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

On: **06 November 2017**

Report by: **Director of Environment & Communities**

Heading: **Environment & Communities Risk Management Plan 2017/18
Mid Year Progress Report**

1. Summary

- 1.1 In keeping with 'Risk Matters,' the council's risk management policy and strategy, the Board is provided with a midyear progress report on the management of the risks recorded in the service risk management plan.
- 1.2 This paper provides the midyear progress report on the management of the Environment & Communities risks. The complete risk register, showing risks, linked actions and progress is provided in Appendix 1.
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2. Recommendations

- 2.1 It is recommended that the Audit, Risk and Scrutiny Board notes the report and is assured by the progress being made by Environment & Communities in managing the risks identified.
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3. Background

- 3.1 At the midyear review of the risk management plan there has been good progress made in the control and management of the identified risks.
- 3.2 No new service risks have emerged that were not anticipated as part of the process to revise the service risk management plan earlier in the year.
- 3.3 Environment & Communities continues to apply good risk management activity that is proportionate to the levels of risk.

- 3.4 The overall service risk profile remains unchanged from that reported to the board in June this year, (in terms of the numbers of low, moderate, high and very high risks as shown in the table below).l

Evaluation:	Low	Moderate	High	Very High	Total
No. of Risks:	0	10	10	0	20

Top service risks

The top risks for the council continue to be those presented to Board in June:

3.5

TOP 9 Risk/Opportunity Risk Areas	Likelihood	Impact	Score	Evaluation
CR.RR17.03.04 Roads and footway maintenance	04	04	16	High
CR.RR17.03.02 Public protection	03	05	15	High
CR.RR17.03.03 Addressing serious organised crime and terrorism	03	04	12	High
CR.RR17.03.05 Maintenance and strengthening of infrastructure	03	04	12	High
CR.RR17.03.06 Flood Risk Management Act	03	04	12	High
CR.RR17.04.12 Maintaining assets/ financial pressures	03	04	12	High
CR.RR17.04.13 Sustainable street lighting	03	04	12	High
CR.RR17.04.15 Linwood Moss Landfill Site	03	04	12	High
CR.RR17.10.20 Environment & Communities Better Council Change Programme	03	04	12	High

(1) Roads and Footway Maintenance

Environment & Communities continue to maintain the roads and footways across Renfrewshire. A detailed programme of roads has been identified to complete the £6.7m capital investment for 2017/18 which will assist in managing this risk.

(2) Public Protection

Through the Renfrewshire Community Safety Partnership, Environment & Communities continues to lead on the Public Protection agenda alongside Police Scotland and Scottish Fire and Rescue. Through the Community Safety and Public Protection Steering Group and Renfrewshire Community Protection Chief Officers Group, Seniors officers set the strategic agenda to ensure the safety of people that live, work and visit Renfrewshire.

(3) Addressing Serious Organised Crime and Counter Terrorism

Environment & Communities continues to work with Police Scotland and other partners to detect and disrupt serious and organised crime within Renfrewshire. Development of the Renfrewshire Integrity Group also looks at the insider threat within the Council.

The Civil Contingencies Service Work closely with key agencies to monitor the potential of Counter Terrorism within Renfrewshire and across the West of Scotland. Training continues to be given to operational staff and Elected Members.

(4) Maintenance and Strengthening of infrastructure

Routine inspections continue to be undertaken to ensure the Council structures (including bridges) are maintained.

(5) Flood Risk Management Act

Environment & Communities liaise with appropriate bodies to comply with the above legislation and to reduce flooding within Renfrewshire.

(6) Maintaining Assets/Financial pressures

Work continues to maintain the Council assets and ensure that all compliance inspections are programmed and monitored.

(7) Sustainable Street Lighting

Environment & Communities are in the process of completing the LED installation programme. Contractors will programme work to complete any lighting that has been missed.

(8) Linwood Moss Landfill

Work continues with the statutory body (SEPA) to ensure that pollution control measures remain adequate to ensure no environmental detriment to the surrounding watercourse.

