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

**On: 4 November 2019**

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

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

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## **1. Summary**

- 1.1 In keeping with 'Risk Matters,' the council's risk management policy and strategy, the Board is provided with a mid-year progress report on the management of the risks recorded in the strategic and corporate risk registers and service risk plans.
- 1.2 This paper provides an overview of the midyear progress report on the risks. The appendices attached provide:
- Appendix 1: Register of longer-term strategic and corporate risks (at 30/09/2019)
  - Appendix 2: Register of longer-term significant service risks (at 30/09/2019)
  - Appendix 3: List of all 'business as usual' risks with current progress on any linked actions yet to be completed.
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## **2. Recommendations**

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

- 3.1 When the identified risks were approved by the Board in May, the following risk profile was noted:

<b>Evaluation:</b>	<b>Low</b>	<b>Moderate</b>	<b>High</b>	<b>Very High</b>	<b>Total</b>
<b>No. of Strategic Risks:</b>	00	00	06	01	07
<b>No. of Corporate Risks:</b>	00	04	13	01	18
<b>No. of Service Specific Risks:</b>	00	10	10	00	20
					45

3.2 Of the 45 risks, 1 was imminent, 14 were longer-term and 30 were ‘business as usual’ (BAU).

3.3 The top longer-term risks were noted as:

TOP 3 STRATEGIC Long-term Risk Areas	Likelihood	Impact	Score	Evaluation
1) Reducing inequalities in Renfrewshire	04	05	20	V.High
2) Delivery of Community Empowerment expectations	04	04	16	High
3) Preparing for the longer-term impacts of Brexit	04	04	16	High
TOP 3 CORPORATE Long-term Risk Areas	Likelihood	Impact	Score	Evaluation
1) Financial sustainability	05	05	25	V.High
2) Welfare reform impacts	04	04	16	High
3) Better Council Programme – benefits realisation	03	04	12	High
TOP SERVICE Long-term Risk Areas	Likelihood	Impact	Score	Evaluation
Chief Executive Services				
1) Renfrewshire Events Strategy	03	04	12	High
2) Regeneration of Renfrewshire’s Town centres	03	04	12	High
Children’s Services				
1) (CS are all strategic, corporate, BAU or project risks)				
Communities, Housing & Planning				
1) House building and community regeneration	03	04	12	High
Environment & Infrastructure				
1) Analogue to digital switchover - impact on infrastructure				Moderate
Finance & Resources				
1) Insurance cover for predecessor organisations	03	04	12	High

3.4 At the mid-year review the following changes can be noted:

- **There has been a transfer of one risk from the corporate to the strategic risk register.** On 27 June 2019, Renfrewshire Council declared a climate emergency, with many other local authorities in the UK and Scotland making the same declaration. In light of the Council motion, the climate risk which has been recorded on the corporate risk register for a number of years, has now transferred to the strategic risk register and in the coming weeks the risk will be re-focused to reflect the more strategic nature of the risk, in that the actions now required to respond to the climate emergency are potentially complex and multi-faceted, and it is recognised that these need to be supported by organisations across all sectors, and in partnership with local communities. It should be noted that while the risk was ‘corporate’ it was evaluated as ‘moderate’ but in light of recent changes and once the risk is re-focused, at re-assessment it will most likely be increased in its evaluation to ‘high.’
- **There has been an amendment to one of the top 3 corporate risks.** The Better Council Programme risk has been replaced with a new risk reflecting the launch of [Right for Renfrewshire, the refreshed Change and Transformation Programme](#). A further change has been made in that the separate Workforce Development risk has now been merged with the new Right for Renfrewshire risk. The new Right for Renfrewshire risk has been written as a high-level risk, recognising that the programme itself is supported with more detailed risk registers.

- 3.5 There are no further material changes and so the profile at the mid-year point is as shown below:

Evaluation:	Low	Moderate	High	Very High	Total
No. of Strategic Risks:	00	01	06	01	08
No. of Corporate Risks:	00	02	13	01	16
No. of Service Specific Risks:	00	10	10	00	20
					44

- 3.6 Of the 44 risks, 1 remains imminent (preparing for a no deal Brexit), 13 are longer-term and 30 are 'business as usual' (BAU).
- 3.7 This section of the paper provides a brief narrative on all the top longer-term risks. The details for each are contained within the appendices attached.

## Strategic

### 3.7.1 Reducing inequalities in Renfrewshire

Reducing inequalities remains a priority for the Council. An Alcohol and Drugs Commission for Renfrewshire has been established, focused on supporting local people and communities and improving life outcomes. The Commission has held three meetings to date, has agreed key themes and has launched an extensive programme of engagement with frontline staff as well as individuals and families with lived experience. In June 2019, the Local Child Poverty Action Plan, developed in partnership with the HSCP and NHS GGC, was published, the learning from which will influence the direction of the Tackling Poverty year 3 programme and in partnership with Macmillan Cancer Support we have developed the Improving the Cancer Journey (ICJ) project in Renfrewshire. We have also revised the Equality Impact Assessment process and updated guidance has been developed to incorporate the new Fairer Scotland duty.

### 3.7.2 Delivery of community empowerment expectations

Work continues with partners to strengthen community empowerment activities within Renfrewshire. Significant work has been undertaken to roll out the new model of Local Partnerships. A very successful pilot of participatory budgeting has been undertaken with young people in Renfrewshire, which will help us to learn and build on this approach to develop mainstream participatory budgeting activities in Renfrewshire.

The Community Empowerment, Green Spaces and Village Investment Funds are established and making awards to local community groups and organisations.

### 3.7.3 Preparing for the longer-term impacts of Brexit

As part of our preparations for the potential longer-term impacts of Brexit, a Strategic Brexit Officers Group (SBOG) has been established. The group is chaired by the Director of Finance and includes key officers from across service areas. The SBOG, which sits alongside the Brexit Readiness Working Group, is focused on the strategic risks to the council and the area. It has a particular focus on employment, the local economy, the council's own workforce and the potential impact on Renfrewshire's most vulnerable households.

#### 3.7.4 Financial Sustainability

The Council was updated with regards the financial position and outlook in a [report to Council in September 2019](#), which outlined that while the current financial position of the council is stable, the outlook is characterised by uncertainty and over the medium term significant financial challenges remain. The central planning assumption is for the council to face a £45m budget gap over the next three years, with key risks remaining in relation to the level of revenue grant from the Scottish Government, and possible material disruption to the UK and Scottish economy from a no-deal Brexit scenario. It is likely that single year budget settlements will continue adding further uncertainty to financial forecasts.

The Council continues to adopt a medium-term perspective in developing budget planning, with the Right for Renfrewshire programme underpinning the bulk of anticipated savings and efficiencies over this period with a target of £25m being set; with the balance of savings anticipated to come from a range of tactical savings delivered by services, further corporate finance savings and limited cash growth for IJB services.

#### 3.7.5 Welfare Reform Impacts

Universal Credit is live across Renfrewshire for all new claims however the pace of rollout has slowed, with the migration of remaining legacy benefit claims not expected to progress until after April 2020. The service has ensured that well-developed management arrangements are in place to monitor Universal Credit rollout and the change in Housing Benefit and Council Tax Reductions caseloads, as well as monitor rent and council tax income and arrears levels. This supports effective workforce planning and revenue collection activities. The administration arrangements and spend for Scottish Welfare Fund and Discretionary Housing Payments continue to be monitored and effectively managed.

