

REPORT TO AUDIT COMMITTEE – 13 DECEMBER 2018

RISK MANAGEMENT REVIEW – 30 SEPTEMBER 2018

1 Recommendations

The Committee is recommended to:

- 1.1 Note the contents of the review; and**
- 1.2 Agree that a further report be provided in December 2019.**

2 Background / Discussion

- 2.1 The Council's Risk Management Policy & Procedures require the Risk Manager to report to the Committee on an annual basis.
- 2.2 To ensure consistency in reporting a Risk Management Review is prepared by the Risk Manager on a quarterly basis. The latest review, covering the period July to September 2018 is attached (Appendix 1).

The Reviews are also provided to the:

- Strategic Leadership Team (quarterly)
- Members of the Audit Committee and Business Services Committee(quarterly via Ward Pages)
- Corporate Risk Management Steering Group (each time it meets)

- 2.3 The Head of Finance and Monitoring Officer within Business Services have been consulted in the preparation of this report and are satisfied that the report complies with the Scheme of Governance and relevant legislation.

3 Scheme of Governance

- 3.1 The Committee is able to discuss this item in terms of Sections G.1.2.d and G.1.4 of the List of Committee Powers in Part 2A of the Scheme of Governance as the Committee is responsible for risk management and risk assessment arrangements and procedures.

4 Implications and Risk

- 4.1 An equality impact assessment is not required because this report is principally designed to update members on risk management and business continuity activities during the last year. There will be no differential impact, as a result of the report, on people with protected characteristics.
- 4.2 There are no staffing and financial implications.

4.3 The following Risks have been identified as relevant to this matter on a Corporate Level ([Corporate Risk Register](#)):

ACORP007 Social risk (e.g. population changes, poverty & social inequality, demographic changes, crime, antisocial behaviour);

ACORP009 Operational Risk Management (including health & safety); and

ACORP010 Environmental challenges e.g. extreme weather events, climate change. (This includes localised risks around flooding and air pollution and the need for communities to display resilience)

Ritchie Johnson
Director of Business Services

Report prepared by Norrie Crichton, Risk manager
19 November 2018



Risk Management Review

Quarterly Report To:
30 September 2018
(Update November 2018)

Norrie Crichton
Risk Manager
Risk Management & Business Continuity

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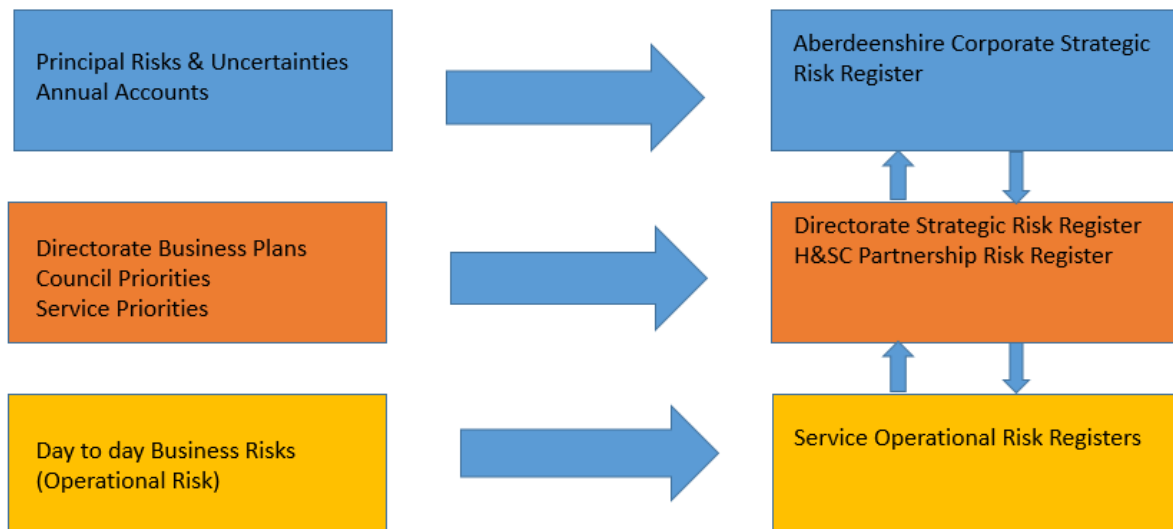
Executive Summary

