

REPORT TO: CITY GOVERNANCE COMMITTEE – 10 JUNE 2024

REPORT ON: RISK MANAGEMENT ANNUAL REPORT

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 154-2024

1.0 PURPOSE OF REPORT

1.1 To present to the City Governance Committee

- The annual report of Risk Management.
- The review of the risks in the Council's Corporate Risk Register.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Committee

- Note the content of this report.
- Remit this report to the Scrutiny Committee for further consideration.

3.0 FINANCIAL IMPLICATIONS

3.1 None.

4.0 BACKGROUND

4.1 Article V of the Minute of Meeting of the Policy and Resources Committee of 6 March 2023, Report No 62-2022 refers. This report presented the annual review of Risk Management and review of the Council's Corporate Risk Register (CRR).

5.0 RISK MANAGEMENT OVERVIEW

5.1 In undertaking reviews of the CRR, it is acknowledged that the nature of a risk at corporate level can vary significantly from similarly titled risks at a service level. However, the service level risks are an important guide to where underlying risks to the Council may lie and, as a result, due consideration is given to these when assessing the Council's corporate risks.

5.2 The CRR is reviewed regularly throughout the year by the Council's Risk and Assurance Board which meets every two months and separately by the Council Leadership Team with occasional reports provided from the Risk Management system.

5.3 A review of the Council's Corporate risks was also carried out once in 2023/24 by the Corporate Risk Management Coordinator in conjunction with the Executive Director of Corporate Services (the Council's Senior Risk Officer).

5.4 Service Level Risk Registers are reviewed by the relevant Heads of Service on a 3 to 6 monthly basis, with regular reports provided from the Council's Risk Management system on risks which are due for review. The Risk and Assurance Board consider the overdue Service Level Risks at each meeting.

5.5 A review of the Council's Risk Management Policy and Strategy was carried out in 2023/24 and was submitted and approved by the City Governance Committee. (Article VIII of the minute of meeting of 21 August 2023, Report No 227-2023 refers). This report also provided a Corporate Risk Register update to Committee.

6.0 REVIEW OF THE COUNCIL'S CORPORATE RISK REGISTER

6.1 The CRR was reviewed by the Council Leadership Team in January 2024 and subsequently by the Risk and Assurance Board in February 2024.

6.2 Any assessed changes to the level of risk are updated in Ideagen (formally Pentana) on an ongoing basis, along with new risks added and historic risks removed as considered appropriate.

6.3 The paragraphs below provide an update from the review of the Corporate Risk Register by the Risk and Assurance Board and the actions taken since that review:

- DCC001 Financial Sustainability

The risk score for this risk has been changed from 5*4 (Extreme Likely) to 5*5 (Extreme - Almost Certain) to reflect the financial position of the Council for 2024/25 and the expected funding deficit for 2025/26.

- DCC012 Integration Joint Board / Dundee Health and Social Care Partnership

The risk score for this risk was considered by the Chief Financial Officer, Dundee Health and Social Partnership in conjunction with the Executive Director of Corporate Services. This review has changed the risk from 5*3 (Extreme – Possible) to 4*4 Major - Likely). The risk score now reflects the maturity of integrated Health and Social Care arrangements.

- DCC017a National Care Service

The risk score for this risk was considered by the Council Leadership Team after review by the Chief Financial Officer, Dundee Health and Social Partnership. This review has maintained the risk score at 5*5 (Extreme – Almost Certain). This is due to the uncertainties around the expected remit of the National Care Service including the potential inclusion of Children Services social work, which would have a major impact on the Council.

- DCC004a Failure to Adequately Address Poverty / Inequalities, DCC004b Failure to Address Climate Change / Net Zero, DCC004c Inadequate Steps taken to Generate Inclusive Economic Growth / Community Wealth Building.

Discussions have been held regarding these 3 sub risks within the City Plan. No changes have been made to risk scores, but the Internal Controls have been reviewed and will be updated in Ideagen (Pentana) in due course.

- DCC016 Climate Change

This risk was added and referred to in report 32-2023 as a new risk. This risk has now been incorporated into risk DCC004b – Failure to Address Climate Change / Net Zero, referred to above and risk DCC016 has been removed from the Corporate Risk Register.

- Other Corporate Risks

The Internal Controls included for some of the risks have not been updated for some time. This was discussed at the Risk and Assurance Board and has been followed up with a number of services. Some of these are still to be updated and reminders have been issued where appropriate. Some show as partly effective, some as fully effective and further updated and commentary is required. The current position of the internal controls for each of the Corporate Risks is included in Appendix A.

The remaining CRR risks as set out in Appendix A and Appendix B have been reviewed and no changes have been made to the scoring since the last report.

- Service Level Risks

No risks from Service Level risks were considered for escalation to the Corporate Risk Register at this time. The Risk and Assurance Board will continue to review any Service Level risks which may require to be escalated to the Corporate Risk Register.

- 6.4 The administration of the Corporate Risk Management system (Ideagen / Pentana) has been looked at in relation to the Corporate Risk Register. A number of changes to responsible officers have been made to reflect changes in officers who have left the employment of Dundee City Council.
- 6.5 Appendix A (DCC CRR Committee Overview) is attached which includes a description of each Corporate risk, the inherent risk score, the current risk score and the associated control measures linked to each risk.
- 6.6 Appendix B (CMRC – 1 DCC Corporate RR) is attached which outlines the risk description, current impact and consequences, the inherent risk score, the residual risk score and the related risks and their scores from each of the service area risk registers.

7.0 POLICY IMPLICATIONS

- 7.1 This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

8.0 CONSULTATIONS

- 8.1 The Council Leadership Team was consulted in the preparation of this report.

9.0 BACKGROUND PAPERS

- 9.1 None

ROBERT EMMOTT
EXECUTIVE DIRECTOR, CORPORATE SERVICES

27 MAY 2024

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DCC CRR - Committee Overview

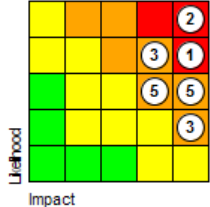
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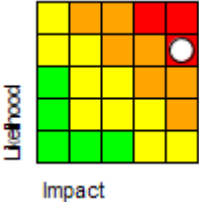
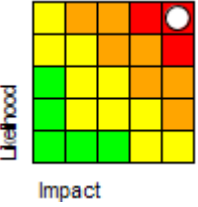
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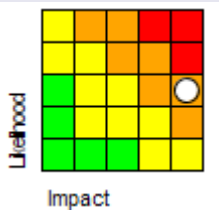
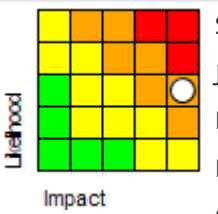
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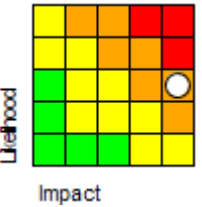


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RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
1. COUNCIL CORPORATE RISKS – DCC Corporate Level Risk Register	The Council's high-level Corporate Risk Register. Risks held directly within this register are the key high-level risks to delivery of the Council's strategic goals.			

