

Infrastructure Services

Directorate Risks (As at 17 June 2021)

Risk ID & Managed By	Outcome	Delivery Plan Actions	Identified risks	Associated Corporate Risk (if any)
ISR001 Paul Macari	Aberdeenshire is a location of choice that has a diverse economic base of innovative companies with a skilled workforce and return to full employment	Develop new Economic Development Service Plan setting out new priorities and actions in line with the new Council Plan and Priorities and revised Medium Term Financial Strategy. Seek approval for Plan from Committee then implement agreed actions.	<ul style="list-style-type: none"> • Lack of employers in rural areas • Lack of accessible transport in rural areas for employees to access jobs • Trend to on-line shopping reduces existing shops ability to survive in town centres 	ACORP005 Working with other organisations ACORP007 Social risk
ISR002 Paul Macari	The gap between economic, environmental and social outcomes in Banff, Macduff, Fraserburgh and Peterhead and the Aberdeenshire average is closed and other towns at risk have avoided becoming regeneration priorities	Delivery of transition plans for the four towns, moving away from the previous strategy to a more sustained partnership and co-designed set of priorities		ACORP005 Working with other organisations

<p>ISR003 Paul Macari</p>	<p>Supporting Aberdeenshire businesses through pandemic, EU Exit and energy transition</p>	<p>(i) Provide support to businesses to help them adapt to the additional customs processes that are to be introduced from 1st January 2021 when the UK leaves the EU Customs Union. (ii) Support the exporting of products of animal origin (POAO) to the EU through inspection of licenced premises and fishing vessels to ensure full compliance with the export supply chain and the issuing of Export Health Certificates (EHC) in order to clear EU border controls.</p>	<ul style="list-style-type: none"> • Staff resource proves to be insufficient • Staff resources diverted to other duties 	<p>ACORP 001 Budget Pressures ACORP002 Changes in Government policy, legislation and regulation ACORP002 Changes in Government policy, legislation and regulation</p>
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<p>ISR004 Paul Macari</p>	<p>Consumers are assured that businesses are conforming to regulations. Businesses are supported to ensure compliance with legislation, economic diversification and energy transition</p>	<p>Deliver a Trading Standards/consumer advice service to citizens and businesses within Aberdeenshire through:-</p> <p>(i) Provision of advice and assistance to consumers.</p> <p>(ii) Provision of advice and assistance to businesses to help them comply with the law.</p> <p>(iii) Ascertaining and securing compliance with the law through identifying potential infringements and seeking to remedy them by appropriate means. Provide a comprehensive Environmental Health Service to citizens and businesses within Aberdeenshire involving food safety and standards, public health, waste, built environment, workplace health and safety, animal health and welfare and pollution control. Ensure a modern and streamlined approach is taken by Protective Services to monitor, enforce and provide permissions to business, individuals and communities.</p>	<ul style="list-style-type: none"> • Staff resource proves to be insufficient • Staff resources diverted to other duties 	<p>ACORP002 Changes in Government policy, legislation and regulation</p>
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		<p>Submit assurance statement each year to show compliance with the new regulatory framework issued by the Scottish Regulator under the Regulatory Reform (Scotland) Act 2014</p>		
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<p>ISR005 Philip McKay</p>	<p>Open spaces that encourage active, healthy lifestyles</p>	<p>(i) Develop and deliver a programme of maintenance and improvement works for open spaces each year.</p> <p>(ii) In line with the Open Space Strategy implement initiatives such as the Greenspaces project to increase biodiversity across the public owned spaces in Aberdeenshire.</p>	<ul style="list-style-type: none"> • Recruitment difficulties result in insufficient staff to deliver programmes • Delays in reaching agreement on biodiversity areas and treatment regimes • Insufficient budget • Financial impact of extended growing seasons 	<p>ACORP 001 Budget pressures ACORP010 Environmental challenges</p>
<p>ISR006 Philip McKay</p>	<p>Waste and recycling service which supports our attractive environment and reduces emissions</p>	<p>(i) Submit bids for funding and if successful move towards implementing a 3 weekly kerbside collection service with the non-recyclable waste bins emptied once and the recycling bins emptied twice in three weeks.</p> <p>(ii) Review recycling centre permit system and recycling centre service provision</p> <p>(iii) Work to increase to increase the number of recyclable materials accepted at recycling centres and to reduce non-recyclable waste by promoting waste reduction measures and recycling, including the Deposit Return Scheme and Extended Producer Responsibility schemes as they are introduced.</p> <p>(iv) Delivery of operational Ness EfW Plant</p>	<ul style="list-style-type: none"> • Failure to reduce waste arisings • Failure to increase recycling rate • Failure to achieve annual carbon budget reduction • Reduction in financial resources to achieve expected outcomes • Impacts of Brexit, Deposit Return Scheme and legislation on service provision 	<p>ACORP002 Changes in Government policy, legislation and regulation ACORP003 Workforce ACORP005 Working with other organisations</p>

