
To: **Audit, Risk and Scrutiny Board**

On: **5 November 2018**

Report by: **Director of Finance and Resources**

Heading: **Strategic, Corporate and Service Risks, Mid-year Report**

1. Summary

- 1.1 In keeping with 'Risk Matters,' the council's risk management policy and strategy, the Board is provided with a mid-year progress report on the management of the risks recorded in the strategic and corporate risk registers and service risk plans.
- 1.2 This paper provides the midyear progress report on the risks. The risk registers, showing risks, linked actions and progress are provided in Appendix 1 (strategic risks), Appendix 2 (corporate risks) and Appendix 3 (top service risks).
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2. Recommendations

- 2.1 It is recommended that the Board notes and is assured by the progress being made by the council in managing the risks identified.
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3. Background

- 3.1 At the midyear review of the registers there has been good progress made in the control and management of the identified risks. No new risks have emerged that were not anticipated as part of the process to revise the risk registers earlier in the year and the overall risk profile remains unchanged from that reported to the board in May.

Evaluation:	Low	Moderate	High	Very High	Total
No. of Strategic Risks:	0	0	7	1	8
No. of Corporate Risks:	0	4	10	1	15
No. of Service Specific Risks:	0	15	12	0	27
					50

3.2 The council continues to apply good risk management activity that is proportionate to the levels of risk.

3.3 Top risks

The top risks remain as those presented to Board in May and as shown in the tables below.

(Note that while risks are the same – some service departmental responsibilities for risks have been updated following changes in organisational structures).

TOP 5 STRATEGIC Risk Areas		Likelihood	Impact	Score	Evaluation
1)	Poverty levels in Renfrewshire	04	05	20	V.High
2)	Delivery of Community Empowerment expectations	04	04	16	High
3)	Community Safety & Public Protection	03	05	15	High
4)	City Deal	03	05	15	High
5)	Delivery of Paisley 2021 Cultural Legacy	03	05	15	High
TOP 5 CORPORATE Risk Areas		Likelihood	Impact	Score	Evaluation
1)	Financial sustainability	05	05	25	V.High
2)	Welfare reform impacts	04	04	16	High
3)	Organisation and ICT Resilience	04	04	16	High
4)	Governance - Internal control and management oversight	03	05	15	High
5)	Information and Records (with new GDPR requirements)	03	05	15	High
TOP SERVICE Risk Areas		Likelihood	Impact	Score	Evaluation
Chief Executive Services					
1)	Public affairs and marketing	03	04	12	High
2)	Renfrewshire Events Strategy	03	04	12	High
3)	Regeneration of Renfrewshire's Town centres	03	04	12	High
4)	Advanced Manufacturing and Innovation District Scotland (AMIDS)	02	05	10	High
Children's Services					
1)	(All moderate risks)				
Communities, Housing & Planning Services					
1)	House building and community regeneration	03	04	12	High
2)	Housing investment	03	04	12	High
3)	Air Quality	04	03	12	High
Environment & Infrastructure Services					
4)	FAI/ Cemeteries (Glasgow City Council)	03	05	15	High
5)	Roads Highway Code of Practice	03	05	15	High
6)	Linwood Moss landfill site	03	04	12	High
Finance & Resources					
1)	Oversight of induction procedures	03	04	12	High
2)	Insurance cover for predecessor organisations	03	04	12	High

3.4 Paragraphs 3.4.1-3.4.5 provide a summary of updates on each of the top strategic risks. Paragraphs 3.4.6-3.4.10 provide updates for the top corporate risks. Appendix 3 provides all the detail for top service risks. Updates have been provided by relevant Heads of Service or officers with delegated responsibility for related actions.

3.4.1 Poverty levels in Renfrewshire

The next phase of the Tackling Poverty programme was approved by the Leadership Board in June 2018. Progress of funded projects are reported on a six-monthly basis. A programme of work focused on the provision of support for people transitioning to Universal Credit was put in place for the rollout of Universal Credit Full Service across Renfrewshire from September 2018.

3.4.2 Delivery of community empowerment expectations

New community planning governance arrangements have been implemented. An Improving Life Chances Board has now met twice and is developing its role/ remit. Following an extensive programme of engagement with communities and elected members, the new model of local governance was approved by full Council on 27 September 2018. Local Area Committees have now been disbanded and the first meetings of new Local Partnerships will take place in late November/ early December.

3.4.3 Community safety and public protection

The Independent Care Review and the Scottish Government Child Protection Improvement Programme have not yet provided specific actions for local delivery. However, Renfrewshire Children's Services have supported the development of national learning through direct representation and in contributions to discussion within Social Work Scotland. Renfrewshire's contributions have helped shape the national recommendations made by the Child Protection System Review and the outcome of the first phase of the Care Review. Learning from national activity continues to be collated and used to inform the review of local policy and support for children and families. The Renfrewshire Child Protection Committee has also supported development of a national shared dataset which will inform self-assessment and inspection activity.

National legislation is reviewed, implemented and discussed with partners at the Community Protection Steering Group before being taken to the Community Protection Chief Officers Group. This includes initiatives such as Building Safer Communities which has been rebranded "Your Home, Your Street, Our Community" to ensure buy in for Renfrewshire communities.

The Renfrewshire Community Safety Hub has expanded as part of phase 2 with the Renfrewshire Wardens now being based from the Hub. This improves partnership working and closer relationships with partners. Daily Tasking meeting with relevant partners continues to take place every weekday morning at 9.30am to review any incidents and deliver an early intervention approach through intelligence sharing to reduce harm and improve safety and the Community Safety Partnership continues to lead on the MARAC process and the development of strategies to combat domestic abuse.

3.4.4 City Deal

In developing the role of the Airport Investment Area Steering Group to maximise the economic role of the Investment Area, Terms of

Reference/ the Governance model are being progressed between Renfrewshire Council and Scottish Enterprise.

Following the submission of two planning applications for the GAIA project in July 2017, planning consent for the core GAIA infrastructure (comprising the Abbotsinch Road Realignment, the Wright St. Link & the Abbotsinch Cycleway) was granted at the Council's Communities, Housing & Planning Policy Board on 07 November 2017. A revised planning application for the Inchinnan Cycleway was submitted on 29 June 2018, and subsequently approved in August 2018.

The Scottish Government continues to consider the planning application for the CWRR project. It is understood that a report has been finalised by the appointed reporter with the report with recommendation currently with Ministers. There is currently no indication on the timeline for a decision by Ministers, however current estimated dates for the planning determination are later than previously forecast (Oct. 2018 rather than May/Jun).

Following a pre-qualifying procurement process, tenders were received from 5 contractors. Individual debriefs were held on 27 September 2018 for the five GAIA tenderers for the Design & Construction works, allowing tenderers to ascertain their position going into the negotiation phase. Competitive procedure with negotiation process with tenders is now being taken forward with all 5 tenderers invited to the initial negotiation phase commencing in October 2018. The commencement of the CWRR construction procurement process is currently on hold pending the outcome of the planning determination, the project team have drafted construction contract documentation to ensure this process can start as soon as a positive planning outcome is received.

3.4.5 Delivery of Paisley 2021 legacy

The Partnership Board have agreed a legacy action plan. The Strategic Lead (Paisley Partnership) position and that of the Cultural Regeneration Officer have been filled and have commenced to give specific focus to the implementation of the bid legacy action plan. Identified services within the Council and Renfrewshire Leisure have mobilised recruitment and project development to deliver infrastructure, events/ cultural programme development and cultural regeneration programmes. Programme management and financial management arrangements are in place, reporting to internal and partnership meetings.

3.4.6 Financial Sustainability

Officers continue to implement the agreed medium term financial strategy which focuses on delivering required savings through the Better Council Change Programme, debt smoothing and effective workforce planning. A revised Financial Outlook paper was presented to Council in September outlining the medium-term position and a range of potential financial outcomes and risks. Debt smoothing as a savings option will naturally come to an end in 2019/20 so there will need to be increased focus on transformation of services to deliver efficiencies.

3.4.7 Welfare reform impacts

The council has developed effective modelling tools to identify and monitor the impact of welfare reform changes, including Universal Credit, on Council services and resources. Now that UC Full Service is live across Renfrewshire the actual impacts will be tracked to ensure that Council services continue to support citizens and manage the resource demands, with a watching brief also on the Scottish Social Security development.

3.4.8 Organisation and ICT resilience

In relation to organisational resilience and the introduction of the new Business World platform it is noted that user acceptance testing has been completed.

In relation to flood risk resilience, Surface Water Management Plan/ study of Hillington/ Cardonald/ Penilee area jointly progressing with Glasgow City Council to identify the most sustainable suite of options to manage flood risk from all sources. Integrated Catchment Study of Erskine Waste Water Treatment Works Catchment with Scottish Water to assess catchment flood management needs. The council is collaborating with all Responsible Bodies designated in the production of the Clyde and Loch Lomond Local Plan District Flood Risk Management.

3.4.9 Governance – internal control and management oversight

Arrangements are in place between internal audit and Service directorate managers to progress the first round of meetings in November to focus on internal control issues and actions outstanding. The planned audit for key financial controls is commencing in the latter part of the year.

3.4.10 Information and records

Preparations for the coming into force of GDPR on 25 May were completed; this included regular Senior Information Risk Owner (SIRO) Bulletins on GDPR and what it means for council officers, the launch of a mandatory GDPR iLearn module for completion by staff before 25 May and a GDPR Awareness Week. Compliance with GDPR is an ongoing requirement for the council and, as the Information Governance Team now has two new Senior Solicitors to assist the Managing Solicitor(DPO), the team will continue to drive the council's information governance agenda to meet GDPR requirements.

The information Management Strategy has been reviewed and the related action plan is to be passed to the SIRO for review in November 2018. Both documents are to be presented to CMT before end December 2018. Practical Guidance and Data Quality Guidance for the Information Asset Register has been developed and is to be presented for sign-off at the next meeting of the Information Management and Governance Group in December 2018.

Progress against actions is largely in line with expectations. There are only five actions that have yet to be completed beyond their initial due dates and these are noted below, with a summary of progress to date:

- 3.5.1 ● CRSIP17.01.03.07 “Develop and deliver phase 2 of the Renfrewshire Community Safety Partnership hub.” Due for completion March 2018. The Renfrewshire Community Safety Hub has expanded as part of phase 2 with the Renfrewshire Wardens now being based from the Hub. This improves partnership working and closer relationships with partners. The Briefcam technology within the CCTV Operations room is now completely operational to allow quicker analysis of CCTV footage. Work continues on expanding Radio Link and other key priorities allowing the Hub to develop. (Details of associated risk, pages 15 & 16).
- 3.5.2 ● CRSIP17.01.03.08 “Developing community interventions that build community resilience, improve safety and security and reduce victims of harm through improved intelligence sharing, partnership working and diversionary activities.” Due for completion March 2018. The national Safer Communities programme has been rebranded in Renfrewshire “Your Home, Your Street, Our Community” and has moved into Shortroods, its 4th area of operation following Ferguslie, Gallowhill and Erskine. This initiative brings all partners together with the community to instigate an action plan for the area and reduce issues causing the communities concern. The Daily Tasking meeting with relevant partners continues to take place every weekday morning at 9.30am to review any incidents and deliver an early intervention approach through intelligence sharing to reduce harm and improve safety and the Community Safety Partnership continues to lead on the MARAC process and the development of strategies to combat domestic abuse. Communities and Public Protection has also been heavily involved in the Financial Harm Sub Group to reduce financial harm to vulnerable people within the communities. (Details of associated risk, pages 15 & 16).
- 3.5.3 ● CRSIP17.01.03.10 “Develop and deliver a strategy for how the Council will respond locally to the risks posed by serious organised crime.” Due for completion March 2018. The Council’s single point of contact (SPOC) chairs a multi-agency CONTEST / Serious Organised Crime group which now operates across Police K division Renfrewshire and Inverclyde. This group has good representation from all key partners (Scottish Prison Service, Police Scotland, Scottish Ambulance Service, local universities and colleges etc). This group is currently updating its local Counter Terrorism Strategy, to align with the recently published National 2018 CONTEST Strategy, this will include the establishment of a Renfrewshire Prevent Divert local group to direct activities aimed at ensuring vulnerable people are not drawn into terrorism or serious organised crime. The Integrity Group is currently being reviewed to ensure that internal issues are reviewed and monitored and in

future will be chaired by the Chief Auditor. (Details of associated risk, page 17).

- 3.5.4 ● EIRR.18.01.02b “Risk assess and re-classify the highway network in line with the new methodology agreed with SCOTS” Due for completion end July 2018. The re-classification of the highway network has been undertaken. This however, needs further work to complete and tailor fully to Renfrewshire and this work remains on-going. (Details of associated risk, page 49).
- 3.5.5 ● EIRR.18.01.02c “Revise [roads] inspection policy and submit to Board for approval.” Due for completion end August 2018. A report on the new Roads Highway Code of Practice was taken to the Infrastructure, Land and Environment Policy Board on 29 August 2018 outlining the proposals. Unfortunately, the Policy couldn't be finalised and taken to Board for approval as the draft guidance being prepared by SCOTS for all local authorities has not been finalised. Once this is complete, Renfrewshire Council will translate to our own highways and present to the policy to the above Board. (Details of associated risk, page 49).
- 3.6 It should be noted that actions coded “RR” exist only for the benefit of reducing or containing the risks or auditing arrangements for managing risks, whereas actions with other prefixes reflect improvement activities that lie within the services’ improvement plans that have been linked through to the risk registers for completeness where they have a knock on benefit to the related risk.
- 3.7 The Corporate Management Team is responsible for monitoring the Strategic Risks and the Corporate Risk Management Group monitors the corporate risk register on a quarterly basis on behalf of the Corporate Management Team.
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Implications of the Report

1. **Financial**
The Corporate Risk Management Group (on behalf of the Corporate Management Team), considers that recurring costs associated with the measures in place for each risk are proportionate to the level of risk, as are the costs relating to actions underway.
2. **HR & Organisational Development**
There are no HR and OD implications in relation to the provision of this progress report.
3. **Community/Council Planning**
There are no Community/ Council Planning implications in relation to the provision of this progress report.
4. **Legal**
There are no legal implications in relation to the provision of this progress report.