(9) Environment & Communities Better Council Change Programme

Work continues on projects for the Better Council Change Programme (BCCP) 2 and projects have been identified as part of the BCCP 3. Environment & Communities will continue to work with the CMT to achieve efficiencies within the Service.

Implications of the Report

1. **Financial**
The Senior Management Team considers that recurring costs associated with the measures in place for each risk are proportionate to the level of risk, as are the costs relating to actions underway.
2. **HR & Organisational Development** - none
3. **Community Planning**
Any risks relating to the Community Planning themes are reflected within Appendix 1.
4. **Legal**
Any risks that may have legal implications are reflected within Appendix 1.
5. **Property/Assets**
Any property-related risks are reflected within Appendix 1.
6. **Information Technology** - none
7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been

identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety**
Any risks relating to health, safety and wellbeing are reflected within Appendix 1.
9. **Procurement** - none
10. **Risk**
As per the subject content of this paper.
11. **Privacy Impact**
Any risks relating to privacy matters are reflected within Appendix 1.
12. **Cosla policy position** – not applicable

List of Background Papers

(a) Background Paper 1: Environment & Communities risk management plan 2017/18 (submitted to Board in June 2017)

The foregoing background papers will be retained within Environment & Communities for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is Chris Dalrymple, Regulatory and Enforcement Manager, 0141 618 4609, chris.dalrymple@renfrewshire.gov.uk

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Environment & Communities risk management plan Appendix

Report Type: Mid Year Risk Report
Report Author: Regulatory and Enforcement Manager



Priority 1: A Better Future - PLACE Objective 01 Driving Physical & Economic Regeneration								
Context		Risk Statement	Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
CR.RR17.01.01	Environmental sustainability for regeneration and the local economy	Failure to provide a positive and sustainable environment for the regeneration or our town centres may adversely affect sustainable investment in the local economy	Environment & Communities SLT	* Regeneration and revitalisation of town centres * Supportive and effective regulatory regimes * Strategic Town Centre Group formed to oversee Environment & Communities input to Paisley Town Centre		03	03	9
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status		
CRSIP17.01.02.04	Lead on the works to improve the public realm and support of Paisley's 2021 City of Culture bid	A Public Realm Masterplan has been developed outlining a series of proposals for implementation. The masterplan will now be developed through to detailed design with an implementation timeline for delivery in advance of 2021. To assist with the City of Culture Bid, signage in and around the town centre has been reviewed, renewed with obsolete signage being removed.		Environment & Communities Senior Leadership Team (SLT)	31-Mar-2019			

Priority 1: A Better Future - PLACE
Objective 03 Protecting the Public

Context		Risk Statement	Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
CR.RR17.03.02	Public protection	Failure to effectively lead on the Public Protection agenda may place the Council at risk of failing to protect vulnerable groups	Head of Public Protection	* Daily tasking meetings facilitated in the Community Safety Partnership Hub * Community Safety and Public Protection Steering Group * Revised Wardens Service flexibly deployed to hotspot locations at times when service required * StreetStuff diversionary programme * CCTV currently operating 24 hours per day to provide resilience * Integrated noise enforcement, youth teams and ASB teams * Links and participation on Adult Protection and Child Protection committees		03	05	15
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status		
CR.RR17.03.02a	Work with Paisley First to maintain Purple Flag status in 2017/18.	Renfrewshire Council, Environment & Communities has worked with Paisley First and all key stakeholders to complete the re-assessment for Purple Flag status. The re-assessment form was passed to ATCM on 13 October 2017 and highlighted some of the key work including erecting a Purple Flag in County Square, publicity on advertising hoardings and bus shelters and attending the UWS Freshers week to highlight Purple Flag and the benefits for the Evening and Night Time Economy (ENTE).		Regulatory and Enforcement Manager	31-Mar-2018			
CR.RR17.03.02b	Ensuring the Community Safety Hub is expanded wherever possible to undertake further work. Establish what tasks can be undertaken from the Community Safety Hub and what staff are required to cover these tasks.	Work continues to review and develop Business Cases for increasing the work from the Community Safety Hub. The CCTV operations room continue to work 24 hours a day and as well as Out of Hours calls for the Winter Maintenance e.g. flooding, the CCTV Operations room is now the key holder and phone responder for the £10m flooding scheme at Fingal Rd Pump Station.		Regulatory and Enforcement Manager	31-Mar-2018			
CRRR1617.13c	Identify emerging trends through improved intelligence sharing and StreetStuff youth diversionary programmes	Street Stuff continues to pass information to the Renfrewshire Community Safety Partnership via the Daily Tasking process. Emerging trends and issues relating to youths are raised and passed to the appropriate agency for action. Intelligence sharing allows the deployment of the Street Stuff programme to the appropriate area and this remains under review on a constant basis.		Regulatory and Enforcement Manager	31-Mar-2017			

