Directorate Risks – 2017-2022 Priorities

Business Services

Risk ID & Managed By	Outcome	Delivery Plan Actions	Identified Risks	Associated Corporate Risk (if any)
BSSR001 Amanda Roe	Our young people have improved life chances	Develop Child Poverty action plan to ensure the Council is complying with the Child Poverty (Scotland) Act 2017 and supporting delivery of the Local Outcomes Improvement Plan	• Difficulty in sourcing data to report KPIs • Challenges in sourcing sustainable funding streams	ACORP005 - Working with other organisations (e.g. supply chains, outsourcing and partnership working)
BSSR002 Rob Simpson; Ewan Wallace; Kate Bond; Vincent Docherty;	Communities are confident, resilient and inclusive. Individuals feel secure and in control of their circumstances.	Deliver the Local Housing Strategy 2017-2022, specifically the actions relating to: (1) Fuel Poverty, Sustainability & Energy Efficiency; (2) Minority and Ethnic Communities	• New statutory requirements on councils regarding issues like emissions, waste management, sustainability, housing provision and the definition of fuel poverty	ACORP002 - Changes in government policy, legislation and regulation
		Delivery of the Local Transport Strategy and the PT Review	• Difficulty in achieving the required change in travel behaviour, which is a long-termprocess. • Failure to adapt to rapid changes in transport ownership models and transport technology • Policies that support private vehicle use can be contrary to	ACORP001 - Budget Pressures ACORP002 - Changes in government policy, legislation and regulation ACORP007 - Social risk (e.g. population changes, demographic changes,

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			those supporting active and sustainable travel • Dependency of LTS proposals upon external match funding to aid delivery	crime, anti-social behaviour)
		Drive mainstreaming of equalities outcomes in collaboration with Equality Champions	• Low awareness among staff regarding equalities duties • Insufficient engagement from Equality Champions • Disbandment of Equality Champions group	
		Delivery of actions in support of the Community & Learning Partnership priority 'Supporting communities to be strong inclusive and resilient particularly in areas of most disadvantaged communities.'	• Failure to effectively capture or reflect the views of communities • Inadequate community understanding of the Community Empowerment Act • Overwhelming demands to participation	ACORP005 - Working withother organisations (e.g. supply chains, outsourcingand partnership working) ACORP007 - Social risk (e.g. population changes, demographic changes, crime, anti-social behaviour)
		Deliver Digital Skills Strategy for our communities, working withpartners across the area	• Resistance to adapting among people with lower digital skills • Difficulty in involving remote communities • Failure to identify the most appropriate digital solutions	ACORP001 - Budget Pressures ACORP005 - Working withother organisations (e.g. supply chains,

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			• Challenges with broadband provision	outsourcingand partnership working)
		Administering Housing Benefits, Council Tax Reduction, Universal Creditand Blue Badge Scheme toresidents.	• Staff are not adequately trained in signposting benefits • Low awareness of entitlements among residents • Stigma of poverty creates barriers	ACORP002 - Changes in government policy, legislation and regulation

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BSSR003 Mary Beattie	We live within our means and use public money to maximise outcomes for our communities	Statutory responsibility for the proper administration of the Council's funds. Supporting an environment of advice and guidance to enable the proper use of public funds by Services.	• New ring-fenced funding restricts flexibility	ACORP001 – Budget Pressures ACORP002 – Changes in government policy, legislation and regulation ACORP007 – Social risk (e.g. population changes, demographic changes, crime, anti-social behaviour)
		Co-ordination of the Council's Medium-Term Financial Strategy. As part of delivery of the strategy there will be a multi-year programme leading to self-assessment and reviews by services to ensure resources are being used effectively.	• External changes require adjusting the Strategy's forecasts • Errors in services' self-assessments and reviews	ACORP001 Budget Pressures
		Develop and implement the Council's Treasury Management Strategy		ACORP001 Budget Pressures FIN013 - Non-adherence to Treasury Strategy & associated policy, procedures and guidance

