

## ABERDEEN CITY COUNCIL

---

<b>COMMITTEE</b>	Operational Delivery Committee
<b>DATE</b>	19 November 2020
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Cluster Risk Registers and Assurance Maps
<b>REPORT NUMBER</b>	OPE/20/212
<b>CHIEF OFFICER</b>	Jacqui McKenzie, David Gammie, Derek McGowan Mark Reilly, Graeme Simpson
<b>REPORT AUTHOR</b>	Chief Officers
<b>TERMS OF REFERENCE</b>	1.1.4

---

### 1. PURPOSE OF REPORT

To present the Cluster Risk Registers and Assurance Maps in accordance with Committee Terms of Reference and to provide assurance on the Council's system of risk management.

### 2. RECOMMENDATION(S)

That the Committee note the Cluster Risk Registers and Assurance Maps set out in Appendices A and B.

### 3. BACKGROUND

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:-

- Customer Experience
- Digital and Technology
- Early Intervention and Community Empowerment
- Operations and Protective Services
- 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 Cluster Risk Registers are set out in appendices A(1-5) and reflect the risks which may prevent each Cluster area from delivering on strategic outcomes.
- 3.5 Over the coming twelve months, further work will be done to review and improve the development of the Cluster Risk Registers and Assurance Maps.
- 3.6 The Cluster Risk Registers provide the organisation with the detailed information and assessment for each risk identified including;
- **Current risk score** – this is current assessment of the risk by the risk owner and reflects the progress percentage of control actions required in order to achieve the target risk score.
  - **Target risk score** – this is the assessment of the risk by the risk owner after the application of the control actions
  - **Control Actions** – these are the activities and items that will mitigate the effect of the risk event on the organisation.
  - **Risk score** – each risk is assessed using a 4x6 risk matrix as detailed below.

The 4 scale represents the impact of the risk and the 6 scale represents the likelihood of the risk event.

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		Impossible	Almost Impossible	Very Low	Low	Significant	High	Very High

3.7 Development and improvement of the Cluster Risk Registers and associated processes has continued since the Cluster Risk Registers were last reported to the Committee:

- The Cluster Risk Registers have been reviewed and updated in accordance with the updated Risk Management Policy and supporting documentation approved by Audit Risk and Scrutiny Committee in December 2019.
- The format of the Council’s risk registers has been reviewed and updated. This has created a single register, including Corporate, Cluster and Operational level risks, which can be escalated and de-escalated as appropriate. Risks are also categorised in accordance with the Risk Management Policy (compliance, operational, strategic, financial, reputational, climate/environmental, EU Exit, COVID-19) and are each also defined as risks relating to the Place, the Institution or Strategy. This alignment allows for whole system review of our risks, using live data, and provides a sophisticated risk profile for the organisation.

### Assurance Maps

3.8 The Assurance Maps provides a visual representation of the sources of assurance associated with each Cluster. This evidences the breadth and depth of assurance sources, so that the Committee can determine where these are insufficient, whereas the Cluster Risk Register demonstrates how effectively risk is being managed through the controls which flow out of those sources of assurance.

3.9 The Assurance Maps provides a breakdown of the “three lines of defence”, the different levels at which risk is managed. Within a large and complex organisation like the Council, risk management takes place in many ways. The Assurance Map is a way of capturing these and categorising them, thus ensuring that any gaps in sources of assurance are identified and addressed:

First Line of Defence “Do-ers”	Second Line of Defence “Helpers”	Third Line of Defence “Checkers”
The control environment; business operations performing day to day risk management activity; owning and managing risk as part of business as usual; these are the business owners, referred to as the “do-ers” of risk management	Oversight of risk management and ensuring compliance with standards, in our case including ARSC as well as CMT and management teams; setting the policies and procedures against which risk is managed by the do-ers, referred to as the “helpers” of risk management.	Internal and external audit, inspection and regulation, thereby offering independent assurance of the first and second lines of defence, the “do-ers” and “helpers”, referred to as the “checkers” of risk management.

## 4. FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications arising from the recommendations of

this report. The report deals with the highest level of risk 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. The Council's 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 that the risks presented within the Cluster Risk Registers affecting the strategic priorities and service delivery for each Cluster are identified and that the risks are appropriately managed and are compliant with the Council's duties under the Equalities Act. There are no risks arising from the recommendations in the report.

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
<b>Strategic Risk</b>	The Council is required to have a management system in place to identify and mitigate its risks	H	The Council's risk management system requires that risks are identified, listed and managed via risk registers
<b>Compliance</b>	As above	H	As above
<b>Operational</b>	As above	H	As above
<b>Financial</b>	As above	H	As above
<b>Reputational</b>	As above	H	As above
<b>Environment/Climate</b>	As above	H	As above

## 7. OUTCOMES

7.1 The recommendations within this report have no direct impact on the Council Delivery Plan however, the risks contained within the Council's risk registers could impact on the delivery of organisational objectives.

## 8. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Equality &amp; Human Rights Impact Assessment</b>	Full EHRIA not required
<b>Data Protection Impact Assessment</b>	Not required

## **9. BACKGROUND PAPERS**

None.

## **10. APPENDICES (if applicable)**

Appendix A(1-5) – Cluster Risk Register  
Appendix B(1-5) – Corporate Assurance Map

## **11. REPORT AUTHOR CONTACT DETAILS**

Name Jacqui McKenzie  
Title Chief Officer – Customer Experience  
Email Address JacMcKenzie@aberdeencity.gov.uk  
Tel 01224 346809

Name David Gammie  
Title Chief Officer – Digital and Technology  
Email Address dgammie@aberdeencity.gov.uk

Name Derek McGowan  
Title Chief Officer – Early Intervention & Community Empowerment  
Email Address DeMcGowan@aberdeencity.gov.uk  
Tel 01224 522226

Name Mark Reilly  
Title Chief Officer – Operations & Protective Services  
Email Address MaReilly@aberdeencity.gov.uk  
Tel 01224 523096

Name Graeme Simpson  
Title Chief Officer – Integrated Children's & Family Services  
Email Address GSimpson@aberdeencity.gov.uk  
Tel 01224 523496