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**TO: ENVIRONMENT POLICY BOARD**

**ON: 18 MAY 2016**

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**REPORT BY: DIRECTOR OF COMMUNITY RESOURCES**

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**HEADING: COMMUNITY RESOURCES RISK REGISTER, APRIL 2016**

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## **1. Summary**

- 1.1 In keeping with 'Risk Matters', the council's combined risk management policy and strategy, the Community Resources risk register is refreshed on an annual basis
  - 1.2 This paper presents the Community Resources risk register from April 2016 (Appendix 1) to the Board for approval.
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## **2. Recommendations**

- 2.1 It is recommended that the Environment Policy Board approves the Community Resources Risk Register, April 2016.
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## **3. Background**

- 3.1 The business and social environment that the council operates within continues to be a challenging and dynamic one. The proposed Community Resources risk register from April 2016 must continually evolve in order to keep pace with, and accurately reflect the ongoing financial challenges and the council's key priorities and key challenges.
- 3.2 The council actively promotes sensible risk management practice. In doing so the council aims to deliver high quality services for all service users, achieve high standards of performance and provide a safe environment for those it employs, contracts or partners with in providing a wide range of services.

- 3.3 The process to identify key risks seeks to focus on the significant challenges and uncertainties that may impact on the council's ability to deliver its key priorities and the risks are aligned to the themes of the council's business plan.
- 3.4 The resulting Community Resources risk register is used to record, monitor and review the management of the key risks.
- 3.5 The risks have been evaluated using the council's risk matrix 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 the Community Resources risk register going forward from April 2016 is shown in the table below:

Evaluation:	Low	Moderate	High	Very High	Total
No. of Risks:	0	8	10	0	18

- 3.6 In appraising the proposed risk register, Community Resources have identified those risks that they perceive to be the 'top seven' for the service. An outline of the current position in relation to each of these risks is provided on pages 9 and 10 of the appendix.

TOP 7 Risk Areas		Likelihood	Impact	Score	Evaluation
1)	Maintenance of roads and footways	04	04	16	High
2)	Public Protection	03	05	15	High
3)	Facilities and Environmental Infrastructure	03	05	15	High
4)	Serious organised crime	03	04	12	High
5)	Community Resources Better Council Change Programme	03	04	12	High
6)	Flood Risk Management	03	04	12	High
7)	Linwood Moss landfill site	03	05	12	High

- 3.7 In preparing this paper for the Board, Community Resources consider that the proposed risk register suitably reflects the service's risk management focus for the forthcoming year.
- 3.8 In relation to individual risks recorded, appropriate control measures are in place to prevent and/ or mitigate adverse effects. 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.

## **Implications of the Report**

1. **Financial** - none.
  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** - 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. 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 register over a number of years.
  11. **Privacy Impact** - Any risks relating to privacy matters are reflected within Appendix 1
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## **List of Background Papers**

Background Paper 1: Community Resources Risk Register 2016/17

The foregoing background papers will be retained within Community Resources for inspection by the public for the prescribed period of four years from the date of the meeting.

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## Community Resources Risk Register

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April 2016

Document Title:	Community Resources Risk Register 2016			1
Service:	Community Resources	Lead Author	Stephen Heron, Improvement and Development Manager on behalf of the Director of Community Resources	
Date Effective:	18/05/2016	Review Dates:	Quarterly by CRMG to 31/03/2017	

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Service:	Community Resources	Lead Author	Stephen Heron, Improvement and Development Manager on behalf of the Director of Community Resources	
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## 1. Summary update on previous year's Community Resources Risk Register

- 1.1 When the 2015/16 Community Resources risk register was approved by Board on 13 May 2015, 18 risks were recorded and the evaluation of the risks at that time outlined Community Resources risk profile as:

