
To: Audit, Risk and Scrutiny Policy Board

On: 6 November 2017

Report by: Chief Executive

Heading: Chief Executive's Service - Risk Management Plan Mid-Year Report

1. Summary

- 1.1 In keeping with 'Risk Matters,' the council's risk management policy and strategy, the Board is provided with a midyear progress report on the management of the risks recorded in the Chief Executive's Service risk register.
- 1.2 This paper provides the midyear progress report on the management of the corporate risks. The complete risk register, showing risks, planned actions and progress is provided in Appendix 1.
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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 Service in managing the risks identified.
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3. Background

- 3.1 At the midyear review of the register there has been good progress made in the control and management of the identified risks.
- 3.2 No new service risks have emerged that were not anticipated as part of the process to revise the Chief Executive's Services risk register earlier in the year. There have been no significant changes in terms of the risk scoring for any of the individual risks that form the corporate risk register.
- 3.3 The Service continues to apply good risk management activity that is proportionate to the levels of risk.

3.4 The risk profile remains unchanged from that reported to the Board in June this year, and as shown in the tables below:

Evaluation:	Low	Moderate	High	Very High	Total
No. of Risks:	0	1	4	1	6

Risk areas	Likelihood	Impact	Score	Evaluation
1. Poverty levels in Renfrewshire	04	05	20	Very High
2. Better Council Change Programme	03	04	12	High
3. Corporate Events Management	03	04	12	High
4. Delivering Key Outcomes with Strategic Partners	03	04	12	High
5. Marketing and Communications	03	04	12	High
6. Digital Inclusion	03	03	9	Moderate

3.5 Top risks

The following provides a brief narrative update on the Service's top five risks as reported to the Audit, Risk and Scrutiny Board in June this year:

Risk 1 – Poverty levels in Renfrewshire:

Key projects within the Tackling Poverty Programme have been extended until the end of the financial year 2017/18. Evaluations are now being reviewed and an overarching evaluation report is being produced. An event was held in March 2017 to disseminate learning from Renfrewshire's approach to other local authorities and public bodies. The current Tackling Poverty Strategy runs to September 2017. Projects within the programme continue to be delivered on time and within budget. Governance arrangements for the programme have been streamlined with a project board overseeing the delivery. The Tackling Poverty Programme was shortlisted as a finalist for 'Programme of the Year' in the Association of Project Management Awards 2017, and the results are announced on the 20th November 2017.

Risk 2 - Better Council Change Programme:

The Better Council Change Programme has been an important element of the Council's approach to transformation and supporting longer term financial sustainability. Since 2014/15, the Better Council Change Programme (BCCP) has been developed on a rolling two-year basis, with phase 1 targeting savings for the period 2015 to 2017 and phase 2 for 2016 to 2018. Phase 1 projects will have delivered annual recurring savings of £15.1m against an original target of £14.4m by the end of 2016/17. Phase 2 projects are targeting annual recurring savings of £5.5m by the end of 2017/18. Online Customer Access Project and Business World are two main projects included in Phase 2 and significant components of the Better Council Change Programme. Work is progressing on both projects to implement modules to support key tasks in business areas and

services. The Corporate Management Team have since March been developing further change initiatives to support the delivery of savings and efficiencies. A number of these initiatives are linked to existing programmes of change and will allow the organisation to realise further savings through transformational activity in Phase 3.

Due to recent changes approved by the Leadership Board, management of the Better Council Change Programme will be transferring to the Director of Finance and Resources, however progress is still being reported by Chief Executive's Service during this financial year for consistency.

Risk 3 - Corporate Events Management:

An upscaled events programme for 2017/18 is being implemented. This includes the delivery of up to 15 festivals and events. New events have been secured for the programme and include the SAY Awards, Trad Awards and British Pipe Band Championships.

A new events strategy has been developed to further our chances in the City of Culture bid, enhance the programme, link to national partners and maximise external funding opportunities.

