

Place Risk Register

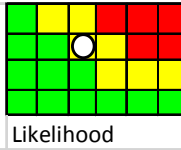
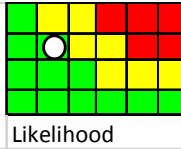
The Risk Register for the 'Place function' details the live risks of operational significance. Whilst we acknowledge there are other areas that present a risk to the Council if not managed correctly, these are monitored effectively in business as usual activities therefore not detailed in the function 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	Risk that key strategic plans are not delivered due to staff and process restructuring risks	8	6	Strategic Place Planning	Gale Beattie	Pauline Wilkinson	Prosperous Place
SPP002	Risk that relationships with partners and stakeholders are not managed effectively	9	6	Strategic Place Planning	Gale Beattie	Pauline Wilkinson	Prosperous Place
SPP003	Risk that fee income is not achieved and that funding opportunities are not maximised.	12	8	Strategic Place Planning	Gale Beattie	Pauline Wilkinson	Prosperous Place
CG001	Risk that external funding opportunities are not maximised.	15	12	City Growth	Richard Sweetnam	Yasa Ratnayeke	Prosperous Economy

Code	SPP001	Strategic Place Planning			
Definition	Risk that key strategic plans are not delivered due to staff and process restructuring risks				
Potential Impact	<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 	Control Effectiveness		Current Risk Assessment
			Control	Control Assessment	
			1. Review service plan/delivery plans against agreed budget and council priorities and seek approval where changes occur.	Partially Effective	
			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.	Partially Effective	
		3. Effective local administration of Strategic Place Planning key systems	Partially Effective	Very Serious Very Low	
Risk Owner	Gale Beattie	Risk Manager		Pauline Wilkinson	Residual Risk Assessment
Latest Note	<p>As part of the restructure of Strategic Place Planning, awaiting move of Roads Projects Team to Capital and Public Transport Unit to Education and Children's Services. Budgets have been moved.</p> <p>Business case for further restructure of teams and recruitment of business-critical posts has been submitted for approval .</p> <p>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).</p> <p>CPD fully effective but ongoing year on year.</p>				<p>Impact Likelihood</p> <p>Serious Very Low</p>

Control Actions

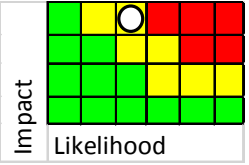
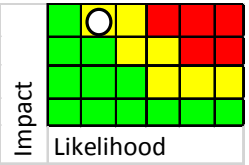
Action 1		Progress	Original Due Date	Amended Due Date
Review service plan against agreed budget and council priorities and seek approval where changes occur.		70%	April 2019	
Description	Failure to deliver key strategic plans – staff and process risks			
Update	Service and delivery Plans implemented to introduce changes following the service review. Development Management structural changes introduced. Review of resources and programme undertaken in Transport Strategy team. Reduction in headcount service-wide and budgets. KPIs being monitored including staff capacity and performance, an escalation process is in place. Further changes to team structures have been submitted to the Establish Control Board and its expected a decision will be made.			
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 CPD programme. Opportunities for secondment service wide to help smooth work pressures		50%	April 2019	
Description	Training, Development and Secondment Opportunities			
Update	CPD programme set up service-wide and secondment opportunities identified and offered, underway and on track.			
Assigned To	Daniel Lewis, Gordon Spence, David Dunne			
Action 3		Progress	Original Due Date	Amended Due Date
Effective local administration of Strategic Place Planning key systems		30%	July 2018	Feb 2019
Description	Key System support			
Update	Reconfiguring of super user resource has impacted on technical officers by reducing the time spent on applications. Business case following the Service Review aims to provide options from the existing staffing compliment to provide key system support and additional training to be provided to key officers to provide greater resilience, working in partnership with IT.			
Assigned To	Daniel Lewis, Gordon Spence			

Code	SPP002	Strategic Place Planning		
Definition	Risk that relationships with partners and stakeholders are not managed effectively			
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	Partially Effective	
		2.Failure of stakeholder engagement through the development process including pre-application	Partially Effective	
Risk Owner	Gale Beattie	Risk Manager	Pauline Wilkinson	Residual Risk Assessment
Latest Note	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).			
	Community Council training complete for this year. Next meeting of Agents Forum planned for Spring 2019 Appeals monitored as part of quarterly statutory returns. Lessons learnt are analysed and an improvement plan is in place to introduce stakeholder feedback and address any performance shortfalls.			

