmarking activity• Inadequate target-setting• KPIs do not inform service improvements• Performance management is not aligned to Strategic priorities• Committees do not oversee performance management and improvement	Management buy in to performance management is embedded	Partially Effective	1	<div>Impact</div> <div>Likelihood</div>		
		Consistent corporate performance management and reporting framework embedded at all levels	Partially Effective	1			
		Strong benchmarking activity leading to robust target-setting	Partially Effective	1			
		KPIs established to support plan delivery	Partially Effective	1			
		‘Golden thread’ ensures strategic priorities are properly measured	Partially Effective	1			
		Robust governance structure at committee level	Partially Effective	1			
					Serious		
					Low		
		Mitigating Actions					Residual Risk Assessment
		<ul style="list-style-type: none">• Implement consistent performance reporting framework covering SMT, CMT, 1-2-1 and committee levels• Embed robust performance indicator identification which supports business priorities, outcome evidencing and transformation• Establish proper sourcing of benchmarking information to support stretching targets• Ensure PPR requirements set out by Accounts Commission are met• All service planning follows ‘Golden Thread’ between objectives and priorities					<div>Impact</div> <div>Likelihood</div>
				Serious			
				Very Low			
Risk Owner	Pete Leonard		Risk Manager		CHI SMT		
Latest Note							

Category	Governance					
Code	C,H&I 06	Risk that legislative and policy changes are not anticipated or planned for				
Definition	The Council must be aware and plan for changes in legislation and policy and ensure that risks to functions and services are managed and opportunities seized.					
Potential Impact	Causes	Control Effectiveness			Current Risk Assessment	
		Control	Control Assessment	Weight		
• Negative impact of changes	• Poor horizon-scanning • Poor relationships with legislative bodies • Lack of robust internal communication processes • Poor strategic and service planning processes	Legislation and policy tracking in place	Partially Effective	1	<div>Impact</div>  <div>Likelihood</div>	
		Effective consultation with legislative and policy-making bodies	Partially Effective	1		
		Effective communication between directorates	Partially Effective	1		
		Robust 1-2-1 structure CE-Director, Director – H of S	Fully Effective	1		
		Service/Business Planning process further embedding “golden thread” principle and future planning	Partially Effective	1		
					Very serious	
			Low			
Mitigating Actions					Residual Risk Assessment	
• Ensure key managers are in position to respond timeously and comprehensively to future developments					<div>Impact</div>  <div>Likelihood</div>	
					Very serious	
					Very Low	
Risk Owner	Pete Leonard		Risk Manager		CHI SMT	
Latest Note						

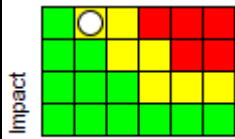
Category	Governance					
Code	C,H&I 07	Risk that Strategic and Directorate Business Plan commitments are not delivered				
Definition	The Strategic, Directorate and Team Plans set out our commitments to improved service delivery and the achievement of better outcomes in a Best Value culture					
Potential Impact	Causes	Control Effectiveness			Current Risk Assessment	
		Control	Control Assessment	Weight		
<ul style="list-style-type: none">. Key objectives not met. Service delivery deteriorates. Staff are disengaged from stated commitments. Reputational damage. Resources are wasted / used ineffectively. Improved outcomes are not achieved	<ul style="list-style-type: none">• Objectives and actions are unrealistic or badly scoped• Performance measures are inadequate to evidence improved outcomes• The 'golden thread' is absent and required linkages are not mad• Consideration of risk is not properly taken• Staff are not fully engaged with planning• Performance Management Frameworks (CMT, SMT,1-2-1, committees) do not support delivery• Transformation and Innovation workstreams are not aligned with plans	Objectives are SMART where possible	Partially Effective	1	<div>Impact</div>  <div>Likelihood</div>	
		Performance management framework supports effective strategic and service planning	Partially Effective	1		
		Performance management framework supports effective strategic and service planning	Partially Effective	1		
		Risk management framework is fully aligned with business planning cycle and includes clear appetite statement	Partially Effective	1		
		Effective employee engagement strategies in place	Partially Effective	1		
		Accountabilities are clear and in place and PR&D objectives are linked to strategic and service planning	Partially Effective	1		
		Governance arrangements serve to maintain momentum of strategic plan delivery	Partially Effective	1		
					Very serious	
					Low	
		Mitigating Actions				
<ul style="list-style-type: none">. Implement consistent performance management reporting framework (PMF under review) Revisit Objectives to ensure SMART criteria. Ensure all required reporting matters are covered in corporate reporting framework. Internal Communication strategy to further embed 'golden thread'. Ensure 'golden thread' is present in all strategic planning activity and reporting. Revise risk management framework and scope risk appetite. Align PR&D objectives with strategic planning					<div>Impact</div>  <div>Likelihood</div>	