Risk 4 - Delivering Key Outcomes with Strategic Partners:

The development of a new Community Plan is a shared responsibility between the statutory Community Planning Partners across Renfrewshire. It has been developed in partnership, and will be delivered through the Community Planning governance arrangements which were reviewed and refreshed in late 2016. The new Community Plan has been developed in tandem with the new Council Plan, reflecting the importance of read-across between the two major strategic planning documents for the Council. A significant body of work has been undertaken across the partnership to inform the development of both the Council and the Community Plan:

- Work has been undertaken with partners to gather and analyse data jointly.*
- Consultation and engagement with communities took place throughout the year and included: Place Standard toolkit, consultation sessions with Community Councils and Local Area Committees and a number of community events.*
- Following collation of the strategic needs assessment and consultation response, work has been underway to identify common themes and priorities. These have been tested with senior representatives from community planning partners and with senior Council officers.*

The Community Plan was published on the 1st October 2017, following approval from Community Planning Partners. Following this, the partnership will work on developing detailed actions and targets through the new Community Planning governance arrangements. Review of community level governance arrangements (Local Area Committees) has been underway and will be brought to the Council in December 2017.

Risk 5 - Marketing and Communications:

The communications strategy and action plan is currently being deployed. The new website has been successfully rolled out. Marketing and Communications Team continues to support staff through effective internal communications, ensuring they understand the key priorities being driven by the new Council and Community Plans. Important communication is delivered through various channels to local residents about initiatives such as Tackling Poverty programme, Digital Strategy, Paisley 2021 bid and town centre regeneration plans. The team is also leading on the development and management of the Renfrewshire Brand promoting Renfrewshire as a world-class tourist destination and supporting the regeneration of Paisley and Renfrewshire more widely which also includes providing marketing and communications support for the 2021 Bid.

4.

4.1 Progress against planned actions

In relation to the 6 Chief Executive's Services risks, there are 24 related actions to be undertaken. Of these 5 actions have been completed and 7 are due for completion by the end of the financial year, where others have a longer timescale for completion. The remaining 12 actions are progressing as planned.

4.2

The Corporate Risk Management Group continues to monitor the corporate risk register on a quarterly basis on behalf of the Corporate Management Team, as half of the risks within Chief Executive's Service Risk Register are Corporate Risks they are reviewed on this basis.

Implications of the Report

- 1 **Financial** – Any risks that may have financial implications are reflected within Appendix 1.
- 2 **HR & Organisational Development** - Any risks that may have HR implications are reflected within Appendix 1.
- 3 **Community Planning** – Appendix one provides an update on the actions which contribute to the achievement of the Community Plan priorities.
- 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 and Human Rights** – no negative impacts on equality groups or potential for infringement of individuals' human rights have been identified from the recommendations contained in this report. If required, 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 and Safety** – Any risks relating to health, safety and wellbeing are reflected within Appendix 1.
9. **Procurement** – none.
10. **Risk** – As per the subject content of this paper.
11. **Privacy Impact** – none.

List of Background Papers

The foregoing background papers will be retained within Finance and Resources and Chief Executive's Service for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within is Risk Manager, Risk Manager, 0141 618 7019, Karen.Locke@renfrewshire.gov.uk

