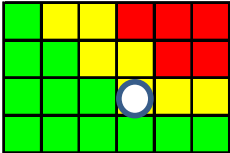
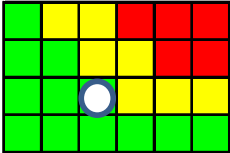


Place Risk Register

The Risk Register for the 'Place function' details the live risks of operational significance. Whilst we acknowledge there are other areas that present a risk to the Council if not managed correctly, these are monitored effectively in business as usual activities therefore not detailed in the function risk register. We actively monitor all operational risks and will appropriately escalate any risk if there is an increase in significance.

Risk Code	Risk Title	Current Risk Score	Residual Risk Score	Cluster	Risk Owner	Risk Manager	LOIP Themes
SPP001	Failure to deliver key strategic plans – staff and process restructuring risks	8	6	Strategic Place Planning	Gale Beattie	Daniel Lewis/David Dunne/Gordon Spence	Prosperous Place
SPP002	Failure to manage relationships with partners and stakeholders	9	6	Strategic Place Planning	Gale Beattie	Daniel Lewis/Gordon Spence	Prosperous Place
SPP003	Failure to maximise funding opportunities and achieve projected fee income	8	6	Strategic Place Planning	Gale Beattie	Daniel Lewis/David Dunne/ Gordon Spence	Prosperous Place
SPP004	Risk that Strategic Place Planning does not respond to or prepare for the impacts of severe weather and climate change.	16	12	Strategic Place Planning	Gale Beattie	David Dunne / Sinclair Laing	All
CG001	Failure to maximise external funding opportunities	15	12	City Growth	Richard Sweetnam	Dawn Schultz/Andrew Win/Julie Richards Wood	Prosperous Economy
CG002	Oil price fluctuation	15	12	City Growth	Richard Sweetnam	Julie Richards Wood	Prosperous Economy
CG003	Brexit threat to the economy of Aberdeen	20	16	City Growth	Richard Sweetnam	Julie Richards Wood	Prosperous Economy

STRATEGIC PLACE PLANNING (SPP)

Code	SPP001	Strategic Place Planning			
Definition	Failure to deliver key strategic plans – staff and process restructuring risks				
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment	
		Control	Control Assessment		
<ul style="list-style-type: none"> - Failure to deliver statutory services - Customers unable to access services - Inability to deliver Key Performance Indicators (KPIs)/ Service Delivery Targets - Loss of income - Reputational damage/loss of trust - System failure and/or breakdown - Failure or delays to delivery of Transport Strategy/Strategic Infrastructure Plan/City Centre Masterplan 	<ul style="list-style-type: none"> - Loss of staff with expertise - Failure to recruit and retain - Competing demands - Poor performance delivery - Delays in consultation - Uncertainty triggered by the Planning Review 	1.Review service plan/delivery plans against agreed budget and council priorities and seek approval where changes occur.	Effective	 <p>Material Significant</p>	
		2.Identify further opportunity training and development through partners agencies and by setting up a service wide Continuous Professional Development (CPD) programme. Opportunities for secondment service wide to help smooth work pressures.	Effective		
		3.Effective local administration of Strategic Place Planning key systems	Partially Effective		
Risk Owner	Gale Beattie	Risk Manager		Pauline Wilkinson	Residual Risk Assessment
Latest Note	As part of the restructure of Strategic Place Planning in line with the Target Operating Model (TOM) Awaiting move of Public Transport Unit to Education and Children’s Services. Budgets have not been moved and budget deficit risk sits with SPP.			 <p>Material Low</p>	
	Business critical posts have now been recruited. Further changes to the Policy and Strategy team to follow in the coming months. Application Support Systems post has been job evaluated and agreed by ECB, recruitment of the post is on hold until further service redesign is completed.				
	Local Development Plan (LDP) adopted in January 2017. New development plan scheme published for the 2022 LDP. Timescales are tight because of delays to the Strategic Development Plan (SDP).				
	CPD fully effective and ongoing year on year and reported in the Planning Performance Framework and Customer Service Excellence award.				
City centre parking review is completed as per commissioning intentions. We are waiting for a refresh of the National Transport Strategy which will feed into a refresh of both regional and local transport strategies. Options for a cycle hire scheme going to Committee at the end of September, as per commissioning intentions.					