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 and the local arrangements for the delivery of Scottish Social Security benefits. The Community Planning Partnership ensures cohesive working among partners, and the Advice Partnership Renfrewshire provides a forum for communicating and involving key stakeholders.

#### 3.7.6 Delivery of Right for Renfrewshire

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.

The current programme of transformation activity (Right for Renfrewshire) continues to be monitored by a dedicated Programme Management Office (PMO). PMO activity includes, but is not limited to, pan-organisational programme/ project management, the supervision of project benefit delivery and management of associated risks. Right for Renfrewshire PMO and partners from across Council Services track delivery of project deliverables against agreed milestones and ensure the realisation of financial and non-financial benefits. When risks to the delivery of these benefits are identified, they are escalated to the dedicated Right for Renfrewshire programme board where mitigation options are presented to identify alternative means of delivering programme benefits.

Right for Renfrewshire progress is currently reported weekly (as at Oct'19) with a 3 weekly update session at council CMT, and forms a standing agenda item at this forum. Between these sessions, any major risks to benefit delivery (Quality, Cost, Delivery) are escalated, as required, to Directors (acting as Project Executives), Head of Transformation (acting as Project Assurance), Dir. Finance (acting as Senior Responsible Owner) and Chief Executive (Acting as Programme Sponsor).

## Service departments

### 3.7.7 Renfrewshire Events Strategy

Delivery of the Renfrewshire Events Strategy is a key strategic priority for the council, with events estimated to contribute over £5m to the economy by 2022. Events are growing in profile and in turn audience numbers. It is imperative that public safety and crowd management is at the heart of all planning and delivery of the events. In order to manage and mitigate the risk around public safety and crowd control the events team have undergone 4-day training programme delivered by the Emergency Planning College on Crowd Management and Public Safety at Mass Gatherings with a planned session on Counter Terrorism being delivered by Police Scotland prior to the major winter events programme. An external review of all Event Safety documentation was commissioned and the outcome of this used to shape the management plan for the 2019 winter events programme. An emergency table top exercise was carried out in advance of the winter programme looking at responses and mitigations to various event related incidents and these will continue to take place Quarterly. Formal debriefs and learnings from each event have been used to create an action log informing improvements in future events.

In response to the growth of the events programme, (in particular Halloween and the winter programme), and the council's in-house health and safety capacity being stretched, an external health and safety consultant has been commissioned to work with the events team. Whilst corporate Health and Safety maintain an overview and play an active part on the day of events, the consultant is dedicated to the pre-planning, build, event and derig. Capacity for the in-house H&S team is an ongoing challenge and this will require further consideration for longer-term ambitions.

### 3.7.8 Regeneration of Renfrewshire's Town centres

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, the Council has ambitious plans to develop Renfrewshire's 'cultural assets' to support the regeneration activity across the LA area. The significant investment planned will have a significant impact on Paisley, Johnstone and Renfrew Town Centres and the wider Renfrewshire area the detail of which is noted under the Cultural Infrastructure and Regeneration risk

### 3.7.9 House building and community regeneration

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.

### 3.7.10 Analogue to digital switchover - impact on infrastructure

The hosted UTC system which removes our dependency on BT analogue comms lines for traffic signals has been awarded to Siemens. The project start date is 28 October 2019 and it is due to be completed by the end of March 2020. Tenderers were made aware at time of tender that BT lines would be removed and part of the scope of the project was to provide alternative independent communications. The winning tenderer has put forward specialised 4G mobile communications for traffic signals as its chosen solution. It is the tenderer's responsibility to present a working communications network at the completion of the installation phase (checked on site by consultant inspectors employed by the Council) and to maintain the communications network in fully working order for the next 10 years. Failure of the tenderer to complete the installation phase on time is subject to the usual default contract terms.

### 3.7.11 Insurance cover for predecessor organisations

With insurance gaps identified for some predecessor organisations, and legislative changes relating to limitation periods, there is an increased financial risk arising from possible uninsured claims. The council has however been working with an insurance archaeologist and has now had some success in both identifying old insurance policies and having successor insurance companies confirm acceptance of cover for those policies. This now greatly assists in the organisation's ability to trace and therefore fund or partially fund potential insurance claims of a historic nature.

- 3.8 The Corporate Management Team is responsible for monitoring the Strategic Risks and the Corporate Risk Management Group monitors the corporate risk register on a quarterly basis on behalf of the Corporate Management Team. Progress against actions is largely in line with expectations.
- 3.9 It should be noted that actions coded "RR" exist only for the benefit of reducing or containing the risks or auditing arrangements for managing risks, whereas actions with other prefixes reflect improvement activities that lie within the services' improvement plans that have been linked through to the risk registers for completeness where they have a knock on benefit to the related risk.

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## **Implications of the Report**

### **1. Financial**

The Corporate Risk Management Group (on behalf of the Corporate Management Team), considers that recurring costs associated with the measures in place for each risk are proportionate to the level of risk, as are the costs relating to actions underway.

### **2. HR & Organisational Development**

There are no HR and OD implications in relation to the provision of this progress report – however refer to 3.4 of covering paper regarding the refreshed transformation programme and the workforce development risks.

### **3. Community/Council Planning**

There are no Community/ Council Planning implications in relation to the provision of this progress report.



4. **Legal**  
There are no legal implications in relation to the provision of this progress report.
5. **Property/Assets**  
There are no property/ asset implications in relation to the provision of this progress report.
6. **Information Technology**  
There are no ICT implications in relation to the provision of this progress report.
7. **Equality & Human Rights**  
There are no direct E&HR implications in relation to the provision of this progress report.
8. **Health & Safety**  
There are no health, safety or wellbeing implications in relation to the provision of this progress report.
9. **Procurement**  
There are no procurement implications in relation to the provision of this progress report.
10. **Risk**  
As per the subject matter of this report.
11. **Privacy Impact**  
There are no privacy implications in relation to the provision of this progress report.
12. **Cosla Policy Position** – not relevant to report recommendations
13. **Climate risk** – There are no climate risk implications in relation to the provision of this progress report – however refer to 3.4 of covering paper regarding transfer of climate risk from corporate to strategic risk register.

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### **List of Background Papers**

- (a) Strategic, Corporate and key Service Risks, April 2019  
– to board, May 2019

The foregoing background papers will be retained within Finance and Resources for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is Karen Locke, Risk Manager, 07506 957 037, [Karen.Locke@renfrewshire.gov.uk](mailto:Karen.Locke@renfrewshire.gov.uk)

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# Appendix 1: Longer-term Strategic and Corporate Risks