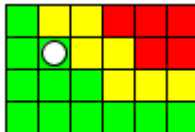
. Standardise approach to 1-2-1 gaining traction at Senior Management level				Very serious
				Very Low
Risk Owner	Pete Leonard	Risk Manager	CHI SMT	
Latest Note				

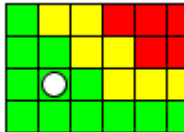
Category	Governance				
Code	C,H&I 08	Risk that data security is breached.			
Definition	Failure to maintain effective data security arrangements leads to serious financial and reputational damage as well as placing others at harm.				
Potential Impact	Causes	Control Effectiveness			Current Risk Assessment
		Control	Control Assessment	Weight	
<ul style="list-style-type: none">. Individual and groups placed at risk of harm.. Criminal prosecution.. Civil litigation.. Financial penalties (ICO fines). Negative media coverage.. Reputational damage.. Increased external scrutiny	<ul style="list-style-type: none">. Inadequate reporting of breaches and near misses. Poor awareness or knowledge of statutory requirements.. Proper training not provided to new employees or refresher training to existing employees.. Poor 'lessons learned' culture. ICO Audit recommendations not implemented.. Senior Risk Information Officer (SIRO) role not embedded or effective.. Poor communication channels between SIRO and Monitoring Officer.. Inconsistent approach to Information and data Management and security. Inadequate information management systems	Monitoring and reporting of mandatory training and compliance exceptions.	Fully Effective	1	<div>Impact</div> <div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div>Likelihood</div></div>
		Embedded Senior Information Risk Officer role	Fully Effective	1	
		Quarterly SIRO reporting to CMT	Fully Effective	1	
		Establishment of comprehensive Information Governance Board	Fully Effective	1	
					Very Low
Mitigating Actions					Residual Risk Assessment
					<div>Impact</div> <div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div>Likelihood</div></div>
					Very serious
					Almost Impossible

Risk Owner		Risk Manager	CHI SMT
Latest Note			

Category	Capacity / Capability				
Code	C,H&I 09	Risk that processes to manage and benefit from the effects of severe weather and climate change are not effective.			
Definition	The Council is required to comply with key legislative requirements, including Public Bodies (Scotland) Climate Change Act (2009). Within Communities, Housing and Infrastructure we are specifically required to support corporate activities to reduce emissions, adapt to climate change and be sustainable. This will involve protecting those most vulnerable through the provision of adequate housing, safeguarding assets and infrastructure from the effects of changing weather patterns, protecting and enhancing our natural environment, taking planning decisions that consider long term impacts, avoiding costs and working towards a circular economy that offers diversification and development potential for the city				
Potential Impact	Causes	Control Effectiveness			Current Risk Assessment
		Control	Control Assessment	Weight	
<div><div><div>Death or harm to groups or individuals resulting from climate events which are unmitigated.</div><div>Financial pressures: increased response, repairs and maintenance costs; loss in value of assets; increased insurance premiums; damage, degradation property and infrastructure, reduced investment opportunities</div><div>Irrecoverable damage to the natural environment (species and habitats) & cultural assets.</div><div>Communities vulnerable to weather impacts.</div><div>Statutory obligations not met, essential services not delivered.</div><div>City loses competitive edge, difficulty in attracting and retaining business</div><div>Poor air quality.</div><div>Increased transport disruptions and congestion.</div><div>Loss of land and property values. Stranded assets</div><div>City growth restricted.</div><div>Impact on performance targets. Reputational damage</div></div></div>	<div><div>Insufficient resources to support climate change and sustainability actions</div><div>Climate resilience is not factored into decision making, policy development and service delivery</div><div>Poor relationship management with city partners and developers</div><div>Lack of management buy in to addressing risks</div><div>Climate risk is not seen as a core responsibility within the Directorate</div><div>Inadequate planning and delivery process</div><div>Priority areas for action are not identified</div><div>Lack of understanding of climate risks and consequences</div></div>	Business Continuity Plans, Emergency Planning Policy and procedures in place	Fully Effective	1	<div><div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Likelihood</div></div></div>
		Fully implemented Powering Aberdeen Strategy	Partially Effective	1	
		Implemented strategic plans, strategy and policy recognising the impact of climate change	Partially Effective	1	
		Established Council Climate Risk Register and Guidance	Not Effective	1	
		Developed Adaptation Plan to increase resilience	Not Effective	1	
		Annual climate change monitoring and reporting with an annual statutory requirement for climate change monitoring and reporting from 2016	Not Effective	1	
			Very serious		
			Low		
Mitigating Actions					Residual Risk Assessment