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		Development of robust Contracts Registers	• Errors made when developing or maintaining the Registers	(See Finance Risk Register – Contractual category)
		Support the development, improvement and refinementof the procurement approvals process	• Key data or the views of stakeholders are not sourced • Changes to the process are not appropriately communicated	ACORP002 - Changes in government policy, legislation and regulation
		Deliver an ongoing programme to engage and inform stakeholders about public spending and investment in services	• Insufficient engagement with stakeholders results in Participation Requests	ACORP006 - Reputation Management (including social media)
		Develop and implement a strategic change strategy in support of the MTFS	• Strategic changes are not properly communicated to staff	

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BSSR004 Mary Beattie; Kate Bond; Allan Whyte; Philip Mackay	Our assets, property and land are managed to the best financial effect, supporting delivery of our priorities and service ambitionsin the medium to long term	Delivery of the Capital Plan	• Incorrect prioritisation • Failure to deliver on time and within budget • Inability to reconcile political • Aspirations and officer recommendations	ACORP001 Budget Pressures
		Support and enable deliveryof major change (efficiency, process and transformational) projects through appropriate governance, culture and improvement activity	• The interdependencies of service programmes and plans are not recognised • Ineffective engagement with customers • Transformational change does not realise the true savings planned • Strategy is not properly informed by external factors • Failure to integrate One Aberdeenshire Principles into projects	ACORP004 - Business and organisational transformation
		Review disposal strategy	• Communities intercede via community asset transfers or participation requests	ACORP006 - Reputation Management (including social media)

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		Consider how we encourage alternative use for our assets to speed up disposal.		
		Delivery of Phase 1 of the Master Data Management and Business Intelligence tools (Overall aim to improve budget holders and decision makersaccess to financial and othermanagement information)		
		Delivery of the Roads Asset Management Plan	• Delays from unforeseen circumstances • Customer complaints • Incorrect prioritisation of assets	ACORP001 - Budget Pressures ACORP006 - Reputation Management (including social media) ACORP010 – Environmental challenges e.g. extreme weather events, climate change

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		Delivery of the Bridges Asset Management Plan	• Delays from unforeseen circumstances • Incorrect prioritisation of assets	ACORP001 - Budget Pressures ACORP006 - Reputation Management (including social media) ACORP010 – Environmental challenges e.g. extreme weather events, climate change

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BSSR005 Karen Wiles; Kate Bond; Ruth Ruth O'Hare	One Aberdeenshire, people working effectively with each other across public services and across communities	Empowering managers to lead and manage their teams in the most effective way by ensuring responsibilities and accountabilities are clear and unambiguous for all concerned. Enable One Aberdeenshire, embeddingthe principles across the organisation	• Insufficient training or support for managers • Ineffective use of digital tools to support collaboration • Low awareness from insufficient communication • Low prioritisation	ACORP003 - Workforce (attracting and retaining the right skills, performance, reward package) ACORP004 – Business and organisational transformation
		Implement the latest version of the SJC Job Evaluation Scheme		
		Delivery of staff digital skills strategy to ensure staff to enhance productivity	• Poor customer engagement • Poor communication of strategy • Low prioritisation and uptake • Staff with lower digital skills are left behind	ACORP004 – Business and organisational transformation
		Develop and embed a performance management system to replace Employee Annual Appraisal	• Lack of leadership limits the ability to embed One Aberdeenshire Principles to effect culture changeand achieve a new system	ACORP004 Business and organisational transformation

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		Develop the high potential programme to ensure talent is managed and recognised across the authority.	• Low uptake due to insufficient training for managers to implement the programme • Low awareness of the programme among staff	ACORP003 - Workforce (attracting and retaining the right skills, performance, reward package)
		Develop clear and concise guidance for recruiting services across all areas including PVG, eligibility, resourcing pools, etc.	• Services' and areas' needs are not properly considered before development • Low awareness of the guidance after publication	ACORP002 - Changesin government policy, legislation and regulation ACORP003 Workforce - attracting and retaining the right skills, performance, reward package.
		Lead/support the development and implementation of the iTrent system	• Delays in implementation • Inaccuracies in data • Inadequate allocation of resources to support implementation	ACORP008 - Data Protection & Cyber Security
		Continue to develop and deliver innovative recruitment approaches for teacher, early years and other associated professionals	• New approaches are not sufficiently tested or scrutinised before implementation • Opportunities are not taken for learning from other geographical lareas • Data is not appropriately considered to understand the problem	ACORP003 - Workforce (attracting and retaining the right skills, performance, reward package)