Context		Risk Statement	Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
CR.RR17.03.03	Addressing serious organised crime and terrorism	Enhance the council's approach to addressing serious organised crime and terrorism	Head of Public Protection	* Effective links with Police through 3 Council multi-agency co-ordination linked to CCS Joint Management Board * Single point of contact for SOC and terrorism * Effective links to senior officers through integrated groups * Council Integrity Group established to look at: serious and organised crime; fraud; and insider threat.		03	04	12
Action Codes	Linked Actions	Latest Note		Assigned To		Due Date		Status
CRRR1617.14a	Lead the work of the Integrity Group and implement actions due to the risks posed by serious organised crime, insider threat and corporate fraud	Environment & Communities continue to lead on the Public Protection agenda and this includes working with Police Scotland to disrupt Serious and Organised Crime. The Integrity Group continues to meet to tackle insider threat and corporate fraud and where there are links to the external businesses, meetings are convened with Police Scotland for joint working including Trading Standards.		Head of Public Protection		31-Mar-2018		

Context		Risk Statement	Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
CR.RR17.03.04	Roads and footway maintenance	Failure to provide safe and well maintained roads and footways which meet public expectations may lead to adverse publicity and will not support physical and economic regeneration	Head of Amenity Services	* Safety inspections carried out to the Highway Code of good Practice timescales and intervention levels * Partnering in the Scottish National Road Condition Survey * Consultation in place with councillors and constituents on annual works programme * Prioritisation of repairs to roads and footways based on road classifications and inspections * Programme of increased works for 2017/18		04	04	16
Action Codes	Linked Actions	Latest Note		Assigned To		Due Date		Status
CR.RR17.03.04a	Deliver the capital investment plans for the maintenance of roads and footways.	There is a programme in place for the capital roads investment and this is currently on target.		Amenity Services (Roads) Manager		31-Mar-2018		
CRRR1617.03b	Further develop the asset management strategy to prioritise roads and footways investment to achieve whole life efficiencies	There is on-going work with regards to this action, however it remains the same as the previous update. This will continue over the coming months. The frequency of cyclical road safety inspections has been reviewed in 2016, with a number of changes to increase frequencies of inspection on certain roads that will now be implemented. This increase will deliver a greater number of inspections and ensure that roads with increased frequencies are maintained in a safe condition.		Amenity Services (Roads) Manager		31-Mar-2018		

Context		Risk Statement	Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
CR.RR17.03.05	Maintenance and strengthening of infrastructure	Any gaps in the Service's maintenance and strengthening programmes may lead to structural failure of bridges & other roads structures and affect the safety and efficiency of the road and rail network.	Head of Amenity Services	* General and Principal inspections carried out to Design Manual for Roads and Bridges standards. * Programme of required maintenance works produced. * Systematic checks of capacity of structures to meet current vehicle loading standards * Register of road bridges, underpasses, footbridges, culverts and other road structures completed * Programme of Scour protection works completed		03	04	12
Action Codes	Linked Actions	Latest Note		Assigned To		Due Date		Status
CR.RR17.03.05a	Inspect the structural safety of all Council owned bridges to ensure compliance and safety	This is currently on-going and remains on track. No structures have been highlighted as currently being at risk. Issues were noted with the Bascule Bridge and rectified immediately over a 4 week period. Further improvement works will be undertaken in the next financial year.		Amenity Services (Transport) Manager		31-Mar-2018		
CRRR1617.07b	Continue to review the structural safety of private bridges	The Transport Team continue to liaise with owners of private bridges, carry out assessments and advise owners of their responsibilities with regards to bridges. This is on-going and no issues raised with regards to private bridges.		Amenity Services (Transport) Manager		31-Mar-2018		

