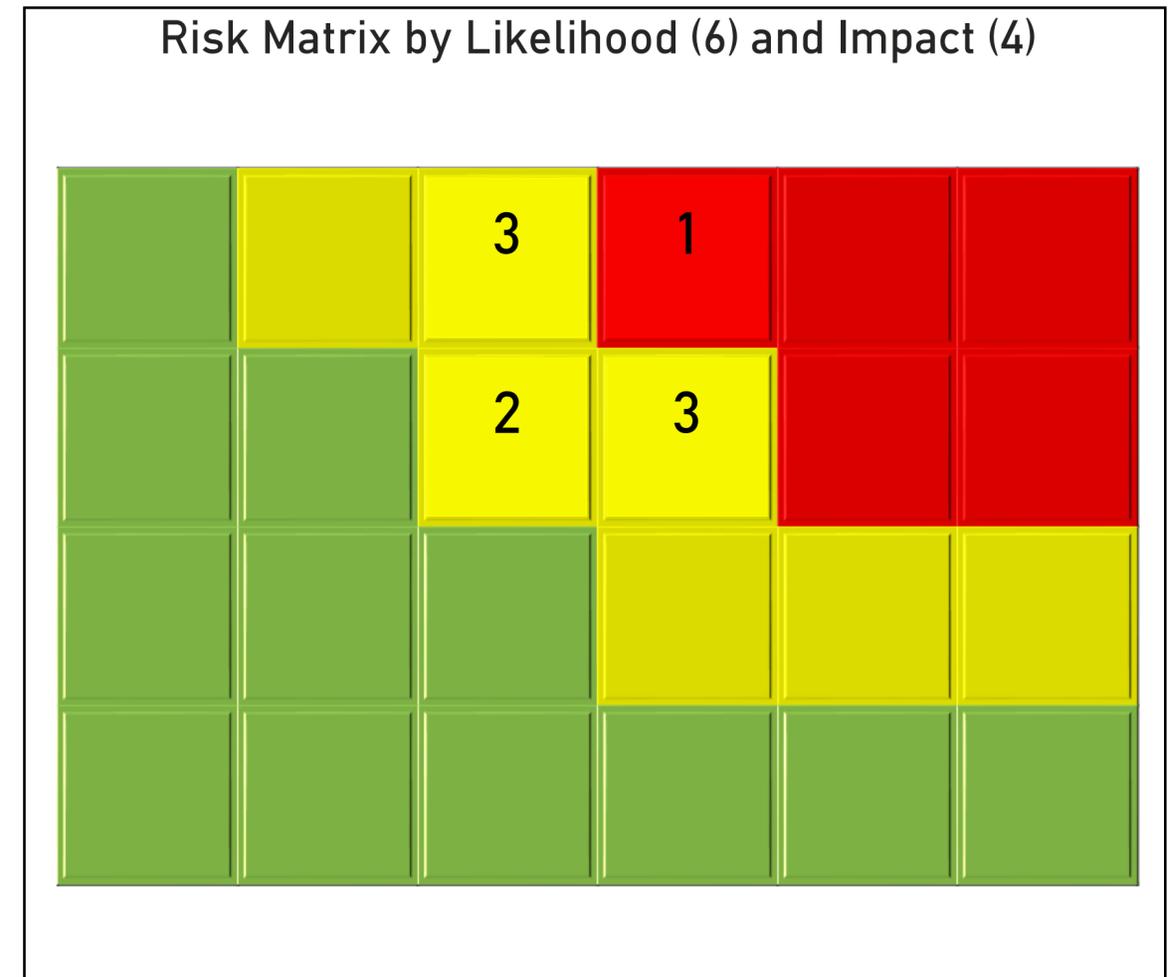




# Corporate Risk Register

Current Corporate Risks	CURRENT RISK SCORE
Civil Contingencies	9
Climate Change (Place)	12
Cyber Security	12
Excessive resettlement and asylum demand and risk of harm.	12
Financial Sustainability	16
Health & Safety Compliance	9
Reinforced Autoclaved Aerated Concrete Panels and Planks (RAAC)	12
Supply Chain - Commodity Risks	12
Workforce Capacity and Organisational Resilience	12



FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Governance	Vikki Cuthbert	Fiona Mann

