

ABERDEEN CITY COUNCIL

COMMITTEE	Education and Children's Services Committee
DATE	8 November 2022
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Cluster Risk Register and Assurance Map
REPORT NUMBER	OPE/22/233
DIRECTOR	Angela Scott, Chief Executive
CHIEF OFFICER	Eleanor Sheppard, Chief Education Officer Graeme Simpson, Chief Officer – Integrated Children's and Family Service
REPORT AUTHOR	Chief Officers
TERMS OF REFERENCE	1.1.4

1. PURPOSE OF REPORT

- 1.1 To present the Cluster Risk Registers and Assurance Maps in accordance with Education and Children's Services Committee Terms of Reference to provide assurance that risks are being managed effectively within each Cluster.

2. RECOMMENDATION

- 2.1 That the Committee note the Cluster Risk Register and Assurance Maps set out in Appendices A, B and C.

3. CURRENT SITUATION

- 3.1 The Audit, Risk and Scrutiny Committee is responsible for overseeing the system of risk management and for receiving assurance that the Extended Corporate Management Team (ECMT) are effectively identifying and managing risks. Reviewing the strength and effectiveness of the Council's system of risk management as a whole is a key role for the Committee.
- 3.2 The Risk Management Policy 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:-
- Education Services
 - Children's and Family Services

Risk Registers

- 3.3 The Council's Risks Registers are tools used by Functions and Clusters to capture and manage the risks which could prevent achievement of organisational outcomes and service delivery.

- 3.4 The Council's Corporate Risk Register (CRR) 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. The CRR is scrutinised annually by the Audit, Risk and Scrutiny Committee.
- 3.5 The Cluster Risk Register is set out in appendix A and reflects the risks which may prevent each Cluster area from delivering on organisational outcomes and services, these risks may be escalated to the CRR where deemed necessary.
- 3.6 The risk contained within the Risk Register for each Cluster is grouped below by risk category and shows the Council's corresponding risk appetite for the category as set within the Council's Risk Appetite Statement (RAS) which was approved by the Audit, Risk and Scrutiny Committee in February 2022.

The Cluster is working towards a target risk score which aligns with the risk appetite.

Risk Category	Risk Title	Target Risk Appetite	Aligned with RAS
Compliance	CareFirst System Failure	Averse	Yes
Operational	Child Migration	Cautious	Yes
Operational	Education – Demographic Demands	Cautious	Yes
Operational	Unaccompanied Asylum Seeking Children (UASC)	Cautious	Yes

- 3.7 The Cluster Risk Register provides 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. This is aligned with the risk appetite for this particular category of risk.
 - **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.

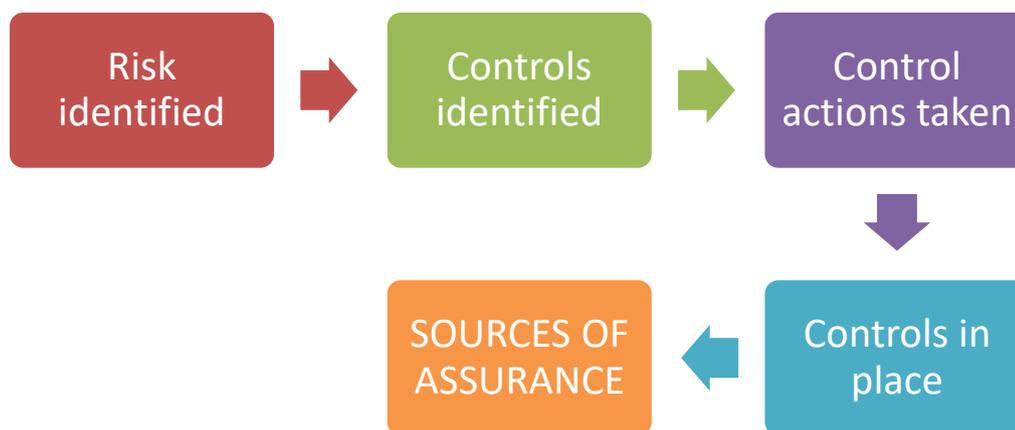
Impact	Score						
Very Serious	4	4	8	12	16	20	24
Serious	3	3	6	9	12	15	18
Material	2	2	4	6	8	10	12
Negligible	1	1	2	3	4	5	6
Score		1	2	3	4	5	6
Likelihood		Impossible	Almost Very Low	Low	Significant	High	Very High

3.8 Development and improvement of the Cluster Risk Register and associated risk management processes has continued since the Cluster Risk Register was last reported to the Educational Operational Delivery and Operational Delivery Committees:

- The Council's Risk Appetite Statement (RAS) was reviewed and updated.
- Risk Management Guidance – the complementary documentation which supports the Risk Management Policy was updated and approved by the Risk Board.
- Committee Report Template and Guidance – risk sections were reviewed and updated to reflect RAS and enhanced to provide additional guidance on management of risk.
- Assurance Maps – were updated to include the Corporate and/or Cluster Risks that are being managed by each Cluster to provide an overview of both the risk/s being managed and the sources of assurance which includes completed risk control actions for each of the three-lines of defence.
- The Corporate Risk Lead has continued to provide support to Risk Owners and Managers to review and update Risk Registers to improve monitoring and reporting across the organisation.

