
To: Audit, Risk and Scrutiny Board

On: 29 May 2018

Report by: Director of Finance and Resources

Heading: Strategic, Corporate and Service Risks, April 2018

1. Summary

- 1.1 In keeping with 'Risk Matters,' the council's combined risk management policy and strategy, the strategic and corporate risk registers are refreshed on an annual basis; led by the Corporate Risk Management Group on behalf of and in consultation with the Corporate Management Team. In addition, each service department maintains its own risk management plan in respect of the operational risks within their areas of responsibility.
- 1.2 This paper presents to the Board the strategic, corporate and key service risks identified for management and scrutiny with effect from 1 April 2018.
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2. Recommendations

- 2.1 It is recommended that the Board approves the strategic, corporate and key service risks and is assured regarding the robust methodologies used to ensure the appropriate risks are being identified and managed.
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3. Background

- 3.1 During 2017, following the local government elections, new Board structures were established and where previously risk management reports had been submitted to individual and multiple Boards, a change was made whereby all risk reports would be submitted to the Audit, Risk and Scrutiny Board. As a result of this change, a single risk report has been developed to cover all

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strategic, corporate and key service-specific risks. The new report is attached.

- 3.2 The purpose of good risk management is to enable delivery of safe and high quality services for all service users, achieve high standards of performance, make the most of opportunity, and provide a safe environment our employees and our contractors and partners that we deliver services with.
- 3.3 The council's approach to risk management is to encourage our services to be risk aware rather than risk averse and in this way we seek to reduce instances of harm or loss but also enable innovation and the pursuit of better outcomes.
- 3.4 The methodology for identify key risks is extensive. Table 2.9.1 within the report sets out the methodology, and risks are then aligned to the Council Plan: Thriving People, Connected Communities.
- 3.5 The resulting strategic, corporate and service risk registers are then used to assist in the recording, monitoring and review of the risks.
- Strategic risks reflect external issues that impact on the people and communities of Renfrewshire, where the council along with its partners have a significant role to play in managing these risks.
 - Corporate risks reflect internal issues that affect multiple service departments and are linked to the efficiency and effectiveness of the organisation.
 - Service specific risks reflect issues that individual service departments need to manage within their own teams, in addition to any they may be responsible for in the strategic or corporate risk registers.
- 3.6 Risks have been evaluated using the council's standard risk matrix and involves multiplying the likelihood of a risk occurring by its potential impact. Risk are then evaluated as either 'low', 'moderate', 'high' or 'very high.' The profile of risk going forward from April 2018 is shown in the table below:

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

- 3.7 The risks in the tables overleaf are considered to be the top risks in each category. More detailed information regarding these specific risks is provided at 3.5 in the main report.

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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
Children's Services				
1) (All moderate risks)				
Development & Housing Services				
1) Housing investment	03	04	12	High
2) House building and community regeneration	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
Environment & Communities				
1) Roads Highway Code of Practice	03	05	15	High
2) FAI/ Cemeteries (Glasgow City Council)	03	05	15	High
3) Air Quality	04	03	12	High
4) 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

- 3.8 In relation to the risks recorded, it is believed that appropriate control measures are in place to prevent and/ or mitigate adverse effects and that further planned action is appropriate to the level of risk. Where no new actions are defined for any risk, this is indicative of a level of confidence in the current control measures in place and a consequent decision to tolerate the risk for the time being.
- 3.9 Robust monitoring arrangements are in place to track the progress of planned actions. It should be noted that actions prefixed by "RR" exist only for the benefit of reducing or containing the related risks, whereas actions with any other prefix 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.

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Implications of the Report

1. **Financial**

Recurring costs associated with the measures in place for each risk are considered proportionate to the level of risk, and new planned actions are also considered to be cost effective.

The financial requirements to support the risks should be met within the budget of each relevant risk owner, nevertheless, any unplanned and unbudgeted cost pressures that arise in relation to any of the risks identified will be subject to review in consultation with the Director of Finance and Resources.

2. **HR & Organisational Development** – not relevant to report recommendations

3. **Community/Council Planning** – effective risk management supports the delivery of all community/ council plan outcomes

4. **Legal** – not relevant to report recommendations

5. **Property/Assets** – not relevant to report recommendations

6. **Information Technology** – not relevant to report recommendations

7. **Equality & Human Rights** – not relevant to report recommendations

8. **Health & Safety** – not relevant to report recommendations

9. **Procurement** – not relevant to report recommendations

10. **Risk** – as per the subject matter of this report

11. **Privacy Impact** – not relevant to report recommendations

12. **Cosla Policy Position** – not relevant to report recommendations

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Strategic, Corporate and key Service Risks

April 2018

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Appendix 1 Strategic Risks

Appendix 2 Corporate Risks

Appendix 3 Top Service Department Risks

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1. Summary update on previous year's risks

- 1.1 When the 2017/18 strategic, corporate and service risk registers were approved by the Board, the profile of risk was:

Evaluation:	Low	Moderate	High	Very High	Total
No. of Strategic Risks:	00	00	07	01	08
No. of Corporate Risks:	00	03	07	01	11
Total No. of Service Risks:	01	37	30	03	71*
Chief Execs	00	01	04	01	06
Children's Services	01	09	03	00	13
Development & Housing	00	10	04	01	15
Environment & Communities	00	10	10	00	20
Finance & Resources	00	07	09	01	17

*In some cases, service risks reflected corporate or strategic risks that the service was responsible for.

- 1.2 The very high strategic risk was for poverty levels in Renfrewshire and the very high corporate risk was for Financial Sustainability. The very high service risks were duplicates of the strategic or corporate risks that services had also recorded (Chief Executives having included the poverty risk in their risk register and both Finance and Resources and Development and Housing having included the financial sustainability in theirs).
- 1.3 On 6 November the Board received a number of progress reports on the risks and at that time all the actions that were being taken forward in relation to managing the risks, were progressing largely as planned. Any outstanding actions are rolled forward into the revised risk registers to ensure actions are monitored to completion.
- 1.4 At the year-end, the risk profile was evaluated as:

Evaluation:	Low	Moderate	High	Very High	Total
No. of Strategic Risks:	00	00	07	01	08
No. of Corporate Risks:	00	03	07	01	11
Total No. of Service Risks:	03	37	28	03	71*
Chief Execs	00	01	04	01	06
Children's Services	01	09	03	00	13
Development & Housing	00	10	04	01	15
Environment & Communities	02	10	08	00	20
Finance & Resources	00	07	09	01	17

- 1.5 Two risks within Environment & Communities reduced in score:

- salt storage, from moderate to low; and,
- integration of Roads and StreetScene, from moderate to low.

- 1.6 Many of the risks from 2017/18 remain core issues for the council and continue to be reflected within the revised risk registers.
- 1.7 It should be noted that the cost of controlling the risks and undertaking further action has been met within existing budgets and the council has continued to achieve cost effective risk management over the course of the year despite ongoing cost pressures.

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2. The current business environment and key impact areas for the Council

- 2.1 In her recent statement following the approval of the council's [budget for 2018/19](#), Sandra Black, Chief Executive, highlighted that a positive budget had been agreed, which "protects vital public services as well as supporting longer term investment in the area." The budget provides £391m to fund services over the coming year and includes £5m funding for a five-year Tackling Poverty programme. Other key highlights include:
- £4.5m in a new employability programme
 - £4m to improve our roads infrastructure, bringing the total to £7.2m and £2.5m over five years for an enhanced environmental cleaning programme
 - £1.5m for a Community Empowerment Fund and £0.37m for a Villages Investment Fund to support community led projects and attract match funding.
- 2.2 The Chief Executive described the significant financial challenges all councils face with increasing demand and pressures on services. Council Tax would increase by 3% and housing rents by 1%. Combined with an increased Scottish Government settlement and the identification of £10m efficiencies for the year ahead, the council has a balanced budget however continued savings would be required in the years ahead.
- 2.3 The Accounts Commission's [Best Value Audit of Renfrewshire Council](#) (August 2017) had positive recognition of continuous improvement and progress in the performance of council services. The report recognised the significant challenges for the council with increasing pressure on funding and the impact of changing demand. Risks and recommendations for further action were outlined in the report, all of which are reflected in the council's risk registers. Further to that report, the Improvement Service released the [Local Government Benchmarking Framework Overview Report 2016/17](#) and this shows that despite financial and demand pressures and policy changes, the council has a good track record in performance.
- 2.4 Towards the end of 2017 Zurich Municipal, on behalf of SOLACE, published the [2017 Scotland Local Authority CEO report](#), having spoken with a number of chief executives of local authorities across Scotland to understand how they are managing in an age of uncertainty. Key themes arising from these discussions were financial and demographic pressures, public sector service transformation in Scotland dominated by ambiguity, addressing poverty and social inequality, integration of health and social care, city deals and education reforms.
- 2.5 [Local Government in Scotland: Challenges and Performance 2018](#) – the Audit Scotland report highlights 4 key messages around the complex and uncertain environment for local government, the essential need for transformational change and delivery of savings, the difficult task of managing the competing priorities of reducing costs and maintaining services for an ageing population, and evidence of customer satisfaction levels having fallen with a risk that quality is being affected.
- 2.6 Looking back the proactive approach taken by the council, the rigor applied to financial planning, the benefits and savings delivered through the Better Council Change Programme and the dedication of staff to meet the demands of the pace of change has served the council well in managing highly significant risk and opportunities. The council continues to be well placed going forward to provide excellent services for local people, invest in the community and protect vulnerable residents.
- 2.7 Looking forward, in addition to the highlights of 2.1 above, the council continues to progress in key investment activities such as the £274m investment in Glasgow City Region City Deal projects, £65m investment for the exciting new National Manufacturing Institute in Scotland based in Renfrewshire, and the £100m investment in cultural and heritage regeneration including the Paisley Museum transformation. Following on from the Paisley 2021 UK City of Culture bid, 2018 sees the momentum continued with the launch of the new destination brand



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Paisley.is, showcasing everything that makes Paisley and Renfrewshire a great place to live in, invest in and visit.

- 2.8 Considering all of the above and in keeping with good risk management practice, the council's risks are regularly reviewed and revised as necessary to ensure they suitably reflect the current business environment, capturing the key challenges for the council whether aligned to the corporate priorities or inherent in the day to day services of the council, or indeed other matters of importance that may be imminent or as yet on the horizon.
- 2.9 As in previous years, an extensive methodology has been implemented to stimulate a thorough approach to identifying the council's key risks (Table 2.9.1). With the change in board structures in 2017 and the Audit, Risk and Scrutiny Board (ARSB) starting to receive all risk registers, a proposal was made to the ARSB that a single risk report (combining strategic, corporate and key service-specific risks) be presented to Board for 2018. The methodology this year therefore also reflects work undertaken to streamline the risk registers.