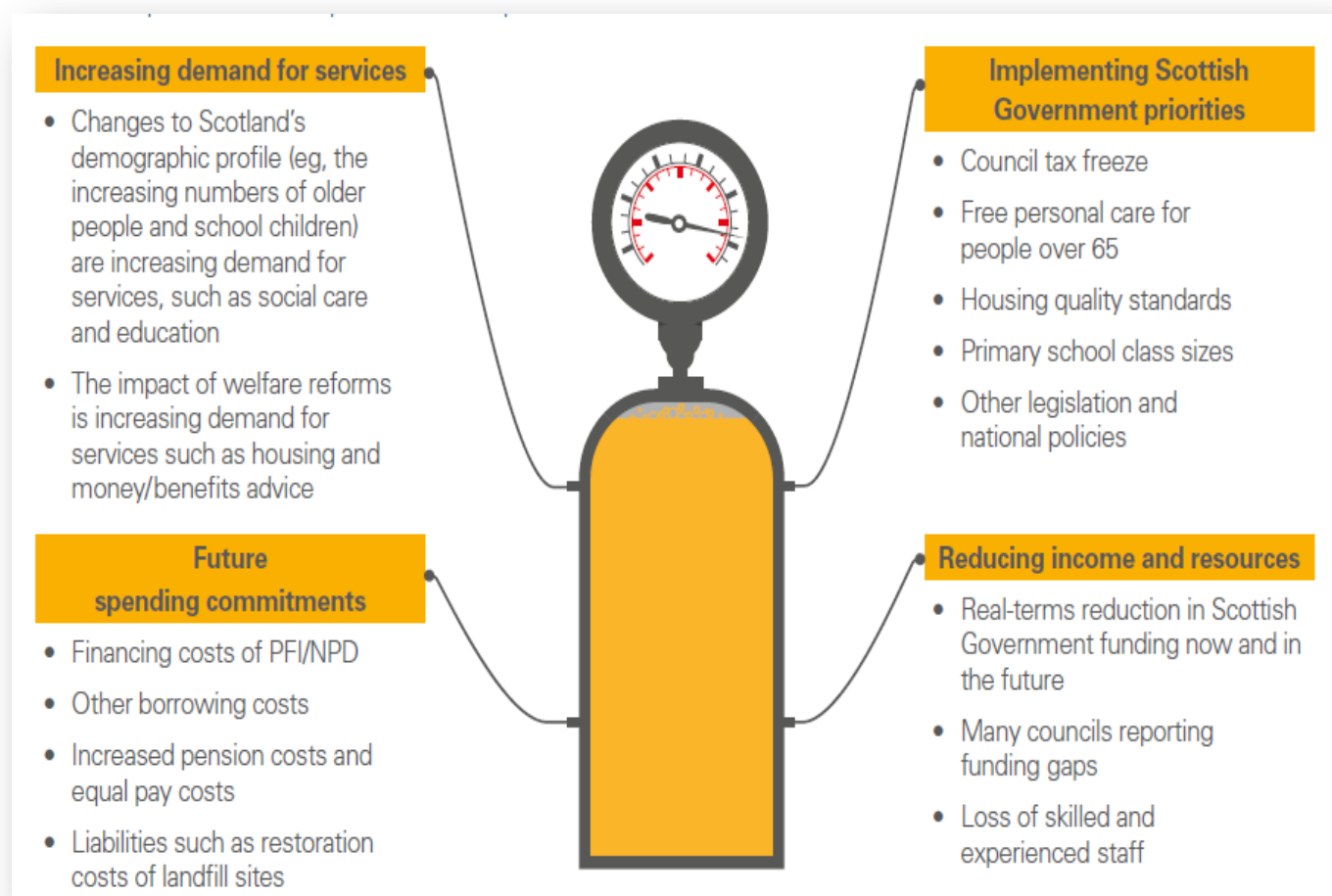
Evaluation:	Low	Moderate	High	Very High	Total
No. of Risks:	0	8	10	0	18

- 1.2 In relation to the service's capacity and tolerance for risk this indicated that the service had identified 18 risks (moderate and high) that could be tolerated, with none being considered very high.
- 1.3 Community Resources, in consultation with the corporate risk management group, has agreed that a number of the risks from the 2015/16 corporate risk register remain core issues for the service to address. The risks therefore continue to be reflected within the revised service risk register in order to be effectively managed in order to support Community Resources objectives.
- 1.4 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.