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC001 Financial Sustainability	<p>Risk that the Council is unable to deliver priorities and meet financial obligations due to financial constraints arising from funding pressures and demand pressures</p> <p>Impact / Consequences</p> <p>Fail to deliver objectives</p> <p>Maintaining sufficient revenue and capital resources to meet ambitions</p> <p>Reputational damage of going concern issues</p> <p>Lack of funding for capital and change programmes</p> <p>Need to resort to short-term reactive measures</p> <p>Failure to achieve Best Value</p>			<p>Budget setting and approval process.</p> <p>Capital Plan setting and approval process.</p> <p>Capital Investment Strategy approval.</p> <p>Capital and revenue monitoring.</p> <p>Approval of 3-year revenue budget.</p> <p>Option Appraisals/business cases requirements and approval process.</p> <p>Capital Strategy Group scrutiny.</p> <p>Formal Timetable for revenue and capital monitoring</p> <p>Corporate Leadership Team approval and actions regarding revenue monitoring.</p> <p>Reserves Policy</p> <p>Medium Term Strategy</p> <p>Long Term Revenue Budget Forecast</p>

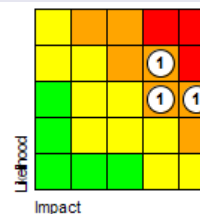
RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
<p>DCC002 Effectiveness of Partnerships</p>	<p>Risk that partnerships are not effectively commissioned, contracted and monitored and fail to deliver expected results. Key partnerships include:</p> <ul style="list-style-type: none"> • L&CD • Tayside Contracts • Tayside Plan for Children, Young People and Families • Employability Partnership • Alcohol and Drugs Partnership • Michelin Scotland Innovation Parc • Eden Project <p>NB: IJB /DH&SCP is considered separately as risk DCC012 IJB/DHSCP</p> <p>Impact / Consequence:</p> <ul style="list-style-type: none"> • Reputational damage • Risk of dispute arising between partners • Partnership breakdown causes or is caused by failure to deliver outcomes / priorities • Needs are not met in accordance with approved strategies and policies • Potential overspends / additional costs incurred • Partnerships do not deliver value for money 	 <p style="text-align: center;">Impact</p>	 <p style="text-align: center;">Impact</p>	<ul style="list-style-type: none"> Statutory Consultation Process Joined vision & defined objectives Performance Management Framework Partnership Risk Strategy / Plan Governance Structure Partnership contract / Service Level Agreement Benchmarking / Market Testing Financial Monitoring Governance Structure Due Diligence & Financial Governance Monitoring Meetings Review Meeting & Reporting Quarterly Lead Officer Review Meeting 'Follow The Public Pound' Reporting

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC003 Resilience	<p>Risk that the Council is unable to deliver critical services due to inadequate business resilience or cyber security arrangements.</p> <p>Risk that the Council cannot respond to or support emergencies in its area, or meet requirements of the Civil Contingencies Act 2004</p> <p>Impact / Consequences</p> <ul style="list-style-type: none"> - Allow physical, financial or emotional harm to come to citizens or stakeholders - Unable to deliver frontline services following disaster, failure or cyber security incident - Loss of information / records - Reputational impact - Unlawful disclosure of sensitive information - Financial cost and penalties 			<p>Senior Officer Resilience Group.</p> <p>Emergency response procedures</p> <p>Local Resilience Partnership</p> <p>Corporate Generic Emergency and Business Continuity Plans.</p> <p>Care Provision Impact Analysis</p> <p>Debriefs to Learn Lessons</p> <p>Appointment of Resilience Officer</p> <p>ICT Disaster Plan</p> <p>Data Centre Back-Up</p> <p>Safety & Alarm Response Centre</p> <p>Weather Response Plans</p> <p>Communication Strategy</p> <p>Membership of Govt Cyber Security Team</p> <p>Scottish Government Cyber Essentials framework</p> <p>Cyber security Protection</p> <p>Cyber Penetration Testing</p> <p>Phishing testing / awareness procedures</p> <p>Payment Card Industry Standards Adherence</p> <p>Public Sector Network Accreditation</p> <p>Network Data Security</p> <p>Cyber Incident Response Plan</p>

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
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DCC004 City Plan

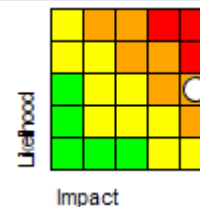
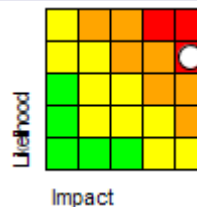
[LINK TO CITY PLAN 2022-2032](#)



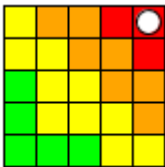
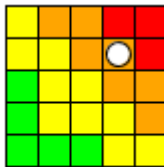
RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
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DCC004a CITY PLAN – Failure to Adequately Address Poverty / Inequalities

Dundee has enduring inequalities concentrated in certain communities, in particular Linlathen and Stobswell West. Within the City as a whole, 22.5% of children are living in poverty after housing costs, while 31% of all households in Dundee are estimated to be fuel poor. Health inequalities persist, with below average life expectancy, higher than average incidences of overweight and obese P1 pupils and issues with drug dependency. Failure to address these underlying issues risks further entrenchment of the current inequalities, a potential widening of the attainment gap and lost opportunities to improve wellbeing and raise citizens out of poverty, particularly in relation to children and young people.