Control Actions

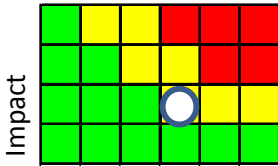
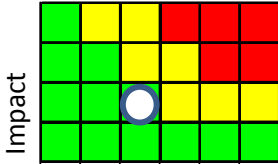
Action 1		Progress	Original Due Date	Amended Due Date
Review service plan against agreed budget and council priorities and seek approval where changes occur.		60%	April 2020	
Description	Failure to deliver key strategic plans – staff and process risks			
Update	<p>Service and delivery Plans implemented to introduce changes following the service review and Target Operating Model implementation.</p> <p>Development Management structural changes introduced. Review of resources and programme undertaken in Transport Strategy team.</p> <p>Reduction in headcount service-wide and reduction in budgets achieved but still under review pending future cost savings. KPIs being monitored including staff capacity and performance, an escalation process is in place. Further changes to team structures approved and review of workload and capacity ongoing. Review of demand on the service, further cost savings and income generation actions underway.</p> <p>Ongoing maintenance of the Customer Service Excellence accreditation with the next audit due October 2020.</p>			
Assigned To	Daniel Lewis/Gordon Spence/David Dunne			
Action 2		Progress	Original Due Date	Amended Due Date
Identify further opportunity training and development through partners agencies and by setting up a service wide Continuous Professional Development (CPD) programme. Opportunities for secondment service wide to help smooth work pressures		60%	April 2020	
Description	Training, Development and Secondment Opportunities			
Update	<p>CPD programme set up service-wide and effective. Team Leader CPD set up for monthly meetings sharing knowledge and best practice.</p> <p>Internal recruitment and opportunities to upskill being offered to move resource across the service to meet demand.</p> <p>Trainee programme in place for planners with mentoring/buddy system to support empowerment and performance improvement.</p> <p>Secondment opportunities identified and offered, underway and on track. MDC team leader secondment in place.</p>			
Assigned To	Daniel Lewis/Gordon Spence and David Dunne			
Action 3		Progress	Original Due Date	Amended Due Date
Effective local administration of Strategic Place Planning key systems		60%	December 2018	December 2019
Description	Key System support			
Update	<p>Removal of IT resource and failure of planned internal support has impacted on officers reducing time on applications to provide local system support. The Service Review and Customer Service Excellence audit in October 2018 both provided evidence of the essential requirements for this post to lead in further digital improvement across the service.</p> <p>Critical posts were recruited in December 2018 this post was not deemed critical at the time. Job evaluation for this post has been completed and ECB agreement achieved, recruitment is on hold until further service redesign is completed.</p>			
Assigned To	Gordon Spence/Daniel Lewis			

Code	SPP002	Strategic Place Planning		
Definition	Failure to manage relationships with partners and stakeholders			
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Assessment	
<ul style="list-style-type: none"> Service disruption Impact on consultation feedback Loss of confidence in the Council Missed opportunities for sustainable growth Reputational damage Adverse media coverage Delay in determination of planning applications/building standards warrants 	<ul style="list-style-type: none"> Lack of clarity on how to engage Lack of clarity on timescales 	1.Early engagement with external stakeholders – pre-application	Effective	<p>Serious</p> <p>Low</p>
		2.Stakeholder engagement throughout the development process	Effective	
Risk Owner	Gale Beattie	Risk Manager	Pauline Wilkinson	Residual Risk Assessment
Latest Note	<p>Communications plan, community council engagement and mediation underway, continued engagement throughout the year with key stakeholder forums (such as Trinity Group, ACSEF, Agents Forum, Homes for Scotland).</p> <p>Community Council training complete for this year. Appeals monitored as part of quarterly statutory returns.</p> <p>Lessons learnt are analysed and an improvement plan is in place to introduce stakeholder feedback and address any performance shortfalls or issues.</p>			<p>Serious</p> <p>Very low</p>

Control Actions

Action 1		Progress	Original Due Date	Amended Due Date
Early engagement with external stakeholders		60%	April 2020	
Description	Early engagement with external stakeholders to understand and incorporate other processes and timescales			
Update	Pre-application advice has been formalised and is being used effectively, developer feedback has been positive. Meetings with developers in May and June 2019 to work on smoothing issues with RCC stage 1 and 2 processing design and construction. These workshops were positive and service improvements and performance improvement will follow over the coming months.			
Assigned To	Daniel Lewis/Gordon Spence			