Table 2.9.1: Methodology for identifying strategic and corporate risks

✔ Consultation	<p>(1) The Corporate Risk Management Group:</p> <ul style="list-style-type: none"> ▪ reviewed the 2017/18 risks and identified ongoing risks for 2018/19; ▪ aligned remaining risks to the new Council Plan; ▪ identified new risks emerging, either through service or specialist knowledge or from audit activities; and ▪ streamlined risk registers to ensure no duplication across registers <p>(2) Service risk reps horizon scanned with their DMTs for emerging service risks (in addition to those they would be responsible for in the strategic or corporate risk registers) and fed this information into the CRMG</p> <p>(3) The Risk Manager engaged with the Corporate Management Team to gather views and input for the registers and Board paper</p> <p>(4) Dialogue with insurance advisors, insurers and risk management advisors</p>
✔ Benchmarking	<p>(5) Discussion with risk managers in other local authorities through Alarm Scotland, the national public risk management association/ Scottish Group</p> <p>(6) Review of other public sector risk registers in the public domain</p>
✔ Review of key reports specific to the council	<p>(7) Best Value Assurance Report, Audit Scotland, August 2017</p> <p>(8) Audit Scotland: Renfrewshire Council 2016/17 Annual Audit Report</p> <p>(9) Audit Scotland Annual Audit Plan for Renfrewshire Council 2017/2018</p> <p>(10) Revenue Budget and Council Tax 2018/19 Report to Council March 2018</p>
✔ Review of key external reports	<p>(11) Zurich Municipal/ SOLACE report 2017 Scotland Local Authority CEO report</p> <p>(12) Audit Scotland: Local Government in Scotland: Challenges and Performance 2018</p> <p>(13) Local Government Benchmarking Framework; Overview Report 2016/17</p>
✔ Consideration of any new/ emerging legislations/ changes in provisions	<p>(14) Community Empowerment Act (Scotland) 2015 – council review of Community Planning Partnership Governance Arrangements – Report to Council Dec 2016</p> <p>(15) Scottish Government consultation on 'Empowering Teachers, Parents and Communities to Achieve Excellence and Equity in Education – Council response to Consultation</p> <p>(16) The new General Data Protection Regulation (GDPR)</p>

- 2.10 Many of the risks from 2017/18 remain for 2018 however it should be noted that since the risk report has been redeveloped to facilitate the submission of a single report on all strategic, corporate and key service risks to the Audit, Risk and Scrutiny Board, (rather than as 7 separate reports), there are many changes where, for example, risks that had been duplicated in registers previously have now been streamlined or risks have merged with others and transferred from service to corporate registers etc or vice versa. To this end, to provide as clear an audit trail as possible in transition to the new format, paragraphs 2.10.1 to 2.10.4 track the details of the most significant changes from 2017 to 2018.

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2.10.1 New risks being recorded

Area of risk and context	Strategic	Corporate	Service
(1) Delivery of Community Empowerment expectations - the Community Empowerment (Scotland) Act 2015 will require from local communities and the council to develop new approaches which support the development of community organisations and strengthen the approach to engagement through local area committees	---	<input checked="" type="checkbox"/> Lead: CMT	---
(2) Governance - internal control and management oversight. With a reduction in the workforce and increase in the scale and pace of change, there is a more challenging environment beginning to emerge for oversight and assurance	---	<input checked="" type="checkbox"/> Lead: CMT	---
(3) Governance (BV) and Leadership <ul style="list-style-type: none"> Best value report with recommendations on cross party working, member training and development (note, BV recommendations regarding governance relationships with Renfrewshire Leisure have since been addressed so do not form part of the risk) Member leadership, decision-making and accountability 	---	<input checked="" type="checkbox"/> Lead: F&R	---
(4) Workforce <ul style="list-style-type: none"> Best Value Report/ Workforce strategy and planning Organisational strategy and development 	---	<input checked="" type="checkbox"/> Lead: F&R	---
(5) Education Reform – Scottish Government developments have simplified the governance arrangements from the original proposals for reform, but other related risks require to be managed around increased potential for financial/ budgeting errors or recruitment difficulties.	---	<input checked="" type="checkbox"/> Lead: CS	---
(6) Advanced manufacturing and innovation Scotland (AMIDS) 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. 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.			<input checked="" type="checkbox"/> D&H
(7) Management of cemeteries - following the recent FAI into the death of a child at Craigton Cemetery (Glasgow City Council), the potential for a similar risk for Renfrewshire is now being assessed and monitored.			<input checked="" type="checkbox"/> E&C
(8) New Highway Code of Practice – a new code of practice will come into effect in October 2018, requiring the road network to be assessed on a risk basis to determine category and frequency of inspection. New arrangements are to be timeously implemented or there may be an increased financial risk for the council.			<input checked="" type="checkbox"/> E&C
(9) Potential for impact on border controls arising from Brexit – there may be logistical risks posed by Brexit that could vary in significance depending on the outcomes of Brexit arrangements.			<input checked="" type="checkbox"/> E&C

NOTE:

***Brexit** - consideration has been given to recording Brexit as a single risk, however impacts from Brexit have been included separately where relevant within specific risks – for example, Environment & Communities have a new risk around the legislative impacts and potential issues for border control with Glasgow International Airport being within the local authority area.

***Refugee resettlement programme** – consideration has been given to this as a new risk for Development and Housing Services, however the current programme has now been operating for over 2 years, is sufficiently resourced and there are no immediate or foreseen concerns at this time. This will however be kept under review.

***Community Asset Transfer** – new for 2018 however the details have been incorporated into a revised Asset Management risk.

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2.10.2 Risks refocused

Area of risk and reason for refocus	Strategic	Corporate	Service
Key Cultural & Heritage Outcomes in the Strategic Risk Register and Paisley 2021 in the D&H risk register – now amended following Paisley 2021 bid to Delivery of Paisley 2021 Cultural Legacy and this risk incorporate the new destination branding	<input checked="" type="checkbox"/> D&H	---	---
Delivering Key Outcomes LOIPs with Strategic Partners – updated to become Local partnership structure to align with recommendations of the Best Value Report: <ul style="list-style-type: none"> partners to plan budgets and finances together council and partners to involve communities and work together on joint priorities to strengthen partnership working (providing base for full implementation of the Community Empowerment (Scotland) Act 2015) 	<input checked="" type="checkbox"/> CE	---	---
Disrupting the pattern between poverty and attainment – this risk is being re-aligned within the 'Poverty Levels in Renfrewshire' risk, along with recognising the pattern that exists between poverty and health.	<input checked="" type="checkbox"/> CE/F&R/CS	---	---
Financial Sustainability – title remains the same, however: <ul style="list-style-type: none"> aligning with recommendations of the Best Value Report - prioritising how services need to be provided in the future to meet savings reflecting financial impacts of Brexit 	---	<input checked="" type="checkbox"/> F&R	---
Asset management – specific assets (around workforce, information etc) are now captured in other risks, so this risk now focuses on property/facilities (including community asset transfer), and environmental infrastructure such as roads, lighting, bridges, reservoirs and flood risk management (drainage/ gullies etc). Several related risks previously on the Environment & Communities risk register have now been taken out of the service risk register and incorporated into this revised corporate one.	---	<input checked="" type="checkbox"/> E&C/ F&R	---
ERP – now updated to Business World. As the ERP project moves to 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 be the focus of the risk as Business World becomes business as usual.	---	<input checked="" type="checkbox"/> CMT	---
Organisational Resilience – now expanded to Organisational and ICT resilience to cover organisational capacity to respond to major incidents, dependencies in relation to ICT systems, business continuity during transition to Business World, and service business continuity responsibilities to be able to respond to any ICT downtime. Because of the change in scope and focus this risk is raised from moderate to high and now features as a top 5 corporate risk.	---	<input checked="" type="checkbox"/> E&C/ F&R	---
Energy Efficiency Standard for Social Housing (ESSH) - this has been expanded to include the wider pressures of other investment requirements including the potential for additional investment in multi-story properties as a result of any recommendations from the inquiry into the Grenfell disaster.	---	---	<input checked="" type="checkbox"/> D&H
Insurance cover – has now been redefined as 'Insurance cover for predecessor organisations.' The risk previously focused on current insurance arrangements as well as insurance for longtail claims. The risk has been updated to take account of recent changes in legislation that removes time-bar for some specific cases combined with some gaps identified with regards to some predecessor organisations. The risk has been reassessed with an increase from 9-moderate to 12-high.	---	---	<input checked="" type="checkbox"/> F&R

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2.10.3 Risks being transferred from one register to another

Area of risk and reason for transfer	Strategic	Corporate	Service
Unemployment - has now been redefined as 'Unemployment and Economic Growth' to include the Council's activity to support businesses, increase employment and training opportunities, tackle deprivation and support economic growth, within the confines of available funding and the uncertainty surrounding the impact of Brexit on grant funding and on the wider economy. This risk was previously on the Development & Housing risk register and is now being transferred to the strategic risk register.	<input checked="" type="checkbox"/> D&H	---	---
City Deal, previously on the Development & Housing risk register, now being transferred to the strategic risk register	<input checked="" type="checkbox"/> D&H	---	---
Museum project, previously on the Development & Housing risk register, now being integrated with the Cultural Infrastructure and Regeneration risk on the corporate risk register		<input checked="" type="checkbox"/> D&H	
Key Regeneration Outcomes – now amended to “Cultural Infrastructure and Regeneration” to capture the key major capital projects being taken forward and transferred from strategic to corporate risk register in terms of monitoring the capital investment risk	---	<input checked="" type="checkbox"/> D&H	---
Delivery of OD Strategy – previously a service risk on the Finance and Resources risk register, now incorporated into new corporate risk for workforce planning and organisational development	---	<input checked="" type="checkbox"/> F&R	---
Welfare reform – previously a service risk on the Development and Housing risk register. The changes associated with welfare reform, and Universal Credit in particular, will impact on more than one service. The risk will recognise the impact on citizens and the support that will be required from council services, as well as acknowledge the potential impact on the Housing Revenue account, Council tax income and Customer and Business Services relating to benefits and advice.	---	<input checked="" type="checkbox"/> D&H F&R	---
Children's Services workforce planning – recruitment of teachers risk. This service risk is now being aligned with the Workforce Planning risk in the corporate risk register,	---	<input checked="" type="checkbox"/> F&R	---
Sustainable procurement – previously a compliance risk on the Finance and Resources risk register, now under Chief Exec service responsibility and refocused on maximising opportunities to promote all aspects of sustainable procurement in appropriate contracts. This includes the use of Community Benefit Clauses, Fair Work Practices and purchase of fair and ethnically traded products as well as promotion reduction in waste, maximising opportunities to recycle and use reclaimed products and reducing energy / water consumption	---	---	<input checked="" type="checkbox"/> CE
Marketing and Communications, previously on corporate risk register, now de-escalated to Chief Exec service and split into two new risks for (1) Public affairs and marketing, and (2) Internal communications and staff engagement.	---	---	<input checked="" type="checkbox"/> CE
Corporate Events Management, previously on the corporate risk register, now de-escalated to Chief Exec service and updated to become Renfrewshire Events Strategy – to be aligned with the legacy of the 2021 bidding process and to change the reputation of Paisley and Renfrewshire. Key elements will include the implementation of the tourism framework and events programme.	---	---	<input checked="" type="checkbox"/> CE
Digital Strategy, previously on the corporate risk register, now de-escalated to Chief Exec service and updated to become Renfrewshire Digital Strategy – this is due to the fact that the strategy is in its implementation stage rather than development and has become part of service's day to day business.	---	---	<input checked="" type="checkbox"/> CE