- Child Poverty Pathfinder Project (Project Board Established)
- Local Fairness Initiatives – focus on Linlathen and Stobswell West
- Local Community Plans
- Child Healthy Weight Strategy
- Dundee Drug and Alcohol Services Strategic Commissioning Plan
- Dundee Health and Social Care Strategic and Commissioning Plan
- Local Child Poverty and Fairness Plan
- Strategic Housing Investment Plan
- Tayside Plan for Children, Young People and Families
- Fairness Leadership Panel

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC004b CITY PLAN – Failure to address climate change / net zero	<p>As a consequence of climate change, there is a risk that the Council may be unable to deliver the Council and Corporate plans. In response, the Council has declared a 'climate emergency'.</p> <p>Impact / Consequences:</p> <ul style="list-style-type: none"> – operational and reputational impacts – irregular weather patterns – increased flood risk due to more extreme rainfall alongside heightened drought conditions – property and infrastructure damage sustained from more extreme wind – danger to individuals from storm damage to infrastructure / property / vegetation – financial costs of storm damage – financial requirements to adapt buildings to cope with climate change 	 <p style="text-align: center;">Impact</p>	 <p style="text-align: center;">Impact</p>	<p>Dundee Biodiversity Action Plan 2020–30</p> <p>Dundee Climate Action Plan</p> <p>Dundee Climate Leadership Group</p> <p>Intention to meet Net–Zero Greenhouse Gas Emissions by 2045 or earlier</p> <p>Local Food Growing Strategy</p> <p>Regional Transport Strategy</p> <p>Waste and Recycling Strategy Action Plan 2020–25</p> <p>Engage with communities about the climate challenge and foster participation and collaboration to enable local action</p> <p>Take action to ensure our communities, green networks and infrastructure are adaptable to a changing climate and reduce the risks and vulnerability to unavoidable impacts</p> <p>MSIP – 'supporting a fair and just transition to a net zero economy</p> <p>Council's Public Bodies Climate Change Duty Annual Report</p> <p>Local Heat and Energy Efficiency Strategy</p> <p>Net Zero Transition Plan</p> <p>Local Area Energy Plan</p>

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC004c CITY PLAN – Inadequate steps taken to generate inclusive economic growth / community wealth building	<p>In Dundee, the state of the economy is mixed. While there have been many efforts to increase economic growth and wealth generation, with improvements on levels of employment pre COVID, Dundee still falls below the average for Scotland in various key metrics. Dundee has a less economically active population than average and of those, less individuals were in employment than the average by 1.8%. The unemployment rate is higher by 1%(4.9% compared to 3.9%) Although there has been major improvements since COVID, a lot of the working population will still be feeling the effects of COVID in the workplace. Failure to address these issues can result in higher unemployment rates and therefore a less economically active population. This can impair the city's ability to generate wealth and cultivate a strong economy that's sustainable going into the future</p>			<p>City Centre Investment Plan Discover Work Strategy & Action Plan Dundee's Cultural Strategy 2015 – 2025 Tay Cities Deal and Regional Economic Strategy 2017 – 2037 Tourism Strategy Deliver an extensive community wealth building strategy Continue to take forward proposals for the Eden Project Increase the number of Start-ups and SMEs and support their expansion Deliver Michelin Scotland Innovation Parc's Vision and Business Plan Attract more Skilled Green Jobs Maximise apprenticeship opportunities Increase the number of better paid private sector jobs Grow the number of local organisations registered as Living Wage employers</p>

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC005 Governance	<p>Risk that the Council's governance arrangements do not operate effectively in order to meet stakeholder and legislative requirements. Impact / Consequence</p> <ul style="list-style-type: none"> – Fail to deliver objectives – Unable to demonstrate Best Value – Inappropriate use of resources (from fraud or 			<p>Publication of Governance Documents Integrated Impact Assessments Public Meetings Where Possible Report Checking Procedures Whistleblowing Policy Leader of Opposition Chairs Scrutiny Committee</p>

error)

- Inadequate transparency
- Poor decision making
- Increased scrutiny

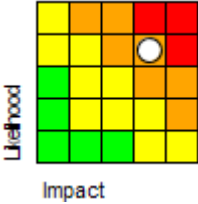
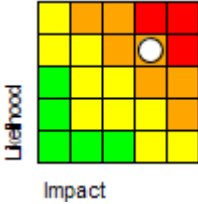
Annual Governance and Assurance Statement
 Chief Financial Officer checklist completion and review
 Integrity Group
 Risk and Assurance Board

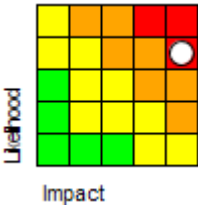
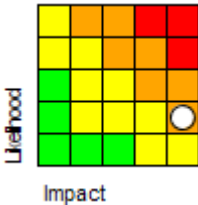
RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC006 Corporate Health & Safety	<p>Risk that the Council has inadequate arrangements to protect those for whom it has a duty of care.</p> <p>Impact / Consequence</p> <ul style="list-style-type: none"> - Allow harm to come to citizens, tenants, staff or stakeholders - Reputational impact of failure - Legal intervention - Financial cost and liabilities - Impact on staff wellbeing 	<p style="text-align: center;">Impact</p>	<p style="text-align: center;">Impact</p>	<ul style="list-style-type: none"> H&S Policy & Training Risk Assessments Benchmarking Four Year H&S Plan & Actions Annual H&S Reporting Induction Training H&S Team Outposting Trade Unions Liaison Individual Service H&S Procedures

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC007 Information Governance	<p>Risk that the Council information is not governed in line with legislative requirements, including GDPR and FOI legislation.</p> <p>Impact / Consequences</p> <ul style="list-style-type: none"> - Allow confidential or sensitive information to be shared unlawfully - Reputational impact of failure - Legal intervention - Prosecution - Financial cost and liabilities - No suitable information available to support 	<p style="text-align: center;">Impact</p>	<p style="text-align: center;">Impact</p>	<ul style="list-style-type: none"> Appropriate Policies In Place Annual accreditation to Public Service Network framework Cyber Essentials framework Cyber Security Protection External Penetration Testing Payment Card Industry Standards Adherence Data Centre Back-Up Network Data Security

decision making

Information Governance Manager Appointed
 Training
 Data Loss Prevention Policies

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC008 Workforce	<p>Risk that there is inappropriate or insufficient staff resources to meet service demands and deliver the Council vision</p> <p>Impact / Consequences</p> <ul style="list-style-type: none"> - Fail to deliver objectives - Increased sickness absence - High vacancy level / inability to recruit - Reliance on contractors / agency staff - Loss of corporate knowledge from departures - Inadequate skills / experience - Lack of resources to deliver priorities - Impact on personal wellbeing - Loss of specialist skills to competitors 			<ul style="list-style-type: none"> Management Training Employee Support Recruitment Procedures Terms & Conditions Sickness Absence Monitoring Employee Reviews Talent Management Developing Young Workforce Strategic Frameworks Strategy Linkages Leadership Development Strategic Trade Union Forum

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC009 Statutory & Legislative Compliance	<p>Risk that the Council fails to operate in accordance with law, regulation and statutory guidelines</p> <p>Impact / Consequences</p> <ul style="list-style-type: none"> - Non-compliance and legal challenge - Financial cost and liabilities - Obligations to vulnerable groups not met - Reputational impact - Ministerial or Regulatory action/censure - Failure to achieve Best Value 			<ul style="list-style-type: none"> Appointment of Legally Qualified Officers Monitoring Officer Appointed Monitoring of Legislative developments Professional Expertise Oversight Teams / Committees Risk and Assurance Board