## Strategic Risks





### Reshaping our place, our economy and our future

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>SRR.19.01.01 Preparing for the longer-term impacts of Brexit</p> <p><u>Context:</u>                      *Economic growth and employment                      *EU funding                      *Suppliers and markets which may impact the provision of services                      *The financial position of the Council (including pricing and currency fluctuations)                      *Poverty (including food poverty)                      *Potential increased numbers of citizens returning to the UK where previously resident in an EU country                      *The EU Settlement scheme                      *City Deal, Cultural infrastructure programme, AMIDS                      *Impact on workforce planning</p>	Regardless of whether the UK leaves the European Union with a deal or with no deal, there will be longer term challenges for Renfrewshire that require to be effectively managed with partners, otherwise there could be sustained impact in several areas including unemployment, the local economy, manufacturing, grant funding, research and development, food instability, and increases in the cost of living and vulnerability.	Strategic Brexit Focus Group	<p><b>Top controls</b></p> <ul style="list-style-type: none"> <li>Community Planning Partnership Brexit workshop undertaken and initial CPP risk assessment and action plan established with follow-up sessions arranged</li> <li>Maintaining a high level of understanding of the current position in relation to EU funding and maximising current benefits</li> <li>Maximum drawdown of existing funds identified</li> <li>Ongoing engagement in development process for new funds (successor to EU funding)</li> <li>Scotland Excel and Corporate Procurement monitoring Suppliers and markets which may impact the provision of services on ongoing basis</li> <li>Council's financial position</li> <li>Analysis and ongoing review of the council's financial position based on independent advice of investments and reserves</li> <li>Procurement/ budget monitoring for increase in supplier costs</li> </ul>	04	04	16 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
SRR.19.01.01a	Strategic Brexit Focus Group to be established now to scope out and take ownership of the risk and identify required actions	<p>SBOG has been established, agreed Terms of Reference, reviewed COSLA's risk framework and are using this as part of discussion at this stage.</p> <p>Key areas of focus are:                      Employability/advice services                      Funding issues                      Staffing issues for Renfrewshire Council</p> <p>Linking to updates from other groups and getting oversight of broader picture across services areas on longer-term impacts and any national work on this Renfrewshire Council is involved in.</p>		Head of Policy & Commissioning	30-Apr-2019	
SRR.19.01.01b	To ensure that the council engages with Police Scotland to understand the arrangements for intelligence sharing with EU nations that are being agreed by Police Scotland/ UK Police	Regular meetings with The Police Scotland L Division EU-Exit Liaison Officer are established to discuss all aspects of the Eu Exit preparations		Senior Civil Contingencies Officer	30-Jun-2019	









SRR.19.01.01c	Take forward any related actions post 25 March Community Planning Partnership meeting on the impact on the research sector for manufacturing and business development	Brexit related issues continue to be monitored and discussed by CPP on the agendas of meetings and recognised as a priority for next 12 months in the CPP annual report.	Head of Policy & Commissioning	30-Jun-2019	
SRR.19.01.01d	Take forward any related actions post 25 March Community Planning Partnership meeting on impact on third sector (post EU funding)	Brexit related issues continue to be monitored and discussed by CPP on the agendas of meetings and recognised as a priority for next 12 months in the CPP annual report.	Head of Policy & Commissioning	30-Jun-2019	
SRR.19.01.01e	Undertake a health check/ financial stability of construction suppliers	Our strategic critical suppliers, including construction suppliers, have been identified and their capacity and contingency planning assessed. We continue to monitor contractor financial stability using Dun and Bradstreet (our financial checker) and are alerted to any changes.  The level of impact will be determined by the nature of the exit.	Strategic Procurement Manager	30-Jun-2019	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>SRR.19.01.03 Delivery of City of Culture 2021 Legacy</p> <p><u>Context:</u> The bidding process for the UK City of Culture title itself has generated a new-found confidence and pride across our communities, businesses and partners and we will continue to build on this. As a result of bidding for the title, we have secured a £100million package of investment to reinvigorate some of our key venues in Paisley and also make a number of improvements to our town centre. An additional £7.5m has been invested in securing the cultural legacy with an enhanced events and marketing programme, and new resources to develop the capacity of the cultural sector. A partnership board legacy action plan has been developed to continue the ambition to achieve the bid's original long-term aims to significantly grow Paisley's creative economy, transform its reputation, see the town recognised for its cultural excellence, lift communities out of poverty, and turn Paisley town centre into a vibrant destination.</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 Communities, Housing & Planning	<p><b>Top controls</b></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 To	Due Date	Status
CS.SIP.19.01c	Increase the role of arts and creativity in the school curriculum from early years through to the senior phase.	A Creative Learning Showcase was held in May 2019 with contributions from Paisley schools. Whole class delivery and family initiatives are becoming embedded as part of the Music Service programme of work		Head of Early Years and Broad General Education	31-Mar-2020	
SRR.18.01.02a	Delivery of the bid legacy action plan	<p>The cultural regeneration team connected to the delivery of the bid legacy action plan has been in place for a year. The bid legacy action plan is now titled 'Future Paisley'.</p> <p>Progress is overseen and driven forward by the internal Future Paisley steering group (a cross-departmental group comprising officers including the Chief Executive, Director of CHAPS, and others) and the external Future Paisley Partnership Board comprising 21 partnership organisations alongside the council.</p> <p>A Future Paisley Year Overview report, which will provide a comprehensive update on Future Paisley in the past 12 months alongside upcoming highlights, will be presented to the leadership Board meeting of 4th December 2019.</p>		Strategic Lead (Paisley Partnership)	31-Dec-2027	






## Building strong, safe and resilient communities





Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
SRR.19.02.04 Delivery of Community Empowerment expectations		The council needs to build on its experience in consulting with its residents and communities to ensure effective processes are in 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	<b>Top controls</b> (1) Community level governance arrangements are currently being reviewed to assess how they can facilitate engagement from local communities. In particular, the review has explored how Local Area Committees can meet the requirements of the Community Empowerment (Scotland) Act, and provide an enhanced role for communities to engage with the wider Community Planning Partnership. (2) Following a review, a new process is currently being developed and piloted which reviews how the Council works with community groups. This pilot will see officers working alongside community organisations to develop a more detailed framework of activity. This would include developing detailed principles for the Council's engagement and support, and creating a process which is more efficient for the Council, and transparent for community organisations (3) Community Asset Transfer - Implementing (and reporting on) the Community Empowerment (Scotland) Act 2015 including Community Asset Transfer requests	04	04	16 High
<u>Context:</u> The Community Empowerment (Scotland) Act 2015 and places a wide range of requirements on local authorities. The Act is intended to empower community bodies through the ownership or control of land or buildings and by strengthening the voice of communities in the planning and delivery of public services. Some parts of the act have come into force while others have still to be enacted.							
Action Codes	Linked Actions	Latest Note			Assigned To	Due Date	Status
CE.SIP.19.02.34	Work with communities to develop local action plans to tackle the issues people care about most	All Local Partnerships have now agreed a set of working priorities for their area to inform their work programme going forward. These will continue to be developed over the development of the Local Partnerships.			Strategic Partnerships and Inequalities Manager	31-Mar-2021	
CE.SIP.19.02.35	Implement findings from review of corporate grants process and monitoring arrangements	An Action Plan is now in place to implement key recommendations from the review, and agreed by the Corporate Management Team.			Tackling Poverty & Welfare Reform Manager	31-Dec-2019	
CE.SIP.19.02.36	Implement new Local Partnership Model	Local Partnerships have now had three meetings each, agreeing their membership, local priorities and distributing the grants.			Tackling Poverty & Welfare Reform Manager	31-Dec-2019	
CE.SIP.19.02.37	Deliver framework for mainstreaming Participatory Budgeting	Work is underway with services to develop the framework. This was also discussed at Cross Party Sounding Board where members agreed the approach for raising awareness about Participatory Budgeting with elected members more broadly.			Tackling Poverty & Welfare Reform Manager	31-Mar-2021	
SRR.19.02.04a	Audit Plan - review of the governance arrangements for aspects of the legislative requirements for community empowerment	This audit is due to commence in December 2019.			Chief Auditor	30-Jun-2020	
SRR.19.02.04b	Audit Plan - review of the arrangements for grant administration.	This audit is due to commence towards the end of the year.			Chief Auditor	30-Jun-2020	