Context		Risk Statement	Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
CR.RR17.03.06	Flood Risk Management Act	The service has a responsibility to fulfil the requirements of the Flood Risk Management Act and therefore any gaps in related activity might limit environmental improvements and lead to an impact with regards to the Council's reputation.	Head of Amenity Services	* Local Flood Risk Management Plan * Working Group which maintains close relationship with SEPA and Scottish Water * Schedule of water courses and inspect them on a cyclical basis		03	04	12
Action Codes	Linked Actions	Latest Note		Assigned To		Due Date		Status
CR.RR17.03.06a	Continue to work with partners to deliver the Flood Risk Management Plan and future studies.	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		Amenity Services (Transport) Manager		31-Mar-2018		

		and has two cycles covering the period 2016 – 22 and 2022 – 28. Actions currently ongoing and on target include:		
		. 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.		

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CR.RR17.03.07 Reservoirs	Structural failure of a reservoir could lead to flooding	Head of Amenity Services	* Design for the flood return period defined in the Reservoir Scotland Act 1975 * Inspection regime to requirements of the Act * Appointment of Supervisory and Independent Panel Engineer for Reservoirs for which the Council is the Regulatory authority or Undertaker	03	03	9
Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status	
CR.RR17.03.07a	Environment & Communities will maintain the reservoirs that are the responsibility of Renfrewshire Council to the appropriate standard.	Council owned reservoirs are monitored and maintained and discussions on-going with Scottish Water regarding the reservoirs in their ownership.	Amenity Services (Transport) Manager	31-Mar-2018		

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CR.RR17.03.08 Road safety	Failure to improve road safety could lead to increased harm for pedestrians and road users	Head of Amenity Services	* annual review of accident statistics asses combined with evaluation of cases. * actions targeted at high risk locations	03	03	9
Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status	
CRRR1617.09a	Deliver a Road Safety Strategy with an annual performance report on road related casualties	The action in relation to Road Safety remains the same. 2016 Road Safety accident statistics will become available towards the end of the 2017 calendar year. An update/report on the results will be prepared and reported as appropriate.	Amenity Services (Transport) Manager	31-Mar-2018		
CRRR1617.09b	Implement a programme of schemes to assist pedestrians and cyclists on road safety and to encourage more walking and cycling	Environment & Communities receive a grant through the Safer Streets programme and Smarter Choices Smarter Places project. The level of grant dictates the work that can be carried out and work in on-going including the real time information for bus passengers.	Amenity Services (Transport) Manager	31-Mar-2018		

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CR.RR17.03.09	Salt storage facility	New salt storage facility required to be in place at Underwood Road depot for Sept 2017 prior to the winter season as part of the BCCP depot rationalisation project. Should this not be in place there is a risk of a shortage of salt during the winter months to treat road surfaces.	Head of Amenity Services	* A depots project group and board have been established to ensure delivery with back up of salt being stored externally at Middleton Road in Linwood. This will cover winter months in October/November. * Liaison with Glasgow City Council for resilience purposes should a further external source be required	03	03	9
Action Codes		Linked Actions	Latest Note	Assigned To	Due Date	Status	
CR.RR17.03.09a	Design and implement new salt storage facility as part of the Underwood Road Depots rationalisation project	Salt storage is part of Underwood Rd development and is due to be completed by February 2018.	Amenity Services (Roads) Manager	31-Mar-2018			
CR.RR17.03.09b	Work with partners to ensure adequate back up salt storage for the winter months in 2017/18.	A contingency plan is in place for salt to be distributed from Linwood transfer station for the duration of winter or until facility is complete at Underwood Rd.	Amenity Services (Roads) Manager	31-Mar-2018			