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2.10.4 Risks being removed

Area of risk and reason for removal	Service
Salt storage - off Environment & Communities service risk register now that new salt storage facility has been established at the Underwood Road site	<input checked="" type="checkbox"/> E&C
Integration of Roads and StreetScene teams - off Environment & Communities service risk register as the risk of fewer trained operatives for roads and winter maintenance activities has been removed.	<input checked="" type="checkbox"/> E&C
Environmental Sustainability for regeneration and local economy - off Environment & Communities service risk register. The regeneration of town centres is led by Development and Housing Services (Regeneration) and Environment & Communities contribute to this as part of appropriate workstreams.	<input checked="" type="checkbox"/> E&C
Sustainable street lighting - off Environment & Communities service risk register now that change to LED infrastructure is now complete	<input checked="" type="checkbox"/> E&C
Risk associated with waste regulations - off Environment & Communities service risk register now that business processes are embedded and targets are being met. Compliance with these regulations is now business as usual.	<input checked="" type="checkbox"/> E&C
Contaminated land - off Environment & Communities service risk register now that there is no land currently meeting criteria for contaminated land register. This is always kept under review (business as usual), and the service is currently reviewing the Contaminated Land Strategy	<input checked="" type="checkbox"/> E&C
Delivery of new ICT operating model - off Finance & Resources service risk register as the model has now been implemented	<input checked="" type="checkbox"/> F&R
Improving customer and business services - off Finance & Resources service risk register - service is now well established and operating business as usual	<input checked="" type="checkbox"/> F&R
Managing elections - off Finance & Resources service risk register. While there is an element of reputational risk for the council, key risks associated with administering elections lie with the Returning Officer for the elections rather than the council.	<input checked="" type="checkbox"/> F&R
Pressures on Short Stay Income through Welfare Reform changes (homelessness) - The Government announced changes to the roll out of Universal Credit in October 2017 which included removing Short Stay rents from Universal Credit as these will now be through existing Housing Benefit processes. This has removed much of the uncertainty associated with this income stream so this risk can be removed although the situation will be kept under review in case any future regulations have an impact.	<input checked="" type="checkbox"/> D&H
Planning and development activity – off the Development & Housing Services risk register. Risk was reduced in score from high to moderate and is now business as usual for the service.	<input checked="" type="checkbox"/> D&H

2.11 The risk registers continue to bring to sharp focus the significant risks facing the people of Renfrewshire, the council and individual services, but this should be balanced with recognition of the opportunities that the council and partners continue to pursue and the benefits that are being delivered, aligned with the Council Plan:

Thriving People, Connect Communities: “Working together for a thriving, connected Renfrewshire, creating opportunities for all”

- ☒ Reshaping our place, our economy and our future
- ☒ Building strong, safe and resilient communities
- ☒ Tackling inequality, ensuring opportunities for all
- ☒ Creating a sustainable Renfrewshire for all to enjoy
- ☒ Working together to improve outcomes

2.12 Many risks continue to be inter-related and inter-dependent. Given the interdependencies between the council’s opportunities, risks and benefits, the oversight that the Corporate Risk Management Group applies on an ongoing basis in terms of close monitoring and review of the risks and progress of associated action, is essential for understanding the complexity of the current risk environment of the council, particularly during a continued period of challenge and considerable organisational change.

2.13 Based on the review of the business context for the council and the methodology applied to identify the relevant risks, the Corporate Risk Management Group in consultation with the Corporate Management Team has agreed the key risks to be recorded within the strategic and corporate risk registers going forward from April 2018. Directors have agreed their service risks with their senior management teams.

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3. The risk profile from April 2018

3.1 The detailed strategic and corporate risks and key service specific risks from April 2018 are provided in attached Appendices 1, 2 and 3; these are set out as aligned to the Council Plan outcomes. What follows in this section is a summary of that detail in several formats showing risk profiles, links to the council plan and a commentary on top risks.

3.2 Risk profiles – the Council's total risk profile at April 2018 is shown as follows.

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
Total no. of Service Specific Risks:	0	15	12	0	27
					50

3.3 Each service risk profile is shown as follows:

Table 3.3.1 Chief Executive's

Evaluation:	Low	Moderate	High	Very High	Total
No. of Key Risks:	0	3	2	0	5

Table 3.3.2 Children's Services

Evaluation:	Low	Moderate	High	Very High	Total
No. of Key Risks:	0	7	0	0	7

Table 3.3.1 Development & Housing

Evaluation:	Low	Moderate	High	Very High	Total
No. of Key Risks:	0	0	4	0	5

Table 3.3.1 Environment & Communities

Evaluation:	Low	Moderate	High	Very High	Total
No. of Key Risks:	0	3	4	0	7

Table 3.3.1 Finance & Resources

Evaluation:	Low	Moderate	High	Very High	Total
No. of Key Risks:	0	2	2	0	4

3.4 Risk summaries – the risks are summarised in tables 3.4.1 and 3.4.2 overleaf with detail of how each risk relates to the council plan themes.

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Table 3.4.1

Strategic and Corporate Areas of risk, evaluation and lead risk owners	Council plan outcomes				
	Reshaping place, economy and future	Building strong, safe and resilient communities	Tackling inequality, ensuring opportunities for all	Creating a sustainable Renfrewshire for all to enjoy	Working together to improve outcomes
Strategic					
Poverty levels in Renfrewshire (V.High) Owner CE			☑		
Delivery of Community Empowerment expectations (High) Owner CMT		☑			
Community Safety & Public Protection (High) Owners CS, D&H, E&C		☑			
City Deal (High) Owner D&H	☑				
Delivery of Paisley 2021 Cultural Legacy (High) Owner D&H	☑				
Unemployment and economic growth (High) Owner D&H	☑				
Serious Organised Crime (High) Owner E&C		☑			
Local partnership structure (High) Owner CE		☑			
Corporate					
Financial Sustainability (V.High) Owner F&R					☑
Welfare reform impacts (High) Owner DHS, F&R			☑		
Organisation and ICT Resilience (High) Owners E&C, F&R		☑			
Governance - Internal control and management oversight (High) Owner CMT					☑
Asset Management (High) Owners E&C, F&R					☑
Information and Records (with GDPR) (High) Owner F&R					☑
Cultural Infrastructure & Regeneration (High) Owner D&H	☑				
Better Council Programme (High) Owner CMT					☑
Business World (High) Owner CMT					☑
Insider Threat & Corporate Fraud (High) Owner E&C, F&R		☑			
Cyber Security (High) Owner F&R		☑			
Education Reform (Moderate) Owner CS			☑		
Governance (BV) and Leadership (Moderate) Owner CMT					☑
Workforce Planning - Best Value (Moderate) Owner CMT					☑
Climate, sustainability & adaptability (Moderate) Owner F&R				☑	

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Table 3.4.2

Service Areas of risk and evaluations	Council plan outcomes				
	1	2	3	4	5
Chief Executives					
Renfrewshire events strategy - (High)	☑				
Public affairs and marketing - (High)	☑				
Internal comms and staff engagement - Moderate					☑
Renfrewshire digital strategy - Moderate			☑		
Sustainable procurement - Moderate				☑	
Children's services					
Unaccompanied Asylum Seeking Children - Moderate		☑			
Integrated service arrangements - Moderate					☑
Development of early intervention and preventative services for children, whilst seeking to maximise opportunities for all - Moderate			☑		
Failure of major providers - Moderate					☑
Continuous improvement - Moderate					☑
Property – school estate - Moderate					☑
Lifelong Learning - Moderate			☑		
Development & Housing					
Housing investment - High		☑			
House building and community regeneration - High		☑			
Advanced manufacturing and innovation district Scotland - High	☑				
Regeneration of Renfrewshire's Town centres - High				☑	
Environment & Communities					
Roads Highway Code of Practice - High				☑	
FAI Cemeteries (Glasgow City Council) - High		☑			
Air Quality - High				☑	
Linwood Moss landfill site - High				☑	
Road safety - Moderate		☑			
Sustainable food strategy - Moderate				☑	
Brexit / border controls - Moderate		☑			
Finance & Resources					
Oversight of induction procedures - High					☑
Insurance cover for predecessor organisations - High					☑
Corporate projects - capacity - Moderate					☑
Return on ICT investment - Moderate					☑

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3.5 TOP risks – More detail is provided in the table below with regards to the risks that have been identified as the top strategic, corporate and service risks.

Strategic, Corporate or Service risks	Risk Details		
	Risk Statement	Score	Brief commentary on the risk and approach to managing it
Top 5 Strategic			
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	20 V. High	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.
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 place 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.	16 High	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. 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. 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. Community Asset Transfer - Implementing (and reporting on) the Community Empowerment (Scotland) Act 2015 including Community Asset Transfer requests Context:

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Strategic, Corporate or Service risks	Risk Details		
	Risk Statement	Score	Brief commentary on the risk and approach to managing it
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.	15 High	Public protection and community safety 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 sometimes occur unexpectedly as a result of a civil contingencies emergency or event. However, there are broad risks that can and should be foreseen and planned for. These include being very young, ill or very old, having limited or no positive support from family or friends, being financially vulnerable or being subject to anti-social behaviour, crime, violence or discrimination. With the best systems and procedures in place this risk is always possible given human nature and the unpredictability of some scenarios. Some of the activity around this risk includes reducing crime and unintentional harm, improving perceptions of safety and wellbeing, expanding the range of activities provided by our successful Street Stuff programme and getting more young people involved, and ensuring the Council respond locally to the risks posed by serious organised crime. Delivering the benefits expected from the new Renfrewshire Community Safety Hub. Other elements include the management of robust child and adult protection procedures, and a strong-performing Criminal Justice Social Work service working as part of Community Justice Renfrewshire.
City Deal	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 & outcomes and meet the requirements of the Assurance Framework could result in project delays, additional costs, loss of grant funding and reputational damage.	15 High	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 noted in the context of the risk assessment along with the controls in place and actions planned to mitigate this risk.
Delivery of Paisley 2021 Cultural 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.	15 High	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. There is a risk that without the commitment of all partners and services to the delivery of the legacy action plan and step changes, that the social, economic and cultural regeneration targets will not be met. Revised governance arrangements have been established,

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Strategic, Corporate or Service risks	Risk Details		
	Risk Statement	Score	Brief commentary on the risk and approach to managing it
			and staffing resources are being recruited to enable capacity to deliver. Progress and impact will be monitored and evaluated through a research centre being established, hosted by UWS.
Top 5 Corporate			
Financial Sustainability	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.	25 V. High	The council's current financial position remains stable and within the financial planning parameters established when the council set its budget in 17/18. This was acknowledged by Audit Scotland in their recent Best Value of the council. Audit Scotland reported that the council's immediate financial position remained stable and consistent with existing financial and service plans, notwithstanding the significant financial challenges which remain to be faced in the forthcoming years. The significant challenges are set out in the 'context' field of the risk assessment and these include for example, future level of grant reductions, future pay settlements and demand led pressures.
Welfare Reform impacts	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.	16 High	Universal Credit full service go live in Sept 18 will increase the amount of digital support and financial and benefit advice citizens require to claim and maintain UC claims. The rent to be collected from tenants directly will increase from £15m to £28m per annum once fully implemented. Other impacts will include adaptations to systems and processes to manage payments as well as increased service pressures across council services (including homelessness, lettings, supporting vulnerable customers, money advice and supporting the Scottish Welfare fund and Discretionary Housing Payments), with additional workforce planning required to manage the impact of Housing Benefit for working age people being transferred to DWP
Organisational and 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).	16 High	There needs to be capacity within the civil contingencies service and other council services to be able to respond to major incidents. The council needs to be able to sustain critical council services while responding to any major external incident. The council needs to be able to continue to provide services should there be any internal threat to service provision. Internal disruptions could occur for several reasons, one example would be ICT systems being unavailable. Controls are in place for these types of scenarios. There are Council Incident Response Procedures, Council Business Continuity Arrangements and Council Crisis Communication Plan. Corporate and service department Resilience Management Teams meet regularly to review arrangements. There are generic major incident plans, national and local contingency plans and there is regular exercising of plans. There is an ICT Disaster Recovery Plan and all major ICT projects have project risk management principles applied.