- Risk Management & Business Continuity activities continue to focus on the key elements and themes documented in the Risk Management & Business Continuity Strategy.
- The Principal Risks and Uncertainties facing the Council have been identified (see Appendix 1) and were included within the Council's Annual Accounts for 2017/18.
- Directorates, in developing their Business Plans (2017-2020), have identified the key risks relating to both the Council Priorities (at that time) and Service Priorities (see Appendix 2). These require to be updated to reflect the Council Priorities (2017 – 2022). This work is being undertaken by Corporate Communication & Improvement.
- Service level Operational Risk Registers have been updated and all risks on either the Corporate or Directorate Risk Registers have been removed. These will be updated between December 2018 and March 2019.
- Testing of the Service Business Continuity Plans is generally up to date. Where testing is overdue this has been raised with both the Service and the relevant Director.
- Emergency Plans were invoked during the period under review in response to the Water Scarcity issues being experienced in parts of Aberdeenshire. Plan development, plan reviews and training of relevant staff continued throughout the quarter.
- Contest is the UK Governments Counter Terrorism Strategy. The Council has a Contest Implementation Strategy in place. This is being updated to reflect the recently published UK Government Counter-terrorism strategy (CONTEST) 2018.
- The threat level for international terrorism remains at Severe. This means that an **“attack is highly likely”**. Current briefings indicate that the threat level is unlikely to decrease in the foreseeable future and that organisations should have plans in place for a future **“move to critical”**
- Activity to Deter & Disrupt Serious Organised Crime activities within Aberdeenshire continues to focus on Drug Trafficking & Dealing issues.

Risk Registers

Risk Registers have been updated to reflect the changes in the Council structure and to link in with the risks identified in Service Business Plans. Risk Registers are maintained at a Corporate, Directorate level and Operational level as shown in the graphic below.

The intention to migrate the Corporate and Directorate Risk onto Pentana is not being progressed at this time. Initial testing of the Pentana Risk Management Module identified a number of issues including a significant workload for Services.



Principal Risks and Uncertainties

These risks are broadly similar to those faced by many public sector organisations. These risks, which formed part of the Council's Annual Accounts for 2017/18, are summarised in Appendix 1. These Risks are regularly reviewed with any revisions being agreed by the Corporate Risk Management Steering Group.

Directorate Risks

As part of the Service Planning (2017 – 2020) process each Service identified risks associated with Council Priorities and Service Priorities. The identified risks are summarised in Appendix 2.

The [Council Plan 2017-22](#) identifies 11 priorities which differ from those detailed in the Service Plans (2017 – 2020). Customer Communication & Improvement are working on the delivery plans for the Council Plan and these have not yet been approved. Updates to the Directorate Risk Registers will be undertaken following approval of the updated delivery plans. **Risks which no longer apply have been shaded out.**

Aberdeenshire Health & Social Care Partnership have undertaken a Risk Identification exercise. The Council and NHS Grampian risk functions were actively

involved in this process. The identified risks are held on the NHS Grampian Risk Management system and will be reported to the Integrated Joint Board.

Service Operational Risk Registers

These Risk Registers were updated during the quarter ended 30 September 2017 to ensure that any Risks contained within the Corporate and Directorate Risk Registers were removed. The remaining risks were updated where required. These Risk Registers will be reviewed and updated during the financial year 2018/19.

Business Continuity & Emergency Planning

Documentation & Plans

All Services have completed a Business Impact Analysis (BIA) which has identified the critical activities for the Service. These require to be reviewed and updated on a regular basis.

All Service Business Continuity Plans (BCP) have been completed. These require to be tested and updated on a regular basis.

The excerpts below from the Business Continuity & Emergency Planning– Plan Monitoring Schedule summarises the current position in relation to:

- The documentation and review of Core Policy & Procedure Documents.
- The documentation and testing of Service Business Continuity Plans (including Service Emergency Response Responsibilities).
 - Any outstanding Tests are actively followed up with the Service and the relevant Director advised.

A School Emergency Response & Business Continuity Plan is in place for all Academies and Primary Schools. These are subject to regular testing with any outstanding tests advised to the Directorate Management Team.

Sheltered Housing Emergency Response & Business Continuity Plans been developed. At the present time the review and update of these plans sit with the Service.

Work continues to embed the Emergency Response & Business Continuity Plans for community sports centres.

Core Policy & Procedure Documents

- The Emergency Planning Policy & Procedures are being updated to include the learning from past events and the revised document will be published before the end of 2018. The Policy element is unchanged however the “Procedures” have been fully reviewed and now provide “Guidance” that reflects current practice.
- The Corporate Incident Management Framework has been replaced with the Aberdeenshire Council Incident Management System (IMS). The updated IMS has been tested during the response to a number of recent incidents and has proved to be effective.

Document	Version	Dated	Review Due	Days Until Review Due	Plan Owner	Plan Author	Comments
Business Continuity Policy & Procedures	2	01/11/2017	01/11/2019	391	Chief Executive	Risk Manager	
Emergency Planning Policy & Procedures *	4	01/07/2011	01/12/2018	61	Risk Manager	GEPU	Under Review
Pandemic Flu Contingency Plan	03/01/1900	01/11/2017	01/11/2019	391	Chief Executive	Risk Manager	
Aberdeenshire Council IMS Handbook	1	10/10/2017	10/10/2020	730	Risk Manager	GEPU	Replaced Corporate Incident management framework
Crisis Communications Plan *	12	08/06/2018	08/12/2019	428	Head of Service (CC&J)	Head of Service (CC&J)	
Corporate Business Continuity Plan	4	28/02/2017	28/11/2018	58	Chief Executive	Risk Manager	
Emergency Planning - Councillor Guidance *	1.1	01/12/2008	01/12/2018	61	Risk Manager	Risk Manager	
BCP Risk Assessment		21/04/2017	20/10/2018	20	Director, Business Services	Risk Manager	
Rest Centre Plan *	3	01/11/2017	01/11/2019	391	Risk Manager	Risk Manager	
Fuel Disruption Plan **	4	13/10/2016	13/10/2019	373	Chief Executive	Risk Manager&GEPU	
Coastal Pollution Arrangements	Jan-15	01/01/2015	01/03/2019	151	Chief Executive	GEPU	Under Review