## Tackling inequality, ensuring opportunities for all

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>SRR.19.03.07 Reducing inequalities in Renfrewshire</p> <p><u>Context:</u> The council plays a key role in tackling inequalities and providing the best possible services to our communities, particularly those who are experiencing the poorest outcomes. As well as our focus on health and wellbeing, we are also committed to support vulnerable individuals, groups or communities through early intervention and prevention, responding to poverty, supporting routes to employment as well as dealing with welfare reforms. Our aim is to enable sustainable, quality services in a context of demographic and financial changes.</p>	If we don't have a co-ordinated approach to tackling inequalities across Renfrewshire (including for example, the causes and consequences of poverty), this could jeopardise the effort in reducing both the short-term impacts on households but also have wider long-term consequences on attainment and health for people living on low incomes	Head of Customer & Business Services; Head of Policy & Commissioning	<p><b>Top controls</b></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"> <li>. Additional staffing resource to support schools</li> <li>. Monitoring and tracking of data on attainment</li> <li>. Use of standardised assessments</li> <li>. Establishments and services engaging in self-evaluation to improve learning and teaching</li> <li>. Establishment Review Teams monitoring performance and linking to inspection activity</li> <li>. Investing in the Education Workforce plan</li> </ul>	04	05	20 V.High
Action Codes	Linked Actions	Latest Note		Assigned	Due	Status
CE.SIP.19.03.39	Programme of work to tackle inequalities and poverty learning from evaluation of Tackling Poverty programme	The Tackling Poverty Programme continues to deliver a number of projects to address poverty across a range of services. Work is currently underway to develop the programme for Year 3, particularly considering learning from the Local Child Poverty Action Report		Partnership Manager; Sr Planning & Pol Dev't Officer	31-Mar-2021	
CE.SIP.19.03.41	Work with local equalities led community groups and employees to deliver progress against the six equalities outcomes	The team continue to support the Diversity and Equality Alliance in Renfrewshire group, which brings together equalities led third sector organisations in Renfrewshire. In addition, a new Equality Impact Assessment process and guidance has been developed to incorporate the Fairer Scotland duty.		Sr Planning & Pol Dev't Officer	31-Mar-2021	
FRSIP18.03.07	Provide effective support to people affected by the introduction of Universal Credit Full Service by September 2018 onwards	Universal Credit (UC) Full Service went live across Renfrewshire area on 18/09/2018. The numbers of people claiming UC are gradually rising month on month. The council directs people to the CAB help to claim service and provides support in relation to council tax reduction and housing costs.		Head of Customer & Business Services	31-Mar-2020	
CE.SIP.19.03.40	Implement Year 2 of the Tackling Poverty Programme funding	The Tackling Poverty Programme continues to deliver a number of projects to address poverty across a range of services, with budgets for Year 2 agreed by Leadership Board in early 2019.		Tackling Poverty & Welfare Reform Manager	31-Mar-2020	
CE.SIP.19.03.45	Implementation of the Macmillan Renfrewshire Improving the Cancer Journey Project	In partnership with Macmillan Cancer Support and Renfrewshire HSCP, Renfrewshire Council are leading the development of the Improving the Cancer Journey (ICJ) project in Renfrewshire. Sound governance of the project is crucial to its success and in recognition of this a project board, working group and service user groups have been established during 2019/2020.		Head of Policy and Commissioning	31-Dec-2019	

		Recruitment of the two ICJ co-ordinators posts is well underway and are expected to be in post by November 2019.			
CE.SIP.19.03.46	Establish and support the Renfrewshire Alcohol and Drugs Commission	<p>Significant work has been undertaken to establish and support Renfrewshire Alcohol and Drugs Commission. The aim of the Commission is:</p> <p>'to establish a <b>true picture</b> of drug and alcohol use in Renfrewshire, and to make recommendations on <b>what partners can do together</b> to support local people and communities adversely affected by drug and alcohol use and <b>to improve life outcomes</b>.'</p> <p>Commission meetings have taken place in March 2019, May 2019 and August 2019 and the Commission has agreed to focus on the following themes:</p> <ul style="list-style-type: none"> <li>• Supporting those with the highest need / suffering the most severe disadvantage.</li> <li>• Prevention and early intervention.</li> <li>• Recovery.</li> </ul> <p>A programme of engagement activities has been undertaken and Commission members have been supported to engage with individuals with lived experience, and with frontline staff and managers from across Renfrewshire.</p> <p>It is intended that recommendations from the Commission's work will be reported in early 2020.</p>	Head of Policy and Commissioning	31-Dec-2019	
CS.SIP.19.01b	Improve employability skills and support all of our young people to enter positive destinations and sustained post-school destinations.	Following a review of actions taken by all secondary schools, a number of actions are being taken forward to ensure all young people are supported into positive and sustained destinations. Working with SDS, access to the data hub is ensuring that each school has the most up to date and accurate information in order to inform decision making.	Head of Schools; Education Manager (Senior Phase)	30-Jun-2020	
CS.SIP.19.01d	Continue to develop partnership links and collaborative arrangements with the Further Education sector, employers and commerce in line with the Commission for Developing Scotland's Young Workforce Report.	<p>A range of vocational programmes offered by West College Scotland continue to offer opportunities for young people to develop the skills and knowledge required to prepare them for the world of work. The model of joint delivery of a some vocational programmes between school and college has been very successful and has impacted positively on retention rates and successful accreditation.</p> <p>There has been a significant increase in the number of young people applying for Foundation Apprenticeships for session 2019-20 (83 completed applications to date) with the shorter model proving a popular option.</p> <p>Representation from Children's Services on the Renfrewshire Community Benefits Forum has significantly increased awareness of the opportunities which are available to young people in terms of work experience, mentoring and potential employment post school, and schools are now benefitting from these.</p> <p>The delivery of an SQA course in early learning and childcare is being piloted with an external provider across 2 schools with plans to expand this provision. In addition, schools are more actively pursuing links with businesses and employers within their own localities.</p> <p>Work done this session between schools, local authority personnel and wider partners in terms of processes to support young people into post school positive and sustained destinations, should see an improvement in this area.</p>	Head of Schools; Education Manager (Senior Phase)	31-Mar-2020	