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Appendix 1

Chief Executive's Service Risk Register 2017 – Mid Year Monitoring Report

Priority 1: A Better Future - PLACE Objective 01 Driving Physical & Economic Regeneration							
Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
SRR17.01.02 Corporate Events Management		Effective preparation and co-ordination across a number of services, for high profile events coming to Renfrewshire is essential and should this not be achieved there is a risk of adverse reputational impact for the council on a national and international level	Head of Marketing and Communications	Top controls: *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. *Events Guidance Manual in operation *Considerable pre-event liaison with in house teams and the emergency services *The events team and in-house specialists have considerable experience and a good track record in organising and managing events *Suppliers procured in accordance with Contract Standing Orders, with indemnity limits agreed and insurance covers checked. Other controls: Accredited and experienced stewards are employed and Paramedic and trained first aiders are on site at all large scale events. There is events cancellation insurance cover in place for higher cost events.	03	04	12
Context: Delivering a range of diverse and exciting events to increase visitor numbers to our town centre, deliver positive economic and social impact and challenge negative perceptions: *Beer and Food Festival – 19-22 April 2017 *Sma Shot Day – 1 July 2017 *British Pipe Band Champs – 20 May 2017 *Doors open Day- 3-4 September 2017 *The Spree Festival- 13-21 October 2017 *Scottish Album of the Year Award – 28 June 2017 *Halloween Festival *Fireworks Display *Christmas Lights On Events							
Action Codes	Linked Actions		Latest Note	Assigned To			Status
No actions identified – risk tolerated							

Priority 1: A Better Future - PLACE
Objective 02 Building on our Culture & Heritage

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
SRR17.02.03 Opportunity Management - Key Cultural & Heritage Outcomes		All high profile cultural and heritage programmes/ projects require significant community engagement, robust monitoring and implementation otherwise there is an inherent risk around funding availability, grant conditions, financial and economic assumptions and not delivering the benefits expected from the associated levels of investment.	Director of Development & Housing Services	City of Culture	03	05	15
Context: *Developing the bid for Paisley to be the 2021 UK City of Culture *Implementing the Renfrewshire Tourism Framework and action plan. *Delivering the Paisley Town Centre Heritage Asset Strategy *The Paisley Museum and Museum Store developments							
				*Partnership Board and Executive Group set up to co-ordinate the Bid process in 2015. *Engagement with local community and stakeholders to escalate during 2016. *Culture Events and Heritage Fund launched Feb 2016 for community groups to apply for financial support for building cultural capacity. *Multiple cross stakeholder groups established and progressing spring 2016. *Various engagement and stakeholder opportunities have been held. *Programme producers have been appointed to actively pursue funding in development phase. <u>PTCHAS</u> *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 will be completed in summer 2017. *£4.5m funding for Phase 2 approved by HLF / HES for further townscape heritage priority projects in Paisley Town Centre. *Retail incubator established in Paisley Town Centre with the 2nd intake of start-ups due to move in late 2016. *Building purchased at No.22 High Street, Paisley and £1.5m RCGF funding secured for Paisley Library relocation project <u>Museum Project</u> *The project will be managed using the Council's established Project Management Framework. *A revised bid for funding was submitted to the HLF in Nov 2016 for the redevelopment of Paisley Museum. *A detailed risk register has been prepared for this project and this is updated regularly and reported to the Project Board. This includes the management of risks relating to community engagement, funding availability, the exhibiting of collections and the complexity of the buildings among many others. *Scottish Govt RCGF grant of £1.5m approved in March 2017.			
Action Codes	Linked Actions	Latest Note			Assigned To	Due Date	Status
CE.SIP.17.01.02	Implement the Renfrewshire Tourism Strategy	Established an internal tourism working group bringing together regeneration, employability, culture, tourism, marketing and community and environment teams. A Tourism Officer has been appointed to the marketing and communications team			Head of Marketing and Communications	31-Mar-2018	

		and is leading the following initiatives:	ns		
		• Paisley's bid to SE Destination Development Fund to secure funding for the development of a textile heritage trail and a number of sector development projects (through to final round); • SE funding secured for Paisley Welcomes customer service and place training programme; • An innovation workshop to support third sector to develop tourism product (including volunteer-led attractions); • Draft tourism strategy sector consultation - the new tourism strategy is being produced using a collaborative approach. Consultation will be undertaken with key Council departments as well as national agencies and Renfrewshire tourism businesses.			
CE.SIP.17.01.04	Launch a destination brand to promote Paisley and the wider region as a great place to live, work and visit	Brand strategy completed in March 2017. Brand creative developed and will launch in December 2017 to coincide with the UK City of Culture 2021 decision. New visitor website in development, which will also be launched in December 2017.	Head of Marketing and Communications	31-Mar-2018	
CE.SIP.17.01.05	Deliver the UK marketing and PR campaign Paisley for UK City of Culture and key influencer strategy	Campaign ongoing and continuing to reach local, national and international audiences.	Head of Marketing and Communications	30-Nov-2017	