Service Business Continuity Plans (including Service Emergency Response Responsibilities)
Plan Documentation

All Documentation is currently up to date.

Service	Plan Name	Plan Criticality	Business Impact Analysis			Business Continuity Plan			
			Dated **	Review Due	Days Until Review Due	Version	Dated ***	Review Due	Days Until Review Due
Business Services	Accountancy, Corp Fin, Payments & Procurement	A	04/01/2018	04/07/2019	274	10	11/05/2018	11/05/2020	581
	Revenue & Benefits	A	12/04/2018	12/10/2019	372	16	16/03/2018	16/03/2020	526
	Customer Relationship Management	A	01/08/2018	01/02/2020	481	17	01/08/2018	01/08/2020	661
	Legal & Governance	C	11/04/2018	11/04/2020	551	10	05/04/2018	12/04/2021	912
	Registrar Services	A	12/01/2018	12/07/2019	282	3	12/01/2018	12/01/2020	462
	HR&OD & Payroll	B	17/01/2017	17/01/2019	107	7	21/08/2018	21/02/2021	861
	Customer Comms & Imp	B	02/10/2017	02/10/2019	362	4.1	05/09/2018	05/03/2021	875
	ICT	A	05/03/2018	05/09/2019	335	2.1	01/02/2018	01/02/2020	481
	Child Care	A	21/06/2018	21/12/2019	441	4	21/06/2018	21/06/2020	621
	Education	B	01/11/2016	01/11/2018	31	10	08/05/2018	08/05/2020	578
Infrastructure	Infrastructure Services	A	16/03/2018	16/09/2019	346	4	16/03/2018	16/03/2020	526

Plan Testing

With the exception of Infrastructure Services Test 1 all Testing is currently up to date. The outstanding Test is being actively followed up.

Plan Name	Plan Criticality	Test 1			Test 2			Test 3			Test 4		
		Last Test *	Next Test	Days Until Due	Last Test *	Next Test	Days Until Due	Last Test *	Next Test	Days Until Due	Last Test *	Next Test	Days Until Due
Accountancy, Corp Fin, Payments & Procurement	A	13/05/2018	13/11/2018	43	06/08/2018	06/08/2019	306	28/04/2017	13/11/2018	43	30/06/2017	08/07/2019	278
Revenue & Benefits	A	31/07/2018	31/01/2019	120	25/10/2017	27/10/2018	27	22/01/2018	31/07/2019	300	09/05/2017	29/04/2019	209
Customer Relations Mgt	A	15/08/2018	15/02/2019	135	09/04/2018	10/06/2019	250	12/01/2017	03/04/2019	183	27/02/2017	10/05/2019	220
Legal & Governance	C	08/05/2018	08/05/2019	218	12/04/2018	12/04/2020	552	31/03/2017	12/04/2019	192	12/04/2018	12/04/2020	552
Registrar Services	A	08/05/2018	08/11/2018	38	25/07/2018	25/07/2019	295	25/07/2018	25/01/2020	475	25/07/2017	25/07/2019	295
HR&OD & Payroll	B	21/08/2018	21/05/2019	231	06/01/2018	06/07/2019	276	06/01/2017	06/01/2019	96	06/01/2017	06/01/2019	96
Customer Comms & Imp	B	08/10/2018	08/07/2019	278	18/04/2017	01/12/2018	61	02/10/2017	02/10/2019	362	02/10/2017	02/10/2019	362
ICT	A	17/07/2018	17/01/2019	107	10/09/2018	10/09/2019	340	01/03/2018	02/06/2019	242	14/05/2018	14/05/2020	584
Child Care	A	14/06/2018	14/12/2019	434	07/12/2017	14/01/2019	104	14/06/2018	14/12/2019	434	14/12/2016	14/01/2019	104
Education	B	22/05/2018	22/02/2019	142	22/05/2018	22/11/2019	412	29/08/2017	09/07/2019	279	29/08/2017	09/07/2019	279
Infrastructure Services	A	16/03/2018	16/09/2018	-14	16/03/2018	16/03/2019	166	16/03/2018	16/09/2019	346	16/03/2018	16/03/2020	526

Emergency Planning

Emergency Plans were invoked during the current quarter in response to Water Scarcity issues. The prolonged period of drier than normal weather has resulted in a number of private water supplies across Aberdeenshire failing. The Council is working with Scottish Water to provide alternative supplies to the households involved. The costs for this response will be met by the Scottish Government.