5. **Property/Assets**
There are no property/ asset implications in relation to the provision of this progress report.
 6. **Information Technology**
There are no ICT implications in relation to the provision of this progress report.
 7. **Equality & Human Rights**
There are no direct E&HR implications in relation to the provision of this progress report.
 8. **Health & Safety**
There are no health, safety or wellbeing implications in relation to the provision of this progress report.
 9. **Procurement**
There are no procurement implications in relation to the provision of this progress report.
 10. **Risk**
As per the subject matter of this report.
 11. **Privacy Impact**
There are no privacy implications in relation to the provision of this progress report.
 12. **Cosla Policy Position** – not relevant to report recommendations
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List of Background Papers

- (a) Strategic, Corporate and key Service Risks, April 2018
– to board, May 2018





The foregoing background papers will be retained within Finance and Resources for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is Karen Locke, Risk Manager, 0141 618 7019,
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Appendix 1 Strategic Risk Register

Priority 1 Reshaping place, economy and future



Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>SRR.18.01.01 City Deal</p> <p><u>Context:</u> The Glasgow City Region Deal will deliver an investment in infrastructure of £1.13bn across the Glasgow City Region, including £274m on three infrastructure projects in Renfrewshire, together with additional investment into employment support through the Labour Market Projects. The development, design, construction, operation and maintenance of the major projects being funded through City Deal must be effectively managed to ensure they are delivered on time and on budget and in compliance with the requirements of the City Deal Assurance Framework. The specific Renfrewshire Infrastructure projects are: 1) Airport Access (AAP) (jointly delivered with Glasgow City Council) 2) Clyde Waterfront and Renfrew Riverside (CWRR) 3) Glasgow Airport Investment Area (GAIA) These capital infrastructure projects are being reviewed to maximise the potential benefits of the National Manufacturing Institute Scotland (NMIS) being located in the GAIA. Renfrewshire also has two Labour Market Projects: 1) Youth Gateway 2) Working Matters</p>	<p>All funding conditions and business case assumptions must be accurate to allow the grant funding to be received. Failure to manage the delivery of the projects, their outputs and outcomes and meet the requirements of the Assurance Framework could result in project delays, additional costs, loss of grant funding and reputational damage.</p>	<p>City Deal Project Director</p>	<p>Top controls (1) All projects will be managed using the Council's established Project Management Framework and the City Deal Assurance Framework. (2) The Glasgow City Region Finance Group meets four-weekly to review the financial monitoring and all financial matters in relation to the Programme. (3) Internal governance continues via the City Deal Programme Board (chaired by the Chief Executive), the Joint CE Steering Group for the AAP, and the Leadership Board. (4) Dedicated City Deal Project Team with Project Director and relevant experience of delivering major infrastructure projects in place and making good progress. (5) Outline Business Cases for the 3 Renfrewshire projects were approved at the Councils Leadership Board on 30 November 2016 prior to submission to and approval by the Glasgow City Region City Deal Cabinet on 12 December 2016. (6a) The GAIA and CWRR OBC's were updated and submitted to GCR City Deal PMO in December 2017 (CWRR) and January 2018 (GAIA) – ahead of a review to ensure 'Green Book compliance' by Ekos. (6b) Augmented OBC for CWRR (for Green book' compliance check) was approved at GCR Chief Executives Group on 2nd Aug 2018 and Cabinet on 14th Aug 2018. (6c) Augmented GAIA OBC (for 'green book' compliance check) submitted to GCR PMO for consideration. (7) Individual risk registers in place for each project which are formally reviewed on a monthly basis. (8) Individual project updates are reported to the Leadership Board on a regular basis.</p>	<p>03</p>	<p>05</p>	<p>15 High</p>




Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
SRR.18.01.01a	Continue, with partners, to develop the role of the Airport Investment Area Steering Group to maximise the economic role of the Investment Area.	Terms of Reference/Governance model being progressed between Renfrewshire Council and Scottish Enterprise.	City Deal Project Director	31-Mar-2019	
SRR.18.01.01b	Progress Planning Applications for GAIA & CWRR	<p>Following the submission of two planning applications for the GAIA project in July 2017, planning consent for the core GAIA infrastructure (comprising the Abbotsinch Road Realignment, the Wright St. Link & the Abbotsinch Cycleway) was granted at the Council's Communities, Housing & Planning Policy Board on 07 November 2017. A revised planning application for the Inchinnan Cycleway was submitted on 29 June 2018, and subsequently approved in August 2018.</p> <p>The Scottish Government continues to consider the planning application for the CWRR project. It is understood that a report has been finalised by the appointed reporter with the report with recommendation currently with Ministers. There is currently no indication on the timeline for a decision by Ministers, however current estimated dates for the planning determination are later than previously forecast (Oct. 2018 rather than May/Jun).</p>	City Deal Project Director	31-Mar-2019	
SRR.18.01.01c	Audit Plan – performance measurement framework/ City Deal	Work in relation to this audit engagement is due to commence in the latter part of the year.	Chief Auditor	30-Jun-2019	
SRR.18.01.01d	Commence Procurement Process for GAIA & CWRR	<p>Following a pre-qualifying procurement process, tenders were received from 5 contractors. Individual debriefs were held on 27th September 2018 for the five GAIA tenderers for the Design & Construction works, allowing tenderers to ascertain their position going into the negotiation phase. Competitive procedure with negotiation process with tenders is now being taken forward with all 5 tenderers invited to the initial negotiation phase commencing in October 2018.</p> <p>The commencement of the CWRR construction procurement process is currently on hold pending the outcome of the planning determination, the project team have drafted construction contract documentation to ensure this process can start as soon as a positive planning outcome is received.</p>	City Deal Project Director	31-Mar-2019	





Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
SRR.18.01.02 Delivery of City of Culture 2021 Legacy		Failure to realise the strategic cultural, social and economic regeneration targets established as part of the 2021 Bid would represent a missed opportunity and could result in reputational damage to the Council and our partners.	Director of Communities, Housing & Planning	Top controls (1) The Partnership Board and Executive Team established to develop the 2021 bid have committed to continued collaboration and the development and implantation of a bid legacy action plan (2) Council has agreed capital and operational budgets to support infrastructure, events/cultural programme development and cultural regeneration programmes (3) Additional funding discussions are being taken forward with Scottish Government and individual funders identified during the bid (4) A bid legacy action plan has been agreed that identifies activities that will deliver step changes by 2027 across economic, reputational, social, cultural and town centre outcome areas (5) A delivery team is being established to focus on the delivery of the action plan and continued support of the partners (6) A programme management framework and risk register is being established to ensure visibility of progress within the partnership governance model	03	05	15 High
<u>Context:</u> The bidding process for the UK City of Culture title itself has generated a new-found confidence and pride across our communities, businesses and partners and we will continue to build on this. As a result of bidding for the title, we have secured a £100million package of investment to reinvigorate some of our key venues in Paisley and also make a number of improvements to our town centre. An additional £7.5m has been invested in securing the cultural legacy with an enhanced events and marketing programme, and new resources to develop the capacity of the cultural sector. A partnership board legacy action plan has been developed to continue the ambition to achieve the bid's original long-term aims to significantly grow Paisley's creative economy, transform its reputation, see the town recognised for its cultural excellence, lift communities out of poverty, and turn Paisley town centre into a vibrant destination.							
Action Codes	Linked Actions	Latest Note			Assigned To	Due Date	Status
SRR.18.01.02a	Delivery of the bid legacy action plan	The Partnership Board have agreed a legacy action plan. The Strategic Lead (Paisley Partnership) position and that of the Cultural Regeneration Officer have been filled and have commenced to give specific focus to the implementation of the bid legacy action plan. Identified services within Council and Renfrewshire Leisure have mobilised recruitment and project development to deliver infrastructure, events/cultural programme development and cultural regeneration programmes. Programme management and financial management in place, reporting to internal and partnership meetings.			Strategic Lead (Paisley Partnership)	31-Dec-2027	



Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
SRR.18.01.03 Unemployment & Economic Growth		The Economic climate has recovered significantly, however the impact of Brexit and other economic challenges could still have a major impact on businesses and employment opportunities both locally and nationally. If the council and its key partners do not effectively manage these challenges there is a risk of increased poverty, homelessness, worklessness, youth unemployment and businesses failing	Head of Regeneration	<u>Top controls</u> <u>Invest in Renfrewshire</u> (1) The business and employability teams are experienced in delivering similar programmes. (2) Administrative processes and awards of grants have been audited and checked by legal services. (3) Partnership agreements are signed with all companies involved with the programme. (4) A sound procurement process is in place for the programme. <u>Employability Initiatives</u> (1) Invest in Renfrewshire (IIR) provide a greater focus on particular groups who are furthest from the labour market and the services offered will be more intensive and with greater barrier removal support. (2) This is delivered through a mix of in-house delivery, partnership funding and contracted activity and in order to recognise the changing demographics of the unemployed population, the range of youth services is now available to people up to the age of 29 while an enhanced programme of Adult Employability Services has been developed partly in relation to the emerging programmes which are being delivered through the City Deal. <u>Business Gateway /Growth /Start Ups, etc Retail Improvement Scheme</u> (1) These schemes initiatives support new and existing businesses to invest in their business, create additional employment opportunities, and help fulfil their ambitions for growth.	03	05	15 High
<u>Context:</u> Funding availability, Brexit and other economic conditions could have an impact on the activity areas below: . Loss of EU funding to support Council initiatives. . . Staffing implications if Council or EU funding is not continued . Supporting local Businesses and start-ups . Employability initiatives. . Maximising external funding. . Other public focused issues that may emerge from the Council Plan / SOA indicators.							
Action Codes	Linked Actions	Latest Note			Assigned To	Due Date	Status
SRR.18.01.03a	Continue to deliver the Renfrewshire Employability Partnership Programme as the Council's response to the shared services agenda.	The Invest in Renfrewshire Programme secured an additional 4.5 years of funding from Renfrewshire Council which is expected to be matched by the remaining ESF and ERDF funding. This offers security of funding for services and staff until the end of 2022.			Economic Development Manager	31-Mar-2019	
SRR.18.01.03b	Develop the Invest in Renfrewshire programme to offer an enhanced role in tackling the economic and social challenges impacting on individuals and businesses.	The Economic Development team have undergone a full service redesign with a new service, fit for the next few years, being in place on 1st October 2018. This service ties in to the EU funding requirements and recognises the current economic position (much stronger than during the recession) and the requirements of the local economy.			Economic Development Manager	31-Mar-2019	
SRR.18.01.03c	Deliver Business Gateway (BG) services in Renfrewshire.	The Business Gateway services were brought in-house around 18 months ago and continue to perform well. Discussions at a city region level are ongoing about wider city region approaches.			Economic Development Manager	31-Mar-2019	






Priority 2 Building strong, safe and resilient communities





Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
SRR.18.02.04 Delivery of Community Empowerment expectations		The council needs to build on its experience in consulting with its residents and communities to ensure effective processes are in places for all aspects covered by the Act otherwise there could be reputational risks around delivery of expectations associated with the Act, financial and operational risks associated with service delivery, and financial and liability risks associated with community asset transfer.	CMT	Top controls (1) Community level governance arrangements are currently being reviewed to assess how they can facilitate engagement from local communities. In particular, the review has explored how Local Area Committees can meet the requirements of the Community Empowerment (Scotland) Act, and provide an enhanced role for communities to engage with the wider Community Planning Partnership. (2) Following a review, a new process is currently being developed and piloted which reviews how the Council works with community groups. This pilot will see officers working alongside community organisations to develop a more detailed framework of activity. This would include developing detailed principles for the Council's engagement and support, and creating a process which is more efficient for the Council, and transparent for community organisations (3) Community Asset Transfer - Implementing (and reporting on) the Community Empowerment (Scotland) Act 2015 including Community Asset Transfer requests	04	04	16 High
<u>Context:</u> The Community Empowerment (Scotland) Act 2015 and places a wide range of requirements on local authorities. The Act is intended to empower community bodies through the ownership or control of land or buildings and by strengthening the voice of communities in the planning and delivery of public services. Some parts of the act have come into force while others have still to be enacted.							
Action Codes	Linked Actions		Latest Note		Assigned To	Due Date	Status
SRR.18.02.04a	Embed new governance arrangements for community planning in Renfrewshire, developing shared workplans and priorities in consultation with partners, communities and people		The community planning governance arrangements have been implemented. The final stage of the programme related to the development of an Improving Life Chances Board which has now met twice and is developing role / remit.		Head of Policy & Commissioning	31-Dec-2018	
SRR.18.02.04b	Develop locality planning arrangements in line with the requirements of Community Empowerment legislation, with particular focus on working with partners to engage with those most impacted by poverty in Renfrewshire		Following an extensive programme of engagement with communities and elected members, the new model of local governance was approved by full Council on 27 September 2018. Local Area Committees have now been disbanded and the first meetings of new Local Partnerships will take place in late November / early December.		Head of Policy & Commissioning	31-Mar-2019	