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## 2. The current business environment and key impact areas for Community Resources

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.”



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 As part of the Better Council Change Programme, there are a number of strategic reviews which have led to the integration of Hard and Soft Facilities Management (FM) within Community Resources. Hard FM, includes Building Services and the planned reactive maintenance element of Corporate Landlord, with Soft FM being catering, cleaning and integrated janitorial services. The new integrated service has been in operation since 1 April 2015 and as such the structural and operational reviews have been highlighted within the service risk register. In addition, Community Resources has also taken on responsibility for delivery of the integrated Civil Contingencies Service across the three council's which has resulted in the service risk register being amended to reflect the changes.

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2.4 The service risk register is robustly reviewed and revised as necessary to ensure that it suitably reflects the current business environment for the service whether aligned to the corporate priorities or inherent in the current day to day business environment of the service.

2.5 As in previous years, a number of methods have been employed to stimulate a thorough approach to identifying the service risks. These are outlined in Table 2.5.1 below.

Table 2.5.1: Methodology for identifying corporate risks

✔ Consultation	(1) The Community Resources Senior Leadership Team review the risk register on a regular basis (2) Appraisal of service priorities to identify key challenges for delivery that may result in significant impact to central resources
✔ Benchmarking	(3) The corporate risk management group provides an opportunity for discussion and benchmarking with other services in the Council (4) Other public sector risk registers available in the public domain
✔ Review of key reports specific to the council	(5) Audit Scotland: Renfrewshire Council Assurance and Improvement Plan 2014–17 (6) Audit Scotland: Renfrewshire Council, Annual report on the 2014/15 Audit (7) A Better Future, A Better Council – A Better Future, A Better Council – Progress report to Council, Dec 2015
✔ Review of key external reports	(8) Audit Scotland: An overview of local government in Scotland 2016
✔ Consideration of legislative changes	No material legislative changes at this time (that the council is not already addressing)

2.6 While the majority of the risks that feature in the revised service risk register have been rolled forward from 2015/16, the focus and scoring of some has been revised to ensure they accurately take account of any changes in context. In some cases, certain matters which were incorporated within risks have now emerged as risks requiring focus in their own right and this has resulted in an expanding service risk register for 2016 onwards.

#### 2.6.1 New risks coming onto the service risk register

Facilities and Environmental Infrastructure – The risk is included as part of the Council's corporate risk register, however in order to deliver the key operational activities it has also been included in the service risk register.

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## 2.6.2 Risks moving off the Community Resources risk register

None.

## 2.6.3 Risks with updates to definition or change in focus:

- Public Protection – The context and focus of this risk have been updated to reflect the delivery arrangements for Public Protection from Community Resources.

2.7 The Community Resources risk register continues to bring to sharp focus the significant risk facing the service and this should be balanced with recognition of the benefits that also continue to be delivered. As with previous years, the 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 Council	▶ A sustainable council	▶ Improved information through 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

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

2.9 On the basis of the review of the business context for the council, Community Resources, in consultation with the Corporate Risk Management Group has therefore agreed the key risks to be recorded within the Community Resources risk register going forward from April 2016.

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### 3. Community Resources risk profile and Top Risks going forward from April 2016

3.1 The detailed Community Resources risk register from April 2016 is provided in the attached appendix. The risk register is set out with risks aligned to the themes of the new council's business plan.