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Civil Contingencies	Risk of non-compliance with the Council's responsibilities as a Category 1 responder under the civil contingencies legislation and guidance	<ol style="list-style-type: none"> <li>1. Develop a CONTEST delivery plan (to include all four strands Prevent, Protect, Prepare and Pursue) based on the national delivery framework by 31st July 2024</li> <li>2. Move to Critical and Lockdown plans alongside completion of CONTEST Delivery Plan - 31st July 2024</li> <li>3. Complete National Power Outage Plan. Next draft to be complete by 31st March 24.</li> <li>4. Creation of a City Persons at Risk Database. Next iteration/phase to be complete by 31st March 24.</li> <li>5. Community Resilience - increase number of Community Resilience Groups in 2023 - moving target date to continue growth - 1st Dec 24</li> </ol>	6	9	3	3	01 December 2024

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Strategic Place Planning	David Dunne	Alison Leslie

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Climate Change (Place)	Failure (where ACC has scope to influence), to contribute to a reduction in city-wide emissions and to address strategic climate risks for the city. These include heavy winter rainfall, flooding, a rise in sea level, reduction summer rainfall, higher temperatures.	<ol style="list-style-type: none"> <li>1. Establish a 2024/25 work plan for city climate change partnership governance, by March 2024, appropriate for delivery of the Net Zero Aberdeen Route-Map and Aberdeen Adapts Framework.</li> <li>2. Roll out the processes for the monitoring and analysis of city wide emissions data, being established for local authorities in Scotland to support place based climate action, by November 2024.</li> <li>3. Complete officer training on use of and analysis of area wide emissions data sets for local authorities in Scotland, by November 2024.</li> <li>4. Development of collaborative delivery and monitoring mechanisms and programmes for the Net Zero Aberdeen Routemap and Aberdeen Adapts, by March 2025.</li> <li>5. Identify appropriate funding mechanisms, relevant to project priorities, including opportunities for economies of scale (ongoing).</li> </ol>	8	12	3	4	30 March 2025

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Customer	Digital & Technology	Steve Roud	Lita Greenwell

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Cyber Security	There is a risk that the council's services are significantly impacted by a cyber attack	<ul style="list-style-type: none"> <li>1. Cyber hygiene is maintained through regular patching and equipment refresh - 31/03/24</li> <li>2. Application estate is modernised and technical debt is removed or re-factored - 31/03/24</li> <li>3. Adoption of public cloud (IaaS and SaaS) is used to spread risk -31/03/24</li> <li>4. Move towards zero trust infrastructure - 30/06/24</li> <li>5. Compliance with PSN (Complete) and Cyber essentials (Complete). Cycle beginning again - 31/05/2024</li> </ul>	8	12	3	4	29 June 2024

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Customer	Early Int. & Community Emp.	Jacqui McKenzie	Gill Strachan

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Excessive resettlement and asylum demand and risk of harm.	Risk that Aberdeen City Council and partners are unable to provide appropriate levels of support to people arriving in the city as refugees or asylum seekers. Increased homelessness presentations and sustained demand for core services including; housing support services, education, community learning and development, children and families social work and resettlement support arising from external factors including arrivals of displaced people from other Scottish cities who can present as homeless due to the removal of "local connection" and the potential requirement for RAAC decants.	<ol style="list-style-type: none"> <li>1) Monitoring with partner organisations of impact on services of Asylum and Resettlement Strategic Partnership, the risk and control actions will be reviewed by this group going further - On-going monthly.</li> <li>2) Development of Pathways and Support for Asylum seekers who are granted leave to remain has been drafted to gain access to basic services. If a person is given leave to remain they will be given a 28 days notice to quit, and there is an expectation that they will present as homeless, the Resettlement team at ACC will provide integration support - On-going.</li> <li>3) Public Health Scotland have joined the group to address concerns around infectious diseases - Complete.</li> <li>4) There is an emerging risk that people transferred to Aberdeen through the Asylum scheme are claiming to be younger, and therefore could place further pressures on Children and Families Social Work Services. Pathways for this are being developed along with additional training on age assessments sourced by Children and Families Social work - On-going.</li> <li>5) There is a business case being developed to increase the capacity of the Resettlement Team, this will be short term and based on current funding arrangements - Complete</li> <li>6) A proposed Joint Assurance Board will be set up between the Scottish Government and Aberdeen City Council which will meet monthly and monitor and review actions to support remaining Ukrainian Displaced People move from Hotels into other accommodation in Scotland - Complete/On-going.</li> <li>7) Representation at COSLA and Home Office meetings to continue to push the message that Aberdeen cannot accept asylum seeking families, and to keep the focus on single adult males - Complete.</li> <li>8) Review and assess existing and future commitments to establish Safe and Legal Routes Cap - On-going.</li> <li>9) Monitoring relevant budget lines and apply for all funding options that are available- On-going.</li> <li>10) Develop strategic approach to resettlement and asylum for the City - Target date March 2024.</li> </ol>	8	12	4	3	31 December 2024