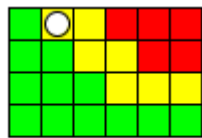
<ul style="list-style-type: none"> . Embed climate resilience as core responsibility . Build greater understanding of climate risks and opportunities, embedding climate change ownership and accountability . Embed collaborative working to ensure holistic decision making . Development and implementation of effective monitoring and performance reporting mechanisms 		 <p>Impact</p> <p>Likelihood</p>	
		Very serious	
		Very Low	
Risk Owner	Pete Leonard	Risk Manager	CHI SMT
Latest Note			

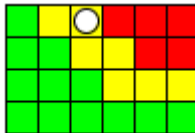
Category	Capacity / Capability				
Code	C,H&I 10	Risk of poor employee engagement levels			
Definition	Internal and external influences on the management of change in the delivery of services and core functions may impact negatively on workforce morale				
Potential Impact	Causes	Control Effectiveness			Current Risk Assessment
		Control	Control Assessment	Weight	
. Poor retention levels . Difficult to attract / recruit key staff . Deteriorating service quality . Increased customer complaints	. Lack of clarity in direction and culture . Inability to motivate and develop staff . Poor Communication . Lack of capacity and resources . Lack of staff recognition and appreciation . Lack of accountability	Further embed principle of “golden thread”	Partially Effective	1	Impact  Likelihood
		Staff Engagement in developing Service/Directorate Plans	Partially Effective	1	
		Staff Engagement Events, Opinion Surveys	Fully Effective	1	
		Implement actions identified from feedback	Partially Effective	1	
		Senior manager involvement with Aspiring Leaders Programme	Fully Effective	1	
		Improved Employee Benefits/Salary Sacrifices	Fully Effective	1	
		PR&D	Fully Effective	1	
		Communication Business Advisers aligned to Service	Partially Effective	1	
		E mag incorporating feedback mechanisms	Fully Effective	1	
		Director’s Blog	Fully Effective	1	
		1-2-1	Partially Effective	1	
		The Zone	Fully Effective	1	
		Onelan screen used for performance reporting and corporate message sharing	Partially Effective	1	

		Smarter Working	Partially Effective	1	
		ICT Developments inc. Mobile Working	Partially Effective	1	
		Improved Work/Life Balance incorporating cultural shift	Partially Effective	1	
		Performance Management Framework	Partially Effective	1	
		Star Awards	Fully Effective	1	
		APSE Nominations etc	Fully Effective	1	
		Directors Blog/e-magazine – recognition of achievements and successes	Fully Effective	1	
		Ideas Hub	Partially Effective	1	
		Director/ HofS engagement with LSA process	Fully Effective	1	
		Managers P&RD – core objectives	Partially Effective	1	
		PMF – links to Shaping Aberdeen and Smarter Aberdeen	Partially Effective	1	
				Very Low	
Mitigating Actions					Residual Risk Assessment
<ul style="list-style-type: none">. Reward system. Transformation engagement system re 'good ideas' taken forward. Training needs identified from PR&D aligned with provision and monitored for delivery. Monitor and report staff engagement levels through opinion surveying against improvement target.. Ensure PR&D objectives reviewed and implemented in line with Directorate Priorities. Workforce Planning Events/ mini conferences in place Further development in use of Onelan screen					<div><div>Impact</div><div>Likelihood</div></div>
					Material
					Very Low