3.2 By way of summarising the information contained within the detailed 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: Community Resources TOP 7 risks with a brief narrative overview

Table 3.2.1: Corporate Risk Profile

Evaluation:	Low	Moderate	High	Very High	Total
No. of Risks:	0	8	10	0	18

\*Refer to Table 3.2.3 for details relating to the very high risk

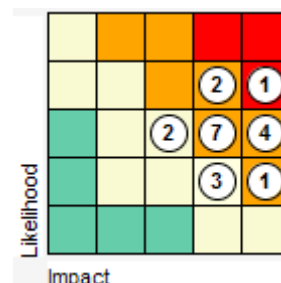


Table 3.2.2: Community Resources risk areas in order of significance

Risk areas	Likelihood	Impact	Score	Evaluation
3) Failure to provide safe and well maintained roads and footways	4	4	16	High
13) Failure to effectively lead on the Public Protection agenda may place the Council at risk	3	5	15	High
14) Enhance the Council's approach to addressing serious organised crime, terrorism, insider threat and corporate fraud	3	4	12	High
16) Deliver the Community Resources Better Council Change Programme	3	4	12	High
12) Fulfil the requirements of the Flood Risk Management Act	3	4	12	High
2) Failure to adequately manage the Linwood Moss Landfill Site	3	4	12	High
6) Failure to provide street lighting in a sustainable and economically effective manner will have a financial and environmental impact	3	4	12	High
7) Inadequate maintenance and strengthening programmes may lead to structural failure of bridges & other roads structures	3	4	12	High

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Risk areas	Likelihood	Impact	Score	Evaluation
4) Failure to Maintain Assets, prevention of confidential information being lost or insufficient monitoring of contracts	3	4	12	High
18) Monitor and regulate air quality levels across Renfrewshire	4	3	12	High
1) Failure to comply with the Waste (Scotland) Regulations 2012	3	3	9	Moderate
5) Failure to maintain workforce planning arrangements	3	3	9	Moderate
8) Structural failure of a reservoir could lead to flooding	3	3	9	Moderate
9) Failure to improve road safety will not reduce the number of injuries and deaths to road accident	3	3	9	Moderate
10) Failure to provide a positive and sustainable environment for the regeneration of our town centres and public realm	3	3	9	Moderate
11) Failure to deliver Renfrewshire's sustainable food strategy	3	3	9	Moderate
15) Develop integrated and resilient civil contingencies arrangements across Renfrewshire and its neighbouring authorities	3	3	9	Moderate
17) Failures in the strategy for dealing with contaminated land may lead to reputational harm and potentially significant unbudgeted costs	3	3	9	Moderate

Table 3.2.3: TOP 7 Community Resources Risks

Title	Risk	Overview
Roads and Footways maintenance	<p>Community Resources will seek to maintain and improve the strategic road and rail connections to the wider network in order to link with the UK marketplace and beyond.</p> <p>The Council will continue to work in partnership with Transport Scotland, SPT, Glasgow Airport, Network Rail, Albellio Scotrail and other local authorities to maintain and improve strategic transport connections. The partnership approach is essential to deliver cross boundary projects which benefit the wider network</p>	

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Title	Risk	Overview
Public Protection	<p>The Council has a public protection role relating to child and adult protection, offending behaviour and community safety. Effective partnership working with key agencies and the police is critical to ensuring risk to and from individuals is effectively managed.</p> <p>Community safety and public protection is a wide ranging and expanding agenda relating to the protection of vulnerable people, communities, businesses and organisations. There are some broad risks that can and should be foreseen and planned for. These include being very young, ill or very old, having limited or no positive support from family or friends, being financially vulnerable or being subject to anti-social behaviour, crime, violence or discrimination. The Council has effective governance structures in place to manage and deliver civil contingencies, public protection and community safety programmes that include class leading diversionary programmes, case management and referral processes.</p>	
Serious organised crime and terrorism	<p>Serious and organised crime is a threat to national security and costs the UK economy more than £24 billion a year. There is potential that organised crime, insider threat and corporate fraud could become an area of concern for the council.</p> <p>The council has a duty to protect its residents and businesses from threats such as serious and organised crime. The council has revised its approach to dealing with the issue and attempting to understand and mitigate the risks, in particular the risks with 3<sup>rd</sup> party providers and partners accessing our systems. The integrity group has been established to assess the arrangements for managing this risk and to deliver the oversight role for implantation of strategies to respond effectively to national initiatives relating to serious and organised crime.</p>	
Better Council Change Programme	<p>The Better Council Change Programme (BCCP) aims to change how the Council's people, assets, processes, technology and information work together, whilst ensuring that services are planned, designed and delivered in line with corporate priorities and provide Best Value</p> <p>The BCCP has outlined a range of options to balance the Council's budget in the context of a projected medium term deficit of up to £30 million through to 2017/18.</p> <p>Community Resources will play a key role in the delivery of the BCCP including leading the integration of hard and soft facilities management, the rationalisation of depots from two to one, remodelling the Council's catering service, the review of transportation and fleet and the horizontal integration of frontline roads operations within the wider service areas of Amenity Services.</p>	