Assurance Maps

3.9 The Risk Registers that are reviewed by the Council's Committees list the risks identified within each of the relevant Functions and Clusters and provides detail of the risk, the potential impact and consequence of the risk materialising and the control actions and activities required to manage and mitigate the risk. Assurance Maps provide a visual representation of the sources of assurance associated with each Cluster so that Committee can consider where these are effective, following the completion of control actions. Presentation of the Cluster's Assurance Map provides full sight of the defences that the organisation has in place to manage the risks facing local government.



3.10 The Assurance Map 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 Audit, Risk and Scrutiny Committee as well as the Corporate Management Team 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.

Chief Education Officer Overview

3.11 The fortnightly assessment and mitigation of risk by the education leadership team has aided the education service to address identified risks over the year. The risk of staffing shortages has been removed and our schools are now, for the most part, fully staffed. Monitoring of staff vacancy has been transferred to the Assurance Map forming an improved source of assurance.

Demographic demands continue to present a risk although the nature of the risk has changed. This risk now reflects the increase in those fleeing conflict and an unprecedented increase in the number of children accompanying

international students. Increased monitoring of school applications and routine engagement with Higher Education Institutions is helping the service have a better understanding of demand to enable proactive planning. These controls have been added to the education Assurance Map.

The wellbeing needs of children and young people were recorded as a risk over the course of the year, but improved data collection and collaboration with partner agencies has enabled this risk to be removed from the register.

A refreshed Quality Improvement Framework has been put in place to mitigate risk around quality. This is effectively mitigating risks to the organisation although will be kept under review over the school session.

The cost of living crisis increases risk in a number of areas. There is a greater risk of families becoming homeless, of children inadvertently being at risk of neglect due to the cost of food and fuel and that children are impacted by the financial and mental health needs of parents and carers. This risk relies on proactive planning and mitigation by a number of clusters and as a result the risk sits at Corporate level. This risk will also likely lead to an increased demand on services through volume of referrals including social work intervention. Our schools provide valuable eyes on the ground and continue to promote the use of Money Advisors attached to schools and monitor wellbeing and attendance. The cluster continues to collaborate and share intelligence with others across the organisation to respond proactively and the Community Planning Anti-poverty group continues to provide an invaluable means of working with partners to address the risks.

Chief Social Work Officer overview

- 3.12 The Children's Social Work Senior Management Team actively consider the assessment and mitigation of risk during our fortnightly meetings. While the monitoring of staffing levels across children's social work remains a heightened focus on our assurance map, it is one which has implications for all activities and risks noted on the Risk Register.

The transition to a new client data system is nearing completion and the launch of D365 will support our workforce to work in a more agile and flexible manner. It will also support the service's continuing drive to be data informed and outcome focused.

Demographic changes continue to present a risk. The risk reflects the increase in those fleeing conflict. The arrival of increasing numbers of unaccompanied asylum-seeking children into the city will continue to be a demand for the foreseeable future and we need to plan how we meet their support needs on a sustained basis. Additionally, the impact on those affected by war and trauma, arriving with family members, will inevitably generate a demand for services beyond the substantial universal offer. These controls have been added to the children's social work Assurance Map.

4. FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications arising from the recommendations of this report. This report deals with risk management at Cluster level 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. ENVIRONMENTAL IMPLICATIONS

6.1 There are no direct environmental implications arising from the recommendations of this report.

7. RISK

7.1 There are no risks arising from the recommendations in this report. The Committee is provided with assurance that the risks presented within the Cluster Risk Register are those that may affect achievement of organisational outcomes and delivery of services for each Cluster are identified, appropriately managed and that the Council's activities are compliant with its statutory duties.

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H) *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
Strategic Risk	The Council is required to have a management system in place to identify and mitigate its risks.	The Council's risk management system requires that risks are identified, listed and managed via Risk Registers.	L	Yes
Compliance	As above.	As above.	L	Yes
Operational	As above.	As above.	L	Yes
Financial	As above.	As above.	L	Yes
Reputational	As above.	As above.	L	Yes
Environment / Climate	As above.	As above.	L	Yes

8. OUTCOMES

- 8.1 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 outcomes.

9. IMPACT ASSESSMENTS

Assessment	Outcome
Integrated Impact Assessment	Not required
Data Protection Impact Assessment	Not required
Other	Not applicable

10. BACKGROUND PAPERS

- 10.1 None

11. APPENDICES

- 11.1 Appendix A– Cluster Risk Register – Education and Children's Services
- 11.2 Appendix B – Cluster Assurance Map – Education Services
- 11.3 Appendix C – Cluster Assurance Map – Children's and Family Services

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