CS.SIP.19.03c	Deliver on the Attainment Challenge workstreams.	<p>In May, the Deputy First Minister, visited the authority to recognise the progress made in relation to closing the poverty-related attainment gap. This led to a number of authorities visiting the authority to share learning and practice during this period.</p> <p>As part of the numeracy work, a group of 19 Head Teachers, Class Teachers and Central Team staff participated in the professional learning visits to Stanford University in California. Following this, 172 children participated in an immersive experience of creative and flexible mathematics camps which was hosted over two weeks.</p>	Director of Children's Services	31-Mar-2020	
CS.SIP.19.03e	Reduce inequalities and deliver improved health and wellbeing outcomes for children and young people	<p>The Health and Wellbeing Development Officer leads on a wide range of HWB activities including:</p> <ul style="list-style-type: none"> <li>•Promoting Positive Mental Health in collaboration with EPS to provide a model for schools that includes NHS GGC Healthy Minds framework for early intervention and aligns with the recommendations from the Mental Health Strategy 2017-27.</li> <li>•Providing establishments with a mental health resource and supplementary toolkit to ensure that all staff working with CYP receive the same high-quality professional learning experience by December 2019. This will support the ambition that all children and young people (CYP) receive the right help at the right time.</li> <li>•In partnership with the Chooselife co-ordinator, sessions in 'understanding self-harm' and 'understanding suicide', along with suicide prevention courses like safeTALK and ASIST have been well-attended and highly evaluated.</li> <li>•In line with Scottish Government's commitment to LGBT Inclusive Education, we have provided training for secondary staff and will provide LGBT awareness raising training for primary establishments and professional learning on tackling homophobic, bi-phobic and transphobic bullying. 5 secondary schools and 3 primary schools currently pursuing LGBT Charter award.</li> <li>•Almost all primary establishments are formally teaching social and emotional literacy using programmes, for example Promoting Alternative Thinking Strategies (PATHS), Emotion Works, and Bounce Back.</li> <li>•Progressive and coherent substance misuse planners aligned to the national CfE benchmarks, have been developed, in partnership with GGC Health colleagues. These are being trialled in schools and will be evaluated and amended as appropriate.</li> <li>•Counselling services remain in all secondary schools provided by Lifelink. Place2Be counselling services are present in targeted primary and secondary schools.</li> <li>•In response to the national Personal and Social Education Review we are consulting with young people in Renfrewshire to develop a 'Framework for Personal and Social Education in Renfrewshire'</li> </ul>	Education Manager (Quality Improvement)	31-Mar-2021	
CS.SIP.19.04g	Support and challenge staff in more effective use of data to understand children's needs and drive further improvements.	<p>There continues to be a high level of engagement with the data analysis workstream across all establishments. Support in this quarter has been focused on secondary staff in PT Data Literacy role. This support has allowed these staff to develop robust evaluations of their work and develop next steps.</p> <p>All schools continue to be supported and challenged through quality improvement visits where data trends are discussed, and next steps identified.</p>		31-Mar-2021	
FRSIP.19.03.05	Continue to provide effective support following the introduction of full service and	Universal Credit (UC) Full Service went live across Renfrewshire area on 18/09/2018. The numbers of people claiming UC are gradually rising month on month and are in line with the council's estimates. The council directs people to	Head of Customer & Business Services;	31-Mar-2020	



	make appropriate adjustments once clarity emerges from the UK Government on their planned timeline for the managed migration for Universal Credit Full Service	the CAB help to claim service and provides support in relation to council tax reduction and housing costs. The DWP is currently piloting the rollout of managed migration in the Harrogate area in England, with no significant wider rollout expected before April 2021.			
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## Creating a sustainable Renfrewshire for all to enjoy

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
SRR.19.04.08 [Was corp, now strategic risk] Climate Change, Sustainability & Adaptability		If the council does not make the most of opportunities associated with climate change, sustainability and adaptability, there is a risk of missed opportunities for maximising savings and the potential for financial penalties.	Director of Finance & Resources	<b>Top controls</b> (1) The Council has used the Climate Change Assessment Tool – helps public sector organisations in Scotland self-evaluate their performance under the public sector duties of the Climate Change (Scotland) Act 2009 (2) The Carbon Management Plan has specific objectives to reduce emissions and these are included in other key documents such as the Council Plan (3) Implementation of the Corporate Asset Management Strategy ensures that property assets are managed effectively and efficiently through the provision of relevant management and performance information (4) The Energy Management Team: . ensure energy management initiatives are aligned to the capital investment programme and corporate asset strategy to optimise use of property estate and reduce overall running costs and energy consumption levels . promote reductions in energy usage and advise employees and residents about energy efficiency (5) Through the Procurement Unit, sustainability and community benefits are considered in the development of all contract strategies	02	04	8 Moderate
<u>Context:</u> . Protecting and enhancing the Green Belt and strengthening landscape character in Renfrewshire . Stabilising Renfrewshire’s population . Protecting and sustaining human health and enhancing human wellbeing. . Ensuring better integration between transport and land use planning and increasing the proportion of trips undertaken by walking, cycling and public transport . Protecting and enhancing the water environment and promoting sustainable flood risk management . Improving air quality and reducing the level of airborne pollutants . Reducing green-house gas emissions . Reducing Renfrewshire’s carbon foot print Increasing energy efficiency							
Action Codes	Linked Actions	Latest Note			Assigned	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 Waste treatment facility remains on target/plan and the previous update holds.			Amenity Services Manager - Waste	31-Dec-2019	
SRR.19.04.08a	Meet the Scottish Government's targets and expectation on Carbon Reduction Measures	The Scottish Government has set a target for Scotland to become Carbon Neutral by 2045. Renfrewshire Council has set a target of 2030. A plan is being developed that will include a series of projects that will allow a date of 2030 to be delivered.			Head of Property Services	31-Mar-2030	
SRR.19.04.08b	Increase the focus on Carbon and Financial standings through monitoring and targeting	A plan is being developed to deliver a carbon neutral by 2030. Part of this plan should include annual updates that show the progress made and what activities are taking place over the following year that will contribute towards this 2030 goal.			Head of Property Services	31-Mar-2030	

## Corporate Risks





### Tackling inequality, ensuring opportunities for all





Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>CRR.19.03.06 Welfare Reform</p> <p><b>Context:</b> Universal Credit is now in place across Renfrewshire for anyone who would have previously claimed one of the legacy benefits. Significantly, as it progresses an estimated 20,000 citizens 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 to successfully move on to and maintain claims to UC in areas such as digital access, money advice, personal budgeting and housing support will increase significantly.</p> <p>A range of organisational impacts are anticipated 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 will increase demand for digital access and advice services across the community as people required to claim UC look to the council for support. UC could jeopardise the viability of the Housing Revenue Account and will increase demand for Scottish Welfare Fund and Discretionary Housing Payments and lead to a reduction in CTR income. It will create additional resource and workforce planning pressures for services.	Director of Communities, Housing & Planning; Director of Finance & Resources	<p><b>Top controls</b></p> <p>(1) Universal Credit full service is now live across Renfrewshire. UC, HB and CTR caseload continue to be monitored against the models developed prior to go live. Well-developed management arrangements are in place to monitor rent and council tax income and arrears levels and confirm and revise assumptions in support of effective planning and resource allocation. Monitoring and future modelling is updated to reflect any new information from DWP or other parties.</p> <p>(2) The administration arrangements and spend for Discretionary Housing Payments and Scottish Welfare Fund are monitored and reviewed on an ongoing basis.</p> <p>(3) Utilising £0.81M of resources set aside by the council, the development of responsive interventions have been developed and deployed over the short term to assist in managing the impact of UC.</p> <p>(4) Workforce planning activities include actions to coordinate and manage the impact of UC and other welfare reform changes on staff resources.</p> <p>(5) 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 and the local arrangements for the delivery of Scottish Social Security benefits.</p> <p>(6) 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 To	Due Date	Status
FRSIP18.03.08	Continue to monitor the progress of welfare reform and put in place effective controls to ensure the Council is prepared for the impacts	Well-developed management arrangements are in place to monitor UC rollout and the change in HB and CTR caseloads, as well as monitor rent and council tax income and arrears levels. This supports effective workforce planning and revenue collection activities.		Head of Customer & Business Services	31-Mar-2020	