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CR.RR17.03.10 Integration of Roads and StreetScene employees	Should the integration of Roads and Streetscene employees not take place, this could result, at peak times, in fewer trained operatives than required for roads and winter maintenance activities.	Head of Amenity Services	* Skills gap analysis. * Significant amount of training for all staff required to undertake roads and winter maintenance duties.	03	03	9
Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status	
CR.RR17.03.10a	Work with the Trade Unions to integrate the workers onto a 4 on 4 off pattern for Roads and StreetScene	Discussions are ongoing with Trade Unions and employee groups in relation to the implementation of 4on 4off 7day working within the Roads workforce. One to one meetings have now been scheduled with the affected employees.	Amenity Services (Roads) Manager	31-Mar-2018		

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CR.RR17.03.11 Civil Contingency Arrangements	Failure to develop integrated and resilient civil contingencies arrangements could affect the Council, local businesses and communities	Head of Public Protection	* Links to key staff availability, increased departmental alliance * Liaison with CCS maintained * Dedicated staff reviewing Business Continuity Plans and policies for Renfrewshire Council	03	03	9
Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status	
CRRR1617.15b	Ensure the Environment & Communities business continuity plan is prepared and implemented	Environment & Communities Business Continuity Plan has been updated recently to reflect a few minor Service changes including officer and structural changes along with the new refreshed department name. This plan is next due for a full update in March 2018 and has been programmed accordingly.	Civil Contingencies Service Manager	31-Mar-2017		
CRSIP17.01.03.11	Working with key partners to develop a local counter terrorism CONTEST strategy.	Civil Contingencies training continues to be delivered to key response officers in Environment & Communities in line with all services across the Council. Recently a large scale Exercise/training event, Agora Archway was delivered to the CMT/CRMT along with multi-agency partners and members of a community cohesion group. This gave all service areas a safe forum to test their response in a "move to critical threat level" type incident. An additional Environment & Communities Council Incident Officers has now been trained and a number of groups of frontline officers	Civil Contingencies Service Manager	31-Mar-2019		

		from Environment & communities have now went through a CONTEST training package			
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Priority 1: A Better Future - PLACE
Objective 04 Creating a Sustainable Renfrewshire

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CR.RR17.04.12 Maintaining assets/ financial pressures	Failure to maintain assets may place a financial burden on the Council	Environment & Communities SLT	* Asset management plans in place * Financial regulations are in place and adhered to * Facilities Management Services in place to co-ordinate all statutory inspections * Inventory and audit procedures implemented * CCTV is in place throughout Renfrewshire House * All portable electrical equipment under the control of the service is maintained by periodic testing * Inspection programme in place for all premises * Security arrangements are in place across Environment & Communities premises * Information Security Policy	03	04	12
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CRSIP17.03.09.31	Manage the four trading operations and achieve their financial and operation targets	Trading Operations are kept under constant review and will be presented to the appropriate Boards when appropriate.		Finance Business Partner	31-Mar-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.		Head of Amenity Services	31-Mar-2019	
CRSIP17.03.09.39	Carry out repairs and maintenance on Renfrewshire Council buildings and monitor actions through the Risk Register.	The Environment & Communities Risk Register allows the risk associated with buildings to be captured and monitored. Following the issue of new corporate Health and Safety Guidelines for compliance. Substantial work has been carried out on the CAMIS system. There is now a full Pre Planned Maintenance (PPM) scheduling tool being used for compliance and new certificates are being uploaded on a daily basis. The information and certification for each premises can be viewed and downloaded by the building user. CAMIS training is being rolled out across all service areas. A new dashboard has been created on CAMIS which is improving the reporting process across the whole estate. The full implementation will be in place for April 2018.		Head of Facilities Management	31-Mar-2019	

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CR.RR17.04.13	Sustainable street lighting	Failure to provide street lighting in a sustainable and economically effective manner will have a financial and environmental impact	Head of Amenity Services and Head of Facilities Management	* Energy reduction and cost effective lighting achieved through the introduction of new LED alternatives * Annual inspections of lighting units * Use of non destructive testing consultants * On site testing by inspectors where defects are reported * Ongoing programme of column replacement * Phase 3 of LED street lighting programme complete in the Summer 2017	03	04	12
Action Codes		Linked Actions	Latest Note		Assigned To	Due Date	Status
CRRR1617.06b		Remove individual street lighting units identified as likely to create a problem	Environment & Communities continue to work with the contractor. Contracts are substantially complete and with the remainder of defective units being repaired as soon as practicable.		Senior Facilities Manager (Hard Services)	31-Oct-2017	
CRSIP17.01.04.17		Finalise the delivery of the project to replace all street lighting in Renfrewshire with LEDs.	94% of Renfrewshire's street lights have now been converted to LED. The LED programme will be progressed to completion in October 2017. Renfrewshire now has a higher percentage of LED streetlights conversion than any other Council area in Scotland.		Amenity Services (Transport) Manager	30-Sep-2017	