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC010 Major Project Delivery	<p>Risk that major projects are not delivered on time, to budget and do not provide the designed benefits.</p> <p>Impact / Consequences</p> <ul style="list-style-type: none"> - Fail to deliver objectives - Essential services not delivered - Financial cost and liabilities - Reputational impact 	<p>Lielihood</p> <p>Impact</p>	<p>Lielihood</p> <p>Impact</p>	<ul style="list-style-type: none"> Continued use of Project Boards Regular Project Reviews Project Management Resourcing Option Appraisals / Approval Process Procurement Route Selection Process Management Systems in Place Statutory consultation Capital Strategy Group Scrutiny Capital Plan setting and approval process Capital Investment Strategy approval Capital and revenue monitoring
DCC011 Transformation	<p>Risk that transformation and change impacts on business as usual activities, fails to deliver objectives and benefits or is insufficient in response to the changing external environment.</p> <p>Impact / Consequences</p> <ul style="list-style-type: none"> - Fail to deliver objectives/implement agreed changes - Financial cost and liabilities - Demand and expectations not met - Fail to achieve required savings - Reputational impact - Impact on staff wellbeing and culture 	<p>Lielihood</p> <p>Impact</p>	<p>Lielihood</p> <p>Impact</p>	<ul style="list-style-type: none"> Programme Review Programme Management Office Established Corporate Leadership Team Sponsorship & Scrutiny Review Procedures & Methodologies Alignment With Council & City Plan Priorities Budget Monitoring & Benefit Realisation In Place Capital Plan Management Workforce Plan Reporting & Scrutiny

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC012 Integration Joint Board / Dundee Health and Social Care Partnership	<p>Risk that the Dundee HSCP is unable to deliver statutory / essential services due to financial, workforce or governance issues</p> <p>Impact / Consequences</p> <ul style="list-style-type: none"> • Unable to meet aims within anticipated timescales • Unable to maintain spend within allocated resources • staffing issues impact on organisational priorities and operational delivery • adverse impact on staff engagement / buy-in • impact on staff morale and potential exposure to claims 			<p>Financial Monitoring</p> <p>Management of Workforce employed by DCC</p> <p>Budget setting process</p> <p>Elected Member representation on Integration Joint Board</p> <p>Integration Joint Board Agendas and Minutes published on DCC website</p> <p>IJB Internal Audit Plans and Reports are reported to the Council's Scrutiny Committee</p> <p>Benefit also received from control measures deployed for risk DCC008 relating to Workforce</p> <p>HSCP Transformation Plans</p> <p>Supporting Capacity of HSCP Leadership Team</p> <p>Ensuring adequate control and sustainability of corporate IT systems</p> <p>Limiting increased bureaucracy through understanding delegated roles and functions</p>

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC013 Fraud & Corruption	<p>Risk that the council is exposed to all elements of fraud & corruption including those in the following categories:</p> <ul style="list-style-type: none"> ~ financial transactions including money laundering ~ human resources ~ procurement & contracting ~ property leases & land ~ IT / data 			<p>whistleblowing / fraud reporting policy & procedures</p> <p>registers of interests (members & officers)</p> <p>integrity group</p> <p>gifts gratuities & hospitality policy</p> <p>close working relationships policy</p> <p>Serious Organised Crime Group 'SOCG' – DETER action plan</p> <p>fraud guidelines</p>

- ~ decision making
- Impact / consequences:
- ~ financial loss to the council
- ~ failure to achieve best value
- ~ inappropriate awards of contracts
- ~ potential sub-standard service
- ~ potential legal challenge
- ~ adverse audit
- ~ reputational damage to the council
- ~ impact on staff morale
- ~ failure to comply with legislation / regulation
- ~ inappropriate influence / decision making
- ~ data loss / misappropriation
- ~ enabling serious organised crime

annual governance statement self-assessment process, with central review of responses for efficiency / compliance

Anti Money Laundering procedures / reporting officer

data matching processes & procedures including National Fraud Initiative

revenue & capital monitoring

systems access controls

procurement / supplier controls

active information sharing

anti-bribery policy in place



formal reconciliation framework

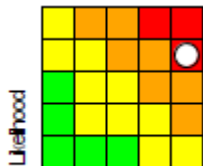

Ethical values framework (incorporates national code of conduct, whistleblowing, fraud etc)

Control self-assessment and best practice guides

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC015 Property & Infrastructure Assets	The Council holds significant levels of property and infrastructure assets valued at over £1bn. There are various risks associated with these assets, including (but not limited to) the need to support an adequate level of ongoing investment to maintain, improve and replace them; the potential for loss of critical assets; societal changes resulting in potential redundancy of certain assets / increased demand for others. There are key areas of potential impact within the Council associated to property and infrastructure risks, and for control and monitoring purposes this			

risk has been split into sub risks. These are assessed and reviewed individually.

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC015a Delivery of General Fund Service(s) Affected by Loss of Critical Asset(s)	<p>Risk to service delivery due to the loss of a critical asset.</p> <p>The Council is reliant on the availability of assets as enablers for the delivery of key services. The Council's tenure varies between owner, tenant and landlord, and the assets are an eclectic mix from office accommodation, light industrial, schools and housing, to depots, parks and roads. The effect and timescale for recovery following complete or partial loss of a critical asset will vary dependent on the individual asset and the specific risk event.</p> <p>Impact / Consequences:</p> <ul style="list-style-type: none"> ~ loss of income / cost of alternative service provision ~ service interruption / loss ~ political risk ~ Inability to meet client expectations / interruption of statutory services delivery 			<ul style="list-style-type: none"> Home working arrangements Flexible Buildings Flexible Workforce

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC015b Delivery of HRA Service(s) affected by Loss of Critical Asset(s)	<p>The Council has a large-scale exposure to property risk, as owner and landlord of around 12,500 Council owned residential properties. Whilst the risk to residential property is mostly spread over terraced, semi-detached and small blocks of flats and therefore limited in terms of extent, there remain larger flatted multi blocks which would pose a major risk event should the loss of one of</p>			<ul style="list-style-type: none"> Housing emergency accommodation plan Out of hours service – duty to respond in case of emergency Maintaining staff awareness through briefing sessions on housing emergency plan Tenants' responsibilities Investment / planned maintenance plans

these occur for whatever reason. In addition, the Service is responsible for direct access temporary accommodation, specifically Lily Walker which is used for homeless accommodation.

Climate change adds to the risk levels with potential for more frequent and intense storms resulting in increased incidence of damage and loss, and ongoing expectations of improving standards in respect of insulation, heating, cooling, quality.

The Council has identified a number of properties with Reinforced Aerated Autoclaved Concrete (RAAC) in Council properties in Dundee.

