

Assurance Request	ALEO Assurance Hub Review	Risk Rating
Assurance that the organisation has adequate workforce and succession planning arrangements in place. Outline the nature of any changes to workforce or succession plans required as a result of the pandemic.	Sport Aberdeen confirmed that no significant changes to workforce or succession plans have been required as a result of the pandemic. The Hub noted that a small percentage of the company's workforce remained furloughed as a result of being unable to deliver services at swimming pools based at education sites, however this was anticipated to change once access was approved.	Very Low
Assurance on training and development of Board members and workforce to align the needs of the organisation to skillset. Explain the process for training and development of Board members, particularly to advise how any gaps in capability are being addressed.	<p>The Hub was provided with assurance regarding the training and development of Board members within Sport Aberdeen, and noted the in-depth induction that takes place and the provision of a training manual upon appointment which is regularly referred to. The Hub noted that a periodic review of board members' experience, skills and capabilities was undertaken as and when a board position became vacant, with any identified gaps used to inform Sport Aberdeen's selection process where applicable.</p> <p>The Hub was advised that a Board review day was planned for the autumn which would consider the Board's performance during the pandemic, along with planning how it would approach the next year and would include a self-assessment to be completed by trustees. The Hub agreed that it would be worthwhile to receive an update on this review exercise at its next meeting.</p>	Very Low
Assurance that risk registers are in place, are kept under regular review with control actions monitored to completion, and are linked to the achievement of outcomes for the ALEO and the Council. Provide a copy of your risk register and evidence that it has been reviewed and updated since the last cycle of Hub meetings.	<p>SA confirmed that its Strategic Risk Register is regularly monitored on an informal basis by the Director of Customer and Commissioning. The register is subjected to a formal review at the Corporate Governance Committee and will reported to this committee at its next meeting on 15/09/21.</p> <p>The Hub was not provided with a copy of the risk register however, when the register was last reviewed for the last reporting cycle the level of assurance gained was high for SA Risk Management activities. The risk register being reported to the Corporate Governance Committee on the 15/09/21 will be reviewed at the next cycle.</p>	Very Low
Assurance that ALEOs have an established risk appetite which is reflected in decision making structures. Advise of any plans for introducing a risk appetite statement, or do you already have one? If so, can this be shared. If not, can you outline current thinking on whether you would find this useful to guide decision making. The Council approved a risk appetite statement in December 2020 (copy provided).	<p>SA confirmed that the organisation's Risk Appetite is incorporated within the Risk Management Policy which was last updated in February 2021.</p> <p>The statement confirms that the organisation is "risk aware" in that they seek to identify and manage the risks associated with the achievement of objectives whilst recognising the opportunities within risks that will deliver added benefits.</p>	Very Low
Assurance that the organisation is managing the impacts of EU Exit, that risks are identified and controls are in place.	SA advised the Hub that the potential risks to the organisation resulting from EU Exit are kept under review and are reported to the Human Resources & Organisational Development Committee. The two main risks in this area related to staffing and the supply of pool chemicals and that whilst these risks have not yet materialised, they will continue to monitor and review.	Very Low