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CR.RR17.04.14	Statutory limit values for NO2	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	* The approved 2014 Paisley Town Centre Air Quality Action Plan is being updated and supplemented to produce a Renfrewshire wide 2017 Action Plan; reflecting the additional Air Quality Management Areas declared by the Council in 2016 * Effective action plan measures will be devised to address air quality issues within all the Air Quality Management Areas * 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
		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					
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 been declared for Paisley Town Centre, Johnstone High Street and Renfrew Town Centre. A Renfrewshire Air Quality Action Plan is being developed which will cover these areas. Meetings have been held with internal partners to devise specific action measures to tackle air quality and technical advisers have recently been procured to assist with developing sections of the plan which require specialist support. The refreshed Air Quality Management Action Plan will be submitted to the Infrastructure Land and Environment Policy Board in January.		Regulatory and Enforcement Manager	31-Mar-2018		
CR.RR17.04.14b	Work with partners in Renfrewshire to implement the ECO Stars Fleet recognition scheme.	Whilst still early in the process, Environment & Communities have been working with stakeholders to get them assessed for the Renfrewshire Eco Stars scheme. There are currently 25 businesses that have achieved the Eco Stars Award.		Regulatory and Enforcement Manager	31-Mar-2018		

Context		Risk Statement	Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
CR.RR17.04.15	Linwood Moss Landfill Site	Failure to adequately manage the Linwood Moss Landfill Site could result in environmental impacts, reputational damage and failure to comply with licensing conditions.	Head of Amenity Services	*Regular monitoring of leachate and gas from the site *Manual inspection of all infrastructure and telemetric system to monitor leachate levels in place.		03	04	12
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, consultants and Waste Manager. Data on waterflow within the site is still being collected and analysed.		Amenity Services (Waste) Manager	31-Mar-2018			
CRRR1617.02a	Continue to monitor Linwood Moss landfill site and rectify any faults found	Routine maintenance of the site being undertaken following an investment in new mobile treatment plant resulting in compliance. Amenity Services (Waste) continue to look at a long term solution for the site.		Amenity Services (Waste) Manager	31-Mar-2018			

Context		Risk Statement	Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
CR.RR17.04.16	Waste (Scotland) Regulations 2012	Failure to Comply with the Waste (Scotland) Regulations 2012 and provide an effective and efficient refuse collection service may adversely affect the Council's refuse disposal costs and lead to reputational damage	Head of Amenity Services	* Continued monitoring of Managed Weekly Collections * 4 weekly monitoring of recycling performance in place to ensure target is achieved * Current disposal contract includes a level of diversion from landfill * Strategy is approved for residual waste disposal facility		03	03	9
Action Codes		Linked Actions	Latest Note		Assigned To	Due Date	Status	
CRRR1617.01a		Implement a strategic approach to improving recycling to encourage behavioural change and promote the waste hierarchy of reduce/reuse/recycle	This action currently remains the same. Amenity Services (Waste) currently working with Zero Waste Scotland with a view to forming a transition plan. 1. Reducing capacity for residual waste. 2. Introducing improved recycling and collection infrastructure to take cognisance/advantage of volatile markets. Infrastructure for recycling/food waste now in place. Renfrewshire Council has also signed up to the Scottish Government Household waste recycling charter which is leading to the aforementioned transition plan.		Amenity Services (Waste) Manager	31-Mar-2018		
CRRR1617.01b		Monitor Household Waste Recycling Centres and continue to liaise with the Scottish Environment Protection Agency as regulators of these sites	Plans are currently in place to increase enforcement on site following the recruitment of two enforcement officers.		Amenity Services (Waste) Manager	31-Mar-2018		

