

To: Housing and Community Safety Policy Board

On: 24 January 2017

Report by: Director of Development and Housing Services

**Heading: Development and Housing Services Risk Management Plan
2016/17: Mid Year Progress Report**

1. Summary

- 1.1 In keeping with 'Risk Matters', the council's risk management strategy, the Board is provided with a midyear progress report on the management of the risks recorded in the services' Risk Management Plan.
 - 1.2 This paper provides the midyear progress report on the management of the service's risks.
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2. Recommendations

- 2.1 It is recommended that the Policy Board notes and is assured by the progress being made by the service in the management of the risks identified.
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3. Background

- 3.1. On 17 May 2016 the Housing and Community Safety Policy Board approved the Development and Housing Services Risk Management Plan 2016/17.
- 3.2. This paper provides a midyear progress report on the management of the identified risks. The complete risk register, showing risks, planned actions and progress is provided in Appendix 1.
- 3.3. The table below compares the risk profile at the beginning of 2016/17 with the current mid year profile :

Evaluation:	Low (1-3)	Moderate (4-9)	High (10-16)	Very High (17-25) *	Total
Opening No. of Risks:	0	4	8	1	13
Mid Year No. Of Risks	0	4	8	1	13

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

- 3.4. This table highlights that there has been no change in the risk profile for the service in the first half of this financial year.
- 3.5. The level of risk associated with the service's top 5 areas of risk have therefore remained as listed below :-
1. Financial sustainability
 2. Opportunity Management – Key Regeneration Outcomes
 3. Opportunity Management - Key Cultural and Heritage Outcomes
 4. Pressures on Short Stay Income through Welfare Reform changes
 5. Welfare Reform impact on the HRA
- 3.6. At the midyear review of the register there has been good progress made in the control and management of the identified risks although there has been no change to the scoring of these risks at this point.
- 3.7. In relation to the 13 service risks, there were 23 actions to be undertaken in relation to the risk register or linked actions from the Service Improvement Plan. At this stage all actions are progressing as expected and none are overdue.
- 3.8. The service's management team continues to monitor the risks on a quarterly basis. The service continues to apply proportional levels of risk management activity in order to either keep the risks controlled to an acceptable level during this year of significant challenge or further reduce their significance by the end of the year.

Implications of the Report

1. **Financial** - The Senior Management Team considers that recurring costs associated with the measures in place for each risk are proportionate to the level of risk, as are the costs relating to actions underway.
2. **HR & Organisational Development** - Risks relating to personnel/ workforce issues are reflected within Appendix 1.

3. **Community Planning** – None.
4. **Legal** - Risks relating to legal issues are reflected within Appendix 1.
5. **Property/Assets** - Risks relating to property issues are reflected within Appendix 1.
6. **Information Technology** - Risks relating to IT issues are reflected within Appendix 1.
7. **Equality & Human Rights** - Risks relating to equality issues are reflected within Appendix 1.
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 because it is for noting only. 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** - Risks relating to legal issues are reflected within Appendix 1.
9. **Procurement** – Risks relating to procurement issues are reflected within Appendix 1.
10. **Risk** - Risks relating to legal issues are reflected within Appendix 1.
11. **Privacy Impact** - None.

List of Background Papers

- (a) Background Paper - None

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Development and Housing Services Risk Register

Appendix A



Report Type: Risks Report
Report Author: Finance Manager

Priority 1: A Better Future - PLACE Objective 01 Driving Physical & Economic Regeneration

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
DHRR16.01.01 Opportunity Management - Key Regeneration Outcomes <u>Context:</u> *City Deal and making sure local people & business benefit as much as possible from these. *Working with Housing Association partners to build more affordable homes in Renfrewshire. *Progressing Community Growth Areas across Renfrewshire *Delivering actions that will improve our Town and Village centres. *Using new approaches to attract new development and investment. TOP 5 RISK	All high profile regeneration 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 Deal *All projects will be managed using the Council's established Project Management Framework and the City Deal Assurance Framework. * Internal governance continues via the City Deal Programme Board (chaired by the Chief Executive), via the Joint CE Steering Group for the AAP, and the Leadership Board. *Dedicated City Deal Project Team with Programme Director and relevant experience of delivering major infrastructure projects in place and making good progress. *Outline Business Cases for the 3 Renfrewshire projects were approved at the Councils Leadership Board on 30November 2016 prior to submission to City Deal Cabinet on 12 December 2016. Individual risk registers in place for each project. Town Centre Regeneration *All regeneration projects are managed using the Councils Project Management Framework. *Regeneration projects are reported through a Programme Board chaired by the CE. *Progress against key milestones, and funding and other risks are regularly monitored. *An Economic Framework and 10 year vision and action plan for Paisley Town Centre was approved by the Council's Leadership Board in November 2016.. *Funding of key regeneration project supported through applications to appropriate funding sources. *A revised bid for funding has been submitted to the HLF in Dec 2016 for the redevelopment of Paisley Museum.	03	05	15 High

