
To: Housing and Community Safety Policy Board

On: 12 May 2015

Report by: Director of Development and Housing Services

Heading: Development and Housing Services Risk Register 2015/16

1. Summary

- 1.1 In keeping with 'Risk Matters', the Council's combined risk management policy and strategy, the Development and Housing Services Risk Register is refreshed on an annual basis and is approved by the Housing and Community Safety Policy Board.
- 1.2 This paper presents the Development and Housing Services risk register from April 2015 (Appendix 1) to the Board for approval. Relevant risks have been identified and the significance of each has been assessed in terms of the current nature of the risk. The risks presented require close monitoring and scrutiny during 2015/16, however it is recognised that many are longer term and may feature in future years.
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2. Recommendations

- 2.1 It is recommended that the Board approves the Development and Housing Services risk register for 2015/16.
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3. Background

- 3.1. The business and social environment that the service operates within and provides services to continues to be a challenging and dynamic one; presenting opportunities as well as creating particular challenges. The proposed Development and Housing Services risk register going forward from April 2015 must continually evolve in order to keep pace with, and accurately reflect the ongoing financial challenges in Scotland generally and specifically, the service's key priorities and challenges.
- 3.2. The council actively promotes good and sensible risk management practice. In doing so the council aims to deliver high quality services for all service users, achieve high standards of performance, make the most of opportunity,

and provide a safe environment for those it employs, contracts or partners with in providing a wide range of services.

- 3.3. Good risk management is about seeking to prevent harm or loss, seeking to ensure the right things happen and that 'risk-aware' not 'risk-averse' decisions are made in all aspects of council business.
- 3.4. Consequently, the process to identify key service risks seeks to identify the significant challenges and uncertainties that may impact on the service's ability to deliver its key priorities and the risks are aligned to the themes of the council's business plan.
- 3.5. The resulting service risk register is used to record, monitor and review the management of these risks.
- 3.6. A number of methods have been employed and information sources reviewed to facilitate a broad and thorough approach to identifying the service's risks and these methods are outlined in the attached report.
- 3.7. In presenting the service risk register to the Board, the service's Senior Management Team would wish to draw the Board's attention to a number of specific matters:
 - 3.7.1. The service risk register continues to bring sharp focus to the significant risks facing the service and this should be balanced with recognition of the benefits that also continue to be delivered.
 - 3.7.2. The risks have been evaluated using the council's risk matrix (final appendix) and involves multiplying the likelihood of occurrence of a risk by its potential impact. This produces an evaluation of risk as either 'low', 'moderate', 'high' or 'very high.' High/ very high risks are viewed as significant. The profile of service risk going forward from April 2015 is shown in the table below:

Evaluation: Score:	Low (1-3)	Moderate (4-9)	High (10-16)	Very High (17-25)	Total
No. of Risks:	0	4	11	1*	16

*One very high risk, (ordinarily outwith the council's tolerance for adverse risk), relates to financial sustainability.

- 3.7.3. In appraising the proposed service risk register, the Service's Senior Management Team have identified those risks that they perceive to be the 'top five' for the service and these relate to:
 1. Financial sustainability
 2. Pressures on Short Stay Income through Welfare Reform changes
 3. The City Deal Programme
 4. Unemployment and Economy
 5. Regeneration Initiatives

- 3.8. In preparing this paper for the Board, the service's Senior Management Team consider that the proposed service risk register suitably reflects the service's risk management focus for the forthcoming year.
 - 3.9. In relation to individual risks recorded, the Senior Management Team believe that appropriate control measures are in place to prevent and/ or mitigate adverse effects and that further planned action is appropriate to the level of risk. Where no new actions are defined for any particular risk, this is indicative of a level of confidence in the current control measures in place and a consequent decision to tolerate the risk at this time. Robust monitoring arrangements are in place to track the progress of planned actions.
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Implications of the Report

1. **Financial**

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

The financial requirements to support the service risk management plan should be met within the service budget allocations. Any unplanned and unbudgeted cost pressures that arise in relation to any of the risks identified will be subject to review in consultation with the Chief Executive and the Director of Finance and Corporate Services

2. **HR & Organisational Development**

Any risks relating to HR and Organisational Development issues are reflected within Appendix 1.