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	Finance	Jonathan Belford	Helen Sherrit

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Financial Sustainability	<p>Failure to deliver financial sustainability due to:</p> <p>Failure to align resources to commissioning intentions and service standards</p> <p>Inadequate financial reporting and planning</p> <p>Failure to respond to external factors</p> <p>Failure of partners, businesses or the 3rd sector</p> <p>Failure of transformation plans, projects or service redesigns</p> <p>Inadequate financial stewardship or capability</p>	<ol style="list-style-type: none"> <li>Achieve going concern status encompassing medium- and long-term planning assumptions and valuations in 23-24 accounts audit.</li> <li>The Medium-Term Finance Strategy was refreshed in August 23 taking account of the Scottish Government Resource Spending Review announced at the end of May 23 and the key Council strategic policies and priorities, work is being undertaken to achieve a balanced budget for 24-25 in March 24.</li> <li>Refresh the risk-based approach to the Counter Fraud Policy focussing on clusters where significant risk could exist has been completed by 30 September 24, and is ongoing for all other clusters.</li> <li>Complete a self-evaluation of the FM code criteria and reflected in AGS for March 24.</li> <li>Scrutinise on a project by project basis the cost estimates at key stages of the delivery.</li> <li>Contract Managers are to complete a template which will allow them to test and challenge contract cost increases which will ensure they are achieving best value from the supply chain - on-going when required by contract managers.</li> <li>On-going assessment of impacts to ACC staff, assets and finances resulting from National Care Service</li> <li>Budget Protocol approved at Council in June 23 this identifies the key stages in the preparation of the medium term financial strategy and annual budget.</li> <li>Regular meetings of the Budget Strategy group which includes Directors, Partnership and relevant officers.</li> <li>Ongoing monitoring during the financial year - Q1/2/3/4 reported to Finance &amp; Resources Committee</li> </ol>	6	16	4	4	29 March 2024

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Governance	Vikki Cuthbert	Colin Leaver

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Health & Safety Compliance	Risk of non-compliance with Health and Safety legislation and practices resulting in harm to the workforce and/or members of the public	<p>1. Roll out H&amp;S module of Core HR and link to the Assurance dashboard of the Managers' Portal and implement across SMTs, H&amp;S Function Groups and ECMT by 31st July 2024.</p> <p>2. Completion of post-COVID H&amp;S Action Plan to embed good practices from the pandemic in BAU by 31st July 2024.</p>	6	9	3	3	31 December 2024

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	Corporate Landlord	Stephen Booth	Alastair Reid / Scott Whitelaw

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Reinforced Autoclaved Aerated Concrete Panels and Planks (RAAC)	RAAC was a commonly used material in the 50's 60's, 70's and early 80's. There have a small number of incidents where roof planks have failed leading to the collapse to elements of the roof. RAAC has been confirmed as present in 5 non housing buildings. With RAAC present in 362 Council Houses and 142 former Council houses. Investigations are ongoing.	<p>Non Housing:</p> <ol style="list-style-type: none"> <li>1. Desktop assessment completed to identify shortlist for inspection - Complete.</li> <li>2. Initial structural inspection of shortlisted public buildings - Complete</li> <li>3. Structural Engineer carrying out invasive testing on buildings with RAAC. ACC officers to consider recommendations - Complete</li> <li>4. Business continuity plans in place - Complete</li> <li>5. Second review of non-housing buildings - Target Date - 31/03/24</li> </ol> <p>Housing:</p> <ol style="list-style-type: none"> <li>6. Desktop assessment completed to identify shortlist for inspection - Complete</li> <li>7. Initial structural inspections of those shortlisted to date - Target completion 29/02/24</li> <li>8. Structural Engineer carrying out invasive testing on housing with RAAC. ACC officers to consider recommendations - Programme on-going.</li> </ol>	8	12	3	4	31 December 2024