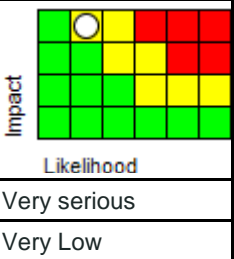
Risk Owner	Pete Leonard	Risk Manager	CHI SMT
Latest Note			

Category	Delivery				
Code	C,H&I 11	Risk of non-compliance with statutory requirements in relation to Corporate Landlord Role			
Definition	The council is required to maintain it's building in an appropriate condition and undertake cyclical maintenance on systems and to ensure staff and the public remain safe and buildings are maintained effectively.				
Potential Impact	Causes	Control Effectiveness			Current Risk Assessment
		Control	Control Assessment	Weight	
. Fatality or serious injury to employee of member of the public. . Corporate Health and Safety Policy breached. . Prosecution for failings (criminal and civil). . Compensation claims. . Enforcement action(s) . Increased insurance costs Reputational damage	. Poor Leadership by Management . Poor Health and safety culture . Poor understanding of risk around buildings. . Contractor failure (original construction) . Inadequate monitoring of building works . Contractor failure compliance testing . Administration failure around certification and works planning . Poor management of contractor performance. . Performance management systems not interacting with work planning systems. . Poor KPI development, monitoring and recording . Restricted and prioritised budget around building works and improvements . Ongoing legislative changes. Insufficient training of building users.	Air Conditioning systems testing and maintenance	Fully Effective	1	<div><div>Impact</div><div>Likelihood</div><div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div></div></div></div>

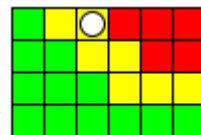
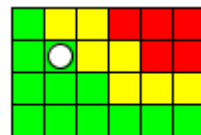
				Very serious
				Low
Mitigating Actions				Residual Risk Assessment
<ul style="list-style-type: none"> . Compliance Monitoring procedure Update in June 2016 . Regular meeting held to monitor compliance with building services attended by senior managers . Appointment and management of suitably qualified staff or contractors . Development of suite of KPI's to monitor performance. . Sample testing and auditing of testing and maintenance regimes . CPD Requirements for all staff involved 				
				Very serious
				Very Low
Risk Owner	Pete Leonard	Risk Manager	CHI SMT	
Latest Note				

Category	Delivery				
Code	C,H&I 12	Risk that management failures / slippage in the delivery of capital projects /failure to secure and or retain funding from external sources impacts negatively on the Council’s financial stewardship.			
Definition	The Council is committed to the delivery of its strategic and capital planning priorities. Failure to deliver these priorities within time scale is a highly significant risk				
Potential Impact	Causes	Control Effectiveness			Current Risk Assessment
		Control	Control Assessment	Weight	
. Investment opportunities missed. . Inability to deliver balanced budget. . Inability to fund planned projects . Reputational damage. . Litigation. Special measures	. Disconnect between project management and corporate financial management . Poor project management skills base . Project risk escalations not notified to corporate financial management . Understatement of project risk . “Optimism Bias” . Poor communication channels . Key financial decision making at project level not aligned with corporate financial management . Inability of Developers to make payment to Council in relation to s75 Contributions or require reimbursement of said funds including interest	Alignment of risk at project and directorate levels	Partially Effective	1	<div><div>Impact</div><div>Likelihood</div><div></div></div>
		Effective project management	Partially Effective	1	
		Post project reviews	Partially Effective	1	
		Effective risk management training for key managers in relation to Capital Programme	Partially Effective	1	
		Open communication channels and effective reporting	Fully Effective	1	
		Effective communication channels maintained with developers to minimise disruption	Partially Effective	1	
		Source alternative funding for key infrastructure projects	Not Effective	1	
		Regular meetings of SIP & Capital Review Group	Fully Effective	1	
		Regular reporting to Director	Fully Effective	1	
Very serious					
Low					
Mitigating Actions					
Residual Risk Assessment					

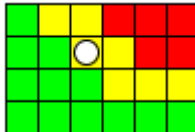
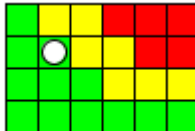
- . Complete risk management training programme.
- . Ensure projects allocated to managers with appropriate skills.
- . Embed open communication channels between project and corporate tiers.