Action 2		Progress	Original Due Date	Amended Due Date
Stakeholder engagement throughout the process		60%	April 2020	
Description	Stakeholder engagement throughout the development process			
Update	Project plans in place and a dedicated major applications team to address stakeholders' concerns on the resourcing of major politically high-profile applications. Defined routes of engagement in place. Changes in the processes are bedding in. Well defined structure, services, roles and responsibilities and resources diverted to address delays in Strategic Development Plan (SDP). Communication plan and key engagement activities in place and ongoing. Loss of team leader for major applications – recruitment underway and post expected to be filled during November 2019.			
Assigned To	Daniel Lewis			

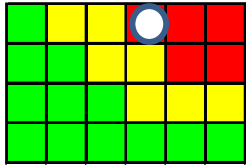
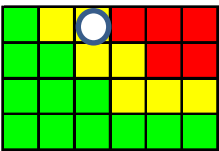
Code	SPP003	Strategic Place Planning			
Definition	Failure to maximise funding opportunities and achieve projected fee income				
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment	
		Control	Control Assessment		
<ul style="list-style-type: none"> Risk that major strategies and projects are not fully delivered Damage to Council reputation Loss of funding and future funding sources 	<ul style="list-style-type: none"> Lack of trained competent staff Conflicting priorities Consultation and engagement ineffective Workload not monitored and controlled effectively Economy does not deliver on planning and building standards projected work volumes 	1. Project planning in place for all projects with milestones, staffing levels and reporting mechanism including Committee approval	Effective	 <p>Impact</p> <p>Likelihood</p>	
		2. Budget monitoring monthly, with KPI and workload monitoring underway with improvements anticipated over the coming months	Effective		Material
					Significant
Risk Owner	Gale Beattie	Risk Manager	Pauline Wilkinson	Residual Risk Assessment	
Latest Note	Consultation and communication with planning teams at regular intervals. Project planning in place periodic review of resources and prioritisation of workload ongoing.			 <p>Impact</p> <p>Likelihood</p>	
	Monthly budget monitoring, expenditure and vacancy control throughout the year.				Material
	Finance colleagues attend weekly SMT meetings.				Low

Control Actions

Action 1		Progress	Original Due Date	Amended Due Date
Project planning		60%	April 2020	
Description	Project Planning for all projects in place. The Committee tracker is kept up to date and discussed weekly at SMT.			
Update	Project planning in place for all projects with milestones, staffing levels and reporting mechanism including Committee approval. Prioritisation of projects and monitoring of staffing levels and budget per project. Resource review and prioritisation of workload is ongoing. CPD and secondments used to help develop staffing resource for future needs. Development Management case review meetings take place weekly to consider issues, share knowledge and ensure a consistent approach is taken.			
Assigned To	David Dunne			

Action 2		Progress	Original Due Date	Amended Due Date
Budget monitoring monthly, with KPI and workload monitoring		60%	April 2020	
Description	Budgets, project finances and fee income			
Update	Budget monitoring monthly, with Key Performance Indicators (KPIs) and workload monitoring ongoing. Weekly case-load meetings assist in assessing future work demands. Speed of decision making closely monitored and still improving. Monthly monitoring of fee income with management of staff vacancies and expenditure. Income projection targets require monthly review because fee income is dependent on the economic activity of the development industry and economy of Aberdeen.			
Assigned To	Daniel Lewis, Gordon Spence, David Dunne			