Event Planning & Safety

Event Planning

Guidance has been developed by Aberdeenshire Council to give basic advice to Council staff and external event organisers on how to organise a safe and legal event having regard to local circumstances.

The key objectives of the guidance are:

- That Event organisers (including Council Services) have access to consistent guidance;
- That Event organisers engage with the Council and partner agencies at an early stage;
- That the level of planning is proportionate to the scope and scale of the planned event; and
- That Licence applications are submitted well in advance of the event date and are accompanied by an adequate and effective Event Plan.

Event Safety (Events Oversight Group)

The Council and partner agencies involved in the safe running of events meet on a regular basis to discuss forthcoming events, review recently held events and to monitor the effectiveness of our event planning procedures.

Contest

Background

CONTEST is the name of the United Kingdom's counter-terrorism strategy. CONTEST is split into four work streams that are known within the counter-terrorism community as the 'four P's': Prevent, Pursue, Protect, and Prepare:

- The purpose of Pursue is to stop terrorist attacks.
- The purpose of Prevent is to stop people from becoming terrorists or supporting terrorism.
- The purpose of Protect is to strengthen our protection against a terrorist attack
- The purpose of Prepare is to mitigate the impact of a terrorist attack

UK Threat Levels

The UK Threat Levels are the alert states that have been in use since 1 August 2006 by the British government to warn of forms of terrorist activity. Threat levels don't have an expiry date. They can change at any time as different information becomes available.

The threat level expresses the likelihood of an attack in the near term. There are 5 Threat levels:

- Low – an attack is unlikely;
- Moderate – an attack is possible, but not likely ;
- Substantial – an attack is a strong possibility;
- Severe – an attack is highly likely; and
- Critical – an attack is expected imminently.

The threat to the UK (England, Wales, Scotland and Northern Ireland) from international terrorism is SEVERE.

The threat to Great Britain (England, Wales and Scotland) from Northern Ireland-related terrorism is Moderate.

The threat to Northern Ireland from Northern Ireland-related terrorism is SEVERE.

The threat level for international terrorism has been at Severe (or Critical) since August 2014 meaning that an “**attack is highly likely**”. Current briefings indicate that the threat level is unlikely to decrease in the foreseeable future and that organisations should put plans in place for any “**move to critical**”.

Contest Activity

<p>Pursue</p>	<p>This is a function of the Police and Security Services.</p>
<p>Prevent Local Authorities have a key role in the delivery of Prevent, which is aligned to a range of current statutory duties covering child and adult protection and offender management. In addition, as a result of the Counter Terrorism and Security Act 2015, LAs now have a statutory duty to pay due regard to the Prevent strategy. Specifically, referrals of individuals who may become or are involved in violent extremism and terrorism should be considered by the LA, and systems must be in place to ensure work is undertaken to support and safeguard such individuals</p>	<p>The Council has a CONTEST Strategy in place.</p> <p>The number of staff who have completed Prevent training is:</p> <ul style="list-style-type: none"> • e-learning: 5994 (4507) as at 30/06/18) • Workshop: 442 (444 as at 30/06/18)
<p>Protect The Critical Infrastructure Resilience Team at the Scottish Government is currently developing the national Protect Delivery Plan 2016-18 and is engaging with the National Protect Subgroup.</p>	<p>The Council Contest Strategy aims to ensure that proportionate measures are (or can be put in place) to protect our people and places from terrorist attack. This is achieved by:</p> <ul style="list-style-type: none"> • Building upon existing protective security measures; • Ensuring existing protective security measures are being effectively applied; • Working with Police Scotland Counter Terrorism Security Advisers to deliver protective security awareness training; • Working with Grampian Local Resilience Partnership to develop a proportionate “Move to, Critical Plan”.

Prepare

The Council has a "Move To Critical" Plan which was invoked when the threat level was increased to Critical in May 2017.

The Council works with Grampian Emergency Planning Unit and Grampian Local Resilience Partnership to ensure that adequate and effective Emergency Plans are in place to mitigate the impacts of a terrorist attack.

We continue to test, review and update our "Move To Critical" Plan and Business Continuity Plans (including School Emergency Response & Business Continuity Plans) to ensure they are both up to date and fit for purpose.

Serious and Organised Crime (SOC)

Background

The Scottish Government strategy (“Letting Our Communities Flourish”) set out four objectives aimed at reducing the impact of serious organised crime in Scotland. The four objectives are:

- DIVERT – individuals (particularly young people) from engaging in or using the products of serious organised crime;
- DISRUPT – the activities of serious organised crime groups;
- DETER – through measures to protect communities, businesses and the public sector from serious organised crime; and
- DETECT – by boosting capacity and improving co-ordination to give serious organised criminals no place to hide.