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Strategic, Corporate or Service risks	Risk Details		
	Risk Statement	Score	Brief commentary on the risk and approach to managing it
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	15 High	With a reduction in the workforce and an increase in scale and pace of change, there is a more challenging environment beginning to emerge for oversight and assurance. Measures in place to address this include having the Annual Internal Audit Plan prepared in consultation with Service managers and designed to support the Chief Auditor's annual opinion on the control environment. Audit Panel arrangements provide oversight at Corporate Management Team level and improved Audit, Risk and Scrutiny Board reporting arrangements include escalation process for outstanding actions arising from audit work.
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.	15 High	This is a wide-ranging risk that encompasses property services, community asset transfer, facilities management, compliance and environmental infrastructure such as roads, lighting, bridges, reservoirs and flood risk management (drainage/ gullies etc). The response to such a risk includes renewing the Corporate Asset Strategy, managing and reporting 'Condition' and 'Suitability' PIs for property, delivering on the Carbon Management Plan, implementing (and reporting on) the Community Empowerment (Scotland) Act 2015 including Community Asset Transfer requests, ensuring statutory compliance inspections of assets are undertaken by trained personnel and inspection of roads, structures and lighting by trained employees. Contracts are also out for drainage inspection, clearing and repair where required.
Information and Records (with new GDPR requirements)	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	15 High	Information is a critical resource to ensure the right information is available to make sound business decisions. The council has a duty to protect data in line with legislation and with the General Data Protection Regulation (GDPR) coming into effect on 25 May 2018, there is an associated risk should the council not be ready for the transition to new arrangements. There is also a significant element of financial risk associated with GDPR as the Information Commissioners Office will have the authority to impose fines of a significantly higher value than was previously within their powers. The council has a Records Management Plan that requires full implementation within a 5-year period and there is an associated risk in meeting the timescale.
Chief Executive's Services			
Public affairs and marketing	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.	12 High	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.
Renfrewshire Events Strategy	If the council doesn't support all local activity to maximise the benefits from the legacy of the	12 High	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

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Strategic, Corporate or Service risks	Risk Details		
	Risk Statement	Score	Brief commentary on the risk and approach to managing it
	2021 bidding process, we won't be able to attract new visitors and to change the reputation of Paisley and Renfrewshire.		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.
Children's Services			
(All moderate risks)			
Development & Housing			
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.	12 High	The Energy Efficiency Standard for Social Housing (EESH) was introduced in April 2015 with the first milestone set for 31 December 2020. Scottish Government carried out a mid term review of EESH during 2017 and the next milestone is expected to be announced during 2018. It is the Council's position that EESH 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. Additionally, the current uncertainty around what recommendations may be made by Scottish Government in relation to multi storey fire safety improvements, as a result of the inquiry into the Grenfell disaster, mean it is difficult to plan for these from a funding and procurement perspective as recommendations could involve significant funding challenges. To maximise the Council's investment in energy efficiency measures, the availability of external funding is pursued to ensure that the appropriate EESH targets can be met. Investment in multi storey properties continues in advance of any post Grenfell recommendations as noted in the detailed risk register, including upgrades to heat and smoke detectors and extending the provision of fire rated doors to private owners whose doors don't meet the same standards as those in Council properties.
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.	12 High	The provision of high quality affordable housing is a key component of improving the quality of life in Renfrewshire and is an integral part of the regeneration strategy that must be delivered. The council is 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, the council is progressing Community Growth Areas across Renfrewshire and using new approaches to attract new development and investment.
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	12 High	The regeneration of Renfrewshire's Town Centres is a key priority for the service and detailed Town Centre Strategies have been agreed for Linwood, Johnstone, Erskine, Braehead and Renfrew. 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 the LA area. This £91m investment

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Strategic, Corporate or Service risks	Risk Details		
	Risk Statement	Score	Brief commentary on the risk and approach to managing it
	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.		will have a significant impact on Paisley Town Centre and the wider Renfrewshire area the detail of which is noted under the Cultural Infrastructure and Regeneration risk.
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.	10 High	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. This opportunity will be supported by the City Deal team and partners across the Council and other organisations to maximise the beneficial impacts to Renfrewshire.
Environment & Communities			
Air Quality	If the Council is not seen to be effectively working towards meeting the statutory limit values for NO2 there is a risk of reputational damage and the potential for financial penalties.	15 High	Local Authorities have a statutory duty to assess local air quality and, where necessary, declare Air Quality Management Areas (AQMA) and develop Air Quality Action Plans. Renfrewshire Council has now declared 3 Air Quality Management Areas (AQMA) in Paisley, Johnstone and Renfrew Town Centres. To assess the air quality in Renfrewshire, the Council runs a network of monitoring sites across Renfrewshire and undertakes modelling to predict any air quality impacts. A draft Air Quality Action Plan has been developed for the Air Quality Management Areas and this is currently out for consultation. The Action Plan details actions that can be taken to reduce the levels on pollution within the Town Centres.
FAI Cemeteries	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.	15 High	Renfrewshire Council has reviewed the Fatal Accident Inquiry regarding the death of a child at Craigton cemetery in Glasgow. The recommendations have been noted and will be taken on board with the Council awaiting Scottish Government guidance on large memorials in cemeteries. On a routine basis, Renfrewshire Council visit and assess large memorials in cemeteries across Renfrewshire. Where defects are noted, repair works are undertaken to make the large memorials safe.
Roads Highway Code of Practice	A new code of practice for highways comes into effect in October 2018, requiring revised arrangements to be timeously implemented or	15 High	Renfrewshire Council is currently transitioning to the new Roads Highway Code of Practice. The re-classification requires to be completed to ensure all roads and footways continue to be inspected at the required frequency. Renfrewshire Council is taking cognisance and transitioning to the new Roads Highway

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Strategic, Corporate or Service risks	Risk Details		
	Risk Statement	Score	Brief commentary on the risk and approach to managing it
	there may be an increased financial risk for the council.		Code of Practice and the requirement to re-categorise all roads and footways across Renfrewshire. This transition is being led on by the national body for Roads (SCOTS) with Renfrewshire assisting to ensure consistency across all local authorities.
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.	15 High	Work continues with the Scottish Environment Protection Agency (SEPA) as the environmental regulator to ensure that Linwood Moss landfill site complies with all environmental discharge legislation. Routine monitoring is undertaken and consultants are working within the site to ensure waterflow data is captured and analysed appropriately.
Finance & Resources			
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	12 High	Currently there is a corporate induction programme 'First Impressions' available through iLearn and local induction that is carried out by line managers which includes a new start's induction checklist. Finance and Resources have responsibility for monitoring compliance with induction procedures and improvements in monitoring compliance will be taken forward in 2018. Improvement measures include 'first impressions' being refreshed, updated and re-launched, monthly corporate induction for frontline staff being reintroduced, a new process with a monthly report being run on all new starts inviting them to complete either 'first impressions' or the new 'monthly corporate induction,' and there will be quarterly progress reports provided to services and the CMT through the Organisational Development and Workforce Development Plan. In addition a new performance indicator will be introduced to Service Improvement Planning highlighting the number of new starts vs number of inductions completed.
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	12 High	This risk arises from the potential for longtail industrial disease claims from former employees of Renfrewshire Council's predecessor organisations, the burghs. Additionally, the Scottish Government recently made changes to legislation pertaining to the length of time a claimant has to submit a claim, for specific types of claims. Consequently, there may be a financial impact on the council if a 'historic' claim is received in respect of a predecessor organisation and insurance policies are not able to be traced. To assist in this respect the council has a register of policies for predecessor organisations allow relevant insurers to be identified and notified wherever possible, an insurance archaeologist also undertook further work to identify insurers for known gaps and where the council believes an insurer is 'on risk' they are put on notice timeously.

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- 3.6 The risk treatment activity planned for 2018 and beyond is detailed within the risk registers themselves. This activity (proportionate to the level of each risk) will further contribute to either the prevention of the risk occurring, where possible, or mitigating their potential effects. Where there are no actions linked to a risk this indicates that the risk is being managed as 'business as usual' taking account of the control measures currently in place.
- 3.7 All risk registers continue to underpin the key priorities of the council's Annual Strategic Audit Plan. Actions relating to planned audits for 2018/19 are aligned to the relevant risks and any improvement actions arising from 2017/18 internal audit work will continue to be integrated into the risk register as audit reports are finalised.
- 3.8 A midyear progress report on the risk registers will be reported in due course to the Audit, Risk and Scrutiny Board. Information on specific significant risks will be reported by the Corporate Risk Management Group to the Corporate Management Team as required on an exceptional basis.