Code	SPP004	Risk that Strategic Place Planning does not respond to or prepare for the impacts of severe weather and climate change
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Definition	That SPP development, transport and natural environment decisions fail to support the delivery of low emission and resilient places. That SPP fails to ensure compliance with the Climate Change (Scotland) Act 2009.				
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment	
		Control	Control Assessment		
<ul style="list-style-type: none"> Planning decisions increase flood risk and result in diffuse pollutants entering waterways. Planning decisions increase city wide emissions and do not support an increase in low emission energy. Flooding, erosion and a rise in sea level/ coastal surge, reduce areas suitable for city development. Climate change has a positive and negative effect on renewable energy performance. Building/ infrastructure life is shortened. Low flows in the River Dee limit abstraction capacity and affect water quality. Corrosion to transport surfaces and structures. Greater pressure on ecosystems. Irrecoverable damage to the natural environment (species and habitats). Loss of/ reduction in species numbers. City growth is restricted. Irrecoverable damage to heritage/ cultural assets. Statutory obligations not met. Impact on performance targets. Damage and cost of repairs to buildings and infrastructure. Communities vulnerable to weather impacts. Power, communication and transport disruptions. Reputational damage. 	<ul style="list-style-type: none"> Opportunities for emission reduction, decentralised energy and climate adaptation are not factored into development plans, SPP led policy and programmes. Failure to address future risks of flooding, erosion, drought, sea rise, landslip, subsidence, increased temperatures and habitat fragmentation in the planning process. Design of buildings and infrastructure is unsuitable for future climate. Competing demands for land use. Insufficient protection for city heritage. Lack of monitoring/ protection - species and habitats, pests and disease, invasive non-native species. Inadequate training/ engagement with SPP staff, city partners, developers etc Lack of understanding of climate risks. Insufficient resources. Insufficient data for reporting. 	1.Integrate emission reduction and climate resilience into new and reviewed SPP led policy, strategy and guidance.	Partially effective	 <p>Impact</p> <p>Likelihood</p> <p>Very Serious</p> <p>Significant</p>	
		2.Maximise opportunities to reduce emissions and increase climate resilience in development and regeneration.	Partially effective		
		3.Training/ guidance on climate risks and opportunities for SPP staff, partners, developers	Partially effective		
		4.Consultation on mitigation and adaptation risks and opportunities for the built and natural environment.	Partially effective		
		5.Co-ordination of the ACC Climate Change Report, SPIs SPP01 & 02, with cross function input. Reviewed on an annual basis. Co-ordination of emission reduction and adaptation reports, as required.	Partially effective		
Risk Owner	Gale Beattie		Risk Manager	Sinclair Laing	Residual Risk Assessment
Latest Note	<ul style="list-style-type: none"> Continued work to integrate climate change in SPP plans and policy, with input to policy workshops for the Proposed Local Development Plan and information in the Main Issues Report. Training on SUDs and flooding took place, as well as presentations on climate change to build understanding. Information was submitted for SPP Statutory Performance Indicators and information is being collated by SPP, from functions across the Council for the 2018-19 ACC Climate Change Report. Officers continued to review emerging information on accelerated targets for emission reduction (net zero by 2045) currently going through Scottish Parliament. Information is not yet available on any potential implications of this change on planning, building standards, environmental policy and transport. 				 <p>Impact</p> <p>Likelihood</p> <p>Very Serious</p> <p>Low</p>

Control Actions

Appendix A (i)

Action 1		Progress	Original Due Date	Amended Due Date
Integrate emission reduction and climate resilience into new and reviewed SPP led policy, strategy and guidance.		85%	April 2024	
Description	Integration into SPP led policy, strategy and guidance, at point of development or review. To address the impacts of climate change in the planning of city buildings, infrastructure and the protection of heritage and the natural environment.			
Update	Existing controls <ul style="list-style-type: none"> • Aberdeen Local Development Plan policies on flooding, drainage and water quality, the protection of land and green infrastructure, and water efficiency. Consideration of climate change in the Main Issues Report and in policy workshops for the proposed Local Development Plan. • Aberdeen Open Space Strategy actions to mitigate and adapt to climate change. • Aberdeen Nature Conservation Strategy considers the future impacts of climate change. • Local Transport Strategy includes emission reduction and climate resilience objectives • Local Housing Strategy includes strategic aims for fuel poverty and meeting climate change targets 			
Assigned To	David Dunne			

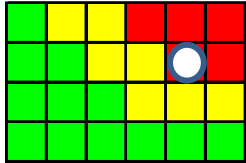
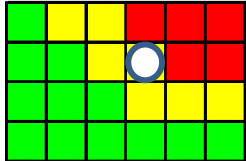
Action 2		Progress	Original Due Date	Amended Due Date
Maximise opportunities to reduce emissions and increase climate resilience in development and regeneration.		Ongoing	Ongoing	
Description	Work with others to put in place a range of initiatives and control measures to support emission reduction and climate resilience.			
Update	Implementation of the ACC Building Performance Policy.			
Assigned To	Sinclair Laing			