The Council is a participant in the North East SOC Multi-Agency Group. A cross service Council SOC Group also meets with Police Scotland on a regular basis to discuss issues specific to Aberdeenshire.

Aberdeenshire SOC Activity

As part of the Action Plan being progressed by the Deter Sub-group of the Serious Organised Crime Taskforce, SOLACE agreed that all 32 local authorities should undertake a high level assessment of their readiness in relation to the risks posed by serious organised crime (SOC) and corruption. A group of officers meet 6 monthly to consider each of the sections in the document and an action plan is in place to take forward any identified issues.

The table below summarises recent SOC activity within Aberdeenshire.

Drug Trafficking & Supply	<p>SOC groups from England target primarily the north-east of Aberdeenshire. These groups continue to use local people to distribute drugs. Many of those involved in the distribution are vulnerable individuals.</p> <p>2 individuals were charged with drug supply offences from residential addresses in Aberdeenshire during the period under review.</p> <p>11 Drug Search Warrants were granted for addresses within Aberdeenshire during the period under review.</p> <p>2 individuals with Aberdeenshire addresses were convicted for Drug dealing offences during the period under review.</p>
Bogus Workmen	No issues during current quarter.
Landlord Registration	No issues during current quarter. .
Antisocial Behaviour Orders Relevant to SOC	6 Orders are currently in place. These relate to the supply and distribution of drugs.

Appendix 1 Principal Risks & Uncertainties

	Risk	Management & Controls	Management Confirmation of Controls	Independent Assurance	Governance
ACORP001	Budget Pressures	Budget setting process SLT monitoring. Budget Strategy Group. Budget management at various levels	Service Budget Monitoring Directorate Budget Monitoring	Internal Audit External Audit	Committee Reporting
ACORP002	Changes in government policy, legislation and regulation (including Education reforms and potential impact on integration of children's services)	COSLA membership SOLACE Membership of professional bodies at Corporate & Individual level	Corporate Risk Management Steering Group	Internal Audit External Audit Care Inspectorate Education Scotland	Committee Reporting
ACORP003	Workforce (attracting and retaining the right skills; performance; reward package) Managing the disruption to jobs as innovation and technology improve productivity.	HR&OD Policies Recruitment Strategy	Joint Consultative Committee Service Management Team Directorate Management Teams Strategic Leadership Team	Internal Audit External Audit	Committee Reporting

Risk ID	Risk	Management & Controls	Management Confirmation of Controls	Independent Assurance	Governance
ACORP004	Business and organisational change (including: ensuring governance structures support change; and, managing the pace of change)	Project Management Process	Strategic Leadership Team Project Manager Reporting	Internal Audit	Committee Reporting
ACORP005	Working with other organisations (e.g. supply chains, outsourcing, partnership working and commercialisation)	Partnership Policy & Partnership Risk Registers Procurement Policy	Strategic Leadership Team Reporting to Lead Service	Internal Audit Care Inspectorate	Committee Reporting Partnership Boards
ACORP006	Reputation management (including social media)	General Policy & Procedures Social Media Policy Information Security Management Group	Directorate & Service Management Teams Corporate Risk Management Steering Group	Care Inspectorate Education Scotland Internal Audit	Committee Reporting Committee Reporting

Risk ID	Risk	Management & Controls	Management Confirmation of Controls	Independent Assurance	Governance
ACORP007	Social risk (e.g. population changes, poverty & social inequality, demographic changes, crime, anti-social behaviour)	Community Planning Partnership PREVENT Delivery Group Serious & Organised Crime Implementation	Strategic Leadership Team Directorate Management Teams	Internal Audit External Organisations	Committee Reporting
ACORP008	Data Protection & Cyber Security	Information & Security Management Group Operational Controls	Corporate Risk Management Steering Group	Internal Audit External Organisations Information Commissioner	Committee Reporting
ACORP009	Operational Risk Management (including health & safety)	Risk Registers Operational Controls H&S Policies Accident Reporting Directorate & Service Risk Committees Occupational H&S Sub Group	Corporate Risk Management Steering Group H&S Audits	Internal Audit External Organisations Internal Audit External Audit H&S Executive	Committee Reporting Committee Reporting

Risk ID	Risk	Management & Controls	Management Confirmation of Controls	Independent Assurance	Governance
ACORP010	<p>Environmental challenges e.g. extreme weather events, climate change. (This includes localised risks around flooding and air pollution and the need for communities to display resilience)</p>	<p>Emergency Planning Arrangements Business Continuity Plans Adaptation strategies Community Resilience</p>	<p>Regional & Local Resilience Partnerships Corporate Risk Management Steering Group Emergency Response & Business Continuity Plan Monitoring</p>	<p>Internal Audit External Organisations</p>	<p>Committee Reporting Scottish Government</p>