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**

Any risks relating to ICT are reflected within Appendix 1.

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**
Any risks relating to procurement are reflected within Appendix 1.
10. **Risk**
For member assurance, all areas of the service have been consulted to ensure that the relevant risks have been identified.

The risk scores are believed to be as realistic as possible taking account of the type of risks recorded and the effectiveness of the measures in place to manage them.

The risk profile shows there are significant risks being managed by the service however for assurance, the senior management team believe that this risk can be managed and contained (in relation to the council's risk capacity and tolerance).

Although the risks require close monitoring and scrutiny throughout the year, many are longer term risks that are likely to be a feature of the risk management plan over a number of years.
11. **Privacy Impact**
Any risks relating to privacy matters are reflected within Appendix 1.

List of Background Papers

- (a) Background Paper 1 : Development and Housing Services Risk Register 2014/15.
- (b) Background Paper 2 : Corporate Risk Register 2014/15

The foregoing background papers will be retained within Development and Housing Services 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 John McIntyre, Finance Manager, 0141 618 6162, john.mcintyre@renfrewshire.gov.uk.

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Risk Management Plan

April 2015

Development and Housing Services

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1. Summary update on previous year's Risk Register

- 1.1 When the 2014/15 risk register was approved by Board on 13 May 2014, 19 risks were recorded and the evaluation of the risks at that time outlined the service's risk profile as:

Evaluation:	Low	Moderate	High	Very High	Total
No. of Risks:	0	6	12	1	19

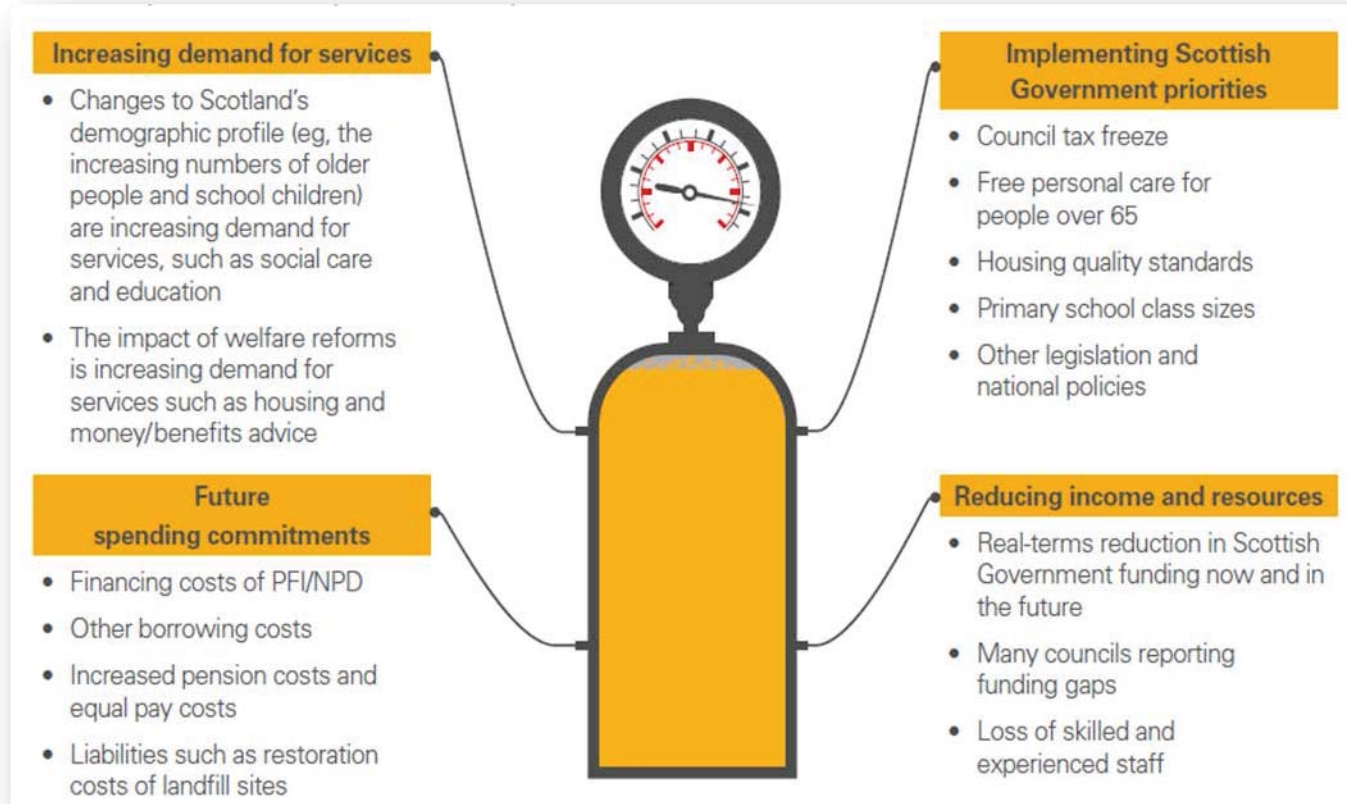
- 1.2 In relation to the service's capacity and tolerance for risk this indicated that the service had 18 risks (moderate and high) that could be tolerated, albeit the 12 high risks were recognised as being significant.
- 1.3 Notably however, the service had one very high risk, which ordinarily would not be an acceptable position. Nevertheless, it was acknowledged that this risk reflected external pressures that the service had to respond to, namely in relation to the financial sustainability of the council.
- 1.4 The Board received a mid year review of all service risks on 11 November 2014. This report noted that the risk scoring was unchanged from the start of the year.
- 1.5 During the third quarter review, one change was made to the service risk register with the addition of a new risk relating to the emerging City Deal Programme. The Glasgow and Clyde Valley City Region has been awarded £1.13bn to be drawn down over the next 20 years to fund major infrastructure projects.
- 1.6 Nearing the year-end, the risks actively being managed by the service were therefore evaluated as:

Evaluation:	Low	Moderate	High	Very High	Total
No. of Risks:	0	7	11	2	20

- 1.7 A number of required actions were identified and carried out as planned throughout the year. These actions were believed to be proportionate and cost effective in relation to the level of each risk. At the mid year report in November 2014, the Board was updated on the progress being made in relation to this activity.
- 1.8 At the year-end, 89% of actions solely related to the service risks and due to be undertaken in-year were completed. Overdue and longer term actions are pulled through to the revised service risk register to monitor and ensure completeness.
- 1.9 The majority of the risks from the 2014/15 service risk register remain core issues for the service to address and they therefore continue to be reflected within the revised risk register in order to be effectively managed in order to support the council's objectives.
- 1.10 It should be noted that the cost of controlling the risks and undertaking further action have been met within budget and the service has therefore continued to achieve cost effective risk management over the course of the year despite ongoing cost pressures.

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

2.1 In “An overview of local government in Scotland 2015,” Audit Scotland explains that “for the last five years councils have had to cope with managing austerity, reducing resources, increasing demand for services, and ever increasing public expectations.” The diagram below, taken from their recent report, shows the variety of sources of these pressures.



2.2 In the Assurance and Improvement Plan for Renfrewshire, Audit Scotland explains “Local councils are operating within a context of significant change as a result of the challenging financial environment and the public service reform agenda.”

2.3 In The (Local) State We're In 2014, PWC explains that “as councils make an honest appraisal of what the future holds, many are redefining their purpose and role and finding new ways of working. A strong theme that emerges in our survey is a shift in the role of the council away from delivering services and towards facilitating outcomes in collaboration with private and public partners, and citizens themselves.”

2.4 In her recent report to the Leadership Board, the council's Chief Executive set out revised chief officer management arrangements for the council which would bring a renewed focus to the delivery of the council's key priorities in the context of continued financial constraints and enable the delivery of the new corporate support arrangements, and provide the right mix of skills and capacity at a senior management level in the council.

2.5 In response to all of the above the risk register is robustly reviewed and revised as necessary to ensure that it suitably reflects the current business environment, capturing the key challenges for the service whether aligned to the service priorities or inherent in the current day to day business environment of the council, or indeed other matters of importance that may be imminent or as yet on the horizon.