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CR.RR17.04.17	Contaminated land	Contaminated land issues may arise at any time in respect of both Council owned land which has been sold and privately owned land council's own land. If there are any failures in the council's strategy for dealing with this inherent challenge, there may be reputational harm (in respect of corporate social responsibility) and potentially significant unbudgeted costs. (1) Duty to inspect council area to identify contaminated land (2) Council must also establish responsibilities for remediation of land	Head of Public Protection	* The contaminated land strategy is a working document which is implemented on an ongoing basis through a team of specialist contaminated land officers * Appropriate site investigations continue to be undertaken as part of the development management process * Availability of any funding sources for contaminated land projects is investigated on a site specific basis * Ongoing monitoring of the major site development at ROF Bishopston and ensuring that relevant planning conditions are satisfied. * Ongoing identification of required funding for contaminated land site remediation outwith the planning remediation process, where possible	03	03	9
Action Codes	Linked Actions	Latest Note			Assigned To	Due Date	Status
CR.RR17.04.17a	Review and update the contaminated land strategy	The contaminated land strategy is currently under review and will be refreshed in 2018. The key points in the strategy remain pertinent, the key areas of focus will be reviewed.			Regulatory and Enforcement Manager	31-Mar-2018	
CRRR1617.17a	Continue to support remediation works at ROF Bishopston	Meetings continue with BAE at the former ROF site to ensure the different phases of development are remediated and released as appropriate. Due to close working relationship with BAE, the risk will be monitored as part of the contaminated land regime and removed from the Environment & Communities risk register for next year.			Regulatory and Enforcement Manager	31-Mar-2017	

Priority 2: A Better Future - PEOPLE
Objective 08 Improving Care, Health and Wellbeing

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CR.RR17.08.18	Sustainable food strategy	Failure to deliver a free school meal service may have an adverse impact on the health and wellbeing of our communities.	Head of Facilities Management	* Established programme of providing school meals in schools * On-going delivery of food to Street Stuff programme * Tackling poverty implementation group	03	03	9
Action Codes	Linked Actions		Latest Note		Assigned To	Due Date	Status
CRSIP17.02.05.19	Contribute to the Tackling Poverty Action Plan through the Families First project by delivering free school meals during designated holiday periods	Contribute to the Tackling Poverty	During the School holiday periods, Families First clubs have operated within Renfrewshire. These clubs provide activities and healthy meals to pupils who are entitled to a free school meal, children who attend additional support needs schools and also to children under five who attend a Council pre five centre during school holidays.		Senior Facilities Manager (Soft Services)	31-Mar-2018	
CRSIP17.02.05.20	Contribute to the Tackling Poverty program by delivering morning clubs in targeted areas	Contribute to the Tackling Poverty	As part of the Council's Tackling Poverty initiative, morning clubs were established in 2016 within 9 Primary schools and 1 Secondary School and continue in the new school year. The morning clubs in St Catherine's Primary School, Gallowhill Primary School, St David's Primary School, Cochrane Castle Primary School, St Mary's Primary School, St Margaret's Primary School, West Primary School, Brediland Primary School and Our Lady of the Peace School are open to all pupils and include a healthy breakfast and a programme of activities. Pupils eligible for a free school meal at Castlehead High School can receive a healthy breakfast in the cafe area before school starts.		Senior Facilities Manager (Soft Services)	31-Mar-2018	
CRSIP17.02.05.21	Contribute to the Tackling Poverty Action Plan through enhanced StreetStuff programme including activities and meals	Contribute to the Tackling Poverty	An expanded Street Stuff programme will continue to be delivered in the afternoons, evenings, weekends and holiday periods during 2017-18. The Street Stuff attendances continue to remain at a high level with year to date attendance of over 16,500. This was boosted by implementation of the 2017 spring & summer break camps and attendance at events such as, British Pipe Band Championship, gala days, etc.		Community Safety Manager	31-Mar-2019	
CRSIP17.02.07.26	Review, update and formally launch Renfrewshire's Sustainable Food Strategy	Review, update and formally launch Renfrewshire's Sustainable Food Strategy	Environment & Communities has led on the implementation of Renfrewshire's Sustainable Food Strategy and delivering food education programmes with partners. It is hoped to hold a seminar during the Autumn to review, update and finalise launch of the strategy.		Senior Facilities Manager (Soft Services)	31-Mar-2018	