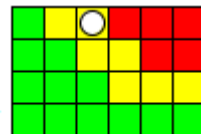

Risk Owner	Pete Leonard	Risk Manager	CHI SMT
Latest Note			

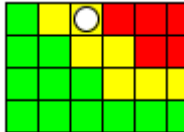

Category	Governance						
Code	C,H&I 13	Risk that Capital Programme is not managed effectively					
Definition	The Council faces continuing and increasing pressure to deliver services in an environment of reducing financial resources						
Potential Impact	Causes	Control Effectiveness			Current Risk Assessment		
		Control	Control Assessment	Weight			
<ul style="list-style-type: none">. Major capital projects are not delivered effectively. Budgets are not controlled or managed effectively. Censure by government and its agencies. Reputational damage. Essential service deliver jeopardised through poor management of finances. Strategic Planning objectives are not achieved	<ul style="list-style-type: none">. Inadequate communication between capital project management, SMT,CMT and Elected Members. Lack of project / risk management skills leading major projects. Poor adherence to collaborative planning, budgeting and forecasting requirements. Internal/external audit assurance absent	Line management 1-2-1 reporting	Partially Effective	1	<div>Impact</div>  <div>Likelihood</div>		
		Strategic Asset and Capital Board	Fully Effective	1			
		Project Management Office processes adopted	Fully Effective	1			
		Projects allocated only to officers with appropriate skills	Partially Effective	1			
		Adequate lead in time to support accurate forecasting	Not Effective	1			
		Effective negotiating and influencing skills in place to ensure capital planning process adhered to.	Partially Effective	1			
		Enforced financial procedures compliance	Fully Effective	1			
		Risk based internal audit plan	Fully Effective	1			
						Very serious	
						Low	
Mitigating Actions					Residual Risk Assessment		
<ul style="list-style-type: none">. Embed effective project management skills across the organisation.. Embed Director / CE 1-2-1 process to cover all key capital projects.. Embed adequate lead-in time frame to support robust forecasting. Governance Review. Internal Audit Plan Project close and review procedure to be developed and embedded					<div>Impact</div>  <div>Likelihood</div>		
					Serious		

				Very Low
Risk Owner	Pete Leonard	Risk Manager	CHI SMT	
Latest Note				

Category	Delivery					
Code	C,H&I 14	Risk of not effectively communicating and engaging with Customers				
Definition	The importance of engaging with customers cannot be overstated particularly with the advent of social media and the immediacy of information. It is important to have awareness and understanding of customers expectations and to match or manage these					
Potential Impact	Causes	Control Effectiveness			Current Risk Assessment	
		Control	Control Assessment	Weight		
<ul style="list-style-type: none">. Mismatch in expectation levels. Increased scrutiny by regulatory bodies. Increased volume of complaints. Reputational damage. Resources diverted to address perceived service failures. Failure to address needs of customers	<ul style="list-style-type: none">. Inadequate engagement with customer base. Feedback from surveys not used to inform service design and delivery. Feedback from complaints not used to inform service improvements	Communication and liaison with key stakeholder groups in place	Partially Effective	1	<div>Impact</div>  <div>Likelihood</div>	
		Stakeholder involvement in strategy groups	Partially Effective	1		
		Surveying results reported to Committee	Partially Effective	1		
		Wider customer surveying in place	Partially Effective	1		
		Corporate systems governing complaints handling	Partially Effective	1		
		Complaint reporting to SMT ensuring lessons learnt shared across directorate	Not Effective	1		
						Serious
						Low
Mitigating Actions					Residual Risk Assessment	
<ul style="list-style-type: none">. Training of staff in managing customer expectations. Customer experience improvements (Bridging Gap). Improved awareness and understanding of customer. Improving customer service workplan. Customer Services Framework Governance Review					<div>Impact</div>  <div>Likelihood</div>	
					Serious	
					Very Low	
Risk Owner	Pete Leonard		Risk Manager		CHI SMT	