Action 3		Progress	Original Due Date	Amended Due Date
Training/ guidance on climate risks and opportunities for SPP staff, partners, developers.		20%	April 2021	
Description	Develop guidance and deliver training, to increase understanding and implementation of appropriate mitigation and adaptation approaches for Aberdeen among planners, developers, designers.			
Update	<ul style="list-style-type: none"> • Provision of information through the Aberdeen Adapts process • Staff training through internal training programme. Presentations on Climate Change to the Transport Strategy and Programmes team; and on Aberdeen Adapts/ climate impacts affecting the city to the Policy and Strategy team. • Establish wider training activities to build capacity and understanding of climate change. SUDs and Flooding Workshop for ACC staff in April 2019. Attended by Roads, Flooding, Environmental Policy, Masterplanning, Local Development Plan and Development Management teams. External speakers SEPA and SNH. 			
Assigned To	Sinclair Laing			

Action 4		Progress	Original Due Date	Amended Due Date
Consultation on mitigation and adaptation risks and opportunities for the built and natural environment.		Sustain current action.	Ongoing.	
Description	Address the impacts of climate change in the planning, build, maintenance and protection of city buildings, infrastructure and heritage. Consultation with, ACC and with SPP partners in relation to climate change.			
Update	<ul style="list-style-type: none"> • Consultation on planning applications. • Cross team and service meetings. 			
Assigned To	Daniel Lewis/ David Dunne			

Action 5		Progress	Original Due Date	Amended Due Date
Co-ordination of the ACC Climate Change Report, Statutory Performance Indicators (SPI) SPP01 (emission management) & 02 (work to promote and support sustainable development) monitoring, with cross function input.		60%	Nov 2019 (for year 2018/19)	
Description	Co-ordinating the production of timeous climate change reports, including the annual statutory Climate Change Report. Collating required data submissions from relevant clusters, to support reporting.			
Update	<ul style="list-style-type: none"> • 18-19 SPIs SPP 01 and SPP 02 produced and submitted to Pentana June 2019. • Co-ordination of cross/ function qualitative and quantitative emissions and adaptation data for the ACC Climate Change Report 2018/19 commenced in April 2019. 			
Assigned To	Sinclair Laing			

CITY GROWTH (CG)

Code	CG001	City growth		
Definition	Failure to maximise funding opportunities resulting in the vision for the City of Aberdeen not being realised			
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Assessment	
<ul style="list-style-type: none"> • Risk that the vision for the City of Aberdeen including major strategies and projects and the opening of cultural venues are not fully realised. • Damage to Council reputation. • Loss of funding and future funding sources including European Funding reduces the ability for Aberdeen to compete as a destination of choice for business, tourism, culture and quality of life. • Confidence in the Aberdeen economy declines. 	<ul style="list-style-type: none"> • Loss of key staff • Conflicting priorities • Changes of priority • Lack of investment /reduction in budgets • Lack of partner or leverage funding • Risk that major projects and strategies are not fully delivered • Lack of political support 	1. Project planning and communications plans in place for all projects, with milestones, staffing levels and reporting mechanism including Committee approval and updates.	Effective	 <p>Impact</p> <p>Likelihood</p>
		2. Programme of engagement in place to promote Aberdeen and maximise Aberdeen's profile with investors	Effective	
		3. External Funding Plan agreed by Committee which sets out priorities going forward.	Effective	
		4. Early engagement with UK Govt on the future UK Shared Prosperity Growth Fund to ensure its priorities will be aligned to ours	Partially Effective	
Risk Owner	Richard Sweetnam	Risk Manager	Andrew Win /Julie Richards Wood	Residual Risk Assessment
Latest Note	<p>External Funding plan agreed by City Growth and Resources Committee. Project planning in place, periodic review of resources and prioritisation of workload ongoing. Council-wide co-operation across functions. Monthly budget monitoring, expenditure and vacancy control.</p> <p>TECA including the digestive plant opened on time as planned for Offshore Europe in September 2019 as per the commissioning intentions.</p> <p>Aberdeen art gallery and museum refurbishment opened in November 2019.</p> <p>Aberdeen harbour expansion on track, completion anticipated 2021.</p> <p>Provost Skene's House refurbishment underway.</p> <p>Union Terrace Gardens redesign started September 2019.</p> <p>City Region deal projects on track and to deliver within the 10-year timescale.</p>			 <p>Impact</p> <p>Likelihood</p> <p>Serious</p> <p>Significant</p>