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Appendix 1 Strategic Risks




Reshaping our place, our economy and our future

Context			Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
City Deal			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.	Director of Development & Housing Services, Project Director - City Deal	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. (6) 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. (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.	03	05	15 High
Context: 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								
Action Codes	Linked Actions	Latest Note				Assigned	Due	Status
DHRR18.01.01a	Continue, with partners, to develop the role of the Airport Investment Area Steering Group to maximise the economic role of the Investment Area.	Following its establishment in August 2016, the GAIA Steering Group (involving Scottish Enterprise, Glasgow Airport, Glasgow City Council and Glasgow and Renfrewshire Chambers) continues to meet on a monthly basis. Progress continues to be made on various fronts, including NMIS (see below) delivery and options for progressing the wider ‘Advanced Manufacturing Innovation District Scotland (AMIDS). Scottish Government formally announced in Dec 2017 that the National Manufacturing Institute for Scotland (NMIS) will be located at Netherton Farm in GAIA. This circa £60M public sector investment will establish a unique facility for Scotland and develop Scotland’s advanced manufacturing capability. Renfrewshire Council continue to be represented on the NMIS Delivery, with Renfrewshire Council leading on the Infrastructure Planning workstream for delivery of NMIS. All partners involved in NMIS are supportive of the development of the wider Advance Manufacturing Innovation District Scotland (AMIDS) vision, with NMIS being the anchor for this. The project team will				Head of Regeneration; Project Director - City Deal	31-Mar-2019	

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		<p>continue to work with partners on the development and delivery of NMIS and the wider AMIDS, with the opportunities for thousands of new jobs and investment for Renfrewshire.</p> <p>GAIA/AMIDS successfully made it through various gateway reviews to be included in Department for International Trade's national (UK) prospectus to attract capital investment to Scotland. This was launched by DiT at MIPIM in March 2018. GAIA / AMIDS also featured in Invest Glasgow's brochure and stand at MIPIM and has been showcased at a number of events.</p> <p>A Planning Permission in Principle (PPiP) application for the development of the key GAIA/AMIDS site will be submitted by the City Deal project team in May 2018. 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.</p>			
DHRR18.01.01b	Progress Planning Applications for GAIA & CWRR	<p>As previously reported, planning applications for both CWRR & GAIA projects were submitted on 04 July 2017.</p> <p>The GAIA project was progressed under two separate planning applications. One application (Ref: 17/0485/PP) comprised the main elements of the project including the Abbotsinch Road Realignment, the Wright St. Link & the Abbotsinch Cycleway with the other planning application (Ref: 17/0487/PP) comprising a new pedestrian / cycling / service bridge over the Black Cart.</p> <p>The Communities, Housing & Planning Policy Board granted planning consent on 7th November 2017 for the planning application (Ref: 17/0485/PP) for the main GAIA works (re-alignment of Abbotsinch Road, Wright Street bridge).</p> <p>The other planning application for the GAIA project (Ref: 17/0487/PP) comprising the Inchinnan Cycleway and a new cycle bridge over the Black Cart has yet to be determined.</p> <p>As previously reported, the Scottish Government will determine the planning application for the Clyde Waterfront and Renfrew Riverside project. Having reviewed all documentation, including letters of representation, originally submitted to the three planning authorities, the appointed Reporter compiling his report to Scottish Ministers. The three member authorities provided all comments on planning, roads and traffic matters to DPEA (by deadline of 05 March). RC City Deal team have also responded to the responses provided by other authorities.</p>	Project Director - City Deal	30-Mar-2019	
DHRR18.01.01c	Commence Procurement Process for GAIA & CWRR	<p>Procurement of construction works for GAIA project - the Council has completed the evaluation of the requests to participate submitted by candidates. The Council has informed the candidates concerned of the evaluation outcome and shortlisted six (6) Candidates to be invited to the initial invitation to tender stage of the procurement process. Tender documents were issued on 12 March 2018.</p> <p>The Leadership Board on 21 February 2018 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). This is likely to have an impact on the programme for CWRR.</p> <p>Procurement of construction works for the CWRR project is on hold until the outcome of the request to review the CWRR business case is known and the Scottish Government announces the planning decision.</p>	Project Director - City Deal	31-Mar-2019	
NEW	Audit Plan – performance measurement framework/ City Deal	NEW	Chief Auditor	30-Jun-2019	



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Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>Delivery of City of Culture 2021 Legacy</p> <p>Context: 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.</p>	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 Development & Housing Services	<p>Top controls</p> <p>(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</p> <p>(2) Council has agreed capital and operational budgets to support infrastructure, events/cultural programme development and cultural regeneration programmes</p> <p>(3) Additional funding discussions are being taken forward with Scottish Government and individual funders identified during the bid</p> <p>(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</p> <p>(5) A delivery team is being established to focus on the delivery of the action plan and continued support of the partners</p> <p>(6) A programme management framework and risk register is being established to ensure visibility of progress within the partnership governance model</p>	03	05	15 High
Action Codes	Linked Actions	Latest Note		Assigned	Due	Status
NEW	Delivery of the bid legacy action plan	NEW		Director of Development & Housing Services	31-Dec-2027	






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Building strong, safe and resilient communities

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
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 place 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	Due	Status
BVAR Action Plan (rec 7)	Embed new governance arrangements for community planning in Renfrewshire, developing shared workplans and priorities in consultation with partners, communities and people			NEW	Chief Executive	31-Mar-2018	
BVAR Action Plan (rec 7)	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			NEW	Chief Executive	30-Jun-2018	



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Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
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 Environment & Communities	Top controls (4) Multi-agency child and adult protection committees well established, with independent chair in place for both (5) Community safety and public protection steering group (6) Chief Officers Group (leaders from all relevant partner agencies meeting on a regular basis to discuss key issues) (7) Community Safety Hub, tasking and case management arrangements (8) Procedures developed and implemented across partnerships through the child and adult protection committees and through Community Justice Renfrewshire. (9) Multi Agency Risk Assessment Conference (MARAC) (10)Development of national Missing Persons Strategy (11)Ensure all relevant employees have the training, awareness and skills to keep those people at risk of harm as safe as possible. (12)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
Context: 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	Due	Status
CHSSIP17.06.06	Implement recommendations flowing from the national reviews of child protection and the care system.	Updates on the work of the national Child Protection Improvement Programme are reported to Renfrewshire Child Protection Committee and the Chief Officers Group. We will continue to monitor for local learning. The annual child protection updates have been delivered to child care and criminal justice staff over the summer period.			Head of Childcare and Criminal Justice	31-Mar-2019	
NEW	We will respond to the planned presumption against short sentences	Extend the opportunities for people with convictions to engage with community based services to address their offending behaviour.			Criminal Justice Manager	31-Mar-2019	
NEW	Audit Plan – disclosure checks, review arrangements	NEW			Chief Auditor	30-Jun-2019	
NEW	Audit Plan – trading standards procedures	NEW			Chief Auditor	30-Jun-2019	
CRSIP17.01.03.06	Lead on the public protection agenda incorporating requirements from national legislation.	The Public Protection Agenda is critical in ensuring that Renfrewshire is a safe place to live, work and visit. Through the Community Safety & Public Protection Steering Group and reporting to the Renfrewshire Community Safety Chief Officers Group, Environment & Communities drive the Public Protection Agenda in close partnership with Police Scotland, Scottish Fire & Rescue, Children’s Services and the HSCP and other key partners. Over the past year significant progress has been made. Local strategies have been developed to target Serious and Organised Crime, Counter Terrorism and are based on the national agenda set by the UK and Scottish governments. The Renfrewshire Community Safety Partnership has developed its approach to CCTV with 24 hour monitoring and a focus on crime prevention, missing persons and homelessness. Work with the Gender based violence group and Police Scotland has led to the development of best practice MARAC (high risk			Regulatory & Enforcement Manager	31-Mar-2020	








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		victims of domestic abuse) processes. The development of an integrated enforcement policy has ensured all regulatory and enforcement services are targeted on supporting the development of legitimate businesses and ensuring the safety and protection of local communities.			
CRSIP17.01.03.07	Develop and deliver phase 2 of the Renfrewshire Community Safety Partnership hub.	The final plans for the improved welfare facilities in the development of the Community Safety Hub have been approved to allow the project to be initiated and completed in quarter 4. The CCTV operations room continues to run 24 hours a day to allow the detection and prevention of crime across	Regulatory & Enforcement Manager	[31-Mar-2020]	
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.	The Daily Tasking process is well embedded with 14 key partners attending on a regular basis. Public Protection leads on reviewing incidents over the previous 24/48 hours and disposing actions to the relevant agencies and partners, dealing with approximately 500 incidents per month. The improved intelligence shared via an Information Sharing Protocol allows earlier intervention within the communities to safeguard and reduce victims of harm. The Building Safer Greener Communities programme is now targeting its third area (Erskine) having successfully delivered interventions in Ferguslie and Gallowhill.	Regulatory & Enforcement Manager	31-Mar-2020	




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Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
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 Community Resources	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
Context: •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	Due	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.		Renfrewshire Council’s Integrity Group sets the Council’s strategy on reducing the threat posed internally from Serious Organised Crime and Corruption. The group membership encompasses representation from key Council Services, with Police Scotland acting in an advisory capacity. The Integrity Group have undertaken an internal assessment of the risks posed to the Council and its services by fraud, corruption and organised crime. This assessment identified potential areas for action. These actions were captured as part of a Renfrewshire Integrity Action Plan, which is being used as an internal document to focus the work of the Integrity Group on mitigating vulnerabilities in areas of greatest risk. The key themes currently focussed upon in the Integrity Action Plan are: Governance, Insider Threat, Workforce Support, Procurement, and ICT & Cyber Security The Action Plan is a live document and the Integrity Group regularly review the progress of existing actions, as well as horizon scanning to identify any further actions or improvements.		Regulatory & Enforcement Manager	31-Mar-2018	
NEW	Audit Plan – prevention and detection of fraud and corruption		NEW		Chief Auditor	30-Jun-2019	

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Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Local partnership structure Context: 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.	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 and 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
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CE.SIP.17.04.35	Implement changes to the governance arrangements of Renfrewshire Community Planning Partnership	The new governance arrangements are now in place, with the Executive Group having met thrice and the Oversight Group having met once. The new arrangements will now develop the detailed actions to support the delivery of the new Community Plan.		Partnerships Planning & Development Manager	31-Oct-2017	
SRR17.08.08a	Audit Plan - Audit function of the Integration Joint Board	Fieldwork nearing completion		Chief Auditor	30-Jun-2018	
BVAR Action Plan (rec 6)	Undertake a strategic financial overview exercise on an annual basis with community planning partners	NEW		Chief Executive/ Dir. of Finance & Resources	31-Mar-2019	
BVAR Action Plan (rec 7)	Finalise review of Local Area Committees in Renfrewshire	NEW		Chief Executive	31-Dec-2017	
BVAR Action Plan (rec 7)	Publish Renfrewshire's Community Plan 2017-2027	Plan now published		Chief Executive	31-Oct-2017	
BVAR Action Plan (rec 7)	Embed new governance arrangements for community planning in Renfrewshire, developing shared workplans and priorities in consultation with partners, communities and people	NEW		Chief Executive	31-Mar-2018	
BVAR Action Plan (rec 7)	Develop locality planning arrangements in line with the requirements of Community Empowerment	NEW		Chief Executive	30-Jun-2018	

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	legislation, with particular focus on working with partners to engage with those most impacted by poverty in Renfrewshire				
CE.SIP.18.02.02	Implement a new approach for Local Area Committees	NEW	Strategic Partnerships & Equalities Manager	31-Mar-2019	
CE.SIP.18.02.03	Work with communities to develop local action plans to tackle the issues people care about most	NEW	Strategic Partnerships & Equalities Manager	31-Mar-2021	
CE.SIP.18.02.07	Implement changes to the governance arrangements of Renfrewshire Community Planning Partnership	NEW	Strategic Partnerships & Equalities Manager	31-Dec-2018	









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Tackling inequality, ensuring opportunities for all