Priority 2: A Better Future - PEOPLE

Objective 05 Reducing the level and impact of Poverty

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
SRR17.05.06 Poverty levels in Renfrewshire Context: The council is committed along with its partners to tackle poverty in Renfrewshire. With levels of poverty estimated to rise across Scotland, if partners do not provide an effective response to Renfrewshire then more citizens will experience poverty and its effects.	The council is committed along with its partners to tackling poverty in Renfrewshire. With levels of poverty estimated to rise across Scotland, if partners do not provide an effective response to Renfrewshire then	Head of Policy & Commissioning	Top 5 controls: *Tackling Poverty strategy published in October 15 *Council funding allocated to progress range of targeted initiatives and interventions *Robust programme management processes in place *Governance structure agreed for reporting progress and budgetary monitoring *Annual report to be submitted to Leadership board in June 2016 - Lead Officer working with services to progress long term sustainable options for tackling poverty post cessation of the funding in September 2017. *Exit strategy for the programme developed and presented and	04	05	20

An extensive programme of work is being progressed locally through a range of projects and initiatives and the lead for delivering on the project is held by the Chief Executive's Service. The programme will run until the of March 2017 and a critical role of this service will be to ensure that projects are completed on time and on budget and crucially that the positive benefits of these programmes are realised.		more citizens will experience poverty and its effects.	approved by the CMT in January 2017			
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CE.SIP.16.02.05	Deliver communications activity which informs and engages citizens around the Tackling Poverty Programme, and that shares learning with partners locally and nationally		Citizens and partners have been engaged with in line with the programme's communication strategy. Programme's key achievements and good practice examples have been widely showcased.	Strategic Partnerships and Inequalities Manager	30-Sep-2017	
CE.SIP.17.02.06	Provide strategic leadership for the delivery of the overarching Tackling Poverty Strategy		Key projects within the Tackling Poverty Programme have been extended until the end of the financial year 2017/18. Evaluations are now being reviewed and an overarching evaluation report is being produced. An event was held in March 2017 to disseminate learning from Renfrewshire's approach to other local authorities and public bodies. The current Tackling Poverty Strategy runs to September 2017.	Strategic Partnerships and Inequalities Manager	31-Mar-2018	
CE.SIP.17.02.07	Manage the delivery of projects within the Tackling Poverty Programme		Projects within the programme continue to be delivered on time and within budget. Governance arrangements for the programme have been streamlined with a project board overseeing the delivery. The Tackling Poverty Programme was shortlisted as a finalist for 'Programme of the Year' in the Association of Project Management Awards 2017, and the results are announced on the 20th November 2017.	Strategic Partnerships and Inequalities Manager	30-Apr-2018	
CE.SIP.17.02.08	Continue service improvements and delivery of long term outcomes as part of an ongoing approach to tackle poverty		Engagement with services on updating and developing the exit strategy for the Tackling Poverty programme, along with a programme wide evaluation document which summarises the key outcomes, achievements and learning from across the programme.	Strategic Partnerships and Inequalities Manager	31-Oct-2017	
CE.SIP.17.02.09	Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reforms		A programme of preparatory work is now underway to prepare for the roll-out of Universal Credit full service, due to go live in Renfrewshire in May 2018. Significant work has also been undertaken to assess the potential financial and service impacts of welfare reforms.	Strategic Partnerships and Inequalities Manager	31-Mar-2018	
CE.SIP.17.02.10	Deliver a range of interventions to support financial inclusion across Renfrewshire		A range of activities continue to be underway including supporting Renfrewshire's Advice Partnership, an Affordable Credit group and the Credit Union Forum. The re-commissioning of external advice services in the area is underway and due to be	Strategic Partnerships and Inequalities Manager	31-Mar-2018	

		completed by the end of this financial year. Angela Constance launched the Scottish Government's funeral payments scheme in Renfrewshire in recognition of Renfrewshire's leadership in tackling funeral poverty in partnership with our network of Credit Unions.	Inequalities Manager		
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Priority 2: A Better Future - PEOPLE
Objective 08 Improving Care, Health and Wellbeing