Latest Note		
-------------	--	--

Category	Capacity / Capability				
Code	C,H&I 15	Risk of poor financial management and financial decision making			
Definition	The Council must comply with requirements of good financial stewardship.				
Potential Impact	Causes	Control Effectiveness			Current Risk Assessment
		Control	Control Assessment	Weight	
. Resources insufficiently funded potentially resulting in harm/loss of life . Inability to meet statutory duties . Reduced ability to fully deliver services and City, Council, Directorate priorities, . Negative financial impact . Government censure Reputational damage	. Tight budget settlement from Government . Inability to set balanced budget . Critical financial procedures not followed	Key financial procedures adhered to	Fully Effective	1	Impact  Likelihood
		Corporate round table process	Fully Effective	1	
		Internal and external assurance	Fully Effective	1	
		Assurance Framework	Partially Effective	1	
					Very serious
					Low
Mitigating Actions					Residual Risk Assessment
Governance review underway					Impact  Likelihood
					Very serious
					Almost Impossible
Risk Owner	Pete Leonard		Risk Manager	CHI SMT	
Latest Note					

Category	Governance					
Code	C,H&I 16	Risk that governance of the operation and management of AECC Ltd. is inadequate to minimise risk posed to the Council.				
Definition	The operation of ALEOS in carrying out services or functions devolved by the Council poses risks for the Council.					
Potential Impact	Causes	Control Effectiveness			Current Risk Assessment	
		Control	Control Assessment	Weight		
		ALEO Governance Hub considers marketing at quarterly meetings.	Fully Effective	1	Impact  Likelihood	
		Ensure momentum is maintained to secure bookings by monitoring through effective governance.	Partially Effective	1		
		City marketed effectively for retail / accommodation strengths.	Partially Effective	1		
		Monitor through consideration of meeting minutes etc, effectiveness of staff support during period of transition.	Fully Effective	1		
		Continue to require evidence to Governance Hub of full suite of operational activity information during tendering process	Fully Effective	1		
			Very serious			
			Low			
Mitigating Actions					Residual Risk Assessment	
. Liaise with marketing team to ensure effective marketing of city during development of new venue. . ACC have allocated a budget to AECC Ltd to promote the new venue. . Strengthen function of ALEO Governance Hub to ensure information flows meet requirements . 3 hotels are being built as part of the development to reduce concerns of insufficient infrastructure. . As part of the on-going operator procurement TUPE is a mandatory requirement for bidders to include in their bids. Therefore will apply to existing AECC Ltd staff.					Impact  Likelihood	
						Very serious
Risk Owner	Pete Leonard		Risk Manager		CHI SMT	

