

ABERDEEN CITY COUNCIL

COMMITTEE	Operational Delivery Committee
DATE	6 th November 2018
REPORT TITLE	Cluster Risk Registers
REPORT NUMBER	OPE/18/237
DIRECTORS	Andy McDonald and Rob Polkinghorne
CHIEF OFFICERS	Jacqui McKenzie, Andrew Howe, Derek McGowan, Mark Reilly, Graeme Simpson
REPORT AUTHOR	Chief Officers
TERMS OF REFERENCE	General 7.4

1. PURPOSE OF REPORT

To present Cluster Risk Registers in accordance with the Risk Management Framework and Committee Terms of Reference.

2. RECOMMENDATION(S)

That the Committee note the Cluster Risk Registers presented and the actions identified to control the risks contained therein.

3. BACKGROUND

Committee Roles and Responsibilities

3.1 The Audit, Risk and Scrutiny Committee is responsible for overseeing the system of risk management and for receiving assurance that the Corporate Management Team (CMT) are effectively identifying and managing risks. To this end, it reviews the Council's Corporate Risk Register annually, as well as an annual report on the system of risk management which is included in the Annual Governance Statement.

3.2 The Risk Management Framework states that all other committees should receive assurance on the risk management arrangements which fall within their terms of reference. This is provided through the risk registers for the relevant Clusters which fall within the remit for this Committee. These are:-

1. Customer Risk Register by Cluster:

- Customer Experience
- Digital and Technology

- Early Intervention and Community Empowerment
2. Operations and Protective Services
 3. Integrated Children's Services

Risk Registers

- 3.3 The Corporate Risk Register captures the risks which pose the most significant threat to the achievement of the Council's organisational outcomes and have the potential to cause failure of service delivery.
- 3.4 The previous "Directorate" risk registers have been replaced with "Cluster" Risk Registers. These are set out in appendices A-D and reflect the risks which may prevent each Cluster area from delivering on strategic outcomes.
- 3.5 Chief Officers and Directors have sought to ensure that Cluster Risk Registers meet the following requirements in terms of presentation and content:
 1. Reflect the reallocation of responsibilities within the revised organisational structure
 2. Include SMART (Specific, Measurable, Assignable, Realistic, Time-measurable) actions to ensure that risk controls are fully effective;
 3. Link to organisational outcomes as set out in the LOIP and future refreshed version.
- 3.6 Over the coming twelve months, further work will be done to:-
 - ensure that actions are SMARTer and capable of becoming fully effective within a specified timescale
 - identify links between Cluster areas, both in terms of controls and impacts, and
 - identify gaps through assurance mapping.

The registers will also aim to demonstrate clear linkages with the Internal Audit Plan to ensure a risk-based approach to the Council's audit programme.

Risk Scoring Process

- 3.7 In order to apply an assessment rating (score) to a risk, the Council implements a 4x6 risk matrix.
- 3.8 The 4 scale represents the impact of a risk and the 6 scale represents likelihood of a risk event occurring.

Impact	Score						
Very Serious	4	4	8	12	16	20	24
Serious	3	3	6	9	12	15	18
Material	2	2	4	6	8	10	12
Negligible	1	1	2	3	4	5	6
Score		1	2	3	4	5	6

Likelihood

Almost Impossible
Very Low
Low
Significant
High
Very High

- 3.9 Risk registers include an assessment of both current and residual risks. Current risk represents the risk if no controls are in place. Residual risk represents the remaining risk if the controls identified are effective.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications arising from the recommendations of this report. The report deals with risk to the achievement of strategic outcomes and this process serves to identify controls and assurances that finances are being properly managed.

5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising from the recommendations of this report. Cluster Risk Registers serve to manage many risks with implications for the legal position and statutory responsibilities of the Council.

6. MANAGEMENT OF RISK

- 6.1 The Committee is provided with assurance from the Cluster Risk Registers presented that there are effective controls identified to manage the risks which would present achievement of strategic outcomes relevant to its terms of reference. There are no risks arising from the recommendations in the report.

7. OUTCOMES

- 7.1 Each risk on the Cluster Risk Registers is aligned to one or more of the themes within Local Outcome Improvement Plan.

Design Principles of Target Operating Model	
	Impact of Report
Organisational Design	The completion of Cluster Risk Registers aligned to the interim transitional structure supports the principles of organisational design.
Governance	Reporting to Committees on the Corporate Risk Register and Cluster Risk Registers allows members to scrutinise the system of risk management to help ensure its effectiveness. The registers also provide a tool by which to better manage achievement of our strategic outcomes.
Process Design	In reviewing our risk management processes, there is an opportunity to make sure that the risk to the Council's achievement of the strategic objectives, including those which external organisations and other stakeholders contribute to, is appropriately managed and mitigated.
Technology	It is anticipated that risk registers will be updated using digital methods in the medium term and in the longer term they will become integrated within a wider Assurance Framework.
Partnerships and Alliances	Risks to the delivery of organisational objectives can at times be related to arms-length external organisations. These will be reflected in the appropriate risk register(s). Furthermore, risk is overseen by the Assurance Hub which reports to the Audit, Risk and Scrutiny Committee on a regular basis.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Full EHRIA not required
Privacy Impact Assessment	Not required
Duty of Due Regard / Fairer Scotland Duty	Not applicable

9. BACKGROUND PAPERS

None

10. APPENDICES

Appendix A Customer Risk Register by Cluster:

- Customer Experience
- Digital and Technology
- Early Intervention and Community Empowerment

Appendix B Operations and Protective Services

Appendix C Integrated Children's Services

11. REPORT AUTHOR CONTACT DETAILS

Jacqui McKenzie

Chief Officer – Customer Experience

jamckenzie@aberdeencity.gov.uk

Tel: 01224 526809

Andrew Howe

Chief Officer – Digital and Technology

ahowe@aberdeencity.gov.uk

Tel: 01224 523366

Derek McGowan

Chief Officer – Early Intervention and Community Empowerment

demcgowan@aberdeencity.gov.uk

Tel: 01224 522226

Mark Reilly

Chief Officer - Finance

mareilly@aberdeencity.gov.uk

Tel: 01224 523096

Graeme Simpson

Chief Officer – Integrated Children's Services

gsimpson@aberdeencity.gov.uk

Tel: 01224 523496