## Working together to improve outcomes


Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>CRR.19.05.09 Financial Sustainability</p> <p><b>Context:</b> <b>Best value report</b> . Recommendation in Best Value report to prioritise how services need to be provided in future to be funded from within available resources.</p> <p><b>Cost &amp; Income pressures</b> . Future grant settlements, the level of funding available, and the degree to which ringfencing of grant support is extended . 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 &amp; demand pressures, such as an ageing population with increased associated service demands . Implications of welfare reform &amp; poverty levels. . Reductions in council income from fee generating services such as local planning and parking, Implications of the national economic recovery and associated risks/uncertainty in economic factors e.g. interest rates.</p>	<p>If significant cost pressures are not successfully planned for and managed effectively over the medium to longer term, this could jeopardise the financial stability of the council and result in a significant impact on availability and quality of front-line services and capital investment resources.</p>	<p>Director of Finance &amp; Resources</p>	<p><b>Top controls</b> (1) An updated Medium to Longer Term Financial Planning Strategy assessed the various risks to the council's short, medium and longer term financial sustainability. The results are communicated throughout the council in various related reports such as the "Financial Outlook 2020-2023 Report" presented to the Council on the 26/9/2019. Reports of this nature cover a wide range of current and future financial and economic factors e.g. Strategic Economic and National Policy Context, Cost Pressures, Pressures on Income and Mitigation Strategies to deal with such uncertainties. (2) A well developed and embedded budget planning, budget setting and budgetary control system is in place throughout the organisation and this informs members and officers regarding financial performance and stability. This facilitates robust and transparent decision making and incorporates an escalation process with regards budget management issues which may arise. (3) In conjunction with the medium to longer term financial outlook and the recently agreed Right for Renfrewshire transformation programme Renfrewshire Council has been pro-active in planning for the future by identifying and agreeing a range of service reviews which will take place over the next 3 years. This is required to meet emerging budget pressures and is utilised in conjunction with the Council's long term debt smoothing strategy to support the release of planned savings over a number of years (4) There is close financial monitoring of the agreed savings to be achieved and this is to ensure they are delivered within the agreed timescales and achieve the associated objectives. Monitoring is undertaken via a combination of financial and operational measures, actions &amp; related update reports. (5) Regular updates and bespoke reports are provided to CMT and the Council with regards the national fiscal position, likely developments and the impact on the council through close liaison with national groups and the Scottish Government. (6) Levels of and use of reserves and the Council's Capital Investment and Treasury Management Strategy. <b>Other controls</b> (1) Reports and publications from Audit Scotland in relation to local government's financial outlook, financial planning and related developments &amp; improvements are supplemented with a Renfrewshire context report with both reports being submitted to the Council's Audit, Risk and Scrutiny Board. Audit Scotland representatives have an open invite to these policy board meetings. (2) 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 &amp; revenue budgets.</p>	05	05	25 V.High
Action Codes	Linked Actions	Latest Note		Assigned	Due Date	Status
CRR.18.05.08a	Audit Plan – home care contract management	This is now completed		Chief Auditor	30-Jun-2019	
CRR.19.05.09a	Audit Plan – review of key financial systems which have moved over to the Business World environment, specifically the general ledger and payroll	These audits have not commenced yet		Chief Auditor	30-Jun-2020	

CRR.19.05.09b	Audit Plan – review of the recently introduced online payments systems	This review has not yet commenced	Chief Auditor	30-Jun-2020	
CRR.19.05.09c	Audit Plan – review of the quick quote procurement processes	This review was completed on 03/09/19	Chief Auditor	30-Jun-2020	




Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>Right for Renfrewshire Change &amp; Transformation Programme</p> <p><u>Context:</u></p> <p>(1) Building capabilities and designing services that are fit for the future</p> <p>(2) Whole systems service designs, to be right for people and right for communities</p> <p>(3) To maximise opportunities in digital technologies, strong partnerships and community empowerment</p>	Right for Renfrewshire will deliver transformational change from 2019 to 2022 and if the transition is not managed carefully and effectively across all aspects of the council's business and workforce, this could result in benefits not being wholly delivered, impact on staff wellbeing and the longer term effectiveness and reputation of the organisation.	CMT	<p><b>Top controls</b></p> <p>(1) Programme management approach adopted and Programme Manager appointed. Year 1 projects agreed and senior leads identified.</p> <p>(2) Monthly programme boards held as part of CMT agenda, regular reporting to the Leadership board and engagement with Trade Unions</p> <p>(3) Baseline data identified, budget and benefits tracking methods established</p> <p>(4) Right for Renfrewshire <a href="#">Portal</a> launched to keep staff updated with developments</p> <p>(5) Investment in workforce development over the past two years has been significant and will enable managers and leaders to promote and culture that is ready for change</p> <p>(6) Corporate Health, Safety and Wellbeing Strategy recently updated and approved with focus on supporting staff health and wellbeing. This supports psychological as well as physical wellbeing during periods of significant change.</p>	03	04	12 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
	Create a Mental Health Strategy for Renfrewshire Council	[New]		Principal HR&OD Advisor	31/03/2020	
	Progress all actions for Year 1 of the Programme	[New]		Head of Transformation, HR&OD	31/03/2020	
	Progress all actions for Year 2 of the Programme	[New]		Head of Transformation, HR&OD	31/03/2021	
	Progress all actions for Year 3 of the Programme	[New]		Head of Transformation, HR&OD	31/03/2022	





## Appendix 2: Longer-Term Service Risks





### Chief Executive Services

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>CERR.19.01.01 Renfrewshire Events Strategy</p> <p>Delivery of the Renfrewshire Events Strategy is a key strategic priority for the council, with events estimated to contribute over £5m to the economy by 2022. Events are growing in profile and in turn audience numbers. It is imperative that public safety and crowd management is at the heart of all planning and delivery of the events.</p>	<p>Renfrewshire Council Events Strategy and Future Paisley Action Plan seeks to deliver a range of local and visitor events across Renfrewshire. Effective public safety and crowd management are critical to the safe delivery of events. Any safety incidents at events have the potential to cause reputation harm, negative visitor experience and in turn reduced numbers at future events.</p>	<p>Head of Marketing, Communications and Events</p>	<p><b>Top controls</b></p> <p>(1) The events team have undergone 4-day training programme delivered by the Emergency Planning College on Crowd Management and Public Safety at Mass Gatherings.</p> <p>(2) A Multi Agency Events Group meets on a monthly basis. Our multi agency partners include Police Scotland, Scottish Fire and Rescue, Ambulance Scotland. A number of internal departments represented; Events, Health and Safety, Civil Contingencies, Community Resources - street scene, roads and occasional representation from Members Services when required. The remit of the group is to plan and deliver safe and successful events. The group primarily review council run events but also consider community events jointly plan that could have implications for any of the service represented. A contingency manual is prepared for each council run event, circulated to all members of the group for comment and feedback. The document contains timelines, key contacts, site maps, permissions and is designed to provide event control room with a single document containing all strategic information required to inform decisions on the day. Each event is supported by a consumer marketing and media campaign that enables up-to-the minute event information to be provided to event goers and visitors. The group also review all events on completion and log any issues in a lessons learned to inform planning and development for future events.</p> <p>(2) Events Guidance Manual in operation</p> <p>(3) Considerable pre-event liaison with in house teams and the emergency services</p> <p>(4) The events team and in-house specialists have considerable experience and a good track record in organising and managing events</p> <p>(5) Suppliers procured in accordance with Contract Standing Orders, with indemnity limits agreed and insurance covers checked.</p> <p><b>Other controls</b> Accredited, and experienced stewards are employed and Paramedic and trained first aiders are on site at all large scale events. There is events cancellation insurance cover in place for higher cost events</p>	03	04	12 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CE.SIP.18.01.06	Implement the Renfrewshire Visitor Plan	<p>Completed and delivery of year 1 plan reported to Leadership Board in Dec 2018.</p> <ul style="list-style-type: none"> <li>• Growth in visitor numbers to events expected to exceed 8% in 2018.</li> <li>• Day visits to Renfrewshire have increased from 2.73m (per annum average over the period 2013-15) to 5.33m (2015-17), exceeding the target for 2020.</li> <li>• An increase of £26m in visitor spend has been achieved in 2015-2017 due to the increase in day visits to the area.</li> </ul> <p>Visit information to attractions is not available until first quarter of 2019 (Moffat Centre).</p>		Comms & Public Affairs Mgr; TCME Manager; Head of Marketing; Town Centre Project Manager	31-Mar-2021	