		<p>(v) Review options and finalise arrangements for bulky waste treatment in 2021/22.</p> <p>(vi) Review opportunities for further community engagement in delivery of the LPAP</p>		
<p>ISR007 Paul Macari</p>	<p>Safeguard the built and natural environment</p>	<p>Deliver heritage regeneration projects in the towns of Banff, Macduff, Peterhead and Fraserburgh. Seek funding from the National Lottery Heritage Fund and from other external sources to support some of the projects identified.</p>	<ul style="list-style-type: none"> • Reduction in staff resources due to unforeseen circumstances eg sickness • Availability of specialist contractors • Delays in procurement of works • Value of procured works exceeds available budgets • Staff diverted to other duties (eg adverse weather conditions) • Reduction of financial resources to deliver projects 	<p>ACORP 001 Budget pressures ACORP005 Working with other organisations</p>
<p>ISR008 Janelle Clark Bruce Stewart Paul Macari</p>	<p>Placemaking to meet the current and future needs of communities and supporting communities to help themselves, enabling community wealth building that</p>	<p>Support the development of the 17 Community Place Plans, covering the whole of Aberdeenshire; Use of Masterplans to promote development delivery</p>	<ul style="list-style-type: none"> • Reduction in staff/ financial resources to progress • Delay in guidance from Scottish Government 	

	supports local economic opportunities		<ul style="list-style-type: none"> Staff resources diverted to other duties/ emergencies e.g Covid 	
ISR009 Ewan Wallace	A road and street-lighting network which keeps people safe, encourages active lifestyles and increases active travel opportunities	<p>(i) Develop and deliver a programme of road maintenance and improvement works each year.</p> <p>(ii) Provide an efficient and effective street lighting repairs service.</p> <p>(iii) Continue the delivery of a six-year programme to upgrade traditional streetlights with LED lanterns.</p> <p>(iv) Develop and deliver a programme of bridge works each year.</p> <p>(v) In line with the Winter Maintenance Operational Plan deliver an efficient and effective gritting and snow clearing service during the winter months.</p>	<ul style="list-style-type: none"> Failure to adequately financially support service maintenance strategies 	ACORP 001 Budget pressures
ISR010 Philip McKay	Ensuring that residents and business across Aberdeenshire are prepared to adapt to effects of climate change including the risk of flooding	<p>(i) Develop and deliver a programme of flood risk and coastal protection works each year.</p> <p>(ii) Local Flood Risk Management Plan 2016 – 2022 – work with partners to deliver the actions in the plan</p> <p>(iii) Delivery of the Tay Estuary and Montrose Basin Local Plan 2016-</p>	<p><i>Risks to Delivery of the North East Local Flood Risk Management Plan 2016 – 2022 and the Tay Estuary and Montrose Basin Local Plan 2016-2022</i></p> <ul style="list-style-type: none"> Reduction in staff resources due to unforeseen circumstances (e.g. sickness). 	ACORP 001 Budget pressures ACORP005 Working with other organisations ACORP010 Environmental challenges

		<p>2022 - work with the partners to implement the actions agreed in the plan for Aberdeenshire.</p>	<ul style="list-style-type: none"> • Failure to work with partner organisations. • Staff being diverted onto unplanned emergencies. • Unanticipated environmental or regulatory constraints. • Delays in the procurement of works. • Lack of available contractors. • Value of procured works or services exceeds available budget. <hr/> <p><i>Risks to Delivery of annual Flood Risk and Coast Protection Programme of Measures</i></p> <ul style="list-style-type: none"> • Reduction in staff resources due to unforeseen circumstances (e.g. sickness). • Staff being diverted onto unplanned emergencies. • Unanticipated environmental or regulatory constraints. • Delays in the procurement of works. 	
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			<ul style="list-style-type: none">• Lack of available contractors.• Value of procured works or services exceeds available budget. <hr/> <p><i>Risks to Delivery of Stonehaven Flood Protection Scheme</i></p> <ul style="list-style-type: none">• Zone 1B Temporary Works Redesign• Log Cabin on Flood Defence Line• Accuracy of Relied Upon Information supplied by AC• Geotechnical Survey Accuracy/Unforeseen Ground Conditions• Delayed Feedback or Submissions from internal Aberdeenshire Council departments• Exceptionally Adverse Weather Conditions• Mid Construction Phase Unavailability of Designer• Additional Environmental Contamination• Diversion of Unknown Utilities	
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<p>ISR011 Ewan Wallace</p>	<p>Keeping communities connected through the provision of an affordable, accessible, reliable and well-connected passenger transport service</p>	<p>Enhanced DRT Project</p> <ul style="list-style-type: none"> Implement and evaluate Enhanced DRT Project to inform 'roll out' of the Clean Sheet Review of the supported bus network 	<ul style="list-style-type: none"> Major IT failure Lack of resources in IT to support creation of new customer contact channels 	<p>ACORP 001 Budget pressures</p>
<p>ISR012 Ewan Wallace</p>	<p>It's easy and safe to move around local areas using good quality active travel routes, streets and roads</p>	<p>Deliver actions in the Local Transport Strategy (LTS) relating to active travel (walking, cycling etc) including the development of integrated Travel Town Masterplans for all relevant towns in Aberdeenshire.</p> <p>(i) Provide a road safety service which includes implementing measures to promote road safety; undertake studies into collisions; taking measures to reduce and prevent accidents. Review existing strategy as required.</p> <p>(iii) Deliver the short/medium term actions within A947 Route Implementation Strategy.</p>	<ul style="list-style-type: none"> Failure to deliver LTS/RTS commitments due to financial and other resource restrictions. Availability of alternative fuel stations/charging points for de-carbonised fleet. Range restrictions or range anxiety related to ULEV's affecting service delivery. 	<p>ACORP 001 Budget pressures ACORP005 Working with other organisations</p>
<p>ISR013 Rob Simpson</p>	<p>Consumers are assured that businesses are conforming to regulations. Businesses are supported to ensure compliance with legislation, economic diversification and energy transition.</p>	<p>(i) Take action to improve standards within the private rented sector through routine compliance checks, routine advertising checks and Below Tolerable Standards Checks.</p> <p>(ii) Assist with regulating the new energy efficiency requirements in the private rented sector.</p>		<p>ACORP002 Changes in Government policy, regulation and legislation</p>