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Commercial & Procurement	Craig Innes	Melanie McKenzie

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Supply Chain - Commodity Risks	1. Impacts on Supply Chain due to ongoing market impacts/volatility from Brexit/Covid/Invasion of the Ukraine and inflation continuing to affect key commodities such as Utilities, Construction & Construction Materials, Food, Waste, Transport, Fuel, and Manufacturing i.e. Vehicle Purchase	<p>1. Monitor price increases and continue to challenge (Track &amp; Report on Increases at each quarterly Strategic Procurement Board) along with reports on market trends - Ongoing</p> <p>2. Regular review of products (Core Lists) with services &amp; suppliers/Work with Scotland Excel &amp; Framework Suppliers to look at alternatives where shortages/increased pricing are indicated - Ongoing</p> <p>3. Capital teams to continue to monitor Construction Sector Market volatility and assess the associated impact on procurement strategies including timing and approach - Ongoing.</p> <p>4. Energy Management teams to continue to monitor and report on the situation with energy markets and pricing - Ongoing.</p>	6	12	4	3	31 December 2024

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Customer	People & Organisational Development	Isla Newcombe	Lindsay MacInnes

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Workforce Capacity and Organisational Resilience	<p>Risk that changes to and within the workforce, caused by external factors and pressures eg budgetary restrictions, population reduction and changes including availability of required skills significantly impact on our capacity and ability to deliver services and on the resilience of our workforce.</p> <p>Risk that this impacts as follows: dips in individual performance, increase in staff absences, increase in number of conduct investigations, fewer managers and staff to conduct staff investigations, strain on labour relations, deterioration in mental wellbeing and reduced goodwill of employees which in turn impacts on service delivery</p>	<ol style="list-style-type: none"> <li>1. Delivery of year one workforce capacity aspects of Tom 1.2 including Workforce Strategy and Workforce Delivery Plan - by 31st March 2024.</li> <li>2. Completion of VSER process 23/24 including capture of knowledge and requirements of each role being removed, including mandatory training, approvals and delegations attached to these roles, in order to mitigate internal control failures resulting from loss of key staff – by 31st March 2024</li> <li>3. Agree and implement an escalation process for services to identify gaps in service delivery – to be owned by ECMT - by 30th April 2024</li> <li>4. Redesign of teams around Organisational Design Principles to ensure teams are resilient to any reduction in capacity and loss of capability - 31st March 2024</li> <li>5. Revise Council Delivery Plan, specifically Commissioning Intentions and Service Standards to recognise the increasing demand on a reduced workforce in order to manage expectations as to what we can deliver– 31st March 2024</li> <li>7. Review of statutory service provision to identify opportunities for transfer or legislative reform. – 31st March 2024</li> <li>8. Delivery of actions contained within the Mental Health Action Plan and ongoing review of the Plan through the PDSA model for improvement cycle. – 31st March 2024</li> <li>9. Continued roll out of Mental Health First Aider Training - – 31st March 2024</li> <li>10. Continued roll out of Health and Wellbeing Roadshows for frontline staff – 31st March 2024</li> <li>11. Early engagement with Trade Unions via Director/Union Engagement weekly meetings, informal weekly meetings between Employee Relations and Wellbeing Manager and Trade Unions- ongoing</li> <li>12. Continued and expanded use of temp movement of staff process to cover risks to our capacity for emergency response due to reduced/compressed operational teams. - ongoing</li> <li>13. Continued implementation of the workstreams within the Absence Improvement Project - – 31st March 2024</li> <li>14. Monitoring and management of workflow peaks via the Establishment Control Board and enabling creative and sustainable use of resource as appropriate- ongoing.</li> <li>15. Monitoring of Workforce data to allow trends and hotspot areas to be highlighted for interventions- ongoing.</li> <li>16. Continued use of external communications campaigns and expectation-setting with citizens in terms of financial situation, any areas of reduction in line with this, and promotion of positive, proactive activity - ongoing.</li> <li>17. Work alongside employability team in engaging young workforce (schools, colleges, universities) and other untapped pools around our opportunities (foundation/modern apprenticeships, placements, ABZ campus etc) in particular around our shortage occupations – ongoing.</li> <li>18. Utilising digital technology to support flexible and agile working, reduce travel costs and emissions,</li> </ol>	6	12	4	3	29 June 2024