			* *£4.5m funding for Phase 2 approved by HLF / HES for further townscape heritage priority projects in Paisley Town Centre. *Preparation and consultation on Town Centre Strategies for Linwood, Johnstone, Erskine, Braehead and Renfrew completed <u>Community Regeneration</u> ● A programme management framework has been established to monitor progress of the Strategic Housing Investment Programme as well as the delivery of housing regeneration initiatives across Renfrewshire's communities. ● The Local Housing Strategy and Local development Plan are due to be considered by the HACS and P&P Boards and will provide the policy context for ongoing investment and interventions ● Regular consultation and liaison with Scottish Government officials will ensure that funding opportunities are maximised and that the proposals in Renfrewshire align with emerging national priorities The Planning & Housing Section with the Service has been augmented and work programme aligned to ensure that resources are available to address the consultation, monitoring and delivery of regeneration activity. <u>House building and encouragement of investment</u> *Promotion/Marketing of Renfrewshire as a place to invest eg. attending MIPIM conference with Invest in Glasgow team, March 2016, and preparation of an Investment Prospectus for Renfrewshire in 2017. * Draft Strategic Housing Investment Plan (SHIP) was approved for consultation in August 2016 and updated in September. This will be presented to Board in November before submission to the Scottish Govt. * Main Issues Report for LDP 2 being prepared target Jan 2017, and will include identification of potential land for development. *Review of Council's land and property assets to facilitate new development and commencing discussions with CPP partners on joint approaches to property solutions.			
Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status	
DHRR16.01.01a	Evaluate the potential for an Airport Investment Area Steering Group with key partners.	An Airport Investment Area Steering Group, involving Scottish Enterprise, the airport, Glasgow City Council and Glasgow and Renfrewshire Chambers, has been established. It held its inaugural meeting in August 2016 and meets monthly.	Head of Regeneration; Project Director - City Deal	30 Sept 2016		

DHRR16.01.01b	Produce a Town Centre Vision for Paisley in 2016.	Paisley Town Centre Action Plan approved by Leadership Board November 2016.	Head of Regeneration	31-Mar-2017	
DHRR16.01.01d	Progress the Proposed new Paisley Lending Library in town centre.	Consultation undertaken spring 2016 with Library users on potential relocation. Preferred premises for the new Lending Library at 22 High Street, Paisley purchased by Council June 2016. Site investigations and surveys ongoing to assess refurbishment options for building.	Head of Regeneration	31-Dec-2017	
DHRR16.01.01f	Open the UK City of Culture Bid Base in Paisley High Street in summer 2016. (text to be reworded)	Work has now started on site with the work programme expected to complete early to mid December.	Project Director - City of Culture	December 2016	
DHRR16.01.01g	Submit Outline Business Cases for the 3 City deal projects for approval.	The Outline Business Cases for all three of Renfrewshire's City Deal Projects were approved at the Leadership Board on 30 November 2016 ahead of presenting them at the City Deal Cabinet on 12 December 2016.	Project Director - City Deal	31-Dec-2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
DHRR16.01.02 Unemployment Context: (1) Immediate considerations such as tackling worklessness and youth unemployment (2) Supporting local Businesses and start-ups. (3) Employability initiatives. (4) Maximising external funding. (5) Other public focused issues that may emerge from the Council Plan / SOA indicators.	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, youth worklessness, unemployment and businesses failing.	Head of Regeneration	<u>Invest in Renfrewshire</u> *The business and employability teams are experienced in delivering similar programmes. *Administrative processes and awards of grants have been audited and checked by legal services. *Partnership agreements are signed with all companies involved with the programme. *A sound procurement process is in place for the programme. <u>Employability Initiatives</u> Invest in Renfrewshire (IIR) provide 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 over the next three years. This is 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 is now available to people up to the age of 29 while an enhanced programme of Adult Employability Services has been developed partly in relation to the emerging programmes which are being delivered through the City Deal.	03	04	12 Moderate
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
DHRR16.01.02a	Deliver the Renfrewshire Employability Partnership Programme as the Council's response to the shared services agenda.	The REP Programme completed in 2015 and there is no longer a formal partnership with East Renfrewshire Council. Renfrewshire Council now lead of a City Region Youth Employability approach with a joint programme running from 2015-18 and RC lead to develop a new model for City Region delivery in 2019.		Economic Development Manager	31-Mar-2017	
DHRR16.01.02b	Through implementation of the Invest in Renfrewshire programme - develop an enhanced role in tackling the economic and social challenges impacting on individuals and businesses.	The IIR programme now offers a much wider range of services and support to both individuals and businesses.		Economic Development Manager	31-Mar-2017	
DHRR16.01.02c	Deliver Business Gateway services in Renfrewshire in partnership with Inverclyde and East Renfrewshire Councils	The previous joint working and jointly contracted BG services have now been brought in-house and are being delivered separately within the three council areas. Renfrewshire's service is progressing well and already new opportunities to bring in additional resources and support have been identified as a result of the new working arrangements.		Economic Development Manager	31-Mar-2017	