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>Poverty levels in Renfrewshire</p> <p>Context: 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.</p>	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	<p>Head of Policy and Commissioning</p> <p>Head of Customer and Business Services</p>	<p>Top controls</p> <p>(1) £5 million Council funding allocated to progress range of targeted initiatives and interventions</p> <p>(2) Robust programme management processes in place</p> <p>(3) Governance structure agreed for reporting progress and budgetary monitoring</p> <p>(4) Preparation for the roll out of Universal Credit full service and wider changes across the Scottish and UK Social Security Systems</p> <p>(5) Attainment Challenge Plan for Renfrewshire, including</p> <ul style="list-style-type: none"> • 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
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CE.SIP.17.02.06	Provide strategic leadership for the delivery of the overarching Tackling Poverty Strategy	This action is 95% complete. At Council in March 2018, £5million was allocated to extend key projects within the Tackling Poverty programme based on evaluations. Current focus is on the development of the next five year programme based on key learning.		Strategic Partnerships and Inequalities Manager	31-Mar-2018	
CE.SIP.17.02.07	Manage the delivery of projects within the Tackling Poverty Programme	Projects within the programme continue to be delivered on time and within budget, and with streamlined governance arrangements. The programme won 'Programme of the Year' in the Project Management Awards 2017, recognising the quality of programme management and governance.		Strategic Partnerships and Inequalities Manager	30-Apr-2018	
CE.SIP.17.02.08	Continue service improvements and delivery of long term outcomes as part of an ongoing approach to tackle poverty	Exit strategies for projects across the programme have now been developed, along with a programme wide evaluation document which summarises the key outcomes, achievements and learning from across the programme.		Strategic Partnerships and Inequalities Manager	31-Oct-2017	
CE.SIP.17.02.09	Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reforms	A programme of preparatory work is now underway to prepare for the roll-out of Universal Credit full service, due to go live in Renfrewshire in September 2018. Significant work has also been undertaken to assess the potential financial and service impacts of welfare reforms.		Strategic Partnerships and Inequalities Manager	31-Mar-2018	

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CE.SIP.17.02.10	Deliver a range of interventions to support financial inclusion across Renfrewshire	Renfrewshire's Advice Partnership, Affordable Credit group and the Credit Union Forum continue to deliver key partnership working in financial inclusion. The recommissioning of external advice services in the area is underway, with the new service due to commence from 1st July 2018.	Strategic Partnerships and Inequalities Manager	31-Mar-2018	
CE.SIP.17.02.12	Implement our digital participation plan to support low income families and other disadvantaged groups to benefit from access to the internet	Since this action and its timescales rely on targets linked to national programme of rolling out superfast broadband, deadline has been extended to December 2018 both nationally and locally. Council is also allocating resources to improve connectivity across the area by rolling out public Wifi to 32 public building and three town centres with Johnstone already live and Paisley and Renfrew to follow in June 2018. All other measures including the post of Digital Participation Officer are also being implemented or extended under the Tackling Poverty Programme.	Project Manager (Digital Assistance)	31-Mar-2018	
CE.SIP.18.03.01	Programme of work to tackle inequalities and poverty learning from evaluation of Tackling Poverty programme	NEW	Strategic Partnerships and Inequalities Manager	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	NEW	Strategic Partnerships and Inequalities Manager	31-Dec-2018	
CE.SIP.18.03.03	Deliver a range of interventions to support financial inclusion across Renfrewshire	NEW	Strategic Partnerships and Inequalities Manager	31-Mar-2019	
CHS.SIP.17.02.01	Develop and implement a strategic vision for learning and teaching within and across Early, Primary and Secondary sectors.	Four development officers are now in post and are progressing developments in the four key areas of literacy, numeracy, assessment and transition. Analysis and the depth of the work being progressed is included in the reporting arrangements for the Attainment Challenge Plan.	Assistant Director (Education)	31-Aug-2018	
CHS.SIP.18	Further develop the curriculum, and the opportunities for personal achievement, to maximise school leavers' skills to meet the needs of employers	A more consistent approach is evident in schools in terms of successfully supporting young people into positive and sustainable destinations post school.	Assistant Director (Education)	31-Mar-2021	New Action
CHS.SIP.18	Support and challenge establishments in more effective use of data to assess children's progress and improve learning and teaching.	To support rigour in the monitoring of school performance which leads to improvements in monitoring and tracking at a school level.	Assistant Director (Education)	31-Mar-2021	New Action
CHS.SIP.17.03.03	Further develop reporting of management information to inform policy and practice including meeting the needs of the National Improvement Framework.	A data workstream has been developed as part of our approach to the attainment challenge which brings with it enhanced capacity for gathering and reporting data to support equity and excellence in our schools. Also, two research assistants have been appointed to our educational psychology service to assist the service and schools evaluate the impact of interventions which will be made as part of the attainment challenge.	Assistant Director (Education)	31-Aug-2018	
CHS.SIP.18	Support targeted children and young people at key transitions to close the attainment and achievement gaps	Transition teachers will have a good understanding of curricular transition in order to better support targeted pupils and will cascade best practice.	Assistant Director (Education)	31-Mar-2021	New action
CHS.SIP.17.04.02	Support schools to deliver a Senior Phase to ensure appropriate pathways	Initial discussion and analysis of performance has taken place with all Secondary Heads and deutes to improve understanding of where we are	Assistant Director (Education)	31-Mar-2021	

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	for our young people are giving them the best opportunity to achieve qualifications and awards at the highest level.	and what steps need to be taken to support improvement. Schools have been asked to reflect this in their planning and this will be followed up through forthcoming attainment visits.			
CHS.SIP.17.04.03	Provide children and young people with opportunities to participate in activities which provide a vehicle for wider achievement.	The team continues to target youth work activities to young people in schools and communities and offers a comprehensive youth work programme in support of the action. A recent Youth Assembly enabled young people to identify and focus on key issues and resulted in the creation of a youth commission looking at Bullying and its impacts on Health & Wellbeing.	Assistant Director (Education)	30-Jun-2018	
SRR17.06.07a	Audit Plan - Review of the deployment, accountability and responsibility for targeted funds	Fieldwork is nearing completion	Chief Auditor	30-Jun-2018	
FR.SIP.18	Provide effective support to people affected by the introduction of Universal Credit Full Service by September 2018 onwards	NEW	Head of Customer and Business Services	30-Sep-2018	

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2 Corporate Risks



Reshaping our place, our economy and our future

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>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 	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.	Director of Development & Housing	<p>Top controls</p> <p><u>Museum Project</u></p> <p>(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.</p> <p>(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.</p> <p>(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></p> <p>(1) All projects will be managed using the Council's established Project Management Framework</p> <p>(2) Risk registers are prepared and maintained for all capital investment projects.</p> <p>(3) Progress reports are taken to the Infrastructure Board at an officer level and to the Leadership Board to update Members.</p> <p>(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	Due	Status
DHRR18.01.04a	Progress the Proposed new Paisley Lending Library in town centre.	No 22 High Street, Paisley property purchased by Council June 2016. Initial site investigations and surveys complete. Design Team appointed through Hub West procurement route received Board approval (March 2018) and feasibility study of development options are being prepared. Detailed risk register prepared for the project.		Head of Regeneration	31-Dec-2020	
DHRR18.01.04b	Identify temporary accommodation and appropriate funding for the decant/recant of the Lending Library.	Options appraisal being undertaken on potential locations for temporary library and Heritage Centre within Paisley Town Centre. Decisions will be taken on preferred options by Paisley Regeneration Board, which is chaired by the Chief Executive.		Head of Regeneration	31-Dec-2018	





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Building strong, safe and resilient communities

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Organisation and ICT Resilience Context: <ul style="list-style-type: none"> Civil contingencies service and organisational capacity to respond to major incidents Dependencies in relation to ICT systems Business continuity during transition to Business World Service business continuity responsibilities to respond to any ICT downtime or disruption (Data centre migration/ Data centre BAU issues/ Cloud based telephony and potential for disruption of critical council service/ Solaris/Oracle migrations from old cluster to new) 	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 Environment & Communities And Director of Finance & Resources	Top controls <ol style="list-style-type: none"> Council Incident Response Procedures, Council Business Continuity Arrangements and Council Crisis Communication Plan Corporate and service department Resilience Management Teams meeting regularly to review arrangements Generic major incident plans, national and local contingency plans Regular exercising of emergency plans ICT Disaster Recovery Plan All major ICT projects have project risk management principles applied Transition to Business World – <ul style="list-style-type: none"> 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	Linked Actions	Latest Note		Assigned	Due	Status
CRSIP17.01.03.05	Fulfil the requirements of the Flood Risk Management Act by developing action plans to address flooding risk in Renfrewshire.	The Council is a member of the Clyde & Loch Lomond Flood Risk Management area. This is a partnership involving Scottish Water, SEPA and 13 local authorities, priorities across the area have been set with regard to detailed study to address future flood risk. The first Flood Risk Management Plan was published in June 2016 and has two cycles covering the period 2016 – 22 and 2022 – 28. Actions currently ongoing and on target include: <ul style="list-style-type: none"> 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; Flood risk through effective development planning and management; Maintain a schedule of watercourse assessment and repair; Map watercourses and Sustainable Urban Drainage systems Record flood events. 		Flood Risk Mgt Lead	31-Mar-2019	
CRR17.10.05c	User acceptance testing to confirm suitability of new processes	In terms of UAT there is a further round being planned to take place throughout May to June (initially by project leads but then more widely across services). Payroll parallel runs will continue over the summer with three full parallel runs of each pay run being undertaken before go live in September.		Head of ICT	[30-Sep-2018]	
NEW	Audit Plan – cloud services	NEW		Chief Auditor	30-Jun-2019	

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Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Insider Threat and 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 Environment & Communities; 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	Due	Status
CRR16.03.05d	Audit plan – review of counter fraud and corruption policies and procedures	Draft policy has been prepared for review by management.			Chief Auditor	31-Mar-2018	
CRR17.10.07c	Audit Plan - Revision of counter fraud and corruption policies and procedures	Draft policy has been prepared for review by management.			Chief Auditor	30-Jun-2018	
NEW	Audit Plan – prevention and detection of fraud and corruption	NEW			Chief Auditor	30-Jun-2019	
NEW	Audit Plan – corporate system access	NEW			Chief Auditor	30-Jun-2019	

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
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.	Head of Information and Communications Technology	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
Context: 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	Due	Status

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Tackling inequality, ensuring opportunities for all

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>Welfare Reform</p> <p>Context: 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.</p> <p>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.</p>		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 Development & Housing And Director of Finance & Resources	<p>Top controls</p> <p>(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.</p> <p>(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.</p> <p>(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.</p> <p>(4) Well-developed management arrangements are in place to monitor rent and council tax income and arrears levels.</p> <p>(5) The administration arrangements and spend for Discretionary Housing Payments and Scottish Welfare Fund are monitored and reviewed on an ongoing basis.</p> <p>(6) Workforce planning activities include actions to coordinate and manage the impact of UC and other welfare reform changes on staff resources.</p> <p>(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.</p> <p>(8) The Community Planning Partnership ensures cohesive working among partners, and the Advice Partnership Renfrewshire provides a forum for communicating and involving key stakeholders.</p>	04	04	16 High
Action Codes		Linked Actions		Latest Note	Assigned	Due	Status
FR.SIP.18	Monitor the progress of welfare reform and put in place effective controls to ensure the Council is prepared for the impacts	NEW			Head of Customer & Business Services	30-Sep-2018	



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Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Education Reform <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.	All indications are that the reform will pose risks to: <ul style="list-style-type: none"> 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	09 Moderate
Action Codes	Linked Actions	Latest Note		Assigned	Due	Status
Actions to follow detailed proposals						




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Creating a sustainable Renfrewshire for all to enjoy