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
SRR17.08.08 Delivering Key Outcomes with Strategic Partners Context: Implementing changes to the governance arrangements of Renfrewshire Community Planning so that community planning partners are supported effectively to take forward any new pieces of partnership work identified by LOIP. All partners can play an effective role in community planning in Renfrewshire and that duplication and overlap with other partnership arrangements are minimised. Undertaking a review of Local Area Committees (LACs) which will result in increased effectiveness of community level governance and engagement from citizens and community organisations: *Expanding the Families First approach *Implementing the Children and Young People Act *Supporting the Renfrewshire Health and Social Care Partnership's Strategic Plan *Extending telecare and telehealth services *Support the third sector and community groups to develop and deliver support within their local	The Council is engaged with Strategic Partners in the delivery of key services and outcomes. The partnerships must work together effectively otherwise there will be a significant risk in relation to performance and reputation around the ability to effectively deliver strategic plans, community and financial outcomes and partnership aims and objectives.	Head of Policy & Commissioning	Top controls: * monitoring arrangements in place through appropriate boards and joint committees. * mature community planning partnership arrangements, recognised at national level. * Strategic Partnership Agreement in place with University of West of Scotland with others under development * service level agreements in place as appropriate * Community Planning Partnership arrangements ensure we are operating effectively for partners, delivering on the priority outcomes for Renfrewshire and compliance with the requirement of the Community Empowerment (Scotland) Act. * Development of the new Local Outcome Improvement Plan setting out local outcomes with the Community Planning Partnerships will prioritise for improvement by October 2017 * Review of CPP governance arrangements will be implemented by October 2017 in order to increase effectiveness at community level and to avoid any duplication of work * Review of community level governance arrangements (Local Area Committees) has been underway and will be brought to the Council in December 2017	03	04	12

communities, principally through partnership working with engage Renfrewshire and other key community groups. *Integrating Renfrewshire Leisure services to increase opportunities for people to improve their health and well being						
Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status	
CE.SIP.17.04.21	Prepare Local Outcome Improvement Plan (LOIP) priorities and linked locality plans	The new Community Plan for Renfrewshire and its associated locality plans have now been prepared with partners and published as required by the Community Empowerment Act. Detailed action plans and performance framework will now be developed through the new Community Planning Governance arrangements.	Strategic Partnerships and Inequalities Manager	31-Oct-2017		
CE.SIP.17.04.35	Implement changes to the governance arrangements of Renfrewshire Community Planning Partnership	The new governance arrangements are now in place, with the Executive Group having met twice and the Oversight Group having met once. The new arrangements will now develop the detailed actions to support the delivery of the new Community Plan. An initial meeting to develop the new Improving Life Chances Board has been set for November, bringing partners together to explore the results of the All Children's Study.	Strategic Partnerships and Inequalities Manager	31-Oct-2017		

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

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR17.10.06 Better Council Programme Context: Successfully deliver the Phase 3 of the Better Council Change programme and implement the agreed budget and savings options: *Implementation of a significant programme of transformational change *Increased efficiency *Third phase of the programme to facilitate identification of additional savings areas. *Addressing capacity challenges (financial and workforce) to deliver change and improvement	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	Head of Policy & Commissioning	Top 5 controls: *Programme management approach adopted. *Monthly programme boards held as part of CMT agenda. *Effective budget tracking and monitoring *Regular reporting on progress to the Leadership board *Effective joint working with between PMU staff and service leads *Special development sessions held with all managers to third tier to assist in prioritising areas for further development and possible inclusion in the second phase of the programme. Other controls: *A workforce planning strategy will be developed by HR&OD, aligned to the Organisational Development strategy and BCCP. The strategy will support the implementation of highly effective workforce planning approach across services to develop workforce capacity, creating a culture of performance and continuous	03	04	12