2.6 As in previous years, a number of methods have been employed and information sources reviewed to stimulate a thorough approach to identifying the corporate risks. These are outlined in Table 2.6.1 below.

Table 2.6.1: Methodology for identifying service risks

✓ Consultation	<p>(1) The Corporate Risk Management Group met to consider generic themes that apply across the majority of the council's services and that may impact on the service's key objectives</p> <p>(2) Appraisal of service priorities to identify key challenges for delivery that may result in significant impact to central resources</p>
✓ Benchmarking	<p>(3) Discussion with other service CRMG representatives</p> <p>(4) Regular liaison with the Council's Risk Manager</p>
✓ Review of key reports specific to the council	<p>(5) Audit Scotland: Renfrewshire Council Assurance and Improvement Plan 2014-17</p> <p>(6) Better Council Programme – management Structures: Report to Leadership Board, Feb 2015</p> <p>(7) A Better Future, A Better Council – year 1 monitoring report: Report to Leadership Board, Feb 2015</p> <p>(8) Local Government Finance Settlement 2015/16: Report to Council, Dec 2014</p> <p>(9) Revenue Budget and Council Tax 2015/16: Report to Council, Feb 2015</p> <p>(10) Housing Revenue Account Budget and Rent Levels 2015/16 and Housing Capital Investment Plan 2015/16 to 2017/18: Report to Council, Feb 2015</p> <p>(11) Glasgow and Clyde Valley City Deal: Report to Council, Aug 2014</p>
✓ Review of key external reports	<p>(12) Audit Scotland: An overview of local government in Scotland 2015</p> <p>(13) PWC: The (local) state we're in 2014 (annual survey on local government's financial challenges)</p>
✓ Review of new/emerging legislation and extension of provisions	<p>(14) Discussion with service SMTs to ensure that any emerging legislation is identified and accounted for.</p>

2.7 While the majority of the risks that feature in the revised service risk register have been rolled forward from 2014/15, the focus and scoring of some has been revised to ensure they accurately take account of any changes in context. Paragraphs 2.7.1 to 2.7.5 highlight various changes that have taken place.

2.7.1 Risks coming onto the service risk register

The City Deal Programme

The Glasgow and Clyde Valley City Deal will deliver an investment of £1.13bn across the Glasgow City Region, including £274m on three infrastructure projects in the Renfrewshire area, together with additional investment into employment support through the Labour Market Project. The specific Renfrewshire Infrastructure projects are:

- 1) Airport Access (to be jointly delivered with Glasgow City Council)
- 2) Clyde Waterfront and Renfrew Riverside
- 3) Glasgow Airport Investment Area
- 4) Labour Market projects

The design, construction, operation and maintenance of the major projects being funded through City Deal must be effectively managed to ensure they are delivered on time and on budget and in compliance with the requirements of the City Deal Assurance Framework. All funding conditions and business case assumptions must be accurate to allow the funding to be received. Failure to manage the contracts and meet the requirements of the Assurance Framework could result in project delays, additional costs, loss of grant funding and significant reputational harm.

Regeneration Initiatives

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, 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.

It should also be noted that the service contributes to the control of any new corporate risks identified for the coming year.

2.7.2 Risks with increasing scores/ evaluation:

Pressures on Short Stay Income through Welfare Reform changes (homelessness)

The risk score relating to this risk has been increased from 12 to 16 to reflect the roll out of Universal Credit on 22 June 2015 which is earlier than originally intimated by the DWP. Although much of the operational detail has not been confirmed by the DWP yet, there will be a significant financial and operational impact on the service as Universal Credit is rolled out to cover larger sections of the homeless clients over the next few years.

Energy Efficiency Standard for Social Housing (EESH)

The score for this risk has been increased from 9 to 12 to reflect the increased likelihood of this risk materialising and the additional external reporting requirements on EESH compliance that will come into force whether or not external funding can be identified.

Unemployment and Economy

This risk was previously entitled 'Impact of Economic Slowdown on Unemployment & Business Development' but has been updated to focus on unemployment and to integrate the business devt element of this risk into the new regeneration risk noted above.