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Title	Risk	Overview
Facilities and Environment Infrastructure		<p>This risk covers a number of key areas including the condition of buildings, rationalisation of facilities, optimum capacity and hard and soft facilities management.</p> <p>The Council continues to maintain and improve its physical assets. The CAMIS system is utilised for information relating to Statutory Inspections. A review of depots is being progressed to rationalise the number of depots.</p> <p>Improvements continue in relation to the strategic road and rail connections to the conurbation and the wider motorway and rail network. The Council maintains the road network based on the most efficient whole life costs and is delivering the Street Lighting Strategy to replace conventional street lamps across Renfrewshire with more energy and cost effective LED alternatives.</p>
Flood risk management act		<p>Renfrewshire will work with partners in the Loch Lomond and Clyde flood risk management are joint committee to deliver the flood risk management plan.</p> <p>As part of the publishing of the flood risk management plan, bids will be submitted to the Scottish Government for funding to deliver flood risk management solutions.</p>
Linwood moss landfill site		<p>The Council's general obligations under the Waste Management Licence are that the Landfill site should not:</p> <ul style="list-style-type: none"> <li>• Cause pollution of the environment</li> <li>• Cause harm to human health</li> <li>• Become seriously detrimental to the amenities of the locality</li> </ul> <p>The main focus of site activity post closure is to ensure that pollution control measures and monitoring arrangements are in place and are working effectively. This relates mainly to the management of leachate and surface water at the site, and also to the venting of landfill gas.</p> <p>All of the environmental monitoring data obtained is used for external regulations and assessment and can be used to demonstrate compliance with licence conditions. It will also provide information to support progress towards the surrender of the site licence.</p>

3.3 The risk treatment activity planned for 2016 and beyond is shown within the Community Resources 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

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indicates that the risk is being managed as 'business as usual' taking account of the control measures currently in place.

3.4 A midyear progress report on the Community Resources risk register will be reported in due course to the Environment Policy Board.

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## Community Resources Risk Register 2016-2017

Report Type: Risks Report

Generated on: 31 March 2016



Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.01	Failure to comply with the Waste (Scotland) Regulations 2012 and provide an effective and efficient refuse collection service may adversely affect the Council's refuse disposal costs	Amenity Services Manager (Waste)	* Continued monitoring of Managed Weekly Collections * 4 weekly monitoring of recycling performance in place to ensure target is achieved * Current disposal contract includes a level of diversion from landfill * Strategy approved for residual waste disposal facility	03	03	9
Action Codes	Linked Actions	Latest Note				
CRRR1617.01a	Implement a strategic approach to improving recycling to encourage behavioural change and promote the waste hierarchy of reduce/reuse/recycle					
CRRR1617.01b	To monitor Household Waste Recycling Centres and continue to liaise with the Scottish Environment Protection Agency as regulators of these sites					
				Assigned To Amenity Services Manager (Waste)	Due Date 31 March 2017	Status
				Assigned To Amenity Services Manager (Waste)	Due Date 31 March 2017	Status

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.02	Failure to adequately manage the Linwood Moss Landfill Site	Amenity Services Manager (Waste)	* Regular monitoring of leachate and gas from the site. *Manual inspection of all infrastructure and telemetric system to monitor leachate levels in place.	03	04	12 High
Action Codes	Linked Actions	Latest Note				
CRRR1617.02a	To continue monitoring of site and rectify any faults found.					
CRRR1617.02b	To continue to liaise with the Scottish Environment Protection Agency as regulators of the site					
				Assigned To Amenity Services Manager Waste	Due Date 31 March 2017	Status
				Assigned To Amenity Services Manager Waste	Due Date 31 March 2017	Status