	the longer term effectiveness of the organisation		improvement. *Directors will be supported by HR&OD to implement highly effective workforce planning approaches to effectively scenario plan to deal with any major uncertain shifts in the Council's internal or external environments. *A range of learning and development solutions to support managers specifically on areas of change management and workforce planning will be developed.			
Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status	
CE.SIP.16.04.02	Successfully deliver Phase 2 of the Better Council Change Programme	Phase 2 projects are targeting annual recurring savings of £5.5m by the end of 2017/18. Online Customer Access Project and Business World are two main projects included in Phase 2 and significant components of the Better Council Change Programme. Work is progressing on both projects to implement modules to support key tasks in business areas and services.	Strategic Change Programme Manager	31-Mar-2018		
CE.SIP.17.04.25	Successfully deliver Phase 3 of the Better Council Change Programme	The Corporate Management Team have been developing further change initiatives to support the delivery of savings and efficiencies. A number of these initiatives are linked to existing programmes of change and will allow the organisation to realise further savings through transformational activity in Phase 3.	Strategic Change Programme Manager	31-Mar-2019		

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR17.10.10 Digital Inclusion Implement our digital participation plan to support low income families and other disadvantaged groups benefit from access to the internet: *Implementing the digital participation plan to support access to the internet *Providing customers with easy to use digital services *Addressing the known barriers to accessing the internet, lack of: - digital skills; and - access; cost and motivation (fear, internet safety, desire, limited understanding the benefits). *Targeting our efforts initially on those individuals who are most likely to be digitally excluded.	Should challenges around engagement in digital improvements not be suitably addressed there is a risk that anticipated benefits will not be fully realised	Director of Finance & Resources; Head of Policy & Commissioning	Top 5 Controls: *Recruitment of a Digital Volunteer Co-ordinator to recruit digital volunteers. To support organisations working with those who are digitally excluded and building digital capacity within organisations and local business to ensure they reach their digital potential across Renfrewshire. The coordinator will establish after school coding clubs to develop cutting edge digital skills of young people (targeting schools in areas of deprivation , looked after children). 2 of the clubs will be based in UWS and WCS. *Recruitment of a Digital Participation Co-ordinator to trial a new approach in supporting 2 digitally excluded groups within a trusted organisation where relationships already exist (Disability Resource Centre and ROAR Connections for Life). If successful we would look at expansion and sustainability. *A Digital Participation Group has been set up to bring together public, private and third sector organisations to share learning and increase partnership working. Led by Renfrewshire Council and chaired by Engage CEO. *A digital participation plan has been developed and shaped by over 40 public, private and third sector organisations through face to face sessions and online survey. The Digital Participation Plan is in draft and has been through a final review stage. A condensed	03	03	9

			version will be prepared including an easy ready version. The plan includes a map of digital exclusion in Renfrewshire to assist us in targeting efforts and resources. *The digital participation plan will inform and drive the forthcoming digital strategy.			
Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status	
CE.SIP.17.01.03	Implement plans to expand free public wifi in Paisley and other town centres	Renfrewshire free public wifi system design completed and installation of hardware across outdoor areas (Paisley, Johnstone and Renfrew town centres) and priority indoor areas currently underway. Phased go live scheduled to start 18 November 2017. Soft launch of prototype wifi service went live in StreetStuff buses and Glencairn day care centre in October.	Head of Policy & Commissioning	30-Nov-2017		
CE.SIP.17.02.12	Implement our digital participation plan to support low income families and other disadvantaged groups to benefit from access to the internet	The Digital Participation project continues with the Digital Participation Officer and Digital Volunteer Coordinator working with local organisations (Reaching Older Adults in Renfrewshire and the Disability Resource Centre) to provide targeted digital support to the most digitally excluded groups, including: • Design and user testing is currently taking place on an accessible log on to make it as easy as possible for older, disabled and other digitally excluded groups (including low income groups) to utilise Renfrewshire's free WiFi service. • Four further Tablet Training / digital skills classes for elderly groups and members of the disabled community, including a specialist course for the deaf community. • Setting up one new digital skills group at the Disability Resource Centre. • Continuation of our Free Code Club for local families, which has now moved to the Disability Resource Centre. • Recruiting for a new Digital Participation Officer in Housing (2 year post). • Starting testing on Roar's "VR over the doorstep" which uses video streaming and VR to connect the house bound elderly and other isolated groups with local cultural events and locations.	Project Manager (Digital Assistance)	31-Mar-2018		