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
DHRR16.02.03 Opportunity Management - Key Cultural & Heritage Outcomes 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 TOP 5 RISK	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 * 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. PTCHAS * 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 early 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 2 nd intake of start-ups due to move in late 2016. Museum * A revised bid for funding has been prepared for submission to the HLF in Dec 2016 for the redevelopment of Paisley Museum. * The Museum store project will be completed with official opening in October 2017.	03	05	15 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CE.SIP.16.01.02	Implement the Renfrewshire Tourism Framework		This is underway and progress has been reported to the Economy and Jobs Board. New governance arrangements for tourism strategy implementation are being developed, as is a new strategy for 2017 to 2020.	Head of Marketing	31-Mar-2018	
CE.SIP.16.01.04	Launch our marketing campaign to promote Renfrewshire as a world class destination		The destination brand is in development with phase 1 and 2 of the development complete. The brand is due to be delivered in June 2017.	Head of Marketing	31-Mar-2018	
CE.SIP.16.01.05	Provide branding and promotions to support the 2021 Bid		The marketing and campaign strategy for 2021 was approved by the 2021 Exec Group and Partnership Board in early 2016 and is being implemented with progress being reported back to both. An Accelerate team has been established led by Marketing to deliver the tactical action plan.	Head of Marketing	30-Jun-2017	

DHRR16.02.03a	Develop fund raising strategy to support museum development and City of Culture programme.	The MC Group have been commissioned to develop a funding strategy for Paisley Museum and City of Culture 2021.	Head of Finance	31-Mar-2017	
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Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
DHRR16.02.04 Planning and Development Activity Context: (1) Maximising the benefits for the area through targeted planning and development activity. (2) Promoting investment in additional housing (3) Sustaining population levels. (4) Sustainable development to ensure the natural environment and biodiversity of Renfrewshire is protected.	Effective, targeted planning and development activity is required to :- a) Maximise benefits for the area and its residents. b) Promote investment in additional housing which contributes towards sustaining population levels. c) Ensure the natural environment and bio diversity of Renfrewshire is protected through sustainable development.	Head of Planning	*Detailed permissions in place for the development of 2,000 homes at Renfrew Riverside. *All relevant consents have been approved for Ordnance Factory site at Bishopton. *Masterplan produced for the Johnstone South West Community Growth Area. *Ongoing modernisation of the Planning System designed to support sustainable investment. *Creation of Glasgow Airport Improvement Zone. *The Local Housing Strategy sets out how the Council and its partners intend to meet housing need and demand across all tenures in Renfrewshire. *The Strategic Housing Investment Plan (SHIP) identifies the housing requirements across Renfrewshire. *Local Development Plan updated to identify locations and sites for housing development.	03	04	12 Moderate
Action Codes	Linked Actions	Latest Note				
DHRR16.02.04a	Implement the Objectives of the Local Development Plan	The Renfrewshire Local Development Plan Action Programme sets out an ambitious framework to assist in the successful implementation and delivery of the objectives, strategy and proposals set out within the Plan. 51 Actions were set out in the Action Programme. A recent review of the implementation of the Actions revealed 40 out of the 51 Actions have been progressed or completed to date. A few of the significant actions that have been implemented are as follows: Delivering the Economic Strategy - The framework and spatial strategy set out in the Renfrewshire Local Development Plan has provided the spatial context within the Strategic Business Cases submitted for the City Region City Deal projects in Renfrewshire; Delivering the Centres Strategy - The approval of the planning application for Braehead which contained the ambitious Masterplan for the area, that will support and strengthen the role, function and diversification of this Strategic Centre in Renfrewshire, was based on a strong framework for investment, regeneration and placemaking which is the focus of the Renfrewshire Local Development Plan; Delivering the Places Strategy - There has been significant progress at both the Community Growth Areas of Johnstone South West and Bishopton - Dargavel Village. Both have seen new houses and infrastructure being successfully implemented, creating sustainable mixed communities.	Head of Planning & Housing	31-Mar-2017		

