

ABERDEEN CITY COUNCIL

COMMITTEE	Communities, Housing and Public Protection Committee
DATE	28 March 2024
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Cluster Risk Registers and Assurance Maps
REPORT NUMBER	COM/24/087
DIRECTOR	Andy McDonald
CHIEF OFFICER	Lucy McKenzie, Jacqui McKenzie, Martin Murchie, Steve Roud
REPORT AUTHOR	Chief Officers
TERMS OF REFERENCE	Remit 1.1.4

1. PURPOSE OF REPORT

- 1.1 To present the Cluster Risk Registers and Assurance Maps in accordance with Communities, Housing and Public Protection Committee Terms of Reference to provide assurance that risks are being managed effectively within each Cluster.

2. RECOMMENDATION(S)

That the Committee:-

- 2.1 Note the Cluster Risk Registers and Assurance Maps set out in Appendices A and B.

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:-

- Customer Experience
- Data & Insights
- Digital and Technology
- Early Intervention & Community Empowerment

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 Registers are set out in Appendix A and reflect 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 risks contained within the Risk Register for each Cluster are grouped by risk category in Appendix C and show the Council's corresponding risk appetite for each category as set within the Council's Risk Appetite Statement (RAS) which was approved by the Audit, Risk and Scrutiny Committee in February 2024.

The Clusters are working towards a target risk score which aligns with the risk appetite.

- 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.

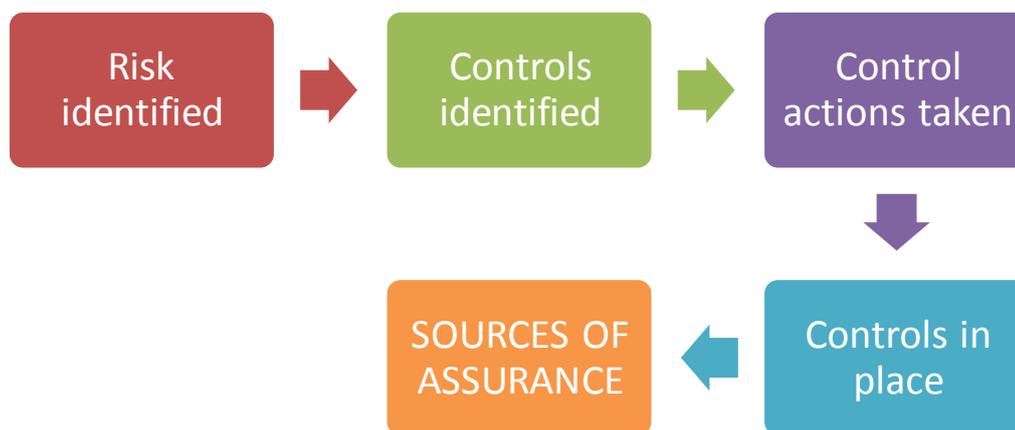
Impact	Score						
Very Serious	4	4	8	12	16	20	24
Serious	3	3	6	9	12	15	18
Material	2	2	4	6	8	10	12
Negligible	1	1	2	3	4	5	6
Score		1	2	3	4	5	6
Likelihood		Impossible	Almost Very Low	Low	Significant	High	Very High

3.8 Development and improvement of the Cluster Risk Register and associated risk management processes has continued since the Cluster Risk Registers were last reported to the Committee:

- The Council’s Risk Appetite Statement (RAS) was reviewed and updated.
- “Regular review and updates to “Managing Risk” pages published on the Council’s intranet pages. These pages contain information and links for officers and elected members on the Council’s RAS, Risk Management Policy, Guidance and Training.
- Review of the Council’s Risk Management Policy
- 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 each 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 Maps provide 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.

Risk Overview

3.11 Chief Officer narrative/commentary:

Customer Experience

Given the nature of the services delivered across the cluster, the most significant risk continues to be the risk of failure to deliver frontline services due to a variety of factors. This includes an influx to already ongoing high demand.

There are a number of control actions in place which help mitigate, e.g. ongoing review of business continuity plans to ensure mitigations are as robust as possible.

Data & Insights

The number of information security incidents reduced in every quarter of 2023, from 57 in Q1 to 41 in Q4. We remain confident that all incidents are reported and, therefore, we believe that controls are being effective.

Digital and Technology

The impact from risk relating to cyber security remains high and the council continues with mitigating actions to reduce the likelihood of a successful attack. The council continues to engage in national and regional groups and when outcomes are available from organisations that have been compromised these are incorporated into our mitigations if not already covered.

The climate risk will be reviewed to reflect the progress made in addressing locality-based risks to services and move to high availability of cloud services.

Early Intervention & Community Empowerment

The risk related to the Homeless Persons (Unsuitable Accommodation) (Scotland) Order 2014 remains high due to the on-going pressures of both a sustained increase in homeless presentations and the potential of further demand generated from asylum / resettlement. This is reflected in the risk being retained at a cluster level and the risk score increasing.

Whilst there has been progress on control actions relating to void management over the last year, including the appointment of external contractors to accelerate the return of properties, there is still further work to undertake in this area and this will be overseen by the Housing Improvement Board. For this reason, the risk score has been determined to remain at the same level as last year.

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 and that these are appropriately managed to ensure 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) <small>*taking into account controls/control actions</small>	*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	It is confirmed by the Chief Officers that no Integrated Impact Assessment is required.
Data Protection Impact Assessment	Not required
Other	Not applicable

10. BACKGROUND PAPERS

- 10.1 None

11. APPENDICES

11.1 Appendix A – Cluster Risk Registers for Customer Experience, Data Insights, Digital and Technology and Early Intervention & Community Empowerment

11.2 Appendix B – Cluster Assurance Maps

11.3 Appendix C – Cluster Risks Grouped by Category

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