Priority 3: A Better Council
Objective 09 Supporting our Employees

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CR.RR17.09.19	Workforce planning arrangements	Failure to maintain workforce planning arrangements may lead to recruitment, retention and skills issues and sickness absence levels which may impact on the service	Environment & Communities SLT	* Ensure absence is being addressed through the revised supporting attendance procedures * Joint management/trade union task group established * Key tasks are identified and redistributed where appropriate. * Ensure employee issues and grievance time scales are implemented. * Established meeting protocols including Joint Consultative Board (JCB), Joint Trade Union Liaison and Services sub-group. * Regular consultations with staff and Trade Unions over proposed service changes. * Trade Unions involved in Health & Safety Committee	03	03	9
Action Codes	Linked Actions	Latest Note		Assigned To		Due Date	Status
CR.RR17.09.19a	Work with Organisational Development to produce a robust workforce plan, including training of staff and managers	A draft workforce plan has been developed for Environment & Communities which includes a comprehensive action plan. The plan is due to be finalised by the end of 2017.		Strategic Change Manager		31-Mar-2018	
CRSIP17.03.08.27	Provide our employees with the appropriate support to manage attendance	Regular Trade Union liaison meetings take place to ensure consistency in guidance issued to employees. HR personnel are in attendance at all Supporting Attendance meetings.		Senior Facilities Manager (Soft Services)		31-Mar-2018	
CRSIP17.03.08.28	Ensure effective management arrangements are in place for overtime levels	Overtime reports are discussed with managers on a four weekly basis, to identify areas of concern and agree action to be taken. Overtime costs to the end of quarter 1 in 2017/18 were 6.5% of total employee costs, this is an improvement on the 2016/17 annual performance of 7.3%.		Finance Business Partner		31-Mar-2018	

Priority 3: A Better Council
Objective 10 Continuing to be a Well Run Council

Context		Risk Statement	Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
CR.RR17.10.20	Environment & Communities Better Council Change Programme	Failure to deliver the Environment & Communities Better Council Change Programme could have a financial and reputational impact	Environment & Communities SLT	* BCCP Review Boards and Strategic Review Boards * Review of projects as part of 3 weekly Senior Leadership Team meetings		03	04	12
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status		
CR.RR17.10.20a	Work with CMT and lead on projects that relate directly to Environment & Communities to maximise efficiencies.	Phase 3 of the Better Council Change Programme is being developed in order to implement the projects in Financial Years 2018/19 and 19/20.		Strategic Change Manager	31-Mar-2018			
CRRR1617.16a	Complete phase 2 of the integration of Hard and Soft Facilities Management	The Hard & Soft FM Project has been split in to 4 distinct workstreams. Project teams have been established and Project Mandates developed which require approval by the Environment & Communities Strategic Change Board.		Strategic Change Manager	31-Mar-2018			
CRRR1617.16b	Complete phase 2 of the depot rationalisation to integrate frontline services within the Underwood Road depot	The Depots Refurbishment work is progressing well with anticipated completion by January/February 2018. The Council continues to work with the contractors and hold regular Trade Union liaison meetings to ensure employees are kept up to date with the refurbishment programme.		Strategic Change Manager	31-Mar-2018			
CRRR1617.16c	Complete the integration of frontline roads operations within the wider service areas of Amenity Services	Discussions are ongoing with Trade Unions and employee groups in relation to the implementation of 4on 4off 7day working within the Roads workforce. One to one meetings have now been scheduled with the affected employees.		Strategic Change Manager	31-Mar-2018			
CRRR1617.16e	Complete the redesign of the refuse collection and recycling arrangements across Renfrewshire	The review of recycling and refuse collection arrangements has been completed with the required action plan being implemented.		Strategic Change Manager	31-Mar-2017			