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.03	Failure to provide safe and well maintained roads and footways which meet public expectations may lead to adverse publicity and will not support physical and economic regeneration.	Head of Amenity Services	* Safety inspections carried out to the Highway Code of Good Practice timescales and intervention levels * Partnering in the Scottish National Road Condition Survey Consultation in place with Councillor and Constituents on annual works programme * * Prioritisation of repairs to roads and footways based on road classification and inspections	04	04	16 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.03a	Deliver the capital investment plans for the maintenance of roads and footpaths			Head of Amenity Services	31 March 2017	
CRRR1617.03b	Further develop the asset management strategy to prioritise roads and footways investment to achieve whole life efficiencies			Head of Amenity Services	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.04	Failure to Maintain Assets may place a financial burden on the Council	Senior Leadership Team	* Asset management plans in place; * Financial regulations are in place and adhered to * Corporate Landlord Model in place to co-ordinate all statutory inspections; * Inventory and audit procedures implemented; * CCTV is in place throughout Renfrewshire House; * All portable electrical equipment under the control of the service is maintained by periodic testing; * Inspection programme in place for all premises. * Security arrangements are in place across Community Resources premises * CCTV is in place in Renfrewshire House. * Information Security Policy.	03	04	12 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.04a	Further develop asset management plans to ensure that whole life costs are understood and annual investment is sustained at the most efficient level for roads and infrastructure; parks, cemeteries and open spaces; and fleet.			Senior Leadership Team	31 March 2017	
CRRR1617.04b	Effectively manage the four trading operations of Roads Services, Catering, Vehicle Maintenance and Building Services.			Senior Leadership Team	31 March 2017	
CRRR1617.04c	Ensure that Renfrewshire Council buildings are compliant with all relative legislative requirements.			Senior Leadership Team	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
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CRRR1617.05	Failure to maintain workforce planning arrangements may lead to recruitment, retention and skills issues and sickness absence levels which may impact on the service	Senior Leadership Team	*Ensure absence is being addressed through the revised supporting attendance procedures *Joint management/trade union task group established *Key tasks are identified and redistributed where appropriate. *Ensure employee issues and grievance time scales are implemented. *Established meeting protocols including Joint Consultative Board (JCB), Joint Trade Union Liaison, Services sub-group. *Regular consultations with staff and Trade Unions over proposed service changes. *Trade Unions involved in Health & Safety Committee.	03	03	9 Moderate
<b>Action Codes</b>	<b>Linked Actions</b>		<b>Latest Note</b>	<b>Assigned To</b>	<b>Due Date</b>	<b>Status</b>
CRRR1617.05a	Further improve absence performance within Community Resources			Senior Leadership Team	31 March 2017	
CRRR1617.05b	Maintain regular engagement with the trade unions through the now established meeting forums			Senior Leadership Team	31 March 2017	
CRRR1617.05c	Effectively manage overtime levels within the respective service areas			Senior Leadership Team	31 March 2017	