Appendix 2 Directorate Risks

Business Services

Risks Related to Council Priorities

Risk ID	Priority	Impact	Identified Risks
BSSR001	Balancing The Books	<p>The financial pressures being experienced in the financial sector mean that budget savings need to be identified.</p> <p>The adoption of a medium term financial strategy will provide the estimated costs of running the council over the next 5 year period.</p> <p>By improving the way we are managed and the way we perform we can ensure we continue to develop as a modern effective organisation and ensure that we deliver good services that meet the needs of local communities and work with residents to ensure quality services continue to be delivered.</p>	<ul style="list-style-type: none"> • That money is reduced, but transformational change does not take place to realise the true savings as money is found from ways different from that identified in the budget templates. • Staff become de-motivated through lack of clarity on how savings will be delivered. • Legal challenges on the equality impacts as a result of savings. • Future process for identifying and delivering savings is not robust. • Lack of engagement with services will result in delays to delivery. • The level of financial settlement is lower than expected. • Single year settlement is lower than expected. • Demographics continue to rise and generate increasing demands. • A downturn in collection of Council tax and Business Rates. • A rise in the cost of borrowing and inflation.

Risk ID	Priority	Impact	Identified Risks
BSSR002	Estate Rationalisation	By rationalising existing office estate and new ways of working through the workSPACE Programme and promoting Worksmart we will provide excellent service delivery while managing our office portfolio to provide modern and flexible spaces for our employees and customers.	<ul style="list-style-type: none"> • Failure to deliver the new office estate to support the transformation of service delivery. • Failure to have cultural change to support new working practices. • Failure to engage with services resulting in delays to delivery. • Failure to manage the economic impact on other settlements within Aberdeenshire.
BSSR003	Future Governance	<p>The integration of health and social care, together with significant funding changes which will impact on the future shape of council services makes a fundamental review of the Council's governance structure necessary.</p> <p>As a result the Council will be assured that it has the best fit of decision making so as to make it an agile and efficient body and a governance structure that reflects and serves well the communities whose priorities it is here to deliver.</p>	<ul style="list-style-type: none"> • Political support for new proposals. • Disruption whilst governance model beds in. • Confusion around new model. • Lack of engagement with services may result in delays to delivery and unsafe decision making.

Risks Related to Service Priorities

Risk ID	Priority	Impact	Identified Risks
BSSR004	Community Empowerment	<p>The Community Empowerment Act provides mechanisms to empower community bodies through the ownership of land and buildings and by strengthening their voices in decisions that matter to them.</p> <p>Through the delivery of the Act we can ensure our communities will be supported to do things for themselves and have their voices heard in the planning and delivery of services.</p> <p>Through improved community engagement and participation the Council and partner organisation can deliver quality, more responsive services and better outcomes for communities.</p>	<ul style="list-style-type: none"> • Unrealistic community expectations of what the Act means and what the Council can support. • Overwhelming demands to participation. • Lack of information and guidance from the Scottish Government.
BSSR005	A Workforce Fit For The Future	<p>Delivery of “today and tomorrow’s workforce” through a resourcing strategy, pay and reward strategy and enabling all employees “being the best we can be” through employee development and health and wellbeing.</p> <p>By ensuring our most valuable resource, our workforce, is fit for the future, we can deliver the Council’s vision and successful service delivery within our communities.</p>	<ul style="list-style-type: none"> • Delay in implementing the new HR Payroll system, iTrent, with the resultant impact on delivering specific milestones, including data accuracy and EAR process. • Inability to deliver specific milestones due to reallocation of resources to support the implementation of iTrent. • Inability to attract and retain the best employees without a review of pay and reward strategy.

Risk ID	Priority	Impact	Identified Risks
BSSR006	Digital Innovation	<p>Innovate Aberdeenshire, the new digital strategy, highlights 4 areas where the user of Digital can transform Council services – our staff, our information, our service delivery and our citizens and communities.</p> <p>This will ensure Aberdeenshire is well placed to take full advantage of all economic, social and environmental opportunities offered by the digital age. Digital transformation has a key role into the efficiency agenda and enabling the wider council ambitions.</p>	<ul style="list-style-type: none"> • Insufficient funding • Poor customer engagement • Lack of strategic corporate approach • The market delivering broadband access which is required.
BSSR007	Council Transition	<p>To deliver a seamless transition to the new council where all councillors will benefit from a comprehensive induction programme and have access to all the necessary information to support them in their role.</p>	<ul style="list-style-type: none"> • Poor take-up by Councillors of seminar programme • Poor planning/delivery leads to a lack of understanding of key issues • IT – poor use of technology limits the effectiveness of new working arrangements

Education and Children's Services

Risks Related to Council Priorities

Risk ID	Priority	Impact	Identified Risks
ECSSR001	Peterhead Campus	<p>A stimulating and secure educational environment which meets the needs of pupils in the Peterhead network and prepares them for work, life and lifelong learning in the 21st Century.</p> <p>Learning Estate facilities rated as A or B Category, in terms of the Scottish Government's condition and suitability criteria.</p> <p>An integrated community campus providing a wide range of services, including primary, secondary pupils and for those with additional support needs.</p> <p>Access to a wide range of leisure and cultural services.</p> <p>Purpose built provision for pupils with additional support needs across the Peterhead school network.</p> <p>Contribute to regeneration of town by locating facilities in town centre.</p>	<ul style="list-style-type: none"> • Adverse ground conditions. • Legal issues including title/wayleave restrictions. • Changes to project scope. • Difficulties in securing appropriate phasing/decanting accommodation. • Availability of sports pitch provision. • Planning constraints • Availability of funding.