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR17.10.11 Marketing & Communications Context: Our aim is to proactively manage the Council's reputation as modern, ambitious and making a difference. We also want to promote Renfrewshire as an attractive place to live, work and visit. We will do this by: *Supporting staff	Poor information flow across services and with Renfrewshire citizens can result in inappropriate, ineffective or poorly timed communications both within and out with the council. This will in turn impact on	Head of Communications	Top 5 controls: * Head of Marketing and Communications and the Marketing Manager and Corporate Communications Manager liaise with Services/ Senior Management Teams on the co-ordination and timing of information communications, communication strategies, action plans and key milestones *Head of Marketing and Communications is full member of Corporate Management Team *Media protocol in place *Communications database (Gorkana) is used to track and manage media enquiries * Council information channels such as; website, social media, magazine are used effectively to promote council	03	04	12

through change through effective internal communications, ensuring they understand the key priorities being driven by the Council through the Council Plan and their role in achieving these. *Engaging Renfrewshire's communities in the objectives of the Community Plan *Communicating important information to local residents about initiatives such as our initiatives to tackle poverty, our digital strategy, our town centre regeneration plans and what it means for them *Ensuring there are clear policies and procedures in place to support the Council in times of crisis and reputational risk *Ensuring appropriate guidance and policies for increasing demand for employee access to social media sites and feeds for professional and personal purposes, managing security and reputational concerns *Leading on the development and management of the Renfrewshire Brand promoting Renfrewshire as a world-class tourist destination and supporting the regeneration of Paisley and Renfrewshire more widely. *Providing marketing and communications support for the 2021 Bid	staff commitment, crisis response, service delivery, consultation, policy development and the organisation's reputation.		initiatives * All content on website and intranet have review dates set so that checks can be made on currency of information * Crisis Communications Strategy and on call rota in place * All employees are required to comply with council guidelines when using approved social media applications such as Facebook and Twitter * The Communications team monitors all social media accounts			
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CE.SIP.16.04.23	Prepare and implement the Communications Strategy and Action Plan for Renfrewshire Community Planning Partnership	Communications Strategy and Action Plan has been developed and is being implemented ensuring key priorities and themes of the new Community Plan are communicated across and understood by our citizens and partners.		Communications & Public Affairs Manager; Kasia Owczarek	30-Sep-2017	
CE.SIP.16.04.24	Implement a Corporate Communications and Marketing strategy to cover all audiences – our staff, the public and all our partners, to support the Council in achieving its	Strategy has been developed and is being implemented to support the delivery of the new Council and Community Plans. Processes and actions have been identified to ensure all communication is consistent and meaningful.		Communications & Public Affairs Manager; Kasia	30-Sep-2017	

	objectives. The strategy will support the new Council and Community Partnership plans.		Owczarek		
CE.SIP.17.03.13	Improve how we communicate with our employees	We have recruited a dedicated Internal Communications Officer who is responsible for improving the way we communicate with our employees. We have also introduced a new quarterly staff magazine which is available both electronically and in hard copy.	Head of Marketing and Communications	30-Jun-2017	