2.7.3 Risks moving off the service risk register (or merging with others)

Duty to assess Housing Support Requirements

Since this duty was introduced on 1 June 2013, Homeless Services have successfully assessed the requirements of 100% of homeless client families and have setup the necessary working arrangements to allow this to be treated as business as usual allowing the risk to drop off the service risk register.

SHQS Delivery – financial constraints and pressures

With the main SHQS Programme concluding in 2014/15, allowing for abeyances and some slippage, the risk associated with funding is no longer relevant as the programme has been successfully delivered and funded as planned.

Property Factors Act (Scotland) 2011

The Property Factors (Scotland) Act came into place on 1 October 2012 and contained provisions that the Council had to comply with as a Property Factor. Controls and processes have been implemented to administer this requirement and to ensure that the Council complies with the requirements of the Act. This risk has therefore been removed from the service risk register.

SHQS Delivery – Programme Management

As noted above, the major elements of the SHQS Programme were successfully completed in 2014/15 as planned for so this risk can now drop off the service risk register.

2.7.4 Risks with reducing score/ evaluation:

In addition to the 4 risk scores that have been reduced to reflect the completion of projects or a business as usual approach and have been removed from the register, 2 other risk scores have been reduced for risks that remain on the service risk register for 2015/16 as noted below.

Welfare Reform impact on the HRA

This risk has been renamed to focus on the impact on the HRA as the impact of universal credit and welfare reform on other areas, e.g. homelessness, are captured in other specific risks. Although Universal Credit is rolling out from the 22 June 2015, the initial impact will be minimal as only a small proportion of tenants will qualify so the risk score has been reduced from 16 to 12 for 2015/16 only. It is very likely that this score will increase in future years as the roll out progresses and more tenants are paid their benefits directly which will have significant debt recovery issues for the HRA.

Corporate Events Management


The risk score for this risk has been reduced from 15 to 12 to reflect the significant experience and controls that are in place regarding the organisation of an expanding calendar of high profile events across Renfrewshire.

2.7.5 Risks transferring to Other Services

The Property and Infrastructure risk and the Energy and Carbon management risk have transferred to Finance and Resources and so will be reflected on the Corporate Risk Register to reflect changes to Council and departmental structures taking effect from 1 April 2015.

- 2.8 The risk register continues to bring to sharp focus the significant risks facing the service and this should be balanced with recognition of the benefits that also continue to be delivered. As with previous years, the service risk register continues to be aligned with the themes of the council's business plan:

 Better Future	 Increased, sustainable investment in our economy	 Reduction in the causes and impact of poverty
	 Improved health, well-being and life chances for Children and Families	 A safer and stronger Renfrewshire
	 Improved support to vulnerable adults	
 Better	 A sustainable council	 Improved information through

Council		better technology
	▶ Effective change management	▶ Smarter use of assets
	▶ Putting customers first	▶ Communication and engagement
	▶ Investment in our people	
 A High Performing Council	▶ Governance and assurance	▶ Managing our performance

2.9 The risk register captures the key challenges for the service whether aligned to the priorities described above or inherent in the current internal day to day business environment or other matters of importance that may be on the horizon.

2.10 As has previously been the case, many of the service risks continue to be inter-related and inter-dependent. Given the interdependencies between the service's opportunities, risks and benefits, the oversight that the Corporate Risk Management Group applies on an ongoing basis in terms of close monitoring and review of the risks and progress of associated actions, is essential for understanding the complexity of the current risk environment of the council, particularly during a continued period of challenge and change.

2.11 On the basis of the review of the business context for the council, the Senior Management Team has therefore agreed the key risks to be recorded within the service risk register going forward from April 2015.

3. The Service risk profile and Top Risks going forward from April 2015

3.1 The detailed service risk register from April 2015 is provided in the attached appendix.
The risk register is set out with risks aligned to the themes of the council's business plan.

3.2 By way of summarising the information contained within the detailed service risk register, the remainder of this section provides:

- Table 3.2.1: the service risk profile in terms of low, moderate, high and very high risks
- Table 3.2.2: all service risk areas ranked in descending order of significance;
- Table 3.2.3: the service's TOP 5 risks with a brief narrative overview.
- Table 3.2.4: an overview of how risks relate to the themes of the new council's business plan.