<p>Assurance that ALEOs have risk-based internal and external audit plans in place and a process to address and close out audit recommendations to completion. Confirm to what extent audit plans have progressed since the update to the last cycle of meetings.</p>	<p>Internal Audit:</p> <p>SA confirmed progress with the 2021 internal audit planning cycle with five internal audits having been completed as follows:</p> <ol style="list-style-type: none"> <li>1. Governance arrangements</li> <li>2. Data Protection</li> <li>3. Marketing</li> <li>4. Recruitment and Selection</li> <li>5. Payroll</li> </ol> <p>Recommendations resulting from these audits have been allocated a timescale for completion/implementation by the Senior Leadership Team.</p> <p>External Audit:</p> <p>SA confirmed that the draft annual accounts for 01/04/20 to 31/03/21 had been audited by Johnston Carmichael and are being presented to the Board AGM on 15/09/21.</p>	<p><b>Very Low</b></p>
<p>Assurance that appropriate business continuity arrangements are in place including testing and exercising.</p>	<p>SA confirmed that the Business Continuity Plans in place covers access to systems, resources and buildings. The COVID-19 specific Business Continuity Plan has been deactivated due to the reinstatement of most services.</p> <p>SA report that the plans in place were tested at a practical level as they had been activated during the pandemic to respond to relocation of staff, remote/home working and reduced staffing numbers.</p> <p>The Hub noted that the existing plan is scheduled for review by March 2022 and will request an updated on this at the next cycle.</p>	<p><b>Very Low</b></p>
<p>Assurance that accounts are being managed within budget and the level of financial risk to the Council is low through presentation of quarterly trading accounts.</p>	<p>The Hub received a copy of the June 2021 quarterly monitoring position and note these indicate a positive trading position. It was further noted that these reports are submitted for review by the Board at regular intervals in line with best practice.</p>	<p><b>Very Low</b></p>
<p>Assurance that ALEOs have prepared a medium-term financial plan or had incorporated medium term planning into a Business Plan to provide assurance that ALEOs are prepared for core funding pressures.</p>	<p>The Hub noted that whilst normally a 3 year plan would be in place, the company was advised by Chief Officers that for 2021/22, only a one-year business plan was required, with the focus being placed on business recovery and getting to a sustainable position by end of March 2022. SA has had a 3 year MTFP in place prior to this year, although would wish the 3 year rolling plan to include greater certainty in respect of annual Council contributions.</p>	<p><b>Low</b></p>
<p>Assurance that accounts are being managed within budget, are in line with statutory requirements and that the level of financial risk to the Council is low through presentation of Audited Annual Accounts 2019-20 and draft accounts for 2020-21</p>	<p>The Hub reviewed both the audited annual accounts for 2019-20 and the draft 2020-21 annual accounts. This was a clean audit report with no concerns raised by auditors. The 2019-20 accounts did make a reference to Going Concern but this was nominal and linked to the uncertainty around Covid. The 2020-21 Annual accounts will be reviewed once again when the audit is complete. Sport Aberdeen have continued to make use of the Job Retention Scheme, as per the draft 2020-21 accounts. The current cashflow figures support Sport Aberdeen's recovery position. The Hub further confirmed that financial monitoring/budgets are standing agenda item at Board meetings and there is a process in place whereby department heads are given access to monthly financial figures.</p>	<p><b>Low</b></p>

<p>Assurance that ALEOs have a strategy in place to meet the short to medium term effects of Covid and EU Exit as they affect financial risk. Provide responses to the following questions:</p> <ul style="list-style-type: none"> <li>• Does your organisation have a medium term (3 - 5 years) financial strategy/plan in place?</li> <li>• If yes - how many years does it cover?</li> <li>• If yes - does you review the financial strategy/plan on an annual basis?</li> <li>• Does the medium term financial strategy/plan contain details on the following: <ul style="list-style-type: none"> <li>- Changes in partner funding level</li> <li>- Demand pressures (costs)</li> <li>- Costs pressures (inflation and new costs)Income from fees and charges (including service grants)</li> <li>- Savings details and target (including sufficient detail of how savings will be achieved)</li> <li>- Fundamental service redesign</li> <li>- Scenario planning</li> <li>- Assets/liabilities &amp; reserves</li> </ul> </li> </ul>	<p>The Hub noted the requirement for a one-year 2021/22 business plan, and noted that that this had been reviewed both by the SA Board in March 2021 and ACC Chief Officers in April 2021.The Hub will review future business plans when they become available.</p> <p>Sport Aberdeen indicated that, in light of current funding arrangements, it is not possible to provide a realistic and robust medium-term financial plan but that it does review the financial strategy/plan on an annual basis. Ideally, if funding were advised further in advance, the business plan and future funding strategy would take account of known factors at the time of preparing the report/plan eg changes to key contract prices, assumptions for utility and other inflation, trends in customer expectations, new services etc. As part of business planning arrangements, all aspects of service design and delivery are challenged and transformation, redesign or reductions are identified where possible. Also consideration given to addition of new services and the potential to use change to offset the cost of new services.</p>	<p><b>Low</b></p>
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