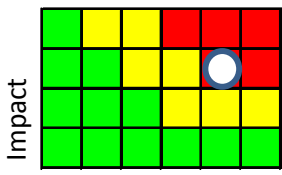
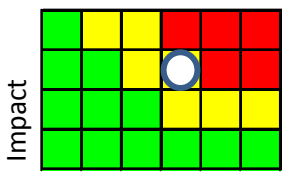
Control Actions

Action 1		Progress	Original Due Date	Amended Due Date
Project planning and communications plans		50%	April 2020	
Description	Project planning and communications plans			
Update	<p>Project planning in place for all projects with milestones, staffing levels, financial monitoring and reporting mechanism including Committee approval and updates. Prioritisation of projects and monitoring of staffing levels and budget per project. Resource review and prioritisation of workload is ongoing.</p> <p>Significant projects completed, notably the TECA complex (P&J Live) and the energy centre opened in September 2019 as per commissioning intentions with the appointment of SMG as the operator.</p> <p>Within the hydrogen programme, a new city hydrogen training course was created to be delivered at Aberdeen College through the FC Train project, underpinning the City's commitment to skills development. Additionally, Aberdeen has the most varied fleet of hydrogen vehicles on trial in the UK, operating cars, buses, road sweepers, vans and refuse collection vehicle. A city first was the availability for the public to hire a hydrogen car through the Co-Wheels car club. The City also hosted a range of cities, regions and organisations to share our world leading hydrogen project experiences and visitors from all over the world have visited Aberdeen to have site tours and presentations. This interest has also translated into the Department of Trade & Investment pitching Aberdeen as a key investment city for energy transition.</p> <p>Aberdeen art gallery and museum refurbishment opened in November 2019.</p> <p>Aberdeen harbour expansion on track, completion anticipated 2021.</p> <p>Provost Skene's House refurbishment underway.</p> <p>Union Terrace Gardens redesign started September 2019.</p> <p>City Region deal projects on track and to deliver within the 10-year timescale. Communications working group and protocol in place. Annual report completed and on the website.</p>			
Assigned To	Andrew Win and Julie Richards Wood			

Action 2		Progress	Original Due Date	Amended Due Date
Programme of engagement in place		60%	April 2019 onwards	
Description	Programme of engagement in place to promote Aberdeen as a tourist destination and maximise Aberdeen's profile with investors			
Update	<p>Programmes underway throughout the year looking to maximise the potential to promote Aberdeen and attract investment and footfall to the City Centre. In 2018-19, the City Events Team facilitated over 100 events through the Aberdeen's Safety Advisory Group platform, delivered a core programme of 16 events and supported the delivery of 3 Event365 events. The team also developed a comprehensive event guide intended to support external event organisers by empowering them to deliver safe and successful events (www.aberdeencity.gov.uk/eventguides). The events include the OVD Energy Tour Series, Great Aberdeen Run, NuArt, Look Again, Grampian Pride, Celebrate Aberdeen, Aberdeen Highland Games, Christmas Lights Switch on Parade featuring the SHUMA Up Helly Aa Vikings, Christmas Village and Hogmanay.</p>			
Assigned To	Dawn Schultz			

Action 3		Progress	Original Due Date	Amended Due Date
External Funding plan in place		100%	Nov 2018	June 2019
Description	External Funding plan agreed by Committee, setting out principles and priorities for the External Funding team going forward.			
Update	Agreed and underway.			
Assigned To	Julie Richards Wood			

Action 4		Progress	Original Due Date	Amended Due Date
Early engagement with UK Govt on the future UK Shared Prosperity Growth Fund to ensure its priorities will be aligned to ours.		75%	June 2019	Nov 2019
Description	Put forward views to UK and Scot Govt on requirements for this fund so that it is beneficial to Aberdeen and in line with our priorities.			
Update	Met with UK Govt 01 November. Consultation delayed by UK Govt citing Brexit, a position paper has been prepared ahead of consultation.			
Assigned To	Julie Richards Wood			