Table 3.2.1: Service Risk Profile

Evaluation:	Low	Moderate	High	Very High	Total
No. of Risks:	0	4	11	1	16

*Refer to Table 3.2.3 for details relating to the high and very high risks

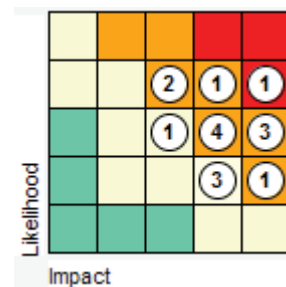


Table 3.2.2: Service risk areas in order of significance

Risk areas	Likelihood	Impact	Score
DHRR15.02.08 Financial Sustainability	04	05	20
DHRR15.02.09 Pressures on Short Stay Income through Welfare Reform changes (homelessness)	04	04	16
DHRR15.01.01 The City Deal Programme	03	05	15
DHRR15.01.02 Unemployment and Economy	03	05	15
DHRR15.01.05 Regeneration Initiatives	03	05	15
DHRR15.01.03 Corporate Events Management	03	04	12
DHRR15.01.04 Planning and Development Activity	03	04	12
DHRR15.02.12 Supporting and managing our people (health, safety and wellbeing)	03	04	12
DHRR15.03.14 SHQS Delivery - Non-compliance of owners/ non-co-operation of tenants	03	04	12
DHRR15.02.07 Energy Efficiency Standard for Social Housing (EESH)	04	03	12
DHRR15.02.10 Welfare Reform impact on the HRA	04	03	12
DHRR15.02.13 Information management and ICT systems	02	05	10
DHRR15.03.16 Procurement Timescales	03	03	9
DHRR15.01.06 Incident Response and Management	02	04	8
DHRR15.02.11 Business Continuity	02	04	8
DHRR15.03.15 Procurement Compliance	02	04	8

Table 3.2.3: TOP 5 Service Risks

Title	Score	Risk	Overview
Financial Sustainability	20	If significant cost pressures and reducing available resources are not successfully planned for and managed effectively over the medium to longer term, there is a serious risk of unplanned/ reactive budget realignments that could jeopardise the financial stability of the council with significant impact on availability and quality of front-line services and capital resource.	The Council previously reported that significant savings of £20-£30m were required over the medium term through to 2017/18. As reported to Council on 12 February 2015, the medium term position remains consistent in nature with that previously reported but with areas of increasing uncertainty and risk, principally around future grant levels and pay pressures, along with significant and growing demand pressures on key service areas principally in relation to Social Work. There remains an anticipated underlying requirement for budget savings over the medium term to 2017/18, however there is an increasing risk that this is more likely to be at the top end of previous projections in the region of £30 million. Audit Scotland's Annual Report on the 2013/14 Audit concluded that the council has a stable short term financial position with actions being taken to address future financial pressures which the Council believes are sustainable. Continuous close monitoring of actions to deliver savings is crucial in ensuring the Council remains in a financially sustainable position.
Pressures on Short Stay Income through Welfare Reform changes (homelessness)	16	Many of the proposed Welfare Reform changes will have a direct impact on the income recovered while using short stay accommodation to fulfil the Council's statutory homelessness obligations. With Universal Credit starting to rollout on 22 June 2015, any failure to mitigate the impact and review service provision methods could result in significant additional costs to the Council.	<p>Many of the proposed Welfare Reform changes will have a direct impact on the income recovered while using short stay accommodation to fulfil the Council's statutory homelessness obligations. With Universal Credit starting to rollout on 22 June 2015, any failure to mitigate the impact and review service provision methods could result in significant additional costs to the Council.</p> <p><u>Context:</u></p> <p>(1) Loss of income as a result of household LHA rates being used for Benefit entitlement as opposed to using property size rates.</p> <p>(2) Potential for loss or reduction of the weekly admin element of the short stay rent.</p> <p>(3) Continuing uncertainty over what criteria will be used to determine who will be paid benefit direct.</p> <p>(4) The rollout of Universal Credit from 22 June 2015 to single applicants who qualify for JSA impacts on:-</p> <p>a) The weekly admin element that can be recovered will reduce from £60 to £45 and uncertainty exists over how the £45 can be claimed.</p> <p>b) Universal Credit cases are charged using current LHA rates while other still use the Jan 2011 rates per DWP rules.</p> <p>c) The payment of rent direct to tenants introduces debt recovery issues as some homeless clients have more chaotic lifestyles or additional support needs.</p> <p>d) Uncertainty over the impact that monthly assessment periods will have on a very mobile client group.</p> <p>This potential 'loss' of income as a result of Universal Credit needs to be planned for.</p>