<b>Context</b>	<b>Risk Statement</b>	<b>Owned by</b>	<b>Current Risk Control Measures</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Evaluation</b>
CRRR1617.06	Failure to provide street lighting in a sustainable and economically effective manner will have a financial and reputational impact	Transportation Manager	* energy reduction and cost effective lighting achieved through the introduction of new LED alternatives * Annual inspections of lighting units. * Use of non destructive testing consultants. * On site testing by Inspectors where defects are reported. * Ongoing programme of column replacement.	03	04	12 High
<b>Action Codes</b>	<b>Linked Actions</b>		<b>Latest Note</b>	<b>Assigned To</b>	<b>Due Date</b>	<b>Status</b>
CRRR1617.06a	Deliver the project to replace all street lighting in Renfrewshire with LEDs			Transportation Manager	31 March 2017	
CRRR1617.06b	Removal of Individual lighting units identified as likely to create a problem			Transportation Manager	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.07	Inadequate maintenance and strengthening programmes may lead to structural failure of bridges & other roads structures and affect the safety and efficiency of the road and rail network.	Transportation Manager	* General and Principal inspections carried out to Design Manual for Roads and Bridges standards. * Programme of required maintenance works produced. * Systematic checks of capacity of structures to meet current vehicle loading standards * Register of road bridges, underpasses, footbridges, culverts and other road structures completed Major strengthening and reconstruction works undertaken at Abercorn and Abbey Bridges * Programme of Scour protection works completed. * Major replacement of Lochwinnoch Bridge programmed 2016/2017	03	04	12 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.07a	Continue to inspect the structural safety of all bridges and structures			Transportation Manager	31 March 2017	
CRRR1617.07b	Continue to review Private Bridges			Transportation Manager	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.08	Structural failure of a reservoir could lead to flooding	Transportation Manager	* Design for the flood return period defined in the Reservoir Scotland Act 1975 * Inspection regime to requirements of the Act Appointment of Supervisory and Independent Panel Engineer for Reservoirs for which the Council is the Regulatory authority or Undertaker	03	03	9 Moderate
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.08a	Transfer Statutory responsibility for requirement for Structural Safety Certificates			Transportation Manager	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.09	Failure to improve road safety could lead to increased harm for pedestrians and road users.	Transportation Manager	* Annual review of accident statistics assess combined with evaluation of cases. Actions targeted at high risk locations.	03	03	9 Moderate
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.09a	Deliver a Road Safety Strategy with an annual performance report on road related casualties			Transportation Manager	31 March 2017	
CRRR1617.09b	Implement a programme of schemes to assist pedestrians and cyclists on road safety and to encourage more walking and cycling			Transportation Manager	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.10	Failure to provide a positive and sustainable environment for the regeneration of our town centres may adversely affect sustainable investment in the local economy	Senior Leadership Team	* Regeneration and revitalisation of town centres * Supportive and effective regulatory regimes	03	03	9 Moderate
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.10a	Lead on the works to improve the public realm and support Renfrewshire's City of Culture bid.			Senior Leadership Team	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.11	Failure to deliver the implementation of Renfrewshire's sustainable food strategy may have an adverse impact on the health and wellbeing of our communities	Head of Facilities Management	* Established programme of providing school meals in schools, ongoing Street Stuff diversionary programme, Tackling Poverty Implementation Group	03	03	9 Moderate
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.11a	Lead and implement Renfrewshire's Sustainable Food Strategy			Head of Facilities Management	31 March 2017	
CRRR1617.11b	Contribute to the Tackling Poverty Action Plan through the Families First project by delivering free school meals during designated holiday periods			Head of Facilities Management	31 March 2017	
CRRR1617.11c	Contribute to the Tackling Poverty Action Plan through the Families First project by delivering breakfast clubs in targeted areas			Head of Facilities Management	31 March 2017	
CRRR1617.11d	Contribute to the Tackling Poverty Action Plan through the Families First project through enhanced StreetStuff activities including meals and transport.			Head of Facilities Management	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.12	Fulfil the requirements of the Flood Risk Management Act	Head of Amenity Services	* Local Flood Risk Management Plan, working group which maintains close relationships with SEPA and Scottish Water, schedule of water courses and inspect them on a cyclical basis	03	04	12 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.12a	Work with partners in the Clyde and Lomond flood risk management area to deliver the Flood Risk Management Plan			Head of Amenity Services	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.13	Failure to effectively lead on the Public Protection agenda may place the Council at risk of failing to protect vulnerable groups	Head of Public Protection	* Daily and monthly tasking meetings, * Community Safety and Public Protection Steering Group, * Revised Wardens Service flexibly deployed to hotspot locations at times when service required, * StreetStuff diversionary programme, * CCTV, * Integrated noise enforcement, youth teams and ASB teams, * Links and participation on Adult Protection and Child Protection committees	03	05	15 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.13a	Support Paisley First to achieve Purple Flag status for Paisley Town Centre and deliver similar standards of community safety in all town centres in Renfrewshire			Head of Public Protection	31 March 2017	