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
SRR.18.02.05 Community Safety & Public Protection		The council’s community safety and public protection role, delivered within an integrated partnership model is critical to ensuring child and adult protection, and that offending behaviour and community safety services are effectively delivered, or risk of harm to and from individuals may arise.	Director of Children's Services; Director of Communities, Housing & Planning	Top controls (1) Multi-agency child and adult protection committees well established, with independent chair in place for both (2) Community safety and public protection steering group (3) Chief Officers Group (leaders from all relevant partner agencies meeting on a regular basis to discuss key issues) (4) Community Safety Hub, tasking and case management arrangements (5) Procedures developed and implemented across partnerships through the child and adult protection committees and through Community Justice Renfrewshire. (6) Multi Agency Risk Assessment Conference (MARAC) (7) Development of national Missing Persons Strategy (8) Ensure all relevant employees have the training, awareness and skills to keep those people at risk of harm as safe as possible. (9) Embed a consistent approach to supporting children and families affected by domestic violence informed by a strength based model of intervention.	03	05	15 High
<u>Context:</u> This is a wide-ranging agenda relating to the protection of vulnerable people, communities, businesses and organisations. What makes people vulnerable changes over time and through individual circumstances - and can also sometimes occur unexpectedly as a result of a civil contingencies emergency or event. With the best systems and procedures in place this risk is always possible given human nature and the unpredictability of some scenarios.							
Action Codes	Linked Actions		Latest Note		Assigned To	Due Date	Status
CHS.SIP.18.02.05	Implement recommendations flowing from the national reviews of child protection and the care system.		The Independent Care Review and the Scottish Government Child Protection Improvement Programme have not yet provided specific actions for local delivery. However, Renfrewshire Children’s Services have supported the development of national learning through direct representation and in contributions to discussion within Social Work Scotland. Our contributions have helped shape the national recommendations made by the Child Protection System Review and the outcome of the first phase of the Care Review. Learning from national activity continues to be collated and used to inform the review of local policy and support for children and families. Most recently, the Chief Officers Group participated in the national Child Protection Leadership events in Spring 2018, the learning from which is being taken forward by the Renfrewshire Child Protection Committee. The Committee has also supported the development of a national shared dataset which will inform future self-assessment and inspection activity. Progress reflects the long-term nature of this action.		Social Work Manager	31-Mar-2020	
CHS.SIP.18.02.06	We will respond to the planned presumption against short sentences (PASS).		Presumption Against Short Sentences (PASS) is likely to result in increased community sentences, in place of custodial sentences of up to 12 months. Temporary posts have been extended within fieldwork social work services, and permanent posts have been created within unpaid work to increase service capacity in preparation for increased demand. There remains no exact timescale for the presumption to come into force.		Criminal Justice Service Manager	31-Mar-2019	
CRSIP17.01.03.06	Lead on the public protection agenda incorporating requirements from national legislation.		Communities and Public Protection continue to lead on and drive the Public Protection agenda for Renfrewshire Council. National legislation is reviewed, implemented and discussed with partners at the Community Protection Steering Group before being taken to the Community Protection Chief Officers Group. This includes initiatives such as Building Safer Communities which has been rebranded “Your Home, Your Street, Our Community” to ensure buy in for Renfrewshire communities.		Regulatory & Enforcement Manager	31-Mar-2019	





CRSIP17.01.03.07	Develop and deliver phase 2 of the Renfrewshire Community Safety Partnership hub.	The Renfrewshire Community Safety Hub has expanded as part of phase 2 with the Renfrewshire Wardens now being based from the Hub. This improves partnership working and closer relationships with partners. The Briefcam technology within the CCTV Operations room is now completely operational to allow quicker analysis of CCTV footage. Work continues on expanding Radio Link and other key priorities allowing the Hub to develop.	Regulatory & Enforcement Manager	31-Mar-2018	
CRSIP17.01.03.08	Developing community interventions that build community resilience, improve safety and security and reduce victims of harm through improved intelligence sharing, partnership working and diversionary activities.	<p>The national Safer Communities programme has been rebranded in Renfrewshire "Your Home, Your Street, Our Community" and has moved into Shortroods, its 4th area of operation following Ferguslie, Gallowhill and Erskine. This initiative brings all partners together with the community to instigate an action plan for the area and reduce issues causing the communities concern.</p> <p>The Daily Tasking meeting with relevant partners continues to take place every weekday morning at 9.30am to review any incidents and deliver an early intervention approach through intelligence sharing to reduce harm and improve safety and the Community Safety Partnership continues to lead on the MARAC process and the development of strategies to combat domestic abuse.</p> <p>Communities and Public Protection has also been heavily involved in the Financial Harm Sub Group to reduce financial harm to vulnerable people within the communities.</p>	Regulatory & Enforcement Manager	31-Mar-2018	
SRR.18.02.05a	Audit Plan – disclosure checks, review arrangements	Work on this audit engagement is due to commence in the latter part of year.	Chief Auditor	30-Jun-2019	
SRR.18.02.05b	Audit Plan – trading standards procedures	Fieldwork has commenced in relation to audit engagement.	Chief Auditor	30-Jun-2019	



Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
SRR.18.02.06 Serious Organised Crime		The council implements a range of measures to prevent and detect serious organised crime and should measures not be implemented and monitored effectively there could be increased threat to resources and public security.	Director of Communities, Housing & Planning	Top controls (1) Single Point of Contact appointed to promote awareness of serious organised crime across the Council and to work closely with Police Scotland and internal audit. (2) The Renfrewshire Community Safety and Public Protection Steering Group has strategic responsibility for developing and implementing a multi agency approach to tackling the threats posed by serious organised crime (3) The Renfrewshire Council Integrity Group has responsibility for the Councils approach to dealing with the risks posed by serious organised crime and corruption (4) The Integrity Group has worked with Police Scotland and Internal Audit to produce a vulnerability assessment and to develop an action plan with a focus on governance, insider threat, workforce support, procurement, ICT and cyber security. (5) Key Council fraud and corruption policies are kept up to date and fully implemented	03	04	12 High
<u>Context:</u> . Serious and Organised Crime is a threat to national security . It costs the UK more than £24 billion a year The council needs to protect its citizens and its business resources							
Action Codes	Linked Actions	Latest Note			Assigned To	Due Date	Status
CRSIP17.01.03.10	Develop and deliver a strategy for how the Council will respond locally to the risks posed by serious organised crime.	The Council’s single point of contact (SPOC) chairs a multi-agency CONTEST / Serious Organised Crime group which now operates across Police K division Renfrewshire and Inverclyde. This group has good representation from all key partners (Scottish Prison Service, Police Scotland, Scottish Ambulance Service, local universities and colleges etc). This group is currently updating its local Counter Terrorism Strategy, to align with the recently published National 2018 CONTEST Strategy, this will include the establishment of a Renfrewshire Prevent Divert local group to direct activities aimed at ensuring vulnerable people are not drawn into terrorism or serious organised crime. The Integrity Group is currently being reviewed to ensure that internal issues are reviewed and monitored and in future will be chaired by the Chief Auditor.			Regulatory & Enforcement Manager	31-Mar-2018	
SRR.18.02.06a	Audit Plan – prevention and detection of fraud and corruption	Work continues to progress in relation to joint working with the Counter fraud team.			Chief Auditor	30-Jun-2019	




Context		Risk Statement	Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
SRR.18.02.07 Local Partnership Structure		A streamlined community planning structure is required to create a fit for purpose vehicle to develop and implement the 'Our Renfrewshire Community Plan'.	Head of Policy & Commissioning	Top controls (1) A report on the first phase of engagement was agreed by the Council on 21 December 2017, which approved a second phase based on nine proposals for action. (2) Second phase of engagement will be completed by April 2018 and finalised proposals reported to Council for approval and implementation during 2018/19. (3) Following engagement with communities and community planning partners during 2017 and 2018, the 'Our Renfrewshire Community Plan 2017-27' was published by the Scottish Government deadline of 1 October 2017. An associated Locality Plan was also published. (4) Work with communities to develop local action plans to tackle issues people care about most. The Review of Community Level Governance Arrangements proposals being consulted on during January to April 2018 include provision for the establishment of new Local Partnerships. (5) Each Local Partnership would have, as an early task, the development of action plans that identify and address the issues that local people care about most.		03	04	12 High
<u>Context:</u> A Renfrewshire Community Planning Partnership Executive Group of chief officers of the key partners and an Oversight Group of elected members have been established to strengthen governance of the Community Planning Partnership. The review included benchmarking the Renfrewshire model against those of other Scottish local authorities, undertaking significant engagement with all stakeholders and others not currently engaged in LACs and undertaking an analysis of grant funding applications and awards over the last five years.								
Action Codes	Linked Actions	Latest Note			Assigned To	Due Date	Status	
CE.SIP.18.02.02	Implement a new approach for Local Area Committees	Following an extensive programme of engagement with communities and elected members, the new model of local governance was approved by full Council on 27 September 2018. Local Area Committees have now been disbanded and the first meeting of new Local Partnerships will take place in late November/ early December.			Strategic Partnerships and Inequalities Manager; Partnership Manager; Sr Planning & Pol Dev't Mgr	31-Mar-2019		
CE.SIP.18.02.03	Work with communities to develop local action plans to tackle the issues people care about most	The new Local Partnerships will be supported to develop local actions as an early priority. Local data profiles are being prepared to support the priority setting process.			Strategic Partnerships and Inequalities Manager; Partnership Manager; Sr Planning & Pol Dev't Mgr	31-Mar-2021		
CE.SIP.18.02.07	Implement changes to the governance arrangements of Renfrewshire Community Planning Partnership	The community planning governance arrangements have been implemented. The final stage of the programme related to the development of an Improving Life Chances board which has now met twice and is developing role / remit.			Partnership Manager; Sr Planning & Pol Dev't Mgr	31-Dec-2018		
SRR.18.02.04a	Embed new governance arrangements for community planning in Renfrewshire, developing shared workplans and priorities in consultation with partners, communities and people	The community planning governance arrangements have been implemented. The final stage of the programme related to the development of an Improving Life Chances Board which has now met twice and is developing role / remit.			Head of Policy & Commissioning	31-Dec-2018		
SRR.18.02.04b	Develop locality planning arrangements in line with the requirements of Community Empowerment legislation, with particular focus on working with partners to engage with those most impacted by poverty in Renfrewshire	Following an extensive programme of engagement with communities and elected members, the new model of local governance was approved by full Council on 27 September 2018. Local Area Committees have now been disbanded and the first meetings of new Local Partnerships will take place in late November / early December.			Head of Policy & Commissioning	31-Mar-2019		




SRR.18.02.07a	Undertake a strategic financial overview exercise on an annual basis with community planning partners	<p>The Council is working to a position of 1% of budget being allocated to participatory budgeting approaches.</p> <p>The Youth Challenge element of the new Local Partnerships grant funding will be disbursed through participatory budgeting.</p> <p>New funds such as the Community Empowerment Fund and Green Spaces and Villages Investment Fund also support this approach.</p>	Head of Policy & Commissioning	31-Mar-2019	
SRR.18.02.07b	Finalise review of Local Area Committees in Renfrewshire	This action is now completed	Head of Policy & Commissioning	31-Dec-2017	
SRR.18.02.07c	Publish Renfrewshire's Community Plan 2017-2027	This action is now completed	Head of Policy & Commissioning	31-Oct-2017	
SRR17.08.08a	Audit Plan - Audit function of the Integration Joint Board	Andrea McMahon 14-Sep-2018 The 2017/2018 Audit Plan has been completed. Annual Report has been presented to Board.	Chief Auditor	30-Jun-2018	

Priority 3 Tackling inequality, ensuring opportunities for all

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
SRR.18.03.08 Poverty levels in Renfrewshire		If we don't have a co-ordinated approach to tackling the causes and consequences of poverty, this could jeopardise the effort in reducing both the short term impacts on households but also have wider long term consequences on attainment and health for people living on low incomes	Head of Customer & Business Services; Head of Policy & Commissioning	Top controls (1) £5 million Council funding allocated to progress range of targeted initiatives and interventions (2) Robust programme management processes in place (3) Governance structure agreed for reporting progress and budgetary monitoring (4) Preparation for the roll out of Universal Credit full service and wider changes across the Scottish and UK Social Security Systems (5) Attainment Challenge Plan for Renfrewshire, including . Additional staffing resource to support schools . Monitoring and tracking of data on attainment . Use of standardised assessments . Establishments and services engaging in self-evaluation to improve learning and teaching . Establishment Review Teams monitoring performance and linking to inspection activity . Investing in the Education Workforce plan	04	05	20 V.High
<u>Context:</u> The Council's Tackling Poverty programme has been delivering since 2015, with an additional £5million allocated at Council in February 2018 to sustain key projects within the programme over a five-year period. Poverty has a wide range of adverse impacts on Renfrewshire residents which can be prevented or mitigated. Low income can cause immediate crisis such as food and fuel insecurity, or homelessness, but the Council also recognising the risks associated with living on a low income, particularly for children and young people. For example, the attainment gap between children from low income households and their better off peers is well documented and a key priority for the Council, and the significant health inequalities associated with living on a low income continue to be a key priority as well. Approaches to help mitigate welfare reform will be delivered to help Renfrewshire residents. Universal Credit is expected to be rolled-out to Renfrewshire in September 2018 and preparation for the new Scottish Social Security arrangements is also underway so that the potential impacts of the next phase of welfare reforms are well-understood across the Council.							
Action Codes	Linked Actions	Latest Note			Assigned To	Due Date	Status
CE.SIP.18.03.01	Programme of work to tackle inequalities and poverty learning from evaluation of Tackling Poverty programme	The next phase of the Tackling Poverty programme was approved by the Leadership Board in June 2018. Progress of funded projects will be reported on a six monthly basis.			Partnership Manager; Sr Planning & Pol Dev't Mgr	31-Mar-2021	
CE.SIP.18.03.02	Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reforms	A programme of work is underway in preparation for the rollout of Universal Credit in September 2018. In particular, work has been undertaken to understand and map the support services across Renfrewshire, and to develop and deliver a communications strategy to keep residents, tenants and staff informed.			Partnership Manager; Sr Planning & Pol Dev't Mgr	31-Dec-2018	
CE.SIP.18.03.03	Deliver a range of interventions to support financial inclusion across Renfrewshire	Partnership groups around key areas of financial inclusion continue to meet, including the Advice Partnership, Credit Union Forum and Renfrewshire Affordable Credit Alliance. In particular, the RACA group held an affordable credit event over the summer for partners which was well attended, and are progressing with a focus on uptake on bank accounts.			Strategic Partnerships and Inequalities Manager	31-Mar-2019	
CHS.SIP.18.01.01	Develop and implement a strategic vision for learning and teaching within and across	Early Years Within the early years sector, training to support with teaching and learning in literacy and numeracy, pedagogical leadership, assessment and moderation, was made available to the early years teaching team, early learning and childcare staff and early years management			Education Managers	31-Aug-2018	