Title	Score	Risk	Overview
The City Deal Programme	15	The design, construction, operation and maintenance of the major projects being funded through City Deal must be effectively managed to ensure they are delivered on time and on budget and in compliance with the requirements of the City Deal Assurance Framework. All funding conditions and business case assumptions must be accurate to allow the funding to be received. Failure to manage the contracts and meet the requirements of the Assurance Framework could result in project delays, additional costs, loss of grant funding and reputational damage.	<p>The Glasgow and Clyde Valley City Deal will deliver an investment of £1.13bn across the Glasgow City Region, including £274m on three infrastructure projects in the Renfrewshire area, together with additional investment into employment support through the Labour Market Project.</p> <p>The projects in Renfrewshire include investment in the Clyde Waterfront and Renfrew Riverside, Airport Access, the Glasgow Airport Investment Area and Labour Market Projects. A dedicated project team is being established to progress these projects in conjunction with our partners.</p> <p>The design, construction, operation and maintenance of the major projects being funded through City Deal must be effectively managed to ensure they are delivered on time and on budget and in compliance with the requirements of the City Deal Assurance Framework. All funding conditions and business case assumptions must be accurate to allow the funding to be received.</p>
Unemployment and Economy	15	The Economic climate is having a significant impact on businesses and employment opportunities both locally and nationally. If the council and its key partners do not effectively manage these challenges there is a risk of increased poverty, homelessness, worklessness, youth unemployment and businesses failing.	<p>While significant challenges still impact on the ambition of the Council to grow the local economy and to create work for its residents, it is noted that unemployment has dramatically reduced in Renfrewshire over the last 2 years. As such over the next three years the Council's Economic Development and Employability Programmes will see a greater focus on particular groups who are furthest from the labour market and the services offered will be more intensive and with greater barrier removal support. This will be delivered through a mix of in-house delivery, partnership funding and contracted activity and in order to recognise the changing demographics of the unemployed population the range of youth services will now be available to people up to the age of 29 while an enhanced programme of Adult Employability Services will also be developed partly in relation to the emerging programmes which are being delivered through the City Deal. In order to track the impact and success of interventions and ensure that ongoing activity is monitored, a new and improved Management Information System is also being rolled out across the Glasgow and Clyde Valley area providing a common approach to measuring the success of employability activities and ensuring that new services can be developed to the benefit of both Renfrewshire's and the City region's residents.</p>
Regeneration Initiatives	15	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, 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.	<p><u>Context:</u></p> <p>(1) Heritage Strategy (2) Town Centre Regeneration (3) Russell Institute (4) City of Culture Bid 2021</p>

- 3.3 The risk treatment activity planned for 2015 and beyond is shown within the service risk register in the appendix that follows. This activity (proportionate to the level of each risk) will further contribute to either the prevention of the risk occurring, where possible, or mitigating their potential effects. Where there are no actions linked to a risk this indicates that the risk is being managed as 'business as usual' taking account of the control measures currently in place.
- 3.4 The service risk register continues to underpin the key priorities of the council's Annual Strategic Audit Plan. Any improvement actions arising from 2014/15 internal audit work will continue to be integrated into the risk register as audit reports are finalised.
- 3.5 A midyear progress report on the service risk register will be reported in due course to the Housing and Community Safety Policy Board. Information on specific significant risks will be reported by the Corporate Risk Management Group to the Corporate Management Team as required on an exceptional basis.