Control Actions

Action 1		Progress	Original Due Date	Amended Due Date
Early engagement with external stakeholders		70%	April 2019	
Description	Early engagement with external stakeholders to understand and incorporate other processes and timescales			
Update	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.			
Assigned To	Andrew Brownrigg, Daniel Lewis, Gordon Spence, David Dunne			

Action 2		Progress	Original Due Date	Amended Due Date
Failure of stakeholder engagement		70%	April 2019	
Description	Failure of stakeholder engagement through the development process, leading to misunderstanding and complaints			
Update	Pre-application advice has been formalised and is being used effectively, developer feedback has been positive. Project plans in place and dedicated major applications team. Defined routes of engagement in place. Changes in the processes are bedding in.			
Assigned To	Daniel Lewis and Gordon Spence			

Code	SPP003	Strategic Place Planning		
Definition	Risk that fee income is not achieved and that funding opportunities are not maximised.			
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	Partially Effective	
		2. Budget monitoring monthly, with KPI and workload monitoring	Partially Effective	
				Very Serious
				Low
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 work load ongoing.			
	Monthly budget monitoring, expenditure and vacancy control.			
				Very serious
				Very Low

Control Actions

Action 1		Progress	Original Due Date	Amended Due Date
Project planning		50%	April 2019	
Description	Project Planning for all projects			
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.			
Assigned To	Daniel Lewis, Gordon Spence, David Dunne			

Action 2		Progress	Original Due Date	Amended Due Date
Budget monitoring monthly, with KPI and workload monitoring		50%	April 2019	
Description	Budgets, project finances and fee income			
Update	Budget monitoring monthly, with KPI and workload monitoring. Weekly case-load meetings assist in assessing future work demands. 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	CG001	City growth			
Definition	Risk that external funding opportunities are not maximised.				
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.	Partially Effective	<p>Impact</p> <p>Likelihood</p>	
		2. Programme of engagement in place to promote Aberdeen and maximise Aberdeen's profile with investors	Partially Effective		<p>Serious</p> <p>High</p>
		3. External Funding Plan agreed by Committee which sets out priorities for external funding team going forward.	Partially Effective		
Risk Owner	Richard Sweetnam	Risk Manager	Yasa Ratnayeke	Residual Risk Assessment	
Latest Note	External Funding plan due to be considered by City Growth and Resources Committee.			<p>Impact</p> <p>Likelihood</p>	
Project planning in place, periodic review of resources and prioritisation of work load ongoing. Council-wide co-operation across functions. Monthly budget monitoring, expenditure and vacancy control. Committee approval at key stages as required.		<p>Serious</p> <p>Significant</p>			

Control Actions

Action 1		Progress	Original Due Date	Amended Due Date
Project planning and communications plans		70%	April 2019	
Description	Project planning and communications plans			
Update	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.			
Assigned To	Yasa Ratnayeke, project sponsors			

Action 2		Progress	Original Due Date	Amended Due Date
Programme of engagement in place		50%	April 2019 onwards	
Description	Programme of engagement in place to promote Aberdeen as a tourist destination and maximise Aberdeen's profile with investors			
Update	Programmes underway throughout the year looking to maximise the potential to promote Aberdeen and attract investment and footfall to the City Centre.			
Assigned To	Dawn Schultz, Matt Lockley, Yasa Ratnayeke, Christine Rew			

Action 3		Progress	Original Due Date	Amended Due Date
External Funding plan in place		75%	Nov 2018	
Description	External Funding plan to be agreed by Committee, setting out principles and priorities for the External Funding team going forward.			
Update	Being considered at CG&R Committee in early 2019.			
Assigned To	Yasa Ratnayeke			