DHRR16.02.04b	Support Development at key business and employment locations identified in the Strategic Development Plan	Focusing on creating good places within existing built up areas has meant a reduction in Renfrewshire Council's vacant and derelict land, however more importantly it has meant a range and choice of new residential homes within existing communities. There are 3 Strategic Economic Investment Locations within Renfrewshire, they include: • Glasgow Airport Investment Area; • Bishopston; • Hillington. There has been continued investment at each of these locations which has significantly contributed to the economic competitiveness of the Glasgow City Region. The Glasgow City Region City Deal will deliver a series of infrastructure projects which will enhance the connectivity to the Strategic Economic Investment Locations as well as present opportunities for growth, job creation and training. The implementation of a Simplified Planning Zone at Hillington has been an enormous success in the last year with a £3.5million headquarters development delivering 2500 square meters of industrial and business floor space within the Park; a further investment of £5million to deliver 8,000 square metres accommodated within four units centred around a courtyard development. A £8.5million development of the prominent frontage and gateway to Hillington Park is also proposed and in the process of being delivered. The Hillington Park Simplified Planning Zone has supported development proposals which will deliver over £17million investment in the Park, creating 15,667 sqm of new floorspace and developing over 3.5 hectare of land.	Head of Planning & Housing	31-Mar-2017	
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Priority 1: A Better Future - PLACE
Objective 04 Creating a Sustainable Renfrewshire

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR16.04.07 Climate change, sustainability and adaptability Context: *Protecting and enhancing the Green Belt and strengthening landscape character in Renfrewshire *Stabilising Renfrewshire's population *Protecting and sustaining human health and enhancing human well being. *Ensuring better integration between transport and land use planning and increasing the proportion of trips undertaken by walking, cycling and public transport *Protecting and enhancing the water environment and promoting sustainable flood risk management *Improving air quality and reducing the level of airborne pollutants *Reducing green-house gas emissions *Reducing Renfrewshire's carbon foot print *Increasing energy efficiency	If the council does not make the most of opportunities associated with climate change, sustainability and adaptability, there is a risk of missed opportunities for maximising savings and the potential for financial penalties.	Director of Development & Housing Services	Top 5 controls: *The Council has used the Climate Change Assessment Tool – helps public sector organisations in Scotland self-evaluate their performance under the public sector duties of the Climate Change (Scotland) Act 2009 *The Carbon Management Plan has specific objectives to reduce emissions and these are included in other key documents such as the Council Plan * Implementation of the Corporate Asset Management Strategy ensures that property assets are managed effectively and efficiently through the provision of relevant management and performance information *The Energy Management Team: -ensure energy management initiatives are aligned to the capital investment programme and corporate asset strategy to optimise use of property estate and reduce overall running costs and energy consumption levels -promote reductions in energy usage and advise employees and residents about energy efficiency *Through the Procurement Unit, sustainability and community benefits are considered in the development of all contract strategies	02	04	8 Moderate
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CRR16.04.07a	Undertake a review of all climate change declarations submitted by other authorities during 2015 to identify good practice and inform further potential council activity	This action has to be assigned a lead person to undertake the task.		Tbc	30-Jun-2017	
FR.SIP.16.04.03	Implement the key actions in the Carbon Management Plan to increase energy efficiency, reduce energy consumption and to reduce carbon emissions across the property estate	The Carbon Management Plan is on target to deliver the savings identified. A comprehensive update report will be presented to Planning & Property Board in November 2016.		Head of Property Services	31-Mar-2017	