Risks Related to Service Priorities

Risk ID	Priority	Impact	Identified Risks
ECSR002	Developing Excellence and Equality	Our E&CS estate will deliver an inclusive and positive environment.	<ul style="list-style-type: none"> • Reduced Funding • Other workload/bureaucracy leads to slippage • Inability to recruit full complement of teachers • Failure to consistently apply best practice recommendations across all schools • Inability to source appropriate data to measure and monitor the defined attainment gap • Increase estate development to match extended early year provision
ECSSR003	Embedding GIRFEC	<p>We will further develop effective and integrated partnership working to ensure that children and families receive the support they need when they need it, and as far as possible within their local communities.</p> <p>As a result, we will deliver improved outcomes for more children and families in their homes, schools and communities across Aberdeenshire.</p>	<ul style="list-style-type: none"> • Inability to engage effectively with 3rd sector partners • Reduced range of appropriate transition opportunities from school destinations

Risk ID	Priority	Impact	Identified Risks
ECSSR004	Support Inclusive, Vibrant & Healthy Communities	<p>Our communities will be supported to become inclusive, healthy and vibrant as a result of our work to meet local needs by promoting and delivering healthy activities and reduce health inequalities.</p> <p>Our families through learning, building their capacity and support will become supportive community networks that contribute to the development and delivery of health activities that reduce health inequalities.</p>	<ul style="list-style-type: none"> • Failure to establish all Learning Community partnerships • Reduced Funding • Unexpected Demographic Changes

Infrastructure Services

Risks Related to Council Priorities

Risk ID	Priority	Impact	Identified Risks
ISSR001	Active Travel	<p>The Council priority is to further embed the ability to travel actively within Aberdeenshire.</p> <p>A range of initiatives are taken forward by the Council to support active travel for example development of Integrated Travel towns (ITTS), School Travel planning initiatives encouraging more active travel for pupils, maintaining an effective road network and the development and management of the core path network and supporting non-motorised bridges.</p>	<ul style="list-style-type: none"> • Reductions in capital expenditure and availability of external grants would impact on ability to provide cycling infrastructure across Aberdeenshire. • Increased car ownership with more homes having two cars makes it more likely that people will drive their children to school rather than let them walk or cycle. • Rationalisation of schools could lead to more children travelling further distances reducing the ability to walk or cycle. • Changes in the economy may result in more people having to travel longer distances to work reducing opportunities for active travel. • Changes in lifestyles continue with more people doing less and less exercise.

Risk ID	Priority	Impact	Identified Risks
ISSR002	Regeneration	<p>The agreed Action Plans for the communities of Banff/Macduff, Fraserburgh, and Peterhead will have a key role in the place based approach to regeneration and will support the delivery of a 10 year vision for each area enabling:</p> <ul style="list-style-type: none"> • Regeneration of town centres to bring back into use empty properties; • Repair and regeneration of historic buildings and the attraction of new ones; • Delivery of support to existing businesses; • Promotion of tourism; • Provision of new facilities for cycling and walking; • Ensuring effective transport links through maintenance of the road infrastructure; • Development of Car parking, Community Transport links and public transport; • Provision of quality open spaces and play opportunities for recreation and to help attract visitors; and • Development of Banff and Macduff harbours 	<ul style="list-style-type: none"> • Action Plans dependant on how effectively the Development Partnerships engage with the local communities and are able to deliver their vision for each area. • Economic environment will impact on what may be achieved. (If the oil & gas down turn continues it may be difficult to attract in new businesses and workers may move away from the area). • Impact of Brexit including access to EU funding and availability of migrant workers.

Risk ID	Priority	Impact	Identified Risks
ISSR003	City Region Deal	<p>The 10 year deal paves the way for investment in innovation, digital connectivity and infrastructure across the region.</p> <p>Estimates suggest the Deal's total value could be up to £826m once private sector and other investment is factored in.</p> <p>The Deal is capable of delivering:</p> <ul style="list-style-type: none"> • Annual GCA increases of £260 million across Aberdeen City Council and Aberdeenshire Council areas, £222 million at the Scotland level and £190 million in the UK. • An average of 330 new jobs per year aggregating to some 3300 net jobs over the 10 year lifetime of the Deal. • Additional tax revenues to the Government of £113 million from income tax, national insurance, VAT and oil tax revenues. 	<ul style="list-style-type: none"> • Partners do not work together to deliver the shared vision for the deal. • The commitment of partners may be tested over time due to political or economic reasons. • Unexpected events (such as Brexit) or changes in government may impact on the ability to deliver the agreed actions. • There may be planning or other constraints which delay or prevent actions progressing. • Agreed actions even if delivered may not provide the payback expected in terms of funds levered, jobs created, and additional tax revenues raised.