CRRR1617.13b	Further develop and deliver phase 2 of the integrated Community Safety Partnership Hub			Head of Public Protection	31 March 2017	
CRRR1516.13c	Identify emerging trends through improved intelligence sharing and StreetStuff youth diversionary programmes			Head of Public Protection	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.14	Enhance the Council's approach to addressing serious organised crime and terrorism	Head of Public Protection	* Effective links with Police through 3 Council multi-agency co-ordination linked to CCS Joint Management Board, * Single point of contact for SOC and terrorism, * Effective links to senior officers through integrated groups; Council Integrity Group established to look at Serious and Organised Crime, Fraud and Insider Threat	03	04	12 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRR1617.14a	Lead the work of the Integrity Group and implement actions due to the risks posed by Serious Organised Crime, Insider Threat and Corporate Fraud			Head of Public Protection	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.15	Failure to develop integrated and resilient civil contingencies arrangements could affect the Council, local businesses and communities	Senior Leadership Team	* Links to key staff, availability, increased interdepartmental alliance. * Liaison with CCS maintained.	03	03	9 Moderate
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.15a	Ensure all relevant officers have received appropriate civil contingencies training to ensure they can carry out their incident response roles in an emergency			Head of Public Protection	31 March 2017	
CRRR1516.15b	Ensure the Community Resources business continuity plan is prepared and implemented			Head of Public Protection	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.16	Failure to deliver the Community Resources Better Council Change Programme could have a financial and reputational impact	Senior Leadership Team	* BCCP Review Boards and Strategic Review Boards	03	04	12 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.16a	Complete phase 2 of the integration of Hard and Soft Facilities Management			Head of Facilities Management	31 March 2017	
CRRR1617.16b	Complete phase 2 of the depot rationalisation to integrate frontline services within the Underwood Road depot			Senior Leadership Team	31 March 2017	
CRRR1617.16c	Complete the integration of frontline roads operations within the wider service areas of Amenities Services			Head of Amenities Services	31 March 2017	
CRRR1617.16d	Complete the strategic review of vehicle maintenance			Head of Amenities Services	31 March 2017	
CRRR1617.16e	Complete the redesign of the refuse collection and recycling arrangements across Renfrewshire.			Head of Amenities Services	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.17	Contaminated land issues may arise at any time in respect of the council's own land and property and that which has been sold. If there are any failures in the council's strategy for dealing with this inherent challenge, there may be reputational harm (in respect of corporate social responsibility) and potentially significant unbudgeted costs	Head of Public Protection	* The contaminated land strategy is a working document which is implemented on an ongoing basis through a team of specialist contaminated land officers * Appropriate site investigations continue to be undertaken as part of the development management process. * Availability of any funding sources for contaminated land projects is investigated on a site specific basis. * Ongoing monitoring of the major site development at ROF Bishopston and purifying the relevant planning conditions * Ongoing identification of required funding for contaminated land site remediation outwith the planning remediation process where possible	03	03	9 Moderate
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.17a	Continue to support remediation works at ROF Bishopston			Head of Public Protection	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.18  Local Authorities have a statutory duty to assess local air quality and where necessary declare Air Quality Management Areas (AQMA) and develop an Air Quality Action Plan.	If Council is not seen to be effectively working towards meeting statutory limit values for NO <sub>2</sub> , there is a risk of reputational damage and the potential for financial penalties , depending on UK and Scottish Government decisions on how to apportion EU fines should they be imposed on the UK for failing to comply with EU Air Quality Directives,		An Air Quality Action Plan for Paisley Town Centre was submitted to and approved by Scottish Government in 2014. Air Quality Specialists Ricardo AEA have been appointed to undertake modelling and source apportionment work to determine if additional areas require to be covered by an AQMA and to consider effective action plan measures.	04	03	12 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.18a	Continue to monitor air quality levels across Renfrewshire			Head of Public Protection	31 March 2017	