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Climate change, sustainability and 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: <ul style="list-style-type: none">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 levelspromote 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
Context: <ul style="list-style-type: none">Protecting and enhancing the Green Belt and strengthening landscape character in RenfrewshireStabilising Renfrewshire’s populationProtecting 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 transportProtecting and enhancing the water environment and promoting sustainable flood risk managementImproving air quality and reducing the level of airborne pollutantsReducing green-house gas emissionsReducing Renfrewshire’s carbon foot printIncreasing energy efficiency							
Action Codes	Linked Actions	Latest Note			Assigned To	Due Date	Status
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. Discussions are now taking place regarding delivery of commissioning tonnage to the new plant prior to the formal contract commencing. This ambitious collaborative project remains on target to be fully operational by 2019. Primary Treatment works are ongoing at Viridor Clyde Valley at Bargeddie, North Lanarkshire. The secondary treatment plant at Dunbar is still in construction phase, but still on schedule to allow contract deliveries including commissioning waste to commence. The Linwood Waste Transfer station refurbishment works will now commence on 2 April 2018, with an estimated completion date of late June / early July.			Amenity Services Manager (Waste)	31-Mar-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	Contract for the treatment and disposal facility is on schedule with the contract commencing on 1 December 2019. The service is developing options for interim waste disposal solutions to allow the Council to manage its residual waste in advance of the facility going 'live in 2019. The transfer station at Linwood requires a level of refurbishment to allow residual waste to be handed to a contractor to service the bulking up and transfer of waste. Works commenced in September and is due for completion at year end.			Amenity Services Manager (Waste)	31-Mar-2019	

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FRSIP17.04.03	Meet the Scottish Government's targets and expectation on Carbon Reduction measures	Work is ongoing to meet the targets on Carbon Reduction measures.	Head of Property Services	31-Mar-2020	
FRSIP17.04.04	Increase focus on Carbon and Financial standings through monitoring and targeting.	Work is ongoing to increase focus on carbon and financial standing through monitoring and targeting.	Head of Property Services	31-Mar-2020	
NEW	Audit Plan – energy management	NEW	Chief Auditor	30-Jun-2019	

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Working together to improve outcomes


Context	Risk Statement	Owned by	Current Risk Control Measures	L'hood	Impact	Eval
<p>Financial Sustainability</p> <p>Context: Best value report</p> <ul style="list-style-type: none"> Recommendation in Best Value report to prioritise how services need to be provided in future to be funded from within available resources. <p>Cost & Income pressures</p> <ul style="list-style-type: none"> 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. 	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.	Director of Finance & Resources	<p>Top controls</p> <ol style="list-style-type: none"> 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. 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. 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 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. 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. Levels of and use of reserves and the Council's Capital Investment and Treasury Management Strategy. <p>Other controls</p> <ol style="list-style-type: none"> 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. 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. 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. 	05	05	25 V.High

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Action Codes	Linked Actions	Latest Note	Assigned	Due	Status
CRR17.10.04a	Audit Plan - Review of programme management arrangements, focusing on the pace and effectiveness of the change programme	Work on this audit is being carried forward to 18/19, work has been contracted and will commence in April 2018.	Chief Auditor	30-Jun-2018	
CRR17.10.04b	Audit Plan - Review of workforce planning arrangements	Fieldwork has commenced.	Chief Auditor	30-Jun-2018	
CRR17.10.04c	Audit Plan - Review of the arrangements for client charging and payments	Fieldwork ongoing	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.	Environment & Communities has played a leading role in developing a corporate approach to Empowering Communities. The service is developing proposals to create a new relationship between the Council and its communities based on building community capacity in 'natural' communities; transferring control of service delivery and assets to communities; developing decentralised budgets and participatory budgeting proposals and sharing more power more equally between communities, individuals and professionals.	Regulatory and Enforcement Manager	31-Mar-2019	
NEW	Audit Plan – home care contract management	NEW	Chief Auditor	30-Jun-2019	
BVAR Action Plan (rec 5)	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	NEW	Chief Executive/ Director of Finance & Resources (in consultation with Elected Members	31-Mar-2020	

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
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
<u>Context:</u> ▪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 To	Due Date	Status
NEW	Regular meetings to take place with Service directorate managers to focus on internal control issues and actions outstanding.		NEW		Chief Auditor	31-Mar-2019	
NEW	Audit Plan – key financial controls		NEW		Chief Auditor	30-Jun-2019	



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Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Asset Management <u>Context:</u> <ul style="list-style-type: none"> Property services Community asset transfer Facilities management Compliance Environmental infrastructure such as roads, lighting, bridges, reservoirs and flood risk management (drainage/ gullies etc) 	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 & Communities And Director of Finance & Resources	Top controls (1) Property Services – <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
NEW	Audit Plan – Roads inspection and monitoring	NEW		Chief Auditor	30-Jun-2019	



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Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Information and 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
Context: 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 4) The Records Management Plan that requires full implementation							
Action Codes	Linked Actions		Latest Note		Assigned	Due Date	Status
FRSIP17.10.26	Progress Records Management Plan (RMP) Action Plan, in particular the Business Classification Scheme		It was anticipated that an invitation would be received start of April from the Keeper of Records to submit update plan by May 2018. No formal invitation has been received, as yet, from the Keeper. Discussion with CMT 1 May 2018.		Records Manager	31-Dec-2017	
FR.RR16.10.08g	Develop disposal procedures for line of business applications		A new Records Disposal Policy has been drafted and submitted to the Records Working Group for approval in preparation for submission to CMT with a target of having it approved by May 2018		Records Manager	31-Jul-2019	
FR.RR16.10.08c	Revise and implement the Information Management Strategy		An Information Management Strategy suite of documents including Information Management Principles has been drafted and is with the Head of ICT to discuss approval with the SIRO. Once approved this will be cascaded through the organisation.		Enterprise Architect	31-Jan-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		A practical information management guidelines document has been drafted as part of the suite of documents making up the Information Management Strategy, and is with the Head of ICT to discuss approval with the SIRO. Once approved this will be cascaded through the organisation. An Information Classification Policy has been drafted and with the Head of ICT to present to the CMT for approval.		Enterprise Architect	31-Jan-2018	
NEW	Ensure all actions on the GDPR Action Plan are completed timeously to support compliance in time for the enforcement date.		Preparations by the Managing Solicitor (DPO) are ongoing, including staff training and awareness raising via training sessions, the launch of the mandatory GDPR iLearn module and regular bulletins to staff from the SIRO. Policies, procedures and guidelines will also be fully updated by 25 May, following approval of the revised DP policy by Board in March 2018.		Managing Solicitor (DPO)	25-May-2018	
NEW	Audit Plan – GDPR compliance		NEW		Chief Auditor	30-Jun-2019	
NEW	Audit Plan – Educational establishment/ information security		NEW		Chief Auditor	30-Jun-2019	

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Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
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	CMT	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
CE.SIP.16.04.02	Successfully deliver Phase 2 of the Better Council Change Programme		The ERP solution (Business World) which will replace systems including Resourcelink and e5 is behind schedule. The project is in managed delay and is due to go live in Sept 2018. Monthly reporting on progress is being managed through the Better Council Programme Board.		Strategic Change Programme Manager	[30-Sep-2018]	
FRSIP17.10.32	Lead on Better Council Programme projects phase 3		The Better Council Change Programme has expanded significantly in Phase 3 and now includes 34 projects split across 5 key themes including; Commercialisation, Customer Experience & Digital, New Delivery Models, Optimising the use of our assets and Organisational Change.		F&R SMT	31-Mar-2019	

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Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Business World <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.	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
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CRR17.10.05b	Establish benefits realisation plan and trackers	With the go live date now being September 2018 the due date for this action has been revised as benefits cannot be generated prior to this. It will also take some time for benefits to accrue as we fully learn to exploit the efficiencies possible from the system.		Strategic Change Programme Manager	[30-Sep-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 due to commence in the latter part of the year.		Chief Auditor	[31-Dec-2018]	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Governance (BV) and Leadership <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	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	08 Moderate
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
BVAR Action Plan (rec 1)	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.	NEW		All Elected Members	31-Mar-2019	
BVAR Action Plan (rec 2)	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.	NEW		Chief Executive and Elected Members	31-Dec-2017	

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Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Workforce Planning (BV) <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	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	08 Moderate
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
NEW	Progress the Council Workforce Plan's next 6 months' priorities		NEW	Head of HR and Change	30-Sep-2018	
NEW	Roll out workforce planning training for all staff (awareness)		NEW	Head of HR and Change	31-Mar-2019	
BVAR Action Plan (rec 4)	Roll out performance development and review programme across the council		NEW	Director of Finance & Resources	31-Mar-2019	
BVAR Action Plan (rec 4)	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	Director of Finance & Resources	31-Mar-2019	

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Appendix 3 Top Service Risks




Chief Executive Services



Reshaping our place, our economy and our future

Context	Risk Statement	Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
Renfrewshire Events Strategy	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.	Head of Marketing and Communica-tions	Top controls (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. (2) Events Guidance Manual in operation (3) Considerable pre-event liaison with in house teams and the emergency services (4) The events team and in-house specialists have considerable experience and a good track record in organising and managing events (5) Suppliers procured in accordance with Contract Standing Orders, with indemnity limits agreed and insurance covers checked. 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		03	04	12 High
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.							
Action Codes	Linked Actions		Latest Note	Assigned To	Due	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		NEW	Head of Marketing and Comms	31-Mar-2021		
CE.SIP.18.01.06	Implement the Renfrewshire Visitor Plan		NEW	Head of Marketing and Comms	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		NEW	Head of Marketing and Comms	31-Mar-2021		

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Context		Risk Statement	Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
Public affairs and marketing		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 and Communications	Top controls (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 (2) Head of Marketing and Communications is full member of Corporate Management Team (3) Media protocol in place (4) Communications database (Gorkana) is used to track and manage media enquiries (5) Council information channels such as; website, social media, magazine are used effectively to promote council initiatives (6) All content on website and intranet have review dates set so that checks can be made on currency of information (7) Crisis Communications Strategy and on call rota in place (8) All employees are required to comply with council guidelines when using approved social media applications such as Facebook and Twitter (9) The Communications team monitors all social media accounts		03	04	12 High
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.								
Action Codes	Linked Actions		Latest Note		Assigned To		Due Date	Status
CE.SIP.18.01.04	Implement our destination marketing plan		NEW		Head of Marketing and Comms		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		NEW		Head of Marketing and Comms		31-Mar-2021	
CE.SIP.18.01.08	Establish a commercialisation model that reconnects the Paisley Pattern to Paisley		NEW		Head of Marketing and Comms		31-Dec-2020	