Code	CG002	City growth			
Definition	Oil price fluctuation resulting in economic uncertainty and lower investor confidence				
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment	
		Control	Control Assessment		
<ul style="list-style-type: none"> Lower investment ability in Aberdeen Weak oil price affects confidence in oil production and intensifies economic uncertainty. Inflation affected by oil price rises Employment in Aberdeen affected by oil price fluctuations 	<p>Oil price fluctuations, explained by shocks to demand and supply arising from any combination of business cycles, geopolitical factors, the discovery of new fields or technological changes has a knock-on effect to the economy of the UK in general and Aberdeen in particular.</p>	1.Economic fluctuations are tracked assisting in long term planning for the economic growth of Aberdeen.	Effective	 <p>Likelihood</p>	
		2. Business Gateway and employability teams working with business start-ups to assist in diversifying the employment market	Effective		<p>Serious</p> <p>High</p>
		3.Deliver Regional Economic Strategy and City Region Deal ambitions to diversify the Aberdeen economy through investment in infrastructure and development.	Effective		
Risk Owner	Richard Sweetnam	Risk Manager	Julie Richards Wood	Residual Risk Assessment	
Latest Note	Regional Economic Strategy Action Plan refreshed to reflect changing economic conditions. Ongoing work with UK and Scottish Governments to diversify regional economy.			 <p>Likelihood</p>	
	Economic tracking is ongoing year on year and provides a rich data set for strategic economic decision making, business decisions and financial planning. The data is used across the Council and helps evidence Committee Reports and Programming decisions.				<p>Serious</p> <p>Significant</p>
	Business start-up and advice programmes are well established and deliver strong results. Regional Learning and Skills Partnerships established to oversee implementation of Regional Skills Strategy and monitor responsiveness to economic climate and future opportunities.				

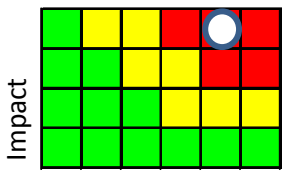
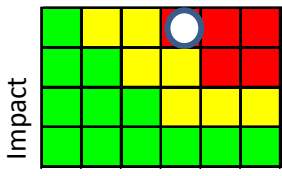
Control Actions

Action 1		Progress	Original Due Date	Amended Due Date
Economic Strategy and tracking of trends to focus and help direct resources effectively		60%	April 2020	
Description	Delivery of an Economic Strategy for the long-term planning of the economic growth and underpinning development opportunities for Aberdeen			
Update	Economic data being compiled, and updates given monthly via the Economic Bulletin.			
Assigned To	Jamie Coventry			

Action 2		Progress	Original Due Date	Amended Due Date
Provision of Business start-up support and advice		60%	April 2020	
Description	Business Gateway and employability teams working with business start-ups and providing basis business growth support for private sector companies focusing on diversification activities for an economy less reliant on oil.			
Update	Business start-up and advice underway, recruitment delays now overcome.			
Assigned To	Julie Richards Wood			

Action 3		Progress	Original Due Date	Amended Due Date
Diversification of the economy through Council wide investment in infrastructure and development		75%	2025	
Description	Diversify of the Aberdeen economy through Council-wide work on investment in infrastructure and development.			
Update	<p>Sector focus shaping City Growth work. CRD implementation critical to progress, digital agenda particularly key and City Growth is leading this work. City Growth working to input to the City Centre Masterplan, digital infrastructure for the City and development of cultural, heritage and visitor attractions of national significance and of an international standard. Digital Smart City Strategy developed.</p> <p>Invest Aberdeen was launched in August 2018 as a joint partnership between Aberdeen City Council and Aberdeenshire Council to act as the inward investment hub for Aberdeen City and Shire offering a tailored service across a wide range of criteria and one point of contact to businesses interested in locating in the region or supporting property investors and developers seeking to invest. In attracting and retaining investors to the city, the Invest Aberdeen team provides a business development and support service, investment incentive guidance, assistance building a skills and recruitment package, access to partners and networks, investment advice and local market intelligence, marketing support to promote local success stories, dedicated aftercare for new business to the city region and linking them to relevant local events and networks.</p> <p>Key accomplishments in this initial period included: 73 inward investment and regional growth inquiries ranging from the relocation of energy supply chain companies through to significant capital investment and expansion of local food and drink companies, covering all the Regional Economic Strategy (RES) priority sectors; 46 investment and</p>			