Latest Note		
-------------	--	--

Category	Governance				
Code	C,H&I 17	Risk that governance of the operation and management of Aberdeen Heat and Power Ltd is adequate to minimise risk posed to the Council			
Definition	The operation of ALEOS in carrying out services or functions devolved by the Council poses risks to the Council				
Potential Impact	Causes	Control Effectiveness			Current Risk Assessment
		Control	Control Assessment	Weight	
<div><div></div><div><div><div>Increased problems with system affecting heat and hot water supply to customers</div><div>Disruption to supply of heat and hot water to homes and public building connected to the CHP Network</div><div>Increased complaints from existing customers, leading to increased workload for council staff.</div><div>Response time for repairs not being met for tenants</div><div>Failure to deliver our commitments within Local Housing Strategy, in particular failing to meet our targets on fuel poverty, energy efficiency, and carbon emissions.</div><div>Aberdeen Heat and Power (AHP) going into administration or liquidation</div><div>Aberdeen City Council would need to assume responsibility for the operation and maintenance of the network</div><div>Delivery of projects already in process and being managed by AHP.</div><div>Contractual agreements between AHP and sub-contractors</div><div>Procurement processes that are ongoing</div><div>Reputational damage</div><div>Teckal compliance could be affected if the Council do not have sufficient input into AHP</div><div>Procurement delays impacting on business continuity</div><div>Limit influence of council in strategy and development of city CHP Heat Network, leading to missed opportunities in meeting targets and outcomes of the Council.</div><div>Could lead to conflicts on development strategies and delivery of the city CHP Network, which may impact on the council ability to meet targets in a cost effective way.</div><div>Customers wanting to disconnect</div></div></div></div>	<div><div></div><div><div><div>Poor financial management of AHP</div><div>Poor Operational Management</div><div>Poor governance of AHP</div><div>Unexpected loss of staff or lack adequate staffing and resources (Currently AHP only have 2.5 FTE staff, A CEO, an Engineer, and a P/T, so impact high with any loss of staff)</div><div>Catastrophic event such as explosion or severe damage to heat network.</div><div>District Energy Aberdeen Limited (DEAL), a company set up by AHP to sell heat to the commercial entities fall into financial difficulties.</div><div>Note: ACC have no formal representation or control on the decision making processes of DEAL.</div><div>The Council do not have sufficient input into the Governance and Development of AHP</div><div>Insufficient Council representation on Board and working groups within AHP</div><div>Stakeholders have lack of understanding, or conflicting</div></div></div></div>	Identify potential companies who could provide short-term operation and management service in the event of AHP failure to provide services.	Not Effective	1	<div><div></div><div><div><div>Impact</div><div>Likelihood</div></div></div></div>
		AHP Business Continuity Plan	Fully Effective	1	
		The Council have step in rights if AHP fail to meet their obligations set out within framework agreement	Fully Effective	1	
		AHP ensure good succession planning and employ sufficient number of staff with appropriate skills	Fully Effective	1	
		The Council need to agree with AHP a procedural process in the event of AHP going into administration or liquidation	Not Effective	1	
		The legal set-up of DEAL ensures that there is no risk to the business of AHP.	Fully Effective	1	
		Control at Board level with two elected members Council representation. No board decisions can be made without at least one Council board member in attendance.	Fully Effective	1	
		AHP have a Policy and Operations sub-group formed from board members and staff. The role of this group is to provide guidance and ensure good governance of AHP. There is Council representation through Members on AHP Board.	Partially Effective	1	
		Officer representation at Board Level and on Development Sub-Group	Fully Effective	1	
		Regular Strategic and Development meetings	Partially	1	

. Work on heat network development stopping.	understanding of responsibilities and relationship between the Council and AHP . AHP not following governance procedures . Poor communications and relations between ACC and AHP . Lack of Quality Management Processes by AHP . Lack of Board members with sufficient skills . Lack of awareness of energy industry policy Changes in the Energy Market . Lack of awareness of political environment . Extraordinary changes in fuel supply prices Failure to deliver council capital projects timeously . Poorly managed delivery contracts . Lack of resource investment by AHP . Unforeseen complications in building and site conditions. . Unexpected changes in the Council or Scottish Government funding arrangements.	between Council and AHP.	Effective		
		Report to the Council's ALEO Governance Hub	Fully Effective	1	
		AHP and ACC participate and attend relevant fora and networks and industry groups.	Fully Effective	1	
		Ensure heat network and systems are adaptable and have potential for diversification in the future.	Fully Effective	1	
		AHP constantly review operational efficiencies.	Fully Effective	1	
		Ensure gas and electricity contracts are robust and as far as possible protect AHP from fluctuations or unexpected market conditions	Fully Effective	1	
		Regular Project Meetings between the Council and AHP.	Partially Effective	1	
		Close Management of Contracts including Works Programme to be supplier by AHP.	Partially Effective	1	
		ACC Management procedures of AHP	Partially Effective	1	
					Very serious
					Very Low
Mitigating Actions					
Residual Risk Assessment					
. Council Legal team to clarify the Council's options in event of AHP failing to deliver agreed services. . AHP to provide Operational and Procedural Documents to the Council. . Consider the potential for the Council's Corporate Governance representation on AHP Policy and Operations Sub-Group.					<div><div>Impact</div><div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div></div></div>

				Almost Impossible
Risk Owner	Pete Leonard	Risk Manager	CHI SMT	
Latest Note				