Risk ID	Priority	Impact	Identified Risks
ISSR004	Climate Change	<p>Reduce our environmental impact through:</p> <ul style="list-style-type: none"> • Reduction in use of natural resources and water through improved procurement and commissioning processes. • Reduction in CO2 emissions through energy efficiency and energy conservation measures such as introduction of LED street lighting. • Reduction in waste going to landfill through reduction, reuse and recycling of household waste and construction material. <p>Social Housing achieves Scottish Government standards for energy efficiency.</p> <p>Council fleet more clean in terms of emissions.</p> <p>Conserve the natural and historic environment by protecting and enhancing landscape, biodiversity and historic assets.</p>	<ul style="list-style-type: none"> • Street lighting energy usage increase due to new developments. • Communities object to street light night time dimming or switch off. • Target for construction waste recycling not met. • Households do not change behaviours to support household waste recycling. • The programme of EESH works do not progress as planned. • Protection of historic environment is limited due to lack of available resources etc.

Risk ID	Priority	Impact	Identified Risks
ISSR005	Affordable Housing.	<p>To increase the supply of affordable housing across all tenures. Work continues to progress developments across Aberdeenshire including projects in Huntly, Peterhead, Turriff, Oldmeldrum, Fraserburgh and Portlethen.</p> <p>To provide a range of mid-market rent housing.</p> <p>To work with developers to open up sites through use of infrastructure funding.</p>	<ul style="list-style-type: none"> • Lack of affordable house development sites means dependence on S75 agreements with developers. • Oil and gas downturn impacts on rate of house building causing Government affordable housing targets to be missed. • Fall in average cost of rental properties has made mid-market developments less desirable and more properties are becoming harder to let. • Demand for affordable housing exceeds supply causing rise in homelessness.

Risks Related to Service Priorities

Risk ID	Priority	Impact	Identified Risks
ISSR006	Flood Protection	<p>Complete all outstanding actions in the Flood Delivery plan so completing repairs caused by Storm Frank.</p> <p>Take forward actions in the North East Local Flood Risk Management Plan ensuring flood risks are managed across the Council area.</p> <p>Progress the flood protection schemes in Stonehaven and Huntly. The aim of the two schemes is to put in place flood prevention measure which will protect the two communities from future flooding events.</p>	<ul style="list-style-type: none"> • The flood protection schemes will not cope with future severe storms. • Extreme weather is becoming more common and opposition to protection works may result in communities remaining unprotected. • Budget constraints may limit the extent to which flood prevention works can be undertaken across the Council.

Risk ID	Priority	Impact	Identified Risks
ISSR007	Reduction in Waste to landfill	<p>Implement of measures at HWRs will improve recycling rates and reduce amount of waste going to landfill.</p> <p>Progressing the proposed Energy from Waste facility in partnership with neighbouring Councils will help reduce the social, economic and environmental consequences of waste disposal by reducing what is sent to landfill. It will also help ensure compliance with targets set in Waste (Scotland) Regulations 2012.</p> <p>Review of waste collection and disposal systems to deliver efficiencies and improve service delivery.</p>	<ul style="list-style-type: none"> • Requirement for pre-sort of residual waste. • Partners cannot reach agreement on Timet. • Project delayed/abandoned or Council withdraws from project team. • Terms of agreement not in best interests of the Council • Cannot deliver EfW waste solution in time to address 2021 regulatory requirements. • Impact of Brexit

Risk ID	Priority	Impact	Identified Risks
ISSR008	Economic Development	<p>Deliver the actions in support of the strategic objectives set out in the Regional Economic Development Strategy which was approved by Aberdeenshire Council in December 2015. This action will focus on the key areas of:</p> <ul style="list-style-type: none"> • Enterprise • Industry sectors • Energetica • Employability • Communities • European Programmes • Economic shocks 	<ul style="list-style-type: none"> • Impact of Brexit and potential loss of overseas markets and migrant workers. • Oil & gas downturn lasts longer than expected. • Resources available to Economic Development not sufficient to meet challenges area is facing.
ISSR009	Scottish Regulators Code of Practice	<p>All regulatory functions carried out in accordance with the principles of better regulation- regulation should be transparent, accountable, consistent, proportionate and targeted only where needed.</p> <p>All regulatory functions carried out by the service including advice guidance, licensing permissions and consent, inspections, monitoring and enforcement will be reviewed to ensure compliance with the code.</p>	<ul style="list-style-type: none"> • Enforcement policies do not apply with the requirements of the code. • Failure to work collaboratively with other regulatory bodies such as SEPA. • Lack of consultation and communication with those people and businesses regulated resulting in increased levels of complaint.