	<p>regional growth leads proactively generated, introducing potential investors to opportunities in the city region by the team actively targeting investors through networks and speculative approaches.</p> <p>Outputs from this work covered a range of engagement and networking events: A series of successful launch events took place, both in Aberdeen and at other national and international level with two local stakeholder engagement events followed by a programme of one-to-one and team-to-team engagements to identify areas of common ground and scope out collaboration; significant engagement activity has been undertaken with leads within the priority growth sectors from the RES, with Invest Aberdeen officers embedded within sector forums and business groups.</p> <p>Invest Aberdeen was a lead partner to the Scotland Government led Pavilion at MIPIM in March 2019, alongside Invest Glasgow and Invest in Edinburgh. This was the first year for a Scottish Government led presence at the show and as a result the Aberdeen delegation was able to host a series of private 'one to one' meetings with 17 investors. 13 follow up meetings have occurred, with four further meetings to discuss specific investment opportunities that are of direct interest to investors. These meetings are, in the main, with international investment houses, fund managers and potential developer partners, looking at securing investment in schemes such as Aberdeen Harbour South, the Council's housing programme and Queen Street. These discussions are at early stages. The Invest Aberdeen Annual Update was considered at the meeting of this Committee in June 2019 Invest Aberdeen Annual Update 2018-19</p> <p>Support has been provided for delivery of the 3 innovation centres envisaged by the Aberdeen City Regional Deal as per commissioning intentions. The oil and gas technology centre is in place and the food hub and therapeutics hub are at an early stage. The five digital workstreams were reviewed and agreed by the City regional Deal Joint Committee. The CityFibre digital infrastructure investment is underway and a paper on the sensor network and regional data exchanges will go to November 2019 Committee.</p>
Assigned To	Andrew Win and Julie Richards Wood

Code	CG003	City growth			
Definition	Brexit threat to the economy of Aberdeen				
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment	
		Control	Control Assessment		
<ul style="list-style-type: none"> Potential reduction in research funding Growth sectors dependant on research Employment of EU workers – oil and gas, food and drink, tourism Reduction in European students Impact on imports and exports costs/barriers to trade Risk to Invest Aberdeen in attracting new investment 	<ul style="list-style-type: none"> Lack of access to EU funding Non-tariff barriers Restrictions on recruitment Tariffs /extra charges/ standardisation/legislation barriers to both imports and exports Impact on supply chain 	1.Lobby with partners to ensure that the region receives appropriate levels of access to external funding following Brexit and the devolution of the EU structural funds to the UK and Scottish governments.	Partially Effective	 <p>Impact</p> <p>Likelihood</p>	
		2. Establish Invest Aberdeen as the single inward investment bureau for the City Region and work with SDI and DIT to promote the ‘investor readiness’ of the region to institutional investors/sovereign wealth funds.	Effective		
		3.Engage with Government to ensure that the Region is positioned to capitalise on emerging trade deals following Brexit.	Partially Effective		
				High	
Risk Owner	Richard Sweetnam	Risk Manager	Julie Richards Wood	Residual Risk Assessment	
Latest Note	Invest Aberdeen has been set up. Continued discussions around the prosperity fund.				 <p>Impact</p> <p>Likelihood</p>
					Very Serious
					Significant

Control Actions

Action 1		Progress	Original Due Date	Amended Due Date
Access to external funding following Brexit		50%	In line with Government timescales	
Description	Lobby with partners to ensure that the region receives appropriate levels of access to external funding following Brexit			
Update	Regional Economic Strategy and associated Economic Development Service Plans / partner plans are stress-tested and refreshed against new context City Region Deal Joint Committee develops work-stream around mapping and monitoring investment across the area and supports the release / implementation of investment plans where possible			
Assigned To	Jamie Coventry			

Action 2		Progress	Original Due Date	Amended Due Date
Establish Invest Aberdeen		40%	April 2020	
Description	Establish Invest Aberdeen as the single inward investment bureau for the City Region			
Update	Continue to develop innovative investment solutions (i.e. the Aberdeen Bond) in the context of a wider Investment Plan for Aberdeen Participation in external partnerships – political and civic leadership Invest Aberdeen set up and established the work portfolio continues to grow.			
Assigned To	Richard Sweetnam			

Action 3		Progress	Original Due Date	Amended Due Date
Government engagement to capitalise on emerging trade		80%	In line with Government timescales	
Description	Engage with Government to ensure the Region is positioned to capitalise on emerging trade			
Update	Continue to lobby for devolution of key growth powers / resources to cities Support diversification / export ambitions through targeted international trade activity Development and implementation of the inward investment plan for the region			
Assigned To	Richard Sweetnam, Julie Richards Wood			