CE.SIP.19.01.28	Establish a commercialisation model that reconnects the Paisley Pattern to Paisley	Hermes partnership activated – reached national and international audience (10 million OTSH) Tender for legal services issued – renewal of trademark and license agreements Tender for digital asset management tool in development – will provide public and commercial access to the digitised collection Partnerships in development – Pam Hogg and Turnbury Rugmakers	Comms & Public Affairs Mgr; TCME Manager; Head of Marketing; Town Centre Project Manager	31-Dec-2020	
CE.SIP.19.01.25	Implement Year 2 of the destination marketing plan	Year two action plans are underway with the following completed: <ul style="list-style-type: none"><li>• Partnership with Visit Scotland activated - Food &amp; Drink Festival, spring summer visitor campaign and advertising in Visit Scotland publications. Autumn/winter partnership for digital campaign currently in development for launch mid-September.</li><li>• City Deal marketing collaboration including development of annual planner and cross promotion</li><li>• Digital Tourism Action plan implemented with scoping of Wallace trail for Visit Scotland digital partnership</li><li>• Partnerships activated - Renfrewshire Chamber of Commerce, Scottish Enterprise to promote AMIDS, The List and The Skinny</li><li>• Implemented spring summer visitor campaign - VS partnership, things to do in and around Paisley, promotion of Food and Drink Festival, British Pipebands</li><li>• Exhibited at Visit Scotland Expo in April promoting Paisley and Renfrewshire to travel trade and showcasing new itineraries</li><li>• Distribution of visitor marketing materials throughout Paisley, Renfrewshire and Scotland</li><li>• Generating positive opportunities to see and hear something for Paisley and Renfrewshire - more than 111million (August 2019)</li><li>• Managing contract with AMA (London based agency) - 12 media familiarisation trips (as at June 2019)</li><li>• Ongoing developments to content on Paisley.is and managing social media channels, generating engagement and reach</li><li>• Integrated marketing plans implemented for all town centre and local events</li></ul>	Communications, Events and Marketing Teams	31-Mar-2021	
CE.SIP.19.01.26	Implement Year 2 action plan as part of the Renfrewshire Visitor Plan	Engaged tourism industry in development of Year 2 Action Plan through the Renfrewshire Economic Leadership Panel, Tourism Sub-group. This focuses on the following portfolios - Leadership and Skills, Destination Development, Product Development, Events and Festivals, Destination Development, Business Tourism. Portfolios are lead by internal teams and in partnership with industry. <ul style="list-style-type: none"><li>• Organised skills development sessions with industry through Digital Tourism Scotland workshops and Paisley Welcomes customer service scheme</li><li>• Provided business support through Business Opportunities Event on Paisley's summer events programme, in association</li></ul>	Communications, Events and Marketing Teams	31-Mar-2021	


		with VisitScotland, Paisley First and Renfrewshire Chamber of Commerce • Ensured national and regional business awareness of Paisley and Renfrewshire as a destination through Visit Scotland Expo and destination marketing activity			
CE.SIP.19.01.27	Deliver the 2019 programme as part of the events strategy to 2022	Successful delivery of agreed events programme, Paisley Food and Drink Festival, British Pipe Band Championships, Sma' Shot Festival, Renfrew and Barshaw Gala days and Doors Open Days weekend.	Communications, Events and Marketing Teams	31-Mar-2020	
CERR.19.01.01a	An external review of all Event Safety documentation has been commissioned and will be complete by June 2019.	An external review of all Event Safety documentation was commissioned and the outcome of this used to shape the management plan for the 2019 winter events programme.	TCME Manager	30-Jun-2019	
CERR.19.01.01b	A table top session in advance of the major events programme in the winter will be complete and formal debriefs after every event ensure continual development of all event safety plans.	An emergency table top exercise was carried out in advance of the winter programme looking at responses and mitigations to various event related incidents and these will continue to take place Quarterly. Formal debriefs and learnings from each event have been used to create an action log informing improvements in future events.	TCME Manager	31-Mar-2020	
CERR.19.01.01c	Audit Plan - a review of the governance arrangements for events management	This review has commenced	Chief Auditor	30-Jun-2020	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CERR.19.01.02 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.	Head of Regeneration	<b><u>Town Centre Regeneration</u></b> . 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.  <b><u>Paisley Town Centre Heritage Asset Strategy (PTCHAS)</u></b> . 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
CE.SIP.19.01.17	Advance Paisley's position as the UK's Great Town to town's and regeneration audiences in the UK	Paisley being included as central to place based conferences from October 2019 onwards. Includes Academy of Urbanism, Scotland's Towns Partnership		Head of Regeneration	30-Sep-2020	
CE.SIP.19.01.19	Review and development of the Heritage Asset Strategy for Renfrewshire	Decision by CMT was not to prepare and review of the PTCHAS – rather it would be dealt with through the preparation of a Place Plan for Renfrewshire		Head of Regeneration	31-Dec-2019	
CE.SIP.19.01.20	Develop project proposals for new Scottish Government Town Centre Fund	Initial list of projects approved by Leadership Board in June 2019. Implementation now underway.		Head of Regeneration	31-Mar-2020	
CE.SIP.19.01.21	Develop specific regeneration projects for Johnstone and Renfrew	Both centres are the particular focus of the projects included in the Scottish Government Town Centre Fund (CE.SIP.19.01.20)		Head of Regeneration	31-Mar-2020	

# Children's Services

(All BAU risks – see Appendix 3)

## Communities, Housing & Planning

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CHPRR.19.01.01 House building and community regeneration	The Council has plans for regeneration throughout Renfrewshire which if not delivered effectively could result in reputational harm as well as the missed opportunities of improving the quality of life in Renfrewshire. The provision of high quality affordable housing is a key component of this and is an integral part of the regeneration strategy that must be delivered.	Head of Planning & Housing Services	<b>Top controls</b> <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:- . Paisley West End . Ferguslie Park Regeneration Plan . Orchard Street housing regeneration. . Johnstone Castle. . Bishopton. <b>Community Regeneration</b> (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
<b>Context:</b> . Working with Housing Association partners to build more affordable homes in Renfrewshire. . The Scottish Government have announced a target of 50,000 new affordable homes in Scotland. . Progressing Community Growth Areas across Renfrewshire . Using new approaches to attract new development and investment.						
Action Codes	Linked Actions	Latest Note		Assigned	Due	Status
CHPRR.18.01.01c	Promote the use of CPO to facilitate the regeneration of Paisley West End Masterplan	Officers from Planning and Housing Services continue to work with our RSL partner, Sanctuary Scotland and the Scottish Government to deliver the regeneration masterplan for the West End of Paisley. A report is being presented to the Communities, Housing and Planning Policy Board at the end of October 2019 to provide members with an update on progress in implementing the regeneration masterplan along with seeking authority to apply to Scottish Ministers to promote the first CPO in the area.			31-Mar-2020	