Impact / consequences:

- Increased costs of compliance / protection / maintenance / repair
- Political / reputational damage
- Insufficient / inadequate housing stock to meet demand
- Increased H&S risks

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC015c Delivery of the Council's Long Term Objectives is Impacted by Insufficient Investment in Assets & Infrastructure	The Council continues to experience a period of financial constraints which, combined with high inflationary pressures, has led to reduced availability of revenue and capital funds and an increasing need to focus tight cash resources on key priorities. There is an ongoing, and potentially increasing, level of risk that this will lead to inadequate investment in assets and infrastructure (both existing and new) resulting in an impact on the Council's ability to meet its strategic			<ul style="list-style-type: none"> Corporate Asset Management Plan Individual Asset Management Plans – Class Specific Detailed Asset Reviews Strategic Housing Investment Plan (SHIP)

objectives. This may be a direct or indirect impact, or potentially both.

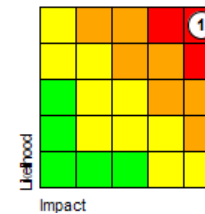
Impact / Consequences:

- ~ Ongoing erosion to the standard of existing assets / infrastructure leading to higher costs in the longer term to repair / replace these
- ~ Key assets / infrastructure become unfit for purpose, leading to their complete loss
- ~ Service provision impacted adversely / inability to provide some services
- ~ Environmental obligations not, or only partially met

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
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DCC017 Public Sector Reform

Ongoing public sector reform is anticipated, with this taking various forms and having the potential to impact any part of the Council. For this reason, various sub-risks will be used to reflect the different areas of risk as these are identified.



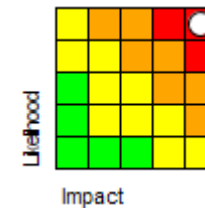
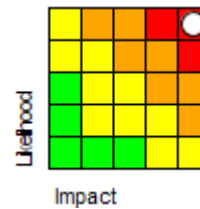
RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
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DCC017a National Care Service

The creation of a new National Care Service represents a risk to the Council, it's staff and to service users. Specifically the uncertainty surrounding how the NCS will eventually be structured, including the interface with Local Authorities such as resource provision, funding and provision / funding of support services.

Impact / Consequences:

- ~ impact on the ability to improve outcomes for service users



Influencing through membership / association with external bodies
 Scenario Planning
 Ongoing Consideration of the impact on support services and action which may be required to rationalise / protect these

- ~ service disruption
- ~ staff concerns – employment position unclear / potential recruitment and retention difficulties
- ~ uncertainty likely to exacerbate already 'fragile' position in terms of recruitment and retention
- ~ lack of clarity over future of the essential Chief Social Worker role
- ~ inability to reasonably plan for ongoing service provision
- ~ lack of clarity over future of Integrated Children's Services – at time of writing (10/2022) a national working group has been established to consider this, but this is at a very early stage.
- ~ as yet unknown impact on support services currently provided by the Council
- ~ financial impact
- ~ reduction to / loss of local input
- ~ uncertainty over longer term occupation of Council owned / leased HSCP premises?

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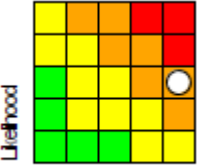



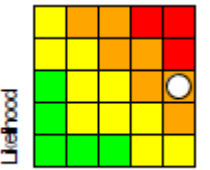
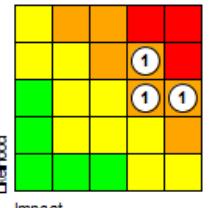
CRMC - 1 DCC Corporate RR

Report Author: David Vernon
 Generated on: 28 May 2024

Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
1. COUNCIL CORPORATE RISKS - DCC Corporate Level Risk Register	The Council's high level Corporate Risk Register. Risks held directly within this register are the key high level risks to delivery of the Council's strategic goals.					

Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC001 Financial Sustainability	<p>Risk that the Council is unable to deliver priorities and meet financial obligations due to financial constraints arising from funding pressures and demand pressures</p> <p>Impact / Consequences</p> <p>Fail to deliver objectives</p> <p>Maintaining sufficient revenue and capital resources to meet ambitions</p> <p>Reputational damage of going concern issues</p> <p>Lack of funding for capital and change programmes</p> <p>Need to resort to short-term reactive measures</p> <p>Failure to achieve Best Value</p>			CDDP004 Financial	25	16
				CDDP012 Economic Downturn	20	12
		CDPE002 Finance	20	6		
		CDPE009 Economic Downturn	20	15		
		CDRT006 Finance	25	9		
		CDRT017 Economic Downturn	20	6		
		CFCJ002 Funding	25	12		
		CFED010 Financial Management & Sustainability	20	12		
		CSCF009 Finance - Planning	25	25		
		CSCF010 Finance - Management	25	25		
		CSCS001 Budget / Finance	20	15		
		CSHB004 Finance	20	12		
		DCC004c CITY PLAN - Inadequate steps taken to generate inclusive economic growth / community wealth building	25	12		
		DCC015c Delivery of the Council's Long Term Objectives is Impacted by Insufficient Investment in Assets & Infrastructure	20	20		
		NSCo003 Finance / Sustainability	20	9		
		NSCS004 Budgets	12	6		
		NSEN004 Resourcing / Finance	20	12		
NSHC001 Finance	20	9				

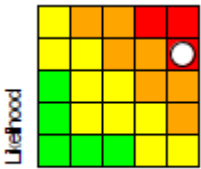

Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC002 Effectiveness of Partnerships	<p>Risk that partnerships are not effectively commissioned, contracted and monitored and fail to deliver expected results. Key partnerships include:</p> <ul style="list-style-type: none"> • L&CD • Tayside Contracts • Tayside Plan for Children, Young People and Families • Employability Partnership • Alcohol and Drugs Partnership • Michelin Scotland Innovation Parc • Eden Project <p>NB: IJB /DH&SCP is considered separately as risk DCC012 IJB/DHSCP</p> <p>Impact / Consequence:</p> <ul style="list-style-type: none"> • Reputational damage • Risk of dispute arising between partners • Partnership breakdown causes or is caused by failure to deliver outcomes / priorities • Needs are not met in accordance with approved strategies and policies • Potential overspends / additional costs incurred • Partnerships do not deliver value for money 	 <p style="text-align: center;">Impact</p>	 <p style="text-align: center;">Impact</p>	CDPE005 Partnerships	20	6
				CDRT007 Suppliers / Partners	12	6
				CFCJ007 Partnerships / External Providers	25	9
				CFED004 Supplier / Partner Failure	9	12
				CSCS006 Suppliers / Service Providers	16	8
				CSIT010 Failure of External ICT Suppliers To Deliver Required Agreed Service	16	9
				NSCS007 Suppliers / Partnerships / Contracts	12	8
				NSEN017 Partners / Suppliers	16	12
				NSHC007 Partners & Suppliers	16	16

Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC003 Resilience	Risk that the Council is unable to deliver critical services due to inadequate business resilience or cyber security arrangements. Risk that the Council cannot respond to or support emergencies in its area, or meet requirements of the Civil Contingencies Act 2004 Impact / Consequences - Allow physical, financial or emotional harm to come to citizens or stakeholders - Unable to deliver frontline services following disaster, failure or cyber security incident - Loss of information / records - Reputational impact - Unlawful disclosure of sensitive information - Financial cost and penalties			CDDP010 Climate Change / Environment	25	15
				CDPE014 Climate Change / Environment	20	12
				CDRT010 Severe Weather	20	9
				CFCJ012 Failure of Critical Services	20	9
				CFED003 Failure of Critical Services	9	12
				CFED007 Critical Incidents	20	15
				CSIT002 Failure to provide regular maintenance and/or timely incident resolution for software & hardware	16	9
				CSIT004 Failure to Protect The Council From a Cyber Attack	25	16
				CSIT006 Failure To Restore Critical Business Services on a Timely Basis Following An Outage	20	6
				CSIT015 Failure To Resolve Incidents	16	6
				NSCS010 Emergency Response	25	10
				NSEN010 Emergency Response	25	12
NSHC010 Emergency Response	25	12				
DCC004 City Plan	LINK TO CITY PLAN 2022-2032					

Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC004a CITY PLAN - Failure to Adequately Address Poverty / Inequalities	Dundee has enduring inequalities concentrated in certain communities, in particular Linlathen and Stobswell West. Within the City as a whole, 22.5% of children are living in poverty after housing costs, while 31% of all households in Dundee are estimated to be fuel poor. Health inequalities persist, with below average life expectancy, higher than average incidences of overweight and obese P1 pupils and issues with drug dependency. Failure to address these underlying issues risks further entrenchment of the current inequalities, a potential widening of the attainment gap and lost opportunities to improve wellbeing and raise citizens out of poverty, particularly in relation to children and young people.			CEHLO02 Ineffective implementation of Fairness and Child Poverty Action Plan	12	16
				HSCP026 Drug and Alcohol Recovery Service	25	16
DCC004b CITY PLAN - Failure to address climate change / net zero	As a consequence of climate change, there is a risk that the Council may be unable to deliver the Council and Corporate plans. In response, the Council has declared a 'climate emergency'. Impact / Consequences: - operational and reputational impacts - irregular weather patterns - increased flood risk due to more extreme rainfall alongside heightened drought conditions - property and infrastructure damage sustained from more extreme wind - danger to individuals from storm damage to infrastructure / property / vegetation - financial costs of storm damage - financial requirements to adapt buildings to cope with climate change			CDDP010 Climate Change / Environment	25	15
				CDPE014 Climate Change / Environment	20	12
				CDRT010 Severe Weather	20	9
				CEHLO10 Emergency communications	12	12
				CETP041 Climate Change - Insufficient NECPO Response	6	6
				NSCS010 Emergency Response	25	10
				NSEN010 Emergency Response	25	12

Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC004c CITY PLAN - Inadequate steps taken to generate inclusive economic growth / community wealth building	In Dundee, the state of the economy is mixed. While there have been many efforts to increase economic growth and wealth generation, with improvements on levels of employment pre COVID, Dundee still falls below the average for Scotland in various key metrics. Dundee has a less economically active population than average and of those, less individuals were in employment than the average by 1.8%. The unemployment rate is higher by 1%(4.9% compared to 3.9%) Although there has been major improvements since COVID, a lot of the working population will still be feeling the effects of COVID in the workplace. Failure to address these issues can result in higher unemployment rates and therefore a less economically active population. This can impair the city's ability to generate wealth and cultivate a strong economy that's sustainable going into the future			CDDP012 Economic Downturn	20	12
				CDPE009 Economic Downturn	20	15
				CDRT017 Economic Downturn	20	6
				CSCF009 Finance - Planning	25	25
				DCC001 Financial Sustainability	20	25
DCC005 Governance	<p>Risk that the Council's governance arrangements do not operate effectively in order to meet stakeholder and legislative requirements.</p> <p>Impact / Consequence</p> <ul style="list-style-type: none"> - Fail to deliver objectives - Unable to demonstrate Best Value - Inappropriate use of resources (from fraud or error) - Inadequate transparency - Poor decision making - Increased scrutiny 					

Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC006 Corporate Health & Safety	<p>Risk that the Council has inadequate arrangements to protect those for whom it has a duty of care.</p> <p>Impact / Consequence</p> <ul style="list-style-type: none"> - Allow harm to come to citizens, tenants, staff or stakeholders - Reputational impact of failure - Legal intervention - Financial cost and liabilities - Impact on staff wellbeing 			CDDP014 Health & Safety	25	10
				CDPE016 Health & Safety	25	10
				CDRT011 Health & Safety	25	8
				CFCJ004 Harm (to / caused by service user)	25	15
				CFED005 Health & Safety	25	15
				CSCS005 Health & Safety (Staff / Clients Under Threat, incl at venues)	20	12
				CSHB006 Health & Safety / Protection (Internal & External)	25	12
				NSCo008 Health & Safety	25	12
				NSCS008 Health & Safety	20	6
				NSEN009 Health & Safety Procedures / Training	20	12
				NSEN021 Ash Dieback	25	15
				NSHC006 Health & Safety	20	12

Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC007 Information Governance	<p>Risk that the Council information is not governed in line with legislative requirements, including GDPR and FOI legislation.</p> <p>Impact / Consequences</p> <ul style="list-style-type: none"> - Allow confidential or sensitive information to be shared unlawfully - Reputational impact of failure - Legal intervention - Prosecution - Financial cost and liabilities - No suitable information available to support decision making 	 <p>Impact</p>	 <p>Impact</p>	CDDP013 Data Protection	20	12
				CDDP016 Failure to Remove Systems Access Following an Officer Status Change	20	15
				CDPE011 Data Protection	20	12
				CDPE018 Failure to Remove Systems Access Following an Officer Status Change	20	8
				CDRT015 Information Governance	9	6
				CEHLO21 CEHL - Information Governance	20	8
				CEHLO23 Failure to Remove Systems Access Following an Officer Status Change	20	10
				CFCJ008 Data Protection / Information Governance	25	12
				CFCJ016 Failure to Remove Systems Access Following an Officer Status Change	20	15
				CFED006 Information Governance	15	15
				CFED015 Failure to Remove Systems Access Following an Officer Status Change	20	15
				CSCF028 Data Protection / Information Governance	25	15
				CSCF032 Failure to Remove Systems Access Following an Officer Status Change	20	15
				CSCS002 Information / GDPR / Confidentiality	25	15
				CSCS010 Failure to Remove Systems Access Following an Officer Status Change	20	15
				CSCS021 Copy of Failure to Remove Systems Access Following an Officer Status Change	20	6
				CSDL003 Data Protection	25	6
				CSDL008 Failure to Remove Systems Access Following an Officer Status Change	20	20
				CSHB002 Data Protection / Access / Management	25	9
				CSHB011 Failure to Remove Systems Access Following an Officer Status Change	20	9
CSIT004 Failure to Protect The Council From a Cyber Attack	25	16				
CSIT005 Failure to Protect Sensitive Data	16	9				
CSIT009 Failure to Control IT User Access	20	6				

Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
				CSIT014 Control Failures	16	9
				CSIT016 Failure to Remove Systems Access Following an Officer Status Change	20	15
				NSCo013 Failure to Remove Systems Access Following an Officer Status Change	20	12
				NSCS005 Information Governance	20	6
				NSCS012 Failure to Remove Systems Access Following an Officer Status Change	20	15
				NSEN018 Information Governance	25	12
				NSEN022 Failure to Remove Systems Access Following an Officer Status Change	20	3
				NSHC008 Information Governance	25	12
				NSHC013 Failure to Remove Systems Access Following an Officer Status Change	20	12

Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC008 Workforce	<p>Risk that there is inappropriate or insufficient staff resources to meet service demands and deliver the Council vision</p> <p>Impact / Consequences</p> <ul style="list-style-type: none"> - Fail to deliver objectives - Increased sickness absence - High vacancy level / inability to recruit - Reliance on contractors / agency staff - Loss of corporate knowledge from departures - Inadequate skills / experience - Lack of resources to deliver priorities - Impact on personal wellbeing - Loss of specialist skills to competitors 			CDDP003 Staff	20	12
				CDPE003 STAFF (recruitment / retention / succession planning / skills gaps)	20	12
				CDPE004 STAFF (engagement / management / communications)	16	6
				CDRT004 Staffing	20	8
				CFCJ001 Staff	25	4
				CFED008 Workforce	15	12
				CSCF005 Staff - Recruitment / Retention	20	20
				CSCF006 Staff - Management / Engagement / Policy	20	12
				CSCS004 Staff - Levels / Training	20	9
				CSDL002 Staff	25	9
				CSHB001 People	20	8
				CSIT008 Over-reliance On Key Individuals With Key Knowledge Or experience	12	9
				DCC012 Integration Joint Board / Dundee Health and Social Care Partnership	25	16
				NSCo002 Workforce	16	12
				NSCS002 Staff - Resourcing	20	8
				NSCS003 Staff - Competency (loss of key staff)	20	16
				NSEN014 Staff - Resourcing	25	16
				NSEN015 Staff - Competency (loss of key staff)	20	12
				NSHC002 Staff - Competency	20	6
				NSHC003 Staff - Resources	25	6


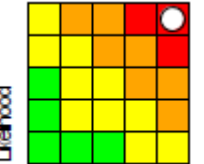
Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC009 Statutory & Legislative Compliance	<p>Risk that the Council fails to operate in accordance with law, regulation and statutory guidelines</p> <p>Impact / Consequences</p> <ul style="list-style-type: none"> - Non compliance and legal challenge - Financial cost and liabilities - Obligations to vulnerable groups not met - Reputational impact - Ministerial or Regulatory action/censure - Failure to achieve Best Value 	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	CDDP007 Compliance with Legislation / Regulation / Guidance	20	12
				CDPE008 Legislation / Regulation	20	8
				CDRT008 Legislative / Regulatory Compliance	16	2
				CFCJ006 Demand-Led Services / Legislation	25	16
				CFED011 Statutory / Regulatory Compliance	25	15
				CSCS007 Compliance	25	10
				CSDL006 Regulatory / Legislative Compliance	20	8
				CSHB005 Legal / Legislative	10	8
				CSIT007 Failure To Comply With Legislation / Regulations	12	6
				NSCo007 Legal / Regulatory Compliance	15	15
				NSCS009 Compliance	25	15
				NSEN008 Legal / Regulatory Compliance	25	15
				NSHC004 Compliance	25	9
DCC010 Major Project Delivery	<p>Risk that major projects are not delivered on time, to budget and do not provide the designed benefits.</p> <p>Impact / Consequences</p> <ul style="list-style-type: none"> - Fail to deliver objectives - Essential services not delivered - Financial cost and liabilities - Reputational impact 	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	CDDP006 Waterfront	25	9
				CFCJ014 Transformation / Major Project Delivery	25	16
				CFED013 Transformation / Major Project Delivery	20	8
				Mosaic001 Mosaic Adult Finance Go Live		
DCC011 Transformation	<p>Risk that transformation and change impacts on business as usual activities, fails to deliver objectives and benefits or is insufficient in response to the changing external environment.</p> <p>Impact / Consequences</p> <ul style="list-style-type: none"> - Fail to deliver objectives/implement agreed changes - Financial cost and liabilities - Demand and expectations not met - Fail to achieve required savings - Reputational impact - Impact on staff wellbeing and culture 	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	CEHL022 Transformation	15	9
				CFCJ014 Transformation / Major Project Delivery	25	16
				CFED013 Transformation / Major Project Delivery	20	8
				CSCF031 Transformation / Change	25	12
				CSCS009 Transformation / Change Management	12	9
				CSHB010 Transformation & Change Management	16	6
				CSIT011 Failure To Modernise	16	6
				CSIT012 Failure to Manage Change	20	9
NSCo005 Future Delivery Model	25	12				

Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC012 Integration Joint Board / Dundee Health and Social Care Partnership	Risk that the Dundee HSCP is unable to deliver statutory / essential services due to financial, workforce or governance issues Impact / Consequences <ul style="list-style-type: none"> • Unable to meet aims within anticipated timescales • Unable to maintain spend within allocated resources • staffing issues impact on organisational priorities and operational delivery • adverse impact on staff engagement / buy-in • impact on staff morale and potential exposure to claims 			3.a HSC IJB / HSCP		
				DCC008 Workforce	16	16
DCC013 Fraud & Corruption	Risk that the council is exposed to all elements of fraud & corruption including those in the following categories: ~ financial transactions including money laundering ~ human resources ~ procurement & contracting ~ property leases & land ~ IT / data ~ decision making Impact / consequences: ~ financial loss to the council ~ failure to achieve best value ~ inappropriate awards of contracts ~ potential sub-standard service ~ potential legal challenge ~ adverse audit ~ reputational damage to the council ~ impact on staff morale ~ failure to comply with legislation / regulation ~ inappropriate influence / decision making ~ data loss / misappropriation ~ enabling serious organised crime			CDDP015 Fraud & Corruption	20	12
				CDPE017 Fraud & Corruption	20	8
				CDRT013 Fraud	20	9
				CEHL013 Fraud Risk	4	3
				CFCJ015 Fraud & Corruption	25	8
				CFED014 Fraud & Corruption	25	12
				CSCF011 Fraud & Corruption	25	12
				CSCS008 Fraud & Corruption	25	10
				CSDL007 Fraud & Corruption	15	2
				CSHB009 Fraud & Corruption	25	12
				NSCo012 Fraud & Corruption	25	12
				NSCS011 Fraud & Corruption	25	10
				NSEN020 Fraud & Corruption	25	8
				NSHC012 Fraud & Corruption	25	12

Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC015 Property & Infrastructure Assets	The Council holds significant levels of property and infrastructure assets valued at over £1bn. There are various risks associated with these assets, including (but not limited to) the need to support an adequate level of ongoing investment to maintain, improve and replace them; the potential for loss of critical assets; societal changes resulting in potential redundancy of certain assets / increased demand for others. There are key areas of potential impact within the Council associated to property and infrastructure risks, and for control and monitoring purposes this risk has been split into sub risks. These are assessed and reviewed individually.					
DCC015a Delivery of General Fund Service(s) Affected by Loss of Critical Asset(s)	Risk to service delivery due to the loss of a critical asset. The Council is reliant on the availability of assets as enablers for the delivery of key services. The Council's tenure varies between owner, tenant and landlord, and the assets are an eclectic mix from office accommodation, light industrial, schools and housing, to depots, parks and roads. The effect and timescale for recovery following complete or partial loss of a critical asset will vary dependent on the individual asset and the specific risk event. Impact / Consequences: ~ loss of income / cost of alternative service provision ~ service interruption / loss ~ political risk ~ Inability to meet client expectations / interruption of statutory services delivery			DCC015b Delivery of HRA Service(s) affected by Loss of Critical Asset(s)	20	12
				DCC015c Delivery of the Council's Long Term Objectives is Impacted by Insufficient Investment in Assets & Infrastructure	20	20
				NSCo010 Facilities (Property / Infrastructure)	25	12
				NSEN005 Property /Asset Management	20	12
				NSHL002 Property Assets	20	12

Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC015b Delivery of HRA Service(s) affected by Loss of Critical Asset(s)	<p>The Council has a large-scale exposure to property risk, as owner and landlord of around 12,500 Council owned residential properties. Whilst the risk to residential property is mostly spread over terraced, semi-detached and small blocks of flats and therefore limited in terms of extent, there remain larger flatted multi blocks which would pose a major risk event should the loss of one of these occur for whatever reason. In addition, the Service is responsible for direct access temporary accommodation, specifically Lily Walker which is used for homeless accommodation.</p> <p>Climate change adds to the risk levels with potential for more frequent and intense storms resulting in increased incidence of damage and loss, and ongoing expectations of improving standards in respect of insulation, heating, cooling, quality.</p> <p>The Council has identified a number of properties with Reinforced Aerated Autoclaved Concrete (RAAC) in Council properties in Dundee.</p> <p>Impact / consequences:</p> <ul style="list-style-type: none"> - Increased costs of compliance / protection / maintenance / repair - Political / reputational damage - Insufficient / inadequate housing stock to meet demand - Increased H&S risks 		DCC015a Delivery of General Fund Service(s) Affected by Loss of Critical Asset(s)	25	15	
			DCC015c Delivery of the Council's Long Term Objectives is Impacted by Insufficient Investment in Assets & Infrastructure	20	20	
			NSCo010 Facilities (Property / Infrastructure)	25	12	
			NSENO05 Property /Asset Management	20	12	
			NSHC009 Property Management (Council Housing)	20	12	
			NSHL002 Property Assets	20	12	

Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC015c Delivery of the Council's Long Term Objectives is Impacted by Insufficient Investment in Assets & Infrastructure	<p>The Council continues to experience a period of financial constraints which, combined with high inflationary pressures, has led to reduced availability of revenue and capital funds and an increasing need to focus tight cash resources on key priorities. There is an ongoing, and potentially increasing, level of risk that this will lead to inadequate investment in assets and infrastructure (both existing and new) resulting in an impact on the Council's ability to meet its strategic objectives. This may be a direct or indirect impact, or potentially both. Impact / Consequences:</p> <ul style="list-style-type: none"> ~ Ongoing erosion to the standard of existing assets / infrastructure leading to higher costs in the longer term to repair / replace these ~ Key assets / infrastructure become unfit for purpose, leading to their complete loss ~ Service provision impacted adversely / inability to provide some services ~ Environmental obligations not, or only partially met 			CDDP004 Financial	25	16
				CDHL003 Finance	25	16
				CSCF009 Finance - Planning	25	25
				DCC001 Financial Sustainability	20	25
				DCC015a Delivery of General Fund Service(s) Affected by Loss of Critical Asset(s)	25	15
				DCC015b Delivery of HRA Service(s) affected by Loss of Critical Asset(s)	20	12
				NSEN005 Property /Asset Management	20	12
				NSHL002 Property Assets	20	12
DCC017 Public Sector Reform	Ongoing public sector reform is anticipated, with this taking various forms and having the potential to impact any part of the Council. For this reason, various sub-risks will be used to reflect the different areas of risk as these are identified.					

Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC017a National Care Service	<p>The creation of a new National Care Service represents a risk to the Council, it's staff and to service users. Specifically the uncertainty surrounding how the NCS will eventually be structured, including the interface with Local Authorities such as resource provision, funding and provision / funding of support services.</p> <p>Impact / Consequences:</p> <ul style="list-style-type: none"> ~ impact on the ability to improve outcomes for service users ~ service disruption ~ staff concerns - employment position unclear / potential recruitment and retention difficulties ~ uncertainty likely to exacerbate already 'fragile' position in terms of recruitment and retention ~ lack of clarity over future of the essential Chief Social Worker role ~ inability to reasonably plan for ongoing service provision ~ lack of clarity over future of Integrated Children's Services - at time of writing (10/2022) a national working group has been established to consider this, but this is at a very early stage. ~ as yet unknown impact on support services currently provided by the Council ~ financial impact ~ reduction to / loss of local input ~ uncertainty over longer term occupation of Council owned / leased HSCP premises? 	 <p style="text-align: center;">Impact</p>	 <p style="text-align: center;">Impact</p>	HSCRO0a1 Restrictions on Public Sector Funding	20	20
				HSCRO0c2 Increased Bureaucracy	20	16