Context		Risk Statement	Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
DHRR16.04.05 Energy Efficiency Standard for Social Housing (EESH) Context: EESH was effective from April 2015 with the first milestone set for 31 December 2020. There will be a mid term progress review in 2017. Estimated delivery cost for the Council over and above normal lifecycle replacements will be circa £21m to December 2020 before deduction of any external grant support and owner contributions.		Delivery of all of the EESH measures will require access to external funding sources such as Energy Company Obligation (ECO). If the council does not secure sufficient funding to deliver all EESH measures, some tenants may potentially remain or fall into fuel poverty with the potential for adverse publicity and reputational damage.	Director of Housing and Development Services	Energy Efficiency Standard for Social Housing (EESH) * Opportunities are being investigated to secure external grant funding for energy improvements to meet new energy standards. * The Scottish Government has confirmed that a review will take place in 2017 to establish if landlords have been successful in securing funding for the investment. Temporary exemptions may be possible where it can be demonstrated that external funding has been sought but cannot be secured. As a result, where EESH measures cannot be applied in the short to medium term, some tenants may potentially remain or fall into fuel poverty.		04	03	12 Moderate
Action Codes	Linked Actions		Latest Note		Assigned To	Due Date	Status	

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
DHRR16.05.06 Pressures on Short Stay Income through Welfare Reform changes (homelessness) Context: (1) Loss of income as a result of household LHA rates being used for Benefit entitlement as opposed to using property size rates. (2) Potential for loss or reduction of the weekly admin element of the short stay rent. (3) Continuing uncertainty over what criteria will be used to determine who will be paid benefit direct. (4) Impact of proposal to cease payment of Housing Benefit to applicants under 21 years old. (5) The continuing rollout of Universal Credit from 22 June 2015 to single applicants who qualify for JSA impacts on:- 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. b) Universal Credit cases are charged using current LHA rates while others still use the Jan 2011 rates per DWP rules. c) The possibility of paying rent directly to tenants introduces debt recovery issues as some homeless clients have more chaotic lifestyles or additional support needs. d) Uncertainty over the impact that monthly assessment periods will have on a very mobile client group. This potential 'loss' of income as a result of Universal Credit needs to be planned for.		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.	Director of Housing and Development Services	*Financial modelling has been completed to quantify the impact of each element of the Welfare Reform proposals. *The Council is lobbying through various channels to get the vulnerable nature of homeless clients recognised with an exclusion from the Direct Payment proposals. *Reviewed the current stock of temporary accommodation with a view to reconfiguring the supply to mitigate the impact of under occupation. The likelihood score has been reduced to 3 for 2016/17 to reflect the temporary 'freeze' on some elements of Universal Credit in respect of supported and temporary accommodation. This is likely to increase again next year if the legislation remains unchanged when the freeze is lifted.	03	04	12 Moderate
TOP 5 RISK				Latest Note	Assigned To	Due Date	Status
Action Codes		Linked Actions					
DHRR16.05.06a		Update financial modelling to quantify the potential impact on the provision of short stay accommodation of the proposal to cease the payment of Housing Benefit to those under 21 years old.		Action complete. The financial modelling has been completed and will be updated if there is any change to underlying assumptions.		31-Sept-2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
DHRR16.05.07 Welfare Reform impact on the HRA Context: 1) Under Occupancy is now predominately managed through DHPs. 2) Universal Credit started to roll out in Renfrewshire on 22 June 2015 where housing benefit previously paid directly to the Council is now be paid to tenants who qualify for Universal Credit, initially single applicants who qualify for JSA. 3) Changes to the housing system and operational processes will be required to identify and support those in receipt of Universal Credit. 4) Uncertainty over Alternative Payment Arrangements (APAs) and the sharing of information regarding tenants now being paid through Universal Credit. 5) Impact of proposal to cease payment of Housing Benefit to applicants under 21 years old. 6