	Early, Primary and Secondary sectors.	<p>last session. A leaders of learning programme was made available to senior early years practitioners to support them in leading the curriculum. Some staff across early learning and childcare establishments have had the opportunity to undertake the Frobelian Childhood practice course. All of which will impact positively on teaching approaches and staff confidence in assessing children's progress and planning learning. Training and development opportunities will continue to be planned and made available to staff this session.</p> <p>Primary Our partnership with University of Strathclyde continues. The 'Dive into Writing' programme has been very successful and several classroom assistants have been trained in approaches to support children in literacy and numeracy activities. In relation to numeracy, a similar approach to the literacy work is in place based on the 3 Domain model. Evidence based approaches are being implemented to promote attainment and achievement in all 3 domains; the learner's cognitive abilities and skills, their cultural capital and the funds of knowledge that support learning and the learner's identity as a mathematician and their resilience in dealing with challenges in their learning experience. The numeracy champion network was created to ensure opportunities for dissemination and cascading of information, training, development and best practice in teaching, learning and assessment to ensure consistency of vision across establishments.</p> <p>Secondary Subject forums continue to meet at regular intervals to share practice and develop resources to support effective curriculum delivery. Increasingly these forums are making use of online sharing forums which is leading to increased practitioner confidence and skill. National Qualifications continue to be a focus for Secondary schools and input at these forums from SQA representatives has been invaluable. The Development Officers for Numeracy, Literacy and Assessment have attended the subject forums as appropriate and have been able to offer very helpful advice and direction which is supporting learning and teaching in the Broad General Education particularly. Secondary schools are improving their systems in terms of the recording of the wider and personal achievement of young people, and making use of this data to celebrate success. Secondary schools are continuing to refine their systems for the recording of the wider achievement of young people and are beginning to make use of this information to identify and target young people whose achievements are not recorded.</p>			
CHS.SIP.18.01.05	Further develop the curriculum, and the opportunities for personal achievement, to maximise school leavers' skills to meet the needs of employers.	<p>Schools are increasingly seeking opportunities to increase the range of accreditation opportunities for young people, including Saltire and John Muir awards. There has been an increase in the number of vocational courses available for senior pupils at West College Scotland and 2 vocational courses in session 2018/19 will be hosted in secondary schools to support increased partnership working with the college and to encourage more vulnerable young people, who may be reluctant to travel to college, to engage as appropriate.</p> <p>A short life working group will be established in session 2018/19 to review and revise the current work experience model with a view to providing more relevant opportunities for work experience across the senior phase.</p>	Education Manager	31-Mar-2021	
CHS.SIP.18.01.06	Support schools to deliver a Senior Phase which ensures appropriate pathways and provides the best possible opportunities for them to	<p>Through an increased and more robust use of data, schools are more effectively tracking the progress of young people in the broad general education and the senior phase. This is allowing earlier intervention and targeted support for more young people leading to improved attainment.</p> <p>There has been a slight increase in the number of girls undertaking STEM subjects and partnership work will continue in session 2018/19 with the national Primary Engineer</p>	Education Manager	31-Mar-2021	

	achieve a range of qualifications.	Programme which supports training for primary staff to deliver engineering in the primary sector.			
CHS.SIP.18.03.04	Support targeted children and young people at key transitions to close the attainment and achievement gaps.	<p>Transition teachers have been very successful in supporting targeted children across our primary and secondary sector. In particular, there has been:</p> <ul style="list-style-type: none"> • Increased pupil participation and engagement in the secondary classroom; • Improved attainment of targeted pupils in literacy and numeracy; and • Improved cluster relationships, dialogue, collaborative working and professional learning opportunities. <p>Data is being used to:</p> <ul style="list-style-type: none"> • Target pupils for transition teacher support; • Track target pupils' progress across transition; • Understand pupils' learning; and • Understand where curricular transition processes need to be reviewed and developed. <p>Impact to date: Pupils - wellbeing wheel evidence from cohort 1 target pupils who were only supported between August and December of S1, shows that there was impact in pupil confidence and sense of achievement. Staff - survey evidence shows that secondary staff are benefitting from transition teacher support; engaging in professional dialogue and changing mindset towards curricular transition due to having the opportunity to work with a primary colleague.</p>	Education Manager	31-Mar-2021	
CHS.SIP.18.03.12	Provide children and young people with opportunities to participate in activities which provide a vehicle for wider achievement.	<p>Youth Services continue to provide targeted youth work programmes in schools and communities based settings in support of the action. (e.g. Personal and Social Development, Family Learning, Forest Schools, Community Youth Clubs, Holiday Programmes).</p> <p>Youth Work activities linked to wider achievement help young people work towards accreditation through Youth Achievement Awards, Saltire Award, Junior Award Scheme for Schools (JASS), John Muir, Go Mountain Bike, Heart Start, and the Duke of Edinburgh (D of E) Award Programme. Effort is also being made to accredit youth leadership training to SQA recognised awards (e.g. D of E Leaders Programme, Certificate in Participative Democracy). Support given to partners through training and networking to promote wider achievement opportunities.</p> <p>Youth Voice programme continues to develop a Youth Symposium focussed on 'Mental Health and Young People' and aimed to raise this issue as the key driver for youth voice initiatives within Renfrewshire. The Positive About Youth (PAY) Awards received its highest ever number of nominations and attendance at its annual event in November 2017. The event which is organised and run by young people for young people celebrates young people's personal achievements in school and the wider community.</p> <p>Youth Services is leading on Year of Young People and promotion of youth empowerment activities across council services and partners in authority.</p> <p>In addition, providing flexible work placements and volunteering opportunities and increasing awareness of wider achievement. Awards are open to all participants and significant support is provided to targeted groups who may experience disadvantage, barriers or access to learning opportunities.</p>	Education Manager	30-Jun-2018	
CHS.SIP.18.04.03	Support and challenge establishments in more effective use of data to assess children's	Through the implementation of a robust Quality Improvement Framework, education managers are more confident when visiting schools to support and challenge establishment heads in their use of data. Professional dialogue takes place which has a focus on the	Education Manager	31-Mar-2021	




	progress and improve learning and teaching.	monitoring and tracking of individual pupils' progress in learning, careful analysis of assessment data and identification of interventions to support targeted pupils.	Mgt Info Officer		
CHS.SIP.18.04.06	Further develop reporting of management information to inform educational policy and practice including meeting the needs of the National Improvement Framework.	In addition to improving the use of data in and across our schools, a report on attainment was submitted to the Education and Children's Services Policy Board in November 2017 and again in March 2018, which contained a range of management information relating to the broad general education and national qualifications. We now report to the board bi-annually. Furthermore, Education Managers have been supported in the analysis of data concerning their link schools. Through feedback from those who use our data, we continue to develop and improve the quality and frequency of management information across the service and within schools.	Mgt Info Officer	31-Aug-2018	
FRSIP18.03.07	Provide effective support to people affected by the introduction of Universal credit Full Service from May 2018 onwards	Universal Credit Full Service went live across Renfrewshire area on 18/09/18. The numbers of people claiming UC will gradually rise month on month. The council has worked with DWP to provide information on how and where to claim and is providing digital support and personal budgeting support for those that require it as they transition to UC.	Head of Customer & Business Services	31-Mar-2020	
SRR17.06.07a	Audit Plan - Review of the deployment, accountability and responsibility for targeted funds	Work for this audit engagement has been completed. Report has been issued to management	Chief Auditor	30-Jun-2018	

Appendix 2 Corporate Risk Register



Priority 1 Reshaping place, economy and future

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>CRR.18.01.01 Cultural Infrastructure & Regeneration</p> <p><u>Context:</u> Following the positive impacts of the City of Culture Bid last year, the Council has ambitious plans to develop Renfrewshire's 'cultural assets' to support the regeneration activity across LA area. This £91m investment includes:-</p> <ul style="list-style-type: none"> . £42m Paisley Museum . £22m Paisley Town Hall . £7m Paisley Library . £2.5m Paisley Arts Centre . £7.5m St James £10m Public realm and transport improvement projects 	<p>The planned £91m of infrastructure investment will require significant community engagement, robust monitoring and implementation otherwise there is an inherent risk around funding availability, grant conditions, financial and economic assumptions and not delivering the benefits expected from the associated levels of investment.</p>	<p>Head of Regeneration</p>	<p>Top controls <u>Museum Project</u> (1) Round 1 HLF funding bid for £4.9m approved in Sept 2017 for the redevelopment of Paisley Museum. Round 2 bid being developed for submission in 2019. An application was submitted to the Scottish Govt Regeneration Capital Grants Fund (RCGF) fund with £4m being approved in March 2018. (2) A detailed risk register has been prepared for this project and this is updated regularly and reported to the Project Board. This includes the management of risks relating to community engagement, funding availability, the exhibiting of collections and the complexity of the buildings among many others. (3) The Museum Store relocation to High Street was successfully completed in October 2017 with a public opening in December 2017.</p> <p><u>Other Projects</u> (1) All projects will be managed using the Council's established Project Management Framework (2) Risk registers are prepared and maintained for all capital investment projects. (3) Progress reports are taken to the Infrastructure Board at an officer level and to the Leadership Board to update Members. (4) Procurement strategies have been prepared for each project with the most appropriate procurement route selected.</p>	03	05	15 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CRR.18.01.01a	Identify temporary accommodation and appropriate funding for the decant/recant of the Lending Library.	The Temporary Library facilities will be located in the Lagoon South Car Park, with commencement of works due in early October 2018, and a planned opening date in January 2019. Appropriate funding has been identified and contained within the allocated project budget.		Cultural Infrastructure Project Director	31-Dec-2018	
CRR.18.01.01b	Progress the Proposed new Paisley Lending Library in town centre.	The new Paisley Learning & Cultural Hub project is well underway and Concept design proposals have been approved for the refurbishment and re-modelling of the building at 22 High Street. Developed in partnership with Hub West Scotland, the planned opening date for the new facilities will be January 2021.		Cultural Infrastructure Project Director	31-Dec-2020	

Priority 2 Building strong, safe and resilient communities


Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR.18.02.02 Organisation & ICT Resilience		If the council is not a resilient organisation, this could result in a poor response to external disruptive events such as those recorded in the Community Risk Register and/ or internal events such as loss of key employees, facilities or systems (impacting adversely on the community, council employees, services and reputation).	Director of Communities, Housing & Planning; Director of Finance & Resources	Top controls (1) Council Incident Response Procedures, Council Business Continuity Arrangements and Council Crisis Communication Plan (2) Corporate and service department Resilience Management Teams meeting regularly to review arrangements (3) Generic major incident plans, national and local contingency plans (4) Regular exercising of emergency plans (5) ICT Disaster Recovery Plan (6) All major ICT projects have project risk management principles applied (7) Transition to Business World – . To Be business processes have been mapped and are under review with the wider Council . Additional business resource has been made available to support understanding of the current As Is processes . End user training will be tailored to train new business processes alongside the new system . User Testing will incorporate the testing of the new business processes alongside the new Business World system . Contingency plan is to continue working with existing systems and processes should the project not be ready to launch when planned.	04	04	16 High
Action Codes CRR.18.02.02a CRR17.10.05c CRSIP17.01.03.05		Linked Actions Audit Plan – cloud services User acceptance testing to confirm suitability of new processes Fulfil the requirements of the Flood Risk Management Act by developing action plans to address flooding risk in Renfrewshire.	Latest Note Work is due to commence in the latter part of the year. UAT for the new system is complete. ▪ Surface Water Management Plan/study of Hillington/ Cardonald/ Penilee area jointly progressing with Glasgow City Council to identify the most sustainable suite of options to manage flood risk from all sources. ▪ Integrated Catchment Study of Erskine Waste Water Treatment Works Catchment with Scottish Water to assess catchment flood management needs. ▪ Collaborating with all Responsible Bodies designated in the production of the Clyde and Loch Lomond Local Plan District Flood Risk Management; Strategy, Cycle 2 (22 December 2021) & Plan, Cycle 2 (22 June 2022).....ongoing 6 yearly recurring action. ▪ Maintaining a schedule of watercourse assessment and repair, and action measures resultant. ▪ Recording all flood events and pass to SEPA. ▪ Mapping all watercourses and Sustainable Urban Drainage Systems as an ongoing action. ▪ Maintain all constructed flood schemes.		Assigned To Chief Auditor Head of Finance Transportation Manager	Due Date 30-Jun-2019 30-Sep-2018 31-Mar-2019	Status   

		<ul style="list-style-type: none"> ▪ Promote Sustainable development through sustainable flood risk management policies being embedded in the local development plan, structure plan, and development management supplementary planning guidelines. ▪ Ensuring no Renfrewshire Council action contravenes the published Flood Plan or Strategy. ▪ Ensure the Flood Plan and Strategy is effectively integrated to all other Renfrewshire Council published Plans/Strategies/Policies and vice versa 			
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Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR.18.02.03 Insider Threat & Corporate Fraud		The council implements a range of measures to prevent and detect insider threat and corporate fraud. Should measures not be implemented and monitored effectively there would be increased threat to resources and security of information.	Director of Communities, Housing & Planning; Director of Finance & Resources	Top controls (1) The Integrity Group, chaired by the Head of Public Protection, includes appropriate membership from across service area to review and where necessary strengthen organisational resilience. (2) A corporate counter fraud team is in place, under the management of internal audit, to raise awareness of threats and create an anti-fraud culture, assist with prevention, detect and investigate cases and refer cases to other agencies. (3) Appropriate ICT controls are in place to prevent and detect information assets. Supported by a dedicated Cyber Security officer and an Information Security Group to advise on risk control measures. (4) Employee vetting checks are in place for all new employees.	03	04	12 High
<u>Context:</u> The council needs to protect its business resources (employees, financial and information resource)							
Action Codes	Linked Actions		Latest Note		Assigned To	Due Date	Status
CRR.18.02.03a	Audit Plan – prevention and detection of fraud and corruption		Work continues to progress as planned. A draft counter fraud and corruption policy is currently being consulted on.		Chief Auditor	30-Jun-2019	
CRR.18.02.03b	Audit Plan – corporate system access		The fieldwork for this audit engagement has recently commenced.		Chief Auditor	30-Jun-2019	





Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation	
CRR.18.02.04 Cyber Security		Should cyber security attacks target the council internet, IT network or data communications there is a risk of website defacement; loss of control, integrity or availability of IT resources; loss of confidential data and information assets; and a failure in compliance obligations.	Director of Finance & Resources; Head of ICT	Top Controls (1) Scottish Government Cyber Resilience Strategy and Public Action Plan (2) IT security scanning and filtering technologies (3) Backup copies of data (4) Incident Management & Response plans (5) Independent IT Health Checks (6) Encrypted devices (7) Encrypted internet based connection to O365 services (8) User access controls including Active Directory services, certificates, passwords, two factor authentication, rights management rules and conditional access rules. (9) Regular review of risk (10) Evolving deployment of technologies to increase protection and decrease risk over time (11) Cyber Essentials accredited	03	04	12 High	
<u>Context:</u> Cyber threats have increased over the past decade and continue to rise and as a Government agency, the public sector is specifically targeted by cyber criminals. The ransomware attack of 2017 that brought the NHS to its knees is a prime example of the risk and impact. Traditional security avoidance and prevention strategies may no longer be adequate for stopping advanced persistent attacks. Renfrewshire Council is focused on ensuring cyber risk is appropriately managed in a way that supports innovative working and the safety and security of council systems and information.								
Action Codes	Linked Actions		Latest Note			Assigned To	Due Date	Status
As per Scottish Government Cyber Resilience Strategy and Public Action Plan								