## Environment & Infrastructure






Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
EIRR.19.01.05 Analogue to digital switchover and impact on infrastructure		The changeover from analogue to digital, if not coordinated and managed effectively across all aspects of the council’s business and infrastructure, could impact significantly on future service delivery.	Head of Amenity Services	<b>Top controls</b> (1) Audit of all of existing systems to establish which ones are already digitally compatible, and which are running on analogue networks to prepare a digital migration plan (2) Programme management approach adopted.	03	03	09 Moderate
<u>Context:</u> BT Openreach, which provides voice and broadband infrastructure to more than 32 million homes and businesses will migrate all customers from its traditional analogue phone network (the PSTN) to new digital, internet based (all IP) services by 2025.							
Action Codes	Linked Actions		Latest Note		Assigned To	Due Date	Status
Risk tolerated for now							

## Finance & Resources


Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
FRRR.18.01.02 Insurance cover for predecessor organisations		With insurance gaps identified for some predecessor organisations, and recent legislative changes relating to limitation periods, there is an increased financial risk arising from possible uninsured claims	Risk Manager	<b>Top controls</b> (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
<b>Risk tolerated for now</b> With insurance gaps identified for some predecessor organisations, and legislative changes relating to limitation periods, there is an increased financial risk arising from possible uninsured claims. The council has however been working with an insurance archaeologist and has now had some success in both identifying old insurance policies and having successor insurance companies confirm acceptance of cover for those policies. This now greatly assists in the organisation’s ability to trace and therefore fund or partially fund potential insurance claims of a historic nature.							

## Appendix 3: Business as Usual Risks

### High Risks

Risk Title	Score	Sources of Independent Assurance	Update on any <u>open</u> actions to be completed, where the risk is rated HIGH			
Community safety and public protection	15 High	Care Inspectorate Child and Adult Protection Committees Food Standards Scotland ICO audits in relation to CCTV usage Internal audit - a review of the arrangements in place for undertaking employee disclosure checks	CS.SIP.1 9.02b	Implement recommendations flowing from the national reviews of child protection and the care system.	The overarching national guidance on child protection has not yet been released but elements of national guidance are being released periodically and we are responding to this.	
Asset management	15 High	SFRS Surveys Care Inspectorate External audit reports (i.e. Roads Investment) Internal audit reports		No new actions for 2019/20		
Information and records	15 High	ICO Audits Registered Keeper of Record – Return Internal audit - compliance with payment card industry standards Internal audit - information security within adult social care establishments	FR.RR16. 10.08g	Development of disposal procedures for line of business applications	Tagging and retention scheduling now part of ICT & Cyber Security Requirements for Tender specifications.	
			FRSIP18. 05.30	Progress Records Management Plan (RMP) Action Plan, in particular the Business Classification Scheme	Following last year's Public Records (Scotland) Act - Progress Update Review (PUR) the Council now has achieved Green status for 12 of the 14 elements assessed through the Records Management Plan.	
Health and safety management for cemeteries	15 High	Independent Checks	All actions complete			
Roads inspection and maintenance (compliance)	15 High	Scottish Government (Code of Practice) Internal audit reports	EIRR.18. 01.02b	Risk assess and re-classify the highway network in line with the new methodology agreed with SCOTS	The re-classification of the highway network has been undertaken. Work to complete remains on-going.	
Governance – internal control and oversight	15 High	Annual Audit Report – Audit Scotland Local Scrutiny Plan – Audit Scotland Internal audit reports Audit, Risk & Scrutiny Board	No new actions for 2019/20			
ICT resilience	12 High	PCI audits Scottish Government - cyber resilience standard for Scotland PSN accreditation Independent Health Checks Penetration Testing	CRR.19.0 5.15a	Complete business continuity planning exercise	Officers are currently and actively identifying a suitable time to complete the exercise.	



Risk Title	Score	Sources of Independent Assurance	Update on any <u>open</u> actions to be completed, where the risk is rated HIGH			
Organisation resilience	12 High	Scottish Resilience – Standards	No new actions for 2019/20			
Cyber security	12 High	Scottish Government Standards Internal audit - review of the cyber security arrangements	No new actions for 2019/20			
Housing investment and safety	12 High	EESSH performance reporting annually to the Scottish Housing Regulator.	No new actions for 2019/20			
Air Quality	12 High	Annual Progress Reports to Scottish Government/SEPA Data ratified by Ricardo AEA on behalf of Scottish Government	No new actions for 2019/20			
Landfill site management	12 High	Scottish Environment Protection Agency (SEPA)	No new actions for 2019/20			
Serious and organised crime	12 High	Controlled but no external control, however internal audit cover	All actions complete			
Insider threat and corporate fraud	12 High	External Audit (review of council's arrangements for NFI) Internal audit reports (quarterly), on progress and performance to Audit, Risk & Scrutiny Board	[New]	Review Integrity Group arrangements/ approach in other local authorities with a view to identifying good practice and bring back any lessons learned for the council's Integrity Group	Internal Audit are planning visits to Falkirk and Dundee City councils.	
Oversight of induction procedures	12 High	No independent external control (induction process currently under review)	Actions carried forward from 18/19 have been cancelled. The FARs Senior Management Team met on 8 October 2019 and agreed that a new action should be agreed, in that a full review of the council's approach to induction should be undertaken to ensure all mandatory training is undertaken and organisational values are established right from the outset of a person's employment.			

## Moderate Risks

Risk Title	Score	Sources of Independent Assurance
Commercial Vehicle Operator's Licence - changes	<b>09 Moderate</b>	Driver and Vehicle Standards Agency (DVSA) Police Scotland Freight Transport Association
Unaccompanied Asylum-Seeking Children	<b>09 Moderate</b>	Care Inspectorate Immigration advice provided externally as per legal requirement
Integrated service arrangements	<b>09 Moderate</b>	Chief Social Work Officer's Annual Report to the Chief Social Work Advisor Inspection activity (Care Inspectorate, Healthcare Improvement Scotland, Education Scotland) Internal audit reports
Early intervention and prevention in children's services	<b>09 Moderate</b>	External scrutiny by Care Inspectorate (registered services) and Education Scotland (nurseries, pre-5 centres and schools). Partnerships which include element of independent scrutiny (e.g. with Dartington, CELCIS)
Failure of major providers	<b>09 Moderate</b>	Procurement undertaken in line with national and supra-national regulations Appraisal of providers as part of procurement process Most providers subject to registration and scrutiny by Care Inspectorate or Education Scotland Internal controls – monitoring of purchasing patterns and programme of review of service providers
Continuous improvement	<b>09 Moderate</b>	External scrutiny by Care Inspectorate (registered services) and Education Scotland (nurseries, pre-5 centres and schools). Regular programme of external scrutiny by CI and ES for the whole service.
Property – school estate	<b>08 Moderate</b>	Health and safety monitoring Programme of inspections as appropriate Major works subject to same planning and building works as any other project
Governance and leadership	<b>08 Moderate</b>	External audit reports
Sustainable procurement	<b>08 Moderate</b>	Procurement Reform (Scotland) Act 2014 Public Contracts (Scotland) Regulation 2015 Procurement and Commercial Improvement Programme
Administration of electoral events	<b>08 Moderate</b>	Electoral Commission UK and Scottish Governments
Corporate projects – capacity	<b>08 Moderate</b>	No independent external control (monitored internally by Finance and Resources management)

## Significant Projects – risks managed through established governance arrangements

Established Programmes or Projects	Score	Sources of Independent Assurance
City Deal	<b>15 High</b>	City Deal Regional Cabinet Gateway Review
Cultural infrastructure and regeneration	<b>15 High</b>	Internal audit - selected reviews of contract management and monitoring arrangements Grant provider audits (i.e. European Funding etc)
Expansion of Early Years Provision	<b>12 High</b>	External scrutiny of quality (Care Inspectorate and Education Scotland) Regular submissions to Scottish Government