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Children's Services



Working together to improve outcomes

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>Workforce planning: Recruitment of teachers</p> <p><u>Context:</u></p> <ul style="list-style-type: none"> Workforce planning: structural change and having a flexible, motivated and skilled workforce Organisational development: management development, individual personal / employee development and performance management Leadership and culture 	A flexible and skilled workforce is essential to the future development of high quality services, and may lead to short and longer term workforce difficulties should this not be prioritised.	Assistant Director of Children's Services	<p>Top controls</p> <ol style="list-style-type: none"> Representation on the Council's Workforce Development & Equality Group (WDEG) which is tasked on an ongoing basis with reviewing competency requirements for all job roles. iLearn system in place providing online access to learning and development. Dedicated training staff in place within the service. Literacy Development Programme being rolled out. Proactive work to attract and retain teaching professionals to roles in Renfrewshire 	04	03	12 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CHS.SIP.17.02.03	Support and strengthen the professional capacity of staff through leadership and professional development.	<p>A number of staff involved in the aspiring leaders programme have been appointed to substantive head teacher posts within Renfrewshire during the first quarter of 2017/18, and have taken up these posts. Professional learning programme for academic session 2017/18 has been established with enrolments demonstrating high levels of aspiration amongst staff, indicating a real desire for leadership input and opportunity.</p> <p>A social work supervision policy has been developed to support the new fitness to practice competencies required by the registering body SSSC. This is being rolled out on a phased basis.</p>		Director of Children's Services	31-Mar-2020	
CHS.SIP.17.07.02	Ensure there is an appropriate level of staffing to deliver on the requirements of emerging policy developments relating to for example the Attainment Challenge, Pupil Equity Fund, and increasing early years provisions.	<p>Staffing levels in social work services are regularly monitored at regular management meetings.</p> <p>Staffing in schools remains challenging in relation to the availability of suitably qualified staff. An extensive recruitment exercise has been undertaken in order to secure teachers to permanent contracts wherever possible. Vacancies are monitored on an ongoing basis.</p>		Assistant Director (Education)	31-Mar-2020	

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Development & Housing



Reshaping our place, our economy and our future

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
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.	Director of Development & Housing Services	Top controls <ol style="list-style-type: none"> (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
NEW	Assist in meeting NMIS construction milestone through commissioning of advanced works associated with AMIDS PPIP	NEW		Head of Regeneration	31-Mar-2019	
NEW	Submit PPIP for AMIDS	NEW		Head of Regeneration	31-Mar-2019	

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Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Unemployment and 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.	Director of Development & Housing Services	<p>Top controls</p> <p><u>Invest in Renfrewshire</u></p> <p>(1) The business and employability teams are experienced in delivering similar programmes.</p> <p>(2) Administrative processes and awards of grants have been audited and checked by legal services.</p> <p>(3) Partnership agreements are signed with all companies involved with the programme.</p> <p>(4) A sound procurement process is in place for the programme.</p> <p><u>Employability Initiatives</u></p> <p>(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.</p> <p>(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.</p> <p><u>Business Gateway /Growth /Start Ups, etc Retail Improvement Scheme</u></p> <p>(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.</p>	03	05	15 High
<p><u>Context:</u></p> <p>Funding availability, Brexit and other economic conditions could have an impact on the activity areas below:</p> <ul style="list-style-type: none">•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	Due Date	Status
	Continue to deliver the Renfrewshire Employability Partnership Programme as the Council’s response to the shared services agenda.		Renfrewshire Council is the lead of a City Region Youth Employability approach with a joint programme running from 2015-2018 and RC lead to develop a new model for City Region delivery in 2019. The initiative has exceeded targets set and work is underway to consider new regional approaches to youth unemployment.		Economic Development Manager	31-Mar-2019	
	Develop the Invest in Renfrewshire programme to offer an enhanced role in tackling the economic and social challenges impacting on individuals and businesses.		The IIR programme now offers a much wider range of services and support to both individuals and businesses. A new sectoral approach is being developed to ensure that impacts are maximised across growth sectors.		Economic Development Manager	31-Mar-2019	
	Deliver Business Gateway (BG) services in Renfrewshire.		The BG service has been brought in-house and the service is progressing well allowing better use of available resources to deliver a more integrated service to local businesses.		Economic Development Manager	31-Mar-2019	

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Building strong, safe and resilient communities

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
House building and community regeneration <u>Context:</u> <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. 	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.	Director of Development & Housing Services	Top controls <u>House building and encouragement of investment</u> (1) Promotion/Marketing of Renfrewshire as a place to invest. (2) Consultation on the new draft Strategic Housing Investment Plan 2017/18 - 2022/23 was carried out in September 2017. (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. (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> (1) The Council has identified a number of priority regeneration projects in local residential communities through the SHIP process. These include:- <ul style="list-style-type: none"> Paisley West End Ferguslie Park Regeneration Plan Orchard Street housing regeneration. Johnstone Castle. Bishopton. <u>Community Regeneration</u> (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. (2) The Local Housing Strategy 2016-2021 provides the policy context for ongoing investment and interventions. (3) Regular consultation and liaison with Scottish Government. (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.	03	04	12 High
Action Codes	Linked Actions	Latest Note		Assigned	Due Date	Status
	Consult on proposals for the regeneration of the Tannahill area of Ferguslie Park	Following the request by Council to develop further options for residential development and investment in the Tannahill area of Ferguslie Park. These options are in the final stages of development and will be presented to Board in May 2018.		Head of Regeneration	31-Mar-2019	
	Promote the use of CPOs to facilitate Council housing new build development in Johnstone Castle	One of the two CPOs has been successfully promoted by the Council and confirmed by the Scottish Government. . The second CPO will now be promoted.		Head of Regeneration	31-Mar-2019	
	Promote the use of CPO to facilitate the regeneration of Paisley West End Masterplan	To ensure the successful delivery of the Paisley West End Masterplan a CPO will be promoted for the area within the masterplan boundary		Head of Regeneration	31-Mar-2019	

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Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>Housing Investment</p> <p><u>Context:</u> The Energy Efficiency Standard for Social Housing (EESH) was introduced in April 2015 with the first milestone set for 31 December 2020. Scottish Government carried out a mid term review of EESH during 2017 and the next milestone is expected to be announced during 2018. It is the Council's position that EESH 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.</p>		<p>Delivery of the EESH 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.</p> <p>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.</p>	<p>Director of Development & Housing Services</p>	<p>Top controls</p> <p><u>Energy Efficiency Standard for Social Housing (EESH)</u></p> <p>(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</p> <p>(2) The Scottish Government has carried out a mid term review during 2017 to assess landlords' progress towards compliance with the 2020 milestone</p> <p>(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</p> <p>(4) As a result, where EESH 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</p> <p><u>Multi Storey Investment</u></p> <p>(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</p> <p>(2) Communal Area fire alarm systems are in place in each of the 14 blocks</p> <p>(3) Fire Risk Assessments are in place for each of the 14 blocks, with an additional independent fire safety audit currently underway</p> <p>(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</p> <p>(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</p> <p>(6) A programme of upgrades to smoke and heat detectors within each council property is underway</p> <p>(7) Regular update reports are presented to the Communities, Housing and Planning Policy Board</p>	04	03	12 High
Action Codes	Linked Actions	Latest Note			Assigned	Due Date	Status

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Creating a sustainable Renfrewshire for all to enjoy

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Regeneration of Renfrewshire's Town centres <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.	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.	Director of Development & Housing Services	<u>Town Centre Regeneration</u> <ul style="list-style-type: none"> 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. <u>Paisley Town Centre Heritage Asset Strategy (PTCHAS)</u> <ul style="list-style-type: none"> 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. 	03	04	12 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
	Deliver the Paisley Town Centre Action Plan 2016-2026.	Engagement continues with key stakeholders.		Head of Regeneration	31-Mar-2019	

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Environment & Communities



Building strong, safe and resilient communities

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>FAI/Cemeteries</p> <p><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.</p> <p>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.</p>	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	<p>Top controls</p> <p>(1) Staff presence and visits to all of our operational cemeteries who will report anything that requires further inspection.</p> <p>(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.</p> <p>(3) Attempts are made to contact the last known lair holder that we have taken action to make the memorial safe.</p>	03	05	15 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
NEW	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.	NEW		Head of Amenity Services	31-Mar-2019	
NEW	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.	NEW		Head of Amenity Services	31-Mar-2019	
NEW	Develop and implement a suitable software package for recording finding. This will be required to link into the cemeteries management software suite.	NEW		Head of Amenity Services	31-Mar-2019	
NEW	Continue to review and amend processes and continue to work with SG and SBBG on best practices and any subsequent amendments to the guidance.	NEW		Head of Amenity Services	31-Mar-2019	



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Creating a sustainable Renfrewshire for all to enjoy

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Roads Highway Code of Practice Context: New code of practice for highways - coming into effect in October 2018, requiring revised arrangements to be timeously implemented	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 (1) Dedicated team and resources in place to prepare for and transition to new arrangements	03	05	15 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
NEW	Arrange risk management training for assessors, for applying the new risk based methodology agreed by SCOTS	NEW		Head of Amenity Services	31-May-2018	
NEW	Risk assess and re-classify the highway network in line with the new methodology agreed with SCOTS	NEW		Head of Amenity Services	15-Jul-2018	
NEW	Revise inspection policy and submit to Board for approval	NEW		Head of Amenity Services	07-Aug-2018	
NEW	Go live with new procedures in October 2018	NEW		Head of Amenity Services	31-Oct-2018	

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Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Air Quality <u>Context:</u> Local authorities have a statutory duty to assess local air quality and, where necessary, declare Air Quality Management Areas (AQMA) and develop and Air Quality Action Plan	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	Linked Actions	Latest Note		Assigned To	Due Date	Status
CR.RR17.04.14a	Develop an Air Quality Action Plan for the 3 Air Quality Management Areas within Renfrewshire to improve air quality.	Three Air Quality Management Areas have now been declared for Renfrewshire. The draft Air Quality Action Plan has been developed to introduce measures to improve Air Quality in these areas. The draft action plan was presented to the Infrastructure, Land and Environment Policy Board on 24 January 2018 highlighting the next steps regarding the consultation of the document. Once the consultation is complete, a further report will be taken to Board for approval with appropriate measures being introduced.		Regulatory and Enforcement Manager	31-Mar-2019	
CR.RR17.04.14b	Work with partners in Renfrewshire to implement the ECO Stars Fleet recognition scheme.	Work continues with the Eco Stars award scheme and there are now 13 stakeholders assessed and been granted the award.		Regulatory and Enforcement Manager	31-Mar-2019	

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Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Linwood Moss landfill site <u>Context:</u>	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	

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Finance & Resources



Working together to improve outcomes

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
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 Organisational Change and Workforce Planning	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
Context: ▪ Finance & Resources have responsibility for monitoring compliance with induction procedures							
Action Codes	Linked Actions			Latest Note	Assigned To	Due Date	Status
NEW	First impressions will be refreshed, updated and re-launched			NEW	Head of Organisational Change and Workforce Planning	30-Jun-2018	
NEW	Monthly corporate induction for frontline staff will be reintroduced			NEW	Head of Organisational Change and Workforce Planning	31-Aug-2018	
NEW	New process will commence – a monthly report will be run on all new starts inviting them to complete either 'First impressions' or the new 'monthly corporate induction'. There will be quarterly progress reports provided to services and the CMT through the Organisational Development and Workforce Development Plan.			NEW	Head of Organisational Change and Workforce Planning	31-Dec-2018	
NEW	New indicator will be introduced to the Service Improvement Planning highlighting the number of new starts vs number of inductions completed			NEW	Head of Organisational Change and Workforce Planning	30-Apr-2019	

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
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	Director of Finance & Resources	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
No new actions/ continue to monitor							

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