		<p>(iii) In accordance with requirements contained within the Buildings Scotland Act 2003 carry out enforcement actions to ensure compliance.</p> <p>(iv) Submit assurance statement each year to show compliance with the new regulatory framework issued by the Scottish Regulator under the Regulatory Reform (Scotland) Act 2014</p>		
ISR014 Rob Simpson	Appropriate support is provided for those who are facing homelessness.	Delivery of the Rapid Rehousing Transition Plan & Action Plan 2019 – 2024.		ACORP002 Changes in Government policy, regulation and legislation
ISR015 Rob Simpson	Everyone having access to appropriate accommodation and housing support where required.	<p>(i) Provide an efficient and responsive repairs and maintenance service to tenants.</p> <p>(ii) Deliver programme Health and Safety improvements in relation to fire detection in council houses.</p> <p>(iii) Meet the Energy Efficiency Standards for Scottish Social Housing (ESSH 1) as part of the Housing Improvement programme (HIP).</p> <p>(iv) Develop and implement a programme of works in relation to the Energy Efficiency Standard for Social Housing 2 (ESSH2)</p> <p>(v) Deliver the Housing Improvement Programmes in</p>	<p>Housing Improvement Programme:</p> <ul style="list-style-type: none"> • Availability of appropriate Contractor resource • Variable number and timing of Tenant refusals • Accuracy of spend forecasts due to above factors 	<p>ACORP002 Changes in Government policy, regulation and legislation</p>

		<p>partnership with colleagues in Property and private contractors.</p> <p>(vi) Improve the time to relet vacant properties (Void turnaround) In accordance with regulations prepare and submit a Strategic Housing Investment Plan (SHIP) to the Scottish Government each year.</p>		
<p>ISR016 Rob Simpson</p>	<p>Everyone having access to appropriate accommodation and housing support where required.</p>	<p>Deliver actions in the Local Housing Strategy 2018 – 2023 in relation to (i) affordable housing</p>	<ul style="list-style-type: none"> The affordability of an amended HRA Business Plan must be identified and linked to the cost of borrowing as well as future Council rent levels. 	<p>ACORP001 Budget pressures ACORP002 Changes in Government policy, regulation and legislation</p>
		<p>Deliver actions in the Local Housing Strategy 2018 – 2023 in relation to (ii) fuel poverty, sustainability and energy efficiency.</p>		
		<p>Deliver actions in the Local Housing Strategy in relation to (iii) Independent living</p>		
		<p>Deliver actions in the Local Housing Strategy in relation to (iv) minority ethnic communities</p>		
		<p>(v) Deliver actions in the Local Housing Strategy 2018 – 2023 in relation to the private sector</p>		
<p>ISR017 Rob Simpson</p>	<p>Tenancies are sustained/community capacity building Communities feel empowered and enabled.</p>	<p>(i) Provide pre-tenancy support to new tenants in advance of them taking up their tenancy.</p>		<p>ACORP005 Working with other organisations</p>
		<p>(ii) Provide out-reach housing support to meet the needs of</p>		

		<p>people who require help to prevent homelessness and keep people living independently in their tenancies.</p> <p>(iii) Provide support to people who run into rent arrears to manage their debt and pay back the arrears once they are able</p> <p>Improve links with individual communities and with Community Safety Partners and others to ensure that a comprehensive and coordinated approach is offered to tenants, particularly when criminal and anti-social activities are involved.</p> <p>Empowering tenants and service users to have a real say in delivery of services</p> <p>Carry out a tenant satisfaction survey using a telephone-based model to allow greater engagement with tenants and explore the reasons for their dissatisfaction.</p>		
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