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		Increase the visibility of senior management (internal campaign).	- Opportunities to highlight "wins" aremissed - Communications strategy errors - Low awareness of the campaignamong staff	
		Increase awareness of the roles played by employees at all levels in telling their stories of the value they bring to the daily lives of the public (external campaign)	- Communications strategy errors - Insufficient promotion - Low participation among employees	ACORP006 - Reputation Management (including social media)
		Support smooth & timely implementation of General Data Protection Regulations (GDPR)	- Low awareness among staff of GDPR duties - GDPR training is not periodically refreshed - Lack of contingency planning toamend GDPR errors	ACORP008 - Data Protection & Cyber Security
		Continue to review and improve the Council's Scheme of Governance & Code of Corporate Governance	- Lack of consultation with stakeholders before publication results in misalignment with practical work - Reviews are not adequately communicated to staff after publication	ACORP002 – Changes in government policy, legislation and regulation

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		Ensure the council is aware of, and prepared for, legislative and policy change and influences the shape of national and regional strategic direction	• Changes are not cascaded from managers to staff • Processes for reviewing policies corresponding to consultations are not followed correctly due to low awareness or lack of training	ACORP002 - Changesin government policy, legislation and regulation
		Embed the performance management framework throughout the council	• Failure to comply with our statutory requirement for public performancereporting • Insufficient evidence of performance to enable timely and appropriate decision making • Failure to provide governance for effective use of resources • Failure to assess progress against council priorities	ACORP002 – Changes in government policy, legislation and regulation ACORP006 - Reputation Management (including social media)

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BSSR006 Kate Bond; Karen Wiles; Paul Macari	Staff working close to the communities they serve, making decisions based on local need.	Customer Services are multi-skilled staff dealing with all queries in one call/visit. Customers are dealt with professionally and are very satisfied in how we deal with their queries.	• Insufficient training or support for Customer Services staff • Uncontrollable external factors, such as the weather, result in increased complaints	ACORP001 - Budget Pressures ACORP006 – Reputation Management (including social media)
		Increase uptake of the corporate wide, customer service training framework to support people in doing the right things, at the right time.	• Low awareness among managers or their staff about the training available • Inadequate communication or support related to training opportunities	
		Support service redesign of frontline service delivery to be mobile, multi-skilled, flexible and customer focussed	• Digital tools are not adequately used to support flexible working • Insufficient training or support for staff	
		Ensure high quality data and evidence underpins key decision making across all services	• Council analysts or experts are not adequately used across services • Decision-makers are not trained to properly evaluate data and evidence	

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		Drive increased community engagement on decision making, enabling meaningful conversations with people that influence what we do	- Engagement fatigue in communities - Engagement does not involve all theright stakeholders - Unrealistic expectations are created about the possible outcomes - Facilitators and staff are not adequately trained to deliver appropriate engagement processes	ACORP006 - Reputation Management (including social media)
		Support the Workspace programme and promote best practice in office utilisation, to deliverthe efficient office space strategy	- Failure to embed strong project management governance and approach - Failure to engage with services and communicate change effectively - Failure to recognise and align project interdependencies with significant service programmes and plans (e.g. ICT solutions) 'Traditional' management styles and culture continue - New service delivery models are not developed or implemented - Failure to manage the economic impact on other settlements within Aberdeenshire.	
		Move to online Licensing		

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		Support Community Asset Transfer	• Overwhelming demands to participation • Inadequate community understanding of the legislation and what the Council can support • Lack of information and guidance from the Scottish Government.	ACORP002 - Changes in government policy, legislation and regulation
		Development of Place Plans for key locations together with relevant partners demonstrating a collaborative approach to implementing the required resource to support service availability (e.g. academy networks)	• Difficulty in sourcing accurate data • Place Plans are not clearly communicated, resulting in confusion amid a cluttered landscape of plans	ACORP002 – Changes in government policy, legislation and regulation ACORP005 - Working with other organisations (e.g. supply chains, outsourcing and partnership working)

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