Priority 3 Tackling inequality, ensuring opportunities for all

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR.18.03.05 Welfare Reform		Welfare related legislative changes, including the move to Universal Credit Full Service will increase demand for digital support and advice services across the community as the council looks to support people transition to the new arrangements. UC could jeopardise the viability of the Housing Revenue Account and will increase demand for Scottish Welfare Fund and Discretionary Housing Payments and lead to a reduction in CTR income. It will create additional resource and workforce planning pressures for services.	Director of Communities, Housing & Planning; Director of Finance & Resources	Top controls (1) The potential impact of the roll out of universal Credit has been modelled across a range of functions and income streams to support effective planning and resource allocation and is updated to reflect any new information from DWP or other parties. (2) A detailed plan of Council activity ahead of go live has been developed and joint planning with DWP is also underway to ensure the plans are aligned and take account of the lessons learnt from earlier adopters. (3) Utilising £0.81M of resources set aside by the council, the development of responsive interventions will be developed and deployed over the short term to assist in managing the impact of UC. (4) Well-developed management arrangements are in place to monitor rent and council tax income and arrears levels. (5) The administration arrangements and spend for Discretionary Housing Payments and Scottish Welfare Fund are monitored and reviewed on an ongoing basis. (6) Workforce planning activities include actions to coordinate and manage the impact of UC and other welfare reform changes on staff resources. (7) The council continues to be represented by senior officers in discussions at a national level on a range of welfare reform issues, including Universal Credit rollout. (8) The Community Planning Partnership ensures cohesive working among partners, and the Advice Partnership Renfrewshire provides a forum for communicating and involving key stakeholders.	04	04	16 High
<u>Context:</u> Universal Credit (UC) was initially rolled out across Renfrewshire in 2015 for a limited client group. The rollout of the full digital Universal Credit service in Renfrewshire is now scheduled to start in September 2018. Significantly more customers (estimated at 20,000) will be expected to make on-line applications and receive monthly benefit payments once UC is fully rolled out. As a result, the demand for support required to help citizens successfully move on to and maintain claims to UC in areas such as digital access, personal budgeting and housing support will increase significantly. Council areas where the full service is already underway report a range of organisational impacts including increasing rent arrears; in Renfrewshire direct payment of UC to recipients will increase the rent that needs to be collected directly from council tenants from £15M to £28M per year once full rollout is complete in 2022. Other impacts include fewer applications for Council Tax Reduction, impacting on Council Tax revenue, as well as increased demand for both Discretionary Housing Payments and Scottish Welfare Fund crisis grants. This sits alongside reductions in Housing Benefit administration funding that is not expected to be aligned with reductions in workload.							
Action Codes	Linked Actions	Latest Note			Assigned To	Due Date	Status
FRSIP18.03.08	Monitor the progress of welfare reform and put in place effective controls to ensure the council is prepared for the impacts	The council has developed effective modelling tools to identify and monitor the impact of welfare reform changes, including Universal Credit, on Council services and resources. Now that UC Full Service is live across Renfrewshire the actual impacts will be tracked to ensure that Council services continue to support citizens and manage the resource demands			Head of Customer & Business Services	31-Mar-2020	







Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR.18.03.06 Education Reform		All indications are that the reform will pose risks to: Financial governance and control arrangements; Workforce planning and recruitment policy	Director of Children's Services	Top controls (1) Engagement with the Scottish Government and all consultation relating to the reforms (2) Engagement with schools on possible reforms and preparation on possible future arrangements	03	03	9 Moderate
<u>Context:</u> The ongoing review and reform of educational governance, which will be set out in the Education Act expected to be in draft by summer 2018.							
Action Codes	Linked Actions		Latest Note		Assigned To	Due Date	Status
<u>No specific new actions:</u> Council officers continue to monitor plans for national reform and engage appropriately. Renfrewshire Council is a member of the Glasgow City Region Education Improvement Collaborative and the Glasgow City Region Regional Education Committee							



Priority 4 Creating a sustainable Renfrewshire for all to enjoy


Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR.18.04.07 Climate Change, Sustainability & Adaptability		If the council does not make the most of opportunities associated with climate change, sustainability and adaptability, there is a risk of missed opportunities for maximising savings and the potential for financial penalties.	Director of Finance & Resources	Top controls (1) The Council has used the Climate Change Assessment Tool – helps public sector organisations in Scotland self-evaluate their performance under the public sector duties of the Climate Change (Scotland) Act 2009 (2) The Carbon Management Plan has specific objectives to reduce emissions and these are included in other key documents such as the Council Plan (3) Implementation of the Corporate Asset Management Strategy ensures that property assets are managed effectively and efficiently through the provision of relevant management and performance information (4) The Energy Management Team: . ensure energy management initiatives are aligned to the capital investment programme and corporate asset strategy to optimise use of property estate and reduce overall running costs and energy consumption levels . promote reductions in energy usage and advise employees and residents about energy efficiency (5) Through the Procurement Unit, sustainability and community benefits are considered in the development of all contract strategies	02	04	8 Moderate
<u>Context:</u> . Protecting and enhancing the Green Belt and strengthening landscape character in Renfrewshire . Stabilising Renfrewshire’s population . Protecting and sustaining human health and enhancing human wellbeing. . Ensuring better integration between transport and land use planning and increasing the proportion of trips undertaken by walking, cycling and public transport . Protecting and enhancing the water environment and promoting sustainable flood risk management . Improving air quality and reducing the level of airborne pollutants . Reducing green-house gas emissions . Reducing Renfrewshire’s carbon foot print Increasing energy efficiency							
Action Codes	Linked Actions		Latest Note		Assigned To	Due Date	Status
CRR.18.04.07a	Audit Plan – energy management		Fieldwork for this audit engagement has been completed.		Chief Auditor	30-Jun-2019	
CRSIP17.01.04.14	Ensure a residual waste treatment and disposal facility is fully operational by 2019 as part of the Clyde Valley Waste Management solution		The contract for residual waste treatment and disposal has been finalised and plant build has commenced and remains on target/plan. Build still being undertaken and on schedule. This ambitious The project remains on target to be fully operational by 2019. The Linwood Waste Transfer station refurbishment works have been completed.		Amenity Services Manager (Waste)	31-Mar-2019	
FRSIP18.04012	Meet the Scottish Government’s targets and expectation on Carbon Reduction measures		Carbon Management Plan on programme		Head of Property Services	31-Mar-2020	
FRSIP18.04.13	Increase focus on Carbon and Financial standings through monitoring and targeting.		Targeting & Monitoring resource appointed		Head of Property Services	31-Mar-2020	








Priority 5 Working together to improve outcomes

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>CRR.18.05.08 Financial Sustainability</p> <p>Context: Best value report . Recommendation in Best Value report to prioritise how services need to be provided in future to be funded from within available resources.</p> <p>Cost & Income pressures . Future grant settlements and the level of funding available. . Implications of national economic policy to protect certain services from real terms reductions in funding such as the Police and NHS . Future Local Government pay settlements and non- payroll related inflation . Demographics & demand pressures, such as an ageing population with increased associated service demands . Implications of welfare reform & poverty levels. . Reductions in council income from fee generating services such as local planning and parking, Implications of the national economic recovery and associated risks/uncertainty in economic factors e.g. interest rates.</p>	<p>If significant cost pressures are not successfully planned for and managed effectively over the medium to longer term, this could jeopardise the financial stability of the council and result in a significant impact on availability and quality of front-line services and capital investment resources.</p>	<p>Director of Finance & Resources</p>	<p>Top controls (1) An updated Medium to Longer Term Financial Planning Strategy assessed the various risks to the council's short, medium and longer term financial sustainability. The results are communicated throughout the council in various related reports such as the "Financial Outlook 2018-2020 Report" presented to the Leadership Board on the 12/12/2017. Committee reports of this nature cover a wide range of current and future financial and economic factors e.g. Strategic Economic and National Policy Context, Cost Pressures, Pressures on Income and Mitigation Strategies to deal with such uncertainties. (2) A well developed and embedded budget planning, budget setting and budgetary control system is in place throughout the organisation and this informs members and officers regarding financial performance and stability. This facilitates robust and transparent decision making and incorporates an escalation process with regards budget management issues which may arise. (3) In conjunction with the medium to longer term financial outlook and the councils continued "Better Council Change Programme" Renfrewshire Council has been pro-active in planning for the future by identifying and agreeing a planned release of resources. This is required to meet emerging budget pressures and is utilised in conjunction with the Council's long term debt smoothing strategy to support the release of planned savings over a number of years (4) There is close financial monitoring of the agreed savings to be achieved and this is to ensure they are delivered within the agreed timescales and achieve the associated objectives. Monitoring is undertaken via a combination of financial and operational measures, actions & related update reports. (5) Regular updates and bespoke reports are provided to CMT and the Council with regards the national fiscal position, likely developments and the impact on the council through close liaison with national groups and the Scottish Government. (6) Levels of and use of reserves and the Council's Capital Investment and Treasury Management Strategy.</p> <p>Other controls (1) Reports and publications from Audit Scotland in relation to local government's financial outlook, financial planning and related developments & improvements are supplemented with a Renfrewshire context report with both reports being submitted to the Council's Audit Scrutiny & Petitions Board. Audit Scotland representatives have an open invite to these policy board meetings. (2) The role as a partner in the development of a waste management shared service allows the council to influence key decisions and be clear on its related costs. (3) Improving asset management planning, asset utilisation and energy consumption has clarified priority areas for investment in the council's estate and this has supported and informed the council's investment decisions and the formulation of the council's capital & revenue budgets.</p>	05	05	25 V.High


Action Codes	Linked Actions	Latest Note	Assigned	Due Date	Status
CRR.18.05.08a	Audit Plan – home care contract management	Work on this audit engagement is due to commence in the latter part of the year.	Chief Auditor	30-Jun-2019	
CRR.18.05.08b	Continue to implement the agreed medium term financial strategy which will focus on delivering required savings through the Better Council Change Programme, debt smoothing and effective workforce planning	A revised Financial Outlook paper was presented to Council in September outlining the medium term position and a range of potential financial outcomes and risks. Debt smoothing as a savings option will naturally come to an end in 2019/20 so there will need to be increased focus on transformation of services to deliver efficiencies	Head of Finance	31-Mar-2020	
CRR17.10.04a	Audit Plan - Review of programme management arrangements, focusing on the pace and effectiveness of the change programme	Final report for this audit engagement has been issued to management.	Chief Auditor	30-Jun-2018	
CRR17.10.04b	Audit Plan - Review of workforce planning arrangements	The final report in relation to this audit engagement has been issued to management.	Chief Auditor	30-Jun-2018	
CRR17.10.04c	Audit Plan - Review of the arrangements for client charging and payments	Report now issued	Chief Auditor	30-Jun-2018	
CRSIP17.03.09.34	Develop customer engagement plans to involve our customers and actively seek their buy-in and support for service provision.	Work continues to align the new empowering communities fund with the greenspace, play parks and Village Investment Funds. This is to support the delivery of the £1.87m funding programme for communities for green spaces, parks, play areas and villages and a cross service group has been established to review and allocate funding. This work will look to lead to Community Led Action Plans to allow communities to drive what they want for their communities.	Transportation Manager	31-Mar-2019	



Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR.18.05.09 Governance - Internal control and management oversight		Recent trends suggest that assurance is becoming more challenging and combined with opportunities for improvement around management oversight there is an emerging risk to systems of internal control	CMT	Top controls (1) Annual Internal Audit Plan prepared in consultation with Service managers and designed to support the Chief Auditor’s annual opinion on the control environment. (2) Audit Panel arrangements provides oversight at CMT. (3) Improved Audit, Risk and Scrutiny Board reporting arrangements agreed including escalation process for outstanding actions.	03	05	15 High
Context: § Reduction in the workforce and an increase in scale and pace of change More challenging environment beginning to emerge for oversight and assurance							
Action Codes	Linked Actions		Latest Note		Assigned	Due Date	Status
CRR.18.05.09a	Regular meetings to take place with Service directorate managers to focus on internal control issues and actions outstanding.		Arrangements are in place to progress the first round of meetings during November.		Chief Auditor	31-Mar-2019	
CRR.18.05.09b	Audit Plan – key financial controls		Work on this audit engagement is due to commence in the latter part of the year.		Chief Auditor	30-Jun-2019	



Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR.18.05.10 Asset Management		There are many opportunities, statutory and insurance obligations in relation to the council's physical assets which require efficient management otherwise there could be financial, physical and reputational risk for the council and/ or service users.	Director of Environment & Infrastructure; Director of Finance & Resources	Top controls (1) Property Services – · Renewing our Corporate Asset Strategy · Managing and reporting 'Condition' and 'Suitability' PIs for property · Delivering on our Carbon Management Plan (2) Community Asset Transfer – Implementing (and reporting on) the Community Empowerment (Scotland) Act 2015 including Community Asset Transfer requests (3) Facilities management - there is statutory inspection guidance that defines roles and responsibilities for inspection and follow-up, and planned statutory compliance inspections of assets are undertaken by trained personnel (4) Compliance – in addition to 3 above use of the CAMIS system aids keeping track of compliance activity (5) Environmental infrastructure and flood risk management · Inspection of roads, structures and lighting by trained employees · LED street lighting programme - greatly improved reliability of street lamps across Renfrewshire, the LED conversion programme will save over 60% of energy consumption compared to the current situation and reduce maintenance. All LEDs are now complete. (6) Contracts are out for drainage inspection, clearing and repair where required	03	05	15 High
<u>Context:</u> · Property services · Community asset transfer · Facilities management · Compliance Environmental infrastructure such as roads, lighting, bridges, reservoirs and flood risk management (drainage/ gullies etc)							
Action Codes	Linked Actions		Latest Note		Assigned To	Due Date	Status
CRR.18.05.10a	Audit Plan – Roads inspection and monitoring		Fieldwork for this audit engagement is currently underway.		Chief Auditor	30-Jun-2019	





Context		Risk Statement	Owned by	Current Risk Control Measures	L'hood	Impact	Eval'n
CRR.18.05.11 Information & Records		If information (in whatever format), is not managed and handled effectively and in line with legislative requirements, there is an increased financial and reputational risk for the council as well as risk to service deliver and organisational decision-making	Director of Finance & Resources	Top controls (1) Roles and responsibilities for information governance and information management are defined and established (for individuals, teams and groups) (2) A full suite of policies and guidance is in place around how information is handled and shared securely and how data is protected, with many training and development requirements and opportunities for employees, such as DP, information security, and records management modules on iLearn (3) There are technical ICT controls in place to protect the information handled by the council (4) There is an established incident management procedure in place for identifying, reporting, investigating and monitoring lessons learned from any information security incidents or near misses (5) Records Management Plan (approved by Council), which covers all the organisation's records.	03	05	15 High
<u>Context:</u> 1) Information as a resource for business intelligence 2) Protection of data and preparations for compliance with the General Data Protection Regulation ahead of the 25 May 2018 enforcement date 3) ICO powers to administer significant monetary penalties The Records Management Plan that requires full implementation							
Action Codes	Linked Actions	Latest Note			Assigned	Due	Status
CRR.18.05.11a	Ensure all actions on the GDPR Action Plan are completed timeously to support compliance in time for the enforcement date.	Preparations for the coming into force of GDPR on 25 May were completed by the Managing Solicitor(DPO). Those included regular SIRO Bulletins on GDPR and what it means for Council officers, the launch of a mandatory GDPR iLearn module for completion by staff before 25 May and a GDPR Awareness Week. Compliance with GDPR is an ongoing requirement for the Council and, as the Information Governance Team, as of 31 August 2018, now has two new Senior Solicitors (Information Governance) to assist the Managing Solicitor(DPO), the team will continue to drive the Council's information governance agenda to meet GDPR requirements			Managing Solicitor (DPO)	25-May-2018	
CRR.18.05.11b	Audit Plan – GDPR compliance	Fieldwork for this audit engagement is due to commence in the latter part of the year.			Chief Auditor	30-Jun-2019	
CRR.18.05.11c	Audit Plan – Educational establishment/ information security	Fieldwork has commenced for this audit engagement.			Chief Auditor	30-Jun-2019	
FR.RR16.10.08c	Revise and implement the Information Management Strategy	Information Management Strategy reviewed and agreed by SIRO and Action Plan developed. Action Plan to be passed to SIRO for review Nov 18. Both to be presented at CMT before end Dec 2018.			Enterprise Architect	31-Dec-2018	
FR.RR16.10.08d	Develop a range of practical data and information management guidance to allow individuals, team and services management their information assets more effectively	Information Asset Register and Guidance in place. Practical Guidance complete, Data Quality Guidelines complete – both to be presented for sign-off at next IMGG (Dec 2018).			Enterprise Architect	31-Dec-2018	
FR.RR16.10.08g	Development of disposal procedures for line of business applications	For IT systems – the Records Manager is on a Working Group as part of the Info@Work upgrades to look at introducing the module that enables retention and disposal rules to be applied to records on the system. This is still ongoing. Records Management are also adding to the ICT Information Management Strategy the requirement, where applicable, for new systems to have records retention and disposal functionality. More overall, rather than specific to IT, the new Records Disposal Policy has been approved by CMT and was approved by the Keeper of the Records of Scotland team as part of the Records Management Plan Update Review. The council was also upgraded to full 'Green' approval from them on the Destruction Arrangements Processes.			Managing Solicitor (DPO)	31-Jul-2019	
FRSIP18.05.30	Progress Records Management Plan (RMP) Action Plan, in particular the Business Classification Scheme	The Council has moved away from the approach of implementing BCS across all systems and is now focussing on implementing it as and when identified as beneficial by departments. The BCS will be added to the Information Management Strategy action plan to ensure that, where			Head of Corporate Governance	31-Mar-2019	

		relevant, future IT tender requirements will include the need for Function Classification and Retention Period monitoring functionality. Three of the five elements of the RMP that were set at amber (Assessment & Review, Audit and Destruction Arrangements) have now been assessed as Green by the National Records of Scotland following our update submission.			
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Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR.18.05.12 Better Council Programme		The ongoing transformational change agenda makes for a highly complex and challenging business environment which, if not co-ordinated and managed effectively across all aspects of the council's business, could result in benefits not being delivered and impact significantly on future service delivery and the longer term effectiveness of the organisation	Director of Finance & Resources	Top controls (1) Programme management approach adopted. (2) Monthly programme boards held as part of CMT agenda. (3) Effective budget tracking and monitoring (4) Regular reporting on progress to the Leadership board (5) Effective joint working with between PMU staff and service leads (6) Special development sessions held with all managers to third tier to assist in prioritising areas for further development and possible inclusion in the second phase of the programme. (7) A workforce planning strategy has been developed by HR & OD, aligned to the Organisational Development strategy and BCCP and the individual actions identified within this are being progressed. (8) Directors are being supported by HR&OD to implement highly effective workforce planning approaches to effectively scenario plan to deal with any major uncertain shifts in the Council's internal or external environments. (9) A range of learning and development solutions to support managers specifically on areas of change management and workforce planning has been delivered through the Leaders of the future programme.	03	04	12 High
<u>Context:</u> (1) Successfully deliver Phase 3 of the Better Council Change programme and implement the agreed budget and savings options (2) Implementation of a significant programme of transformational change (3) Increased efficiency (4) Third phase of the programme to facilitate identification of additional savings areas. (5) Addressing capacity challenges (financial and workforce) to deliver change and improvement							
Action Codes	Linked Actions	Latest Note		Assigned To		Due Date	Status
FRSIP17.10.32	Lead on Better Council Programme projects phase 3	The projects in the Customer Experience/digital theme are progressing well from development of the business cases into delivery. Automated processes continue to be developed and deployed in Customer & Business Services and the streamlined, on-line Special Uplift process is now live. Opportunities for improving processes in schools are underway and paperless working is being progressed with the CMT.		F&R SMT		31-Mar-2019	

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR.18.05.13 Business World		The introduction of Business World requires the redesign of several key internal processes and when operational, employees and managers will need to fully engage with the range of ICT, HR and financial services, otherwise there is a risk that the council will not maximise the full range of anticipated benefits.	CMT	Top controls (1) Through the governance structures for the project there is wide engagement with council services and partners to ensure they have visibility of where the project is at and what can be delivered (2) Information provided from (1) above covers the deliverability of benefits which are dependent on the implementation and associated business process changes.	03	04	12 High
<u>Context:</u> As the ERP project moves towards implementation, the new Business World environment will be operational for managers and employees to access a range of ICT, HR and financial services. Realising the outcomes and benefits of this new way of working will now be the focus of this risk as Business World becomes business as usual.							
Action Codes	Linked Actions		Latest Note		Assigned To	Due Date	Status
CRR17.10.05b	Establish benefits realisation plan and trackers		The technology solution was implemented on the 1st October 2018. A new programme with new workstreams including support & development, benefits realisation, etc is being developed. This new programme will be established by the end of March 2019		Head of ICT	31-Mar-2019	
CRR17.10.05e	Audit Plan - Review key financial controls in order to provide an opinion on the financial internal control environment in place for those systems included within the roll out of ERP		Work on this audit engagement has been completed. Report has been issued to management		Chief Auditor	30-Jun-2018	

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR.18.05.14 Governance (BV) & Leadership		Effective governance and leadership is essential otherwise there is an increased risk to the business and reputation of the council and to important decisions that will need to be made in future.	CMT	Top Controls (1) Comprehensive induction and ongoing development programme in place for elected members. (2) Members are offered the opportunity to develop focussed individual development plans. (3) Cross Party Sounding Board established	02	04	8 Moderate
<u>Context:</u> The best value report published in August 2017 noted good leadership in the council. Recommendations made however included: § Councillors improving cross-party working Councillors taking advantage of training & development that the council provides to ensure they have the necessary skills and knowledge to perform their role effectively							
Action Codes	Linked Actions		Latest Note		Assigned To	Due Date	Status
CRR.18.05.14a	Undertake a review of the current training and development programme through engagement and consultation with elected members, to identify potential opportunities to further support attendance and participation levels.		The review has now been completed with new training programme delivered in April.		Head of Policy & Commissioning	31-Dec-2017	
CRR.18.05.14b	Embed Cross Party sounding Board and identify opportunities for all elected members to work together on issues of common interest and importance for the council and the Renfrewshire area.		Cross Party Sounding Board is in place and has already met on a few occasions. So far the board members discussed community level governance, Council and Community Plans and members development arrangements.		Head of Policy & Commissioning	31-Mar-2019	





Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR.18.05.15 Workforce Planning (BV)		Recommended improvements in workforce planning arrangements should be implemented otherwise there will be an increased risk to how future services are delivered.	Director of Finance & Resources	Top controls (1) The Council Workforce Plan 2017-2020 (approved in August 2017) (2) Each service department has its own workforce plan with associated priorities aligned to the 5 key themes of the Council Workforce Plan (3) All services have embedded workforce planning into their Service Improvement Plans (4) A Strategic OD & Workforce Planning Board is now well established (5) A dedicated resource for workforce planning is in place to support monitoring and progress of service and Council workforce planning actions (6) Engagement with and reporting to a wide range of stakeholders including CMT, Policy Boards, Services, Trades Unions and Staff Panels (7) Managers are being developed in workforce planning. 233 managers are currently on development programmes with an anticipated 600 planned up until 2019. (8) The Renfrewshire Health and Social Care Partnership (HSCP) also has its own Workforce Plan and Oversight Group with representation of senior managers from HSCP and Council. (9) Children’s Services has a workstream specifically focused on teacher recruitment	02	04	8 Moderate
<u>Context:</u> The best value report published in August 2017 highlighted areas for improvement with regards to workforce planning, most of which have been progressed already and are now reflected within the current control measures. The current risk evaluation is therefore moderate							
Action Codes	Linked Actions	Latest Note			Assigned To	Due Date	Status
CRR.18.05.15a	Progress the Council Workforce Plan’s next 6 months’ priorities	The Council Workforce Plan and all service workforce planning priorities are implemented and continue to be monitored through Service Improvement Plans and are updated on the Pentana Performance system. This ensures robust monitoring and that workforce planning is not seen as a standalone activity. The Council Workforce Plan progress and priorities for the next 6 months were also presented to the Finance, Resources and Customer Services (FRCS) Policy Board in June 2018, and through individual service workforce planning presentations to the CMT during June to August 2018. The next progress report outlining 6 month priorities is due to be presented to the FRCS Policy Board in November 2018.			Head of Transformation & OD	30-Sep-2018	
CRR.18.05.15b	Roll out workforce planning training for all staff (awareness)	Workforce planning workshops are embedded in the Council's leadership and management development programmes. As at October 2018 approximately 300 managers from across all services are participating in these programmes. In addition to the Workforce Planning Team Brief that was issued following the approval of the Council's Workforce Plan, an iLearn module for employees is being developed for launch in early 2019. This module will raise awareness of workforce planning, what it involves and its importance to the organisation.			Head of Transformation & OD	31-Mar-2019	
CRR.18.05.15c	Roll out performance development and review programme across the council	Following approval of the People, Performance and Talent Policy in June 2018, supporting guidance has been delivered for staff on the policy and individual training plans are being rolled out across services. A Talent Management approach will be embedded as part of the process to support succession planning across the workforce.			Head of Transformation & OD	31-Mar-2019	
CRR.18.05.15d	Implement new management arrangements to integrate existing HR, organisational development and programme management resources within one function to further strengthen the council’s approach to managing change	New management arrangements have been implemented. Recruitment is underway for the new Head of Service.			Head of Transformation & OD	31-Mar-2019	

Appendix 3 Top Service Risks




Chief Executive Services


Priority 1 Reshaping place, economy and future



Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>CERR.18.01.01 Renfrewshire Events Strategy</p> <p>Our approach includes leading on the implementation of the Renfrewshire Visitor Plan 2018-2021 and coordinating the progress of the action plans for the seven strategic projects which teams across the council and partners are responsible for delivering. The key element of that will be to lead on the provision of an events management service for the Council and the delivery of the Renfrewshire Events Strategy including bidding for new national events and designing, commissioning and delivering a programme of events and festivals across Renfrewshire.</p>	<p>If the council doesn't support all local activity to maximise the benefits from the legacy of the 2021 bidding process, we won't be able to attract new visitors and to change the reputation of Paisley and Renfrewshire.</p>	<p>Head of Marketing & Communications</p>	<p>Top controls</p> <p>(1) A Multi Agency Events Group meets on a monthly basis. Our multi agency partners include Police Scotland, Scottish Fire and Rescue, Ambulance Scotland. A number of internal departments represented; Events, Health and Safety, Civil Contingencies, Community Resources - street scene, roads and occasional representation from Members Services when required. The remit of the group is to plan and deliver safe and successful events. The group primarily review council run events but also consider community events jointly plan that could have implications for any of the service represented. A contingency manual is prepared for each council run event, circulated to all members of the group for comment and feedback. The document contains timelines, key contacts, site maps, permissions and is designed to provide event control room with a single document containing all strategic information required to inform decisions on the day. Each event is supported by a consumer marketing and media campaign that enables up-to-the minute event information to be provided to event goers and visitors. The group also review all events on completion and log any issues in a lessons learned to inform planning and development for future events.</p> <p>(2) Events Guidance Manual in operation</p> <p>(3) Considerable pre-event liaison with in house teams and the emergency services</p> <p>(4) The events team and in-house specialists have considerable experience and a good track record in organising and managing events</p> <p>(5) Suppliers procured in accordance with Contract Standing Orders, with indemnity limits agreed and insurance covers checked.</p> <p>Other controls Accredited and experienced stewards are employed and Paramedic and trained first aiders are on site at all large scale events. There is events cancellation insurance cover in place for higher cost events</p>	<p>03</p>	<p>04</p>	<p>12 High</p>

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CE.SIP.18.01.05	Deliver a range of diverse and exciting events to increase visitor numbers to our town centre and grow local event attendances	<p>The Events Strategy sets out a target of attracting 400,000 attendees to the events we deliver by 2022. This target includes existing, Paisley 2021 legacy and new events the team will bid to bring to Renfrewshire. The target for 2018/19 is 190,000, quarter one events included St Mirren league celebration, Food and Drink Festival, British Pipe Band Championships and Renfrew and Barshaw Gala days. The average audience profile for these events are 66% local and 34% visitors. Q2, 3 and 4 events include hosting of the Scottish Album of the Year Awards and Pagliacci, Sma Shot and Weave Festival, Fire Engine Rally, Doors Open Days, The Spree, Halloween, Fireworks and the Christmas Lights switch ons.</p> <p>Within the strategy we gave an undertaking to enhance our existing events, review out programming approach and secure external funding. This has been delivered for the Spree with a new partnership with Synergy music and a fresh programming approach. Over the last few we have been developing an augmented programme for Halloween and have been successful in securing £48.5k form Event Scotland's Signature Event Fund, the programming approach reflects Scotland's Year of Young People with ambitious targets to engage a minimum of 550 young people across our programme.</p>	Comms & PA Manager; Events Team	31-Mar-2021	
CE.SIP.18.01.05	Deliver a range of diverse and exciting events to increase visitor numbers to our town centre and grow local event attendances	<p>The Events Strategy sets out a target of attracting 400,000 attendees to the events we deliver by 2022. This target includes existing, Paisley 2021 legacy and new events the team will bid to bring to Renfrewshire. The target for 2018/19 is 190,000, quarter one events included St Mirren league celebration, Food and Drink Festival, British Pipe Band Championships and Renfrew and Barshaw Gala days. The average audience profile for these events are 66% local and 34% visitors. Q2, 3 and 4 events include hosting of the Scottish Album of the Year Awards and Pagliacci, Sma Shot and Weave Festival, Fire Engine Rally, Doors Open Days, The Spree, Halloween, Fireworks and the Christmas Lights switch ons.</p> <p>Within the strategy we gave an undertaking to enhance our existing events, review out programming approach and secure external funding. This has been delivered for the Spree with a new partnership with Synergy music and a fresh programming approach. Over the last few we have been developing an augmented programme for Halloween and have been successful in securing £48.5k form Event Scotland's Signature Event Fund, the programming approach reflects Scotland's Year of Young People with ambitious targets to engage a minimum of 550 young people across our programme.</p>	Comms & PA Manager; Events Team	31-Mar-2021	
CE.SIP.18.01.06	Implement the Renfrewshire Visitor Plan	Progress continues to be made in seven portfolios and highlights include: Two tourism business networking events, both with support from VisitScotland and attendance from Regional Director, as well as Chamber of Commerce and Paisley First. Development and launch of Paisley Welcomes – online training portal for product familiarisation and customer service excellence, public realm and infrastructure strategy in progress, development of visitor campaign and new marketing materials, Paisley visitor survey completed for second year, annual Visitor Attraction Monitor commissioned, exhibited at VisitScotland EXPO 2018, Scotland's largest travel trade event.	Comms & PA Manager; Events Team	31-Mar-2021	
CE.SIP.18.01.09	Deliver the events strategy to 2022. This will include bidding for new events and delivering an enhanced events programme on an annual basis as part of the Paisley 2021 Legacy plan	2018 events currently in delivery, working towards strategy targets. Signature events Food and Drink Festival, British Pipe Bands and Weave delivered. External funding from Event Scotland Signature fund received for Halloween festival.	Comms & PA Manager; Events Team	31-Mar-2021	



		<p>We have successfully hosted year one of a three year contract for the British Pipe Band Championships. Scottish Album of the Year Awards were held 6th September with a record attendance and secured national publicity.</p> <p>Project initiation has commenced on Legacy projects including Glen Cinema, Radical War and Paisley Festival. We will be working with Glasgow Life on the bid to secure the Giro in 2020. A largescale cycling event is in the inaugural business case planning stage.</p>			
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Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>CERR.18.01.02 Public affairs and marketing</p> <p>The service is leading on producing high quality campaigns and promotional materials which position Renfrewshire positively in digital and traditional media. Campaigns will be designed to raise awareness of council services, policy changes and promote positive behavioural change leading to improved lives. The risk will also be managed through the provision of professional marketing and graphical design services, the development and implementation of the Council's marketing strategy and provision of external communications, media and public relations to protect the council's reputation, reinforce the corporate vision and build the profile of the council nationally.</p>	If the council doesn't engage with local citizens and communities to enhance awareness and understanding of the Council and the services, we won't be able to promote and enhance the council's reputation and celebrate our achievements.	Head of Marketing & Communications	<p>Top controls</p> <p>(1) Head of Marketing and Communications and the Marketing Manager and Corporate Communications Manager liaise with Services/ Senior Management Teams on the co-ordination and timing of information communications, communication strategies, action plans and key milestones</p> <p>(2) Head of Marketing and Communications is full member of Corporate Management Team</p> <p>(3) Media protocol in place</p> <p>(4) Communications database (Gorkana) is used to track and manage media enquiries</p> <p>(5) Council information channels such as; website, social media, magazine are used effectively to promote council initiatives</p> <p>(6) All content on website and intranet have review dates set so that checks can be made on currency of information</p> <p>(7) Crisis Communications Strategy and on call rota in place</p> <p>(8) All employees are required to comply with council guidelines when using approved social media applications such as Facebook and Twitter</p> <p>(9) The Communications team monitors all social media accounts</p>	03	04	12 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CE.SIP.18.01.04	Implement our destination marketing plan	Implementation of the destination marketing plan is on track Destination website paisley.is and dedicated social media channels launched. Positive PR coverage and social media activity has performed well in terms of reach and engagement. Key highlights include: BBC Scotland Call Kaye – Cat Harvey's big day out, Scots Magazine, Indy Eats and Olive magazine. Q1 positive opportunities to see and hear were 255million. Combined reach to date is over 271million. Paisley.is achieved 75K unique visits in Q1 which exceeds our target for year one with 150K visits to the website. Q1 total social media followers were 5,440 and on target for the year. Combined social media followers to date is 6,154.		Comms & PA Manager; Events Team	31-Mar-2021	
CE.SIP.18.01.07	Create a positive destination brand to drive positive perceptions of Paisley and Renfrewshire as a great place to live, work and visit, and implement the destination marketing strategy	Q1 positive opportunities to see and hear were 255million. Combined reach to date is over 271million. Paisley.is achieved 75K unique visits in Q1 which exceeds our target for year one with 150K visits to the website. Q1 total social media followers were 5,440 and on target for the year with our combined followers at 6,154. Q1 included planning for the implementation of the first visitor campaign, development of new visitor marketing materials and roll out of Paisley Welcomes – a new online visitor information and training hub. Key highlights in Q1 include: attended Visit Scotland Expo, partnership agreed with Chamber of Commerce, brand activated and support of marketing events programme (Food and Drink Festival, British Pipeband Championships and planning for the year ahead).		Comms & PA Manager; Events Team	31-Mar-2021	
CE.SIP.18.01.08	Establish a commercialisation model that reconnects the Paisley Pattern to Paisley	First formal partnership agreement signed and subsequently extended to include jewellery - due to launch in November 2018. Research into potential Digital Asset Management tool underway and tender for DAT being developed.		Comms & PA Manager; Events Team	31-Dec-2020	

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CERR.18.01.03 Regeneration of Renfrewshire’s Town centres		The Council has plans for the regeneration of town centres throughout Renfrewshire which if not delivered effectively could result in reputational harm as well as the missed opportunities of improving the quality of life in Renfrewshire, particularly in the Town Centres. This includes investing in Renfrewshire's Heritage assets and the promotion of Renfrewshire and of Paisley as a destination town.	Head of Regeneration	<u>Town Centre Regeneration</u> . All regeneration projects are managed using the Councils Project Management Framework. . Regeneration projects are reported through a Programme Board chaired by the CE and Council Boards. . Progress against key milestones, and funding and other risks are regularly monitored. . A Strategic Economic Framework and 10 year vision and action plan for Paisley Town Centre were approved by the Council's Leadership Board in November 2016. . Funding of key regeneration projects supported through applications to appropriate funding sources. . In Sept 2017 stage 1 HLF funding of £4.9m was approved for the redevelopment of Paisley Museum with a Round 2 bid being developed for submission in 2019. An application was submitted to the Scottish Govt Regeneration Capital Grants Fund (RCGF) with £4m being approved in March 2018. . £4.5m funding for Phase 2 approved by HLF / HES for further townscape heritage priority projects in Paisley Town Centre (TH/CARS2 project). . Preparation and consultation on Town Centre Strategies for Linwood, Johnstone, Erskine, Braehead and Renfrew completed and agreed by Board.	03	04	12 High
<u>Context:</u> *Working with Housing Association partners to build more affordable homes in Renfrewshire. *Progressing Community Growth Areas across Renfrewshire *Delivering actions that will improve our Town and Village centres. *Delivering the Paisley Town Centre Heritage Asset Strategy. *Using new approaches to attract new development and investment.				<u>Paisley Town Centre Heritage Asset Strategy (PTCHAS)</u> . Paisley Heritage Asset Strategy approved in January 2014. . Paisley BID (Business Improvement District) Steering Group established, the Council is represented on the BID. . The £5m refurbishment of the iconic Russell Institute was completed in Summer 2017. . £4.5m funding for Phase 2 approved by HLF / HES for further townscape heritage priority projects in Paisley Town Centre. . Building purchased at No.22 High Street, Paisley for the Learning & Cultural Hub incorporating the relocation of Paisley Central Library and £1.5m Scot Govt RCGF funding was secured.			
Action Codes	Linked Actions		Latest Note		Assigned To	Due Date	Status
CERR.18.01.03a	Deliver the Paisley Town Centre Action Plan 2016-2026.		Substantive progress made to conclude all short term actions identified within the Action Plan. Agreement reached with Scottish Government to commission and jointly fund a further commission to explore a renewed 'vision' for the centre that explores functionality and interdependencies between heritage regeneration projects, tourism and cultural development alongside transport infrastructure and property market changes. Commission will be made by the end of 2018.		Head of Regeneration	31-Mar-2019	


Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CERR.18.01.04 Advanced Manufacturing and Innovation District Scotland (AMIDS)		Failure to maximise the impact of the National Manufacturing Institute of Scotland (NMIS) would be a missed opportunity to create skilled jobs and economic growth on a large scale resulting in reputational damage and less positive impact on the area's levels of poverty and deprivation.	Head of Regeneration	Top controls (1) The GAIA City Deal project will support the delivery of the infrastructure required to support the AMIDS. (2) The Council are working closely with partners including the Scottish Government, Scottish Enterprise and the University of Strathclyde to meet the programme for NMIS delivery. (3) The Renfrewshire City Deal team is leading on the Infrastructure, Planning & Building workstream for the delivery of NMIS. (4) The Renfrewshire City Deal team, with partners, is developing an overarching programme for the delivery of GAIA enabling infrastructure, NMIS delivery, other potential inward investments and the wider AMIDS – taking into account all partner requirements and interdependencies to ensure all stakeholders requirements are met with minimal impact on each other. (5) Leadership Board agreed to seek authority from the City Region Cabinet at its April 2018 meeting to materially review the existing business case for the CWRR project to maximise the economic potential and impact of the existing GAIA project, following the December 2017 announcement by the Scottish Government that the National Manufacturing Institute for Scotland (NMIS) was to be located within the Glasgow Airport Investment Area (GAIA). (6) A Planning Permission in Principle (PPiP) application for the development of GAIA will be submitted by the City Deal project team. The purpose of the PPiP application is to help deliver the vision of creating an internationally recognised centre for innovation, research and advanced manufacturing by addressing as many of the common planning, environmental and other statutory requirements as possible and assist in de-risking the delivery of NMIS and future investment opportunities.	02	05	10 High
Context: The National Manufacturing Institute of Scotland (NMIS) will be located on the key GAIA/AMIDS site, giving Renfrewshire the opportunity to build on this success to create an Advanced Manufacturing District creating many skilled jobs, significant investment and economic growth							
Action Codes	Linked Actions	Latest Note			Assigned To	Due Date	Status
CERR.18.01.04a	Assist in meeting NMIS construction milestone through commissioning of advanced works associated with AMIDS PPiP	Renfrewshire City Deal Project Director chairs NMIS Infrastructure workstream. Regular project update meetings with NMIS Project team also setup. Renfrewshire City Deal team are managing a series of advanced works to prepare the site for development including NMIS: Demolition works on Netherton Farm site are complete. Archaeological mitigation works commenced 24/09/18 with initial surveys, trial trenching commenced 02/10/18 with works due to complete on Netherton Farm by end of October 2018. Tender documents for site investigation are due to be issued w/c 08/10/18, with award expected by end of October due to commence early November (after archaeological mitigation works complete).			Head of Regeneration	31-Mar-2019	
CERR.18.01.04b	Submit PPiP for AMIDS	The Planning Permission in Principle (PPiP) application for the Netherton Farm site was submitted on 29 June 2018 and continues to be considered by Renfrewshire Council's planning department. It is currently expected that this application will be determined at the Communities, Housing & Planning Policy Board on 30 October 2018.			Head of Regeneration	31-Mar-2019	

Communities, Housing and Planning Services




Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CHPRR.18.01.01 House building and community regeneration		The Council has plans for regeneration throughout Renfrewshire which if not delivered effectively could result in reputational harm as well as the missed opportunities of improving the quality of life in Renfrewshire. The provision of high quality affordable housing is a key component of this and is an integral part of the regeneration strategy that must be delivered.	Head of Planning & Housing Services	<p>Top controls <u>House building and encouragement of investment</u></p> <p>(1) Promotion/Marketing of Renfrewshire as a place to invest.</p> <p>(2) Consultation on the new draft Strategic Housing Investment Plan 2017/18 - 2022/23 was carried out in September 2017.</p> <p>(3) Review of Council's land and property assets continues with marketing of sites as well as working with a range of partners to facilitate new development on more challenging sites with ongoing discussions with CPP partners on joint approaches to property solutions.</p> <p>(4) The Renfrewshire Local Housing Strategy 2016-2021 sets out the strategic vision for housing and housing related services and seeks to provide a clear direction for strategic housing investment. <u>Projects</u></p> <p>(1) The Council has identified a number of priority regeneration projects in local residential communities through the SHIP process. These include:-</p> <ul style="list-style-type: none"> . Paisley West End . Ferguslie Park Regeneration Plan . Orchard Street housing regeneration. . Johnstone Castle. . Bishopton. <p>Community Regeneration</p> <p>(1) A programme management framework has been established to monitor progress of the Strategic Housing Investment Programme as well as the delivery of housing regeneration initiatives across Renfrewshire's communities.</p> <p>(2) The Local Housing Strategy 2016-2021 provides the policy context for ongoing investment and interventions.</p> <p>(3) Regular consultation and liaison with Scottish Government.</p> <p>(4) The Planning & Housing Section with the Service has been augmented and work programme aligned to ensure that resources are available to address the consultation, monitoring and delivery of regeneration activity.</p>	03	04	12 High
<p><u>Context:</u></p> <ul style="list-style-type: none"> . Working with Housing Association partners to build more affordable homes in Renfrewshire. . The Scottish Government have announced a target of 50,000 new affordable homes in Scotland. . Progressing Community Growth Areas across Renfrewshire . Using new approaches to attract new development and investment. 							
Action Codes	Linked Actions	Latest Note			Assigned To	Due Date	Status
CHPRR.18.01.01a	Consult on proposals for the regeneration of the Tannahill area of Ferguslie Park	Having reviewed further the options for the Regeneration of the Tannahill area of Ferguslie Park, officers from Planning and Housing Services have been consulting on updated proposals with tenants and residents of the Tannahill area. Details of the review and findings from the recent consultation will be presented to the Communities, Housing and Planning Policy Board in October 2018.			Planning & Housing Manager	31-Mar-2019	
CHPRR.18.01.01b	Promote the use of CPOs to facilitate Council housing new build development in Johnstone Castle	Officers are progressing the second CPO for the regeneration of Johnstone Castle. Demolition of the former tenements is ongoing to clear the sites, to date 33 blocks have been demolished with a further 15 to be demolished in due course. Following the appointment of the Councils new build contractor, 'ENGIE', ground works have now commenced for the construction of 95 new build Council Homes in Johnstone Castle.			Planning & Housing Manager	31-Mar-2019	


CHPRR.18.01.01c	Promote the use of CPO to facilitate the regeneration of Paisley West End Masterplan	Paisley West End – Following the approval of the West End Masterplan by the Leadership Board in December 2017, officers from Planning and Housing Services continue to work with our RSL partner, Sanctuary Scotland and the Scottish Government to deliver the Regeneration Masterplan for the West End of Paisley. In order to facilitate the masterplan, officers are now progressing the promotion of a CPO for the Masterplan area to assist with the delivery of the regeneration proposals.	Planning & Housing Manager	31-Mar-2019	
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Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CHPRR.18.01.02 Housing Investment		Delivery of the EESSH standard will require access to external funding sources to supplement the Council's capital funding. If the council does not secure sufficient funding to deliver all these measures, some properties may not meet the required standard. The current uncertainty around what recommendations may be made by Scottish Govt in relation to multi storey fire safety improvements mean it is difficult to plan for these from a funding and procurement perspective.	Head of Planning & Housing Services	Top controls <u>Energy Efficiency Standard for Social Housing (EESSH)</u> (1) The opportunities to secure external grant funding for energy improvements are being maximised, with over £11.6M HEEPS:ABS funding been secured over the last 5 years with a further £1.5M expected in 2018/19 (2) The Scottish Government has carried out a mid term review during 2017 to assess landlords' progress towards compliance with the 2020 milestone (3) Temporary exemptions may be possible where it can be demonstrated that the costs associated with meeting the standard are excessive and where external funding sources are not available to support the Council's capital programme (4) As a result, where EESSH measures cannot be applied in the short to medium term, some properties may not meet the required standard. This may cause issues for tenants of those properties in terms of higher costs to heat their homes <u>Multi Storey Investment</u> (1) Since Grenfell, the Council has chaired regular meetings with a group of key officers, including representatives from Scottish Fire & Rescue Service to review fire safety measures and agree any actions that may enhance the fire safety arrangements in the future (2) Communal Area fire alarm systems are in place in each of the 14 blocks (3) Fire Risk Assessments are in place for each of the 14 blocks, with an additional independent fire safety audit currently underway (4) The fire safety role carried out by the concierge and caretaking staff is under review with consideration of enhancing the cover provided by extending the hours that blocks are staffed (5) Fire rated doors which were previously installed in all council owned properties have now been offered to those private owners whose door did not meet the required fire safety standard and installations are underway (6) A programme of upgrades to smoke and heat detectors within each council property is underway (7) Regular update reports are presented to the Communities, Housing and Planning Policy Board	04	03	12 High
<u>Context:</u> The Energy Efficiency Standard for Social Housing (EESSH) was introduced in April 2015 with the first milestone set for 31 December 2020. Scottish Government carried out a mid term review of EESSH during 2017 and the next milestone is expected to be announced during 2018. It is the Council's position that EESSH will be achieved through the capital funding plans for planned investment programmes, together with Government sourced supplementary funding (e.g. HEEPS:ABS) and other external funding sources such as ECO. There is also uncertainty over what recommendations will be made regarding investment in multi storey (high rise) blocks as a result of the inquiry into the Grenfell disaster which could involve significant funding challenges.							
Action Codes	Linked Actions		Latest Note		Assigned To	Due Date	Status



Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CHPRR.18.01.03 Air Quality		If council is not seen to be effectively working towards meeting statutory limit values for NO2, there is a risk of reputational damage and the potential for financial penalties, depending on UK and Scottish Government decisions on how to apportion EU fines should they be imposed on the UK for failing to comply with the EU Air Quality Directives.	Head of Public Protection	Top controls (1) A network of monitoring to measure Air Quality is undertaken throughout Renfrewshire. (2) The approved 2014 Paisley Town Centre Air Quality Action Plan is being updated and supplemented to produce a Renfrewshire wide Action Plan; reflecting the additional Air Quality Management Areas declared by the Council in 2016 (3) Effective action plan measures are implemented to address air quality issues within all the Air Quality Management Areas (4) Funding applications to the Scottish Government are submitted annually to assist with implementation of additional monitoring and action plan measures, where necessary	04	03	12 High
Action Codes CRSIP17.01.04.18		Linked Actions Deliver a refreshed Air Quality Action Plan to improve air quality for Renfrewshire	Latest Note The draft Renfrewshire Air Quality Action plan has been completed for the 3 Air Quality Management Areas in Paisley, Johnstone and Renfrew. This has been passed to the Scottish Government and SEPA for review as per requirements under legislation and once returned with comments, will go out to wider consultation in due course. The Action Plan details actions to reduce air pollutants within these areas.		Assigned To Regulatory & Enforcement Manager	Due Date 30-Sep-2017	Status 

Environment and Infrastructure Services

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
EIRR.18.01.01 FAI/Cemeteries <u>Context:</u> Many memorials and headstones within our cemeteries and churchyards have been erected many years ago. Although modern construction techniques are applied now, many of these have been erected without suitable foundations and dowling that connects the pieces of a memorial together. Even when these have been included, many of them will have failed over the course of time, compounded by the natural deterioration of the materials originally used. Although the memorial stones remain the sole property of the legal lair holder, Renfrewshire Council has a statutory duty to ensure the safety all of visitors, staff, funeral directors and contractors visiting and operating within our cemeteries and churchyards. In many cases, the legal 'owner' of the memorial or headstone will be deceased.	If large memorials in cemeteries are not checked at an appropriate frequency, there is an increased risk of potential accidents/ injuries. If repairs are not carried out to large memorials within an appropriate timescale when defects are noted, there is an increased risk of potential accidents/ injuries to members of the public visiting Renfrewshire cemeteries.	Head of Amenity Services	Top controls (1) Staff presence and visits to all of our operational cemeteries who will report anything that requires further inspection. (2) Routine/ programmed inspections of Renfrewshire cemeteries and churchyards to ascertain the condition of memorials, headstones, crypts, mausoleums and associated structures. Where defects are found, memorials are made safe by laying down. (3) Attempts are made to contact the last known lair holder that we have taken action to make the memorial safe.	03	05	15 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
EIRR.18.01.01a	Environment & Communities will work with the Scottish Government and Scottish Burials Benchmarking Group (SBBG) to implement any guidance and actions arising from the fatal accident inquiry into the death at Craigton Cemetery.	The guidance to be prepared by the Scottish Government has not yet been drafted. Renfrewshire Council are part of the working group alongside the Scottish Burial Benchmarking Group (SBBG) and will continue to review and monitor discussions. Once guidance published, this will be used by Renfrewshire Council		Head of Amenity Services	31-Mar-2019	
EIRR.18.01.01b	On publication of the guidance - undertake a robust training needs analysis to identify any skills gap and any additional staff resources in meeting the published guidance requirements - Identify and deliver suitable and sufficient staff training.	Currently awaiting finalised guidance from the Scottish Government. Work undertaken to discuss with other local authorities and Scottish Burial Benchmarking Group (SBBG). Approved training provider for memorial safety has been used previously by the Council and training will be undertaken in-house. An external contractor has been approached regarding the inspection and stability of memorials in Renfrewshire cemeteries.		Head of Amenity Services	31-Mar-2019	
EIRR.18.01.01c	Develop and implement a suitable software package for recording finding.	Investigations on-going for soft market testing. This is linked to the procurement of a contractor, training of staff and ensuring the finding can be linked to cemeteries management software. This work is currently on-going.		Head of Amenity Services	31-Mar-2019	

	This will be required to link into the cemeteries management software suite.				
EIRR.18.01.01d	Continue to review and amend processes and continue to work with SG and SBBG on best practices and any subsequent amendments to the guidance.	<p>Work remains on-going with the Scottish Burial Benchmarking Group (SBBG) to assist the Scottish Government with appropriate guidance to ensure consistency.</p> <p>Discussions been held with SBBG and other local authorities with regards to checks undertaken on memorials and this will be replicated in Renfrewshire.</p>	Head of Amenity Services	31-Mar-2019	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
EIRR.18.01.02 Roads Highway Code of Practice	Arrangements to support risk-based categorisation and inspection of highways (roads and footways), require to be implemented timeously or there may be an increased financial risk for the council.	Head of Amenity Services	Top controls Dedicated team and resources in place to prepare for and transition to new arrangements	03	05	15 High
<u>Context:</u> New code of practice for highways - coming into effect in October 2018, requiring revised arrangements to be timeously implemented						
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
EIRR.18.01.02a	Arrange risk management training for assessors, for applying the new risk based methodology agreed by SCOTS	All roads and footway inspectors fully trained for applying the new risk based methodology.		Head of Amenity Services	31-May-2018	
EIRR.18.01.02b	Risk assess and re-classify the highway network in line with the new methodology agreed with SCOTS	The re-classification of the highway network has been undertaken in Renfrewshire in line with the new methodology agreed with SCOTS. This however, needs further work to complete and tailor fully to Renfrewshire and this work remains on-going.		Head of Amenity Services	15-Jul-2018	
EIRR.18.01.02c	Revise inspection policy and submit to Board for approval	A report on the new Roads Highway Code of Practice was taken to the Infrastructure, Land and Environment Policy Board on 29 August 2018 outlining the proposals. Unfortunately, the Policy couldn't be finalised and taken to Board for approval as the draft guidance being prepared by SCOTS for all local authorities has not been finalised. Once this is complete, Renfrewshire Council will translate to our own highways and present to the policy to the above Board.		Head of Amenity Services	07-Aug-2018	
EIRR.18.01.02d	Go live with new procedures in October 2018	Due to the guidance from SCOTS still being in draft form, Renfrewshire Council will not be able to go live in October as planned. From discussions at SCOTS, no local authority will be able to go live in October 2018. Work continues to review the guidance and alter to the resources and needs of Renfrewshire. The Roads Service is currently going through roads and footways to see the correlation and differences from current inspection regimes.		Head of Amenity Services	31-Oct-2018	

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
EIRR.18.01.03 Linwood Moss landfill site		Failure to adequately manage the Linwood Moss Landfill Site could result in environmental impacts, reputational damage and failure to comply with licensing conditions.	Head of Amenity Services	Top controls (1) Regular monitoring of leachate and gas from the site (2) Manual inspection of all infrastructure and telemetric system to monitor leachate levels in place (3) Procurement of consultants to work with SEPA (Environmental Regulator) on the discharge of leachate and gas	03	04	12 High
Action Codes	Linked Actions		Latest Note		Assigned To	Due Date	Status
CR.RR17.04.15a	Work with consultants and SEPA to assess if leachate can be discharged to watercourse		Tripartite meetings continue with SEPA and consultants (Atkins) and the Amenity Services – Waste Manager. Data on waterflow within the site is still being collected and analysed with SEPA requiring 2 years’ worth of data before any decision is made on where the water will be discharged to.		Amenity Services (Waste) Manager	31-Mar-2018	
CRRR1617.02a	Continue to monitor Linwood Moss landfill site and rectify any faults found		Equipment on site and some materials (amoniacle nitrogen and iron levels) being removed. Tankering of leachate has been undertaken throughout 2017/2018 to ensure there is no overspill. Monitoring of Linwood Moss landfill site is undertaken on a daily basis.		Amenity Services (Waste) Manager	31-Mar-2018	

Finance and Resources

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
FRRR.18.01.01 Oversight of induction procedures		If people who are new to the council, or who are moving into new positions internally, are not aware/ reminded of key messages, information and expectations, then there is a risk of breach of council policies and procedures	Head of Transformation & OD	Top controls (1) First impressions - I learn induction course available to all staff, and incorporates all the mandatory information. (2) New start's Line manager carries out local induction and sends to Customer and Business Services to upload to Anite file (3) New starters induction checklist in use	03	04	12 High
<u>Context:</u> Finance & Resources have responsibility for monitoring compliance with induction procedures							
Action Codes	Linked Actions		Latest Note		Assigned To	Due Date	Status

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
FRRR.18.01.02 Insurance cover for predecessor organisations		With insurance gaps identified for some predecessor organisations, and recent legislative changes relating to limitation periods, there is an increased financial risk arising from possible uninsured claims	Risk Manager	Top controls (1) Register of policies for Renfrewshire’s predecessor organisations allow relevant insurers to be identified and notified wherever possible (2) An insurance archaeologist also undertook further work to identify insurers for known gaps (3) Where the council believes an insurer is ‘on risk’ they are put on notice timeously	03	04	12 High
<u>Context:</u> * Long tail industrial related disease claims * Limitation (Childhood Abuse) (Scotland) Act 2017							
Action Codes	Linked Actions		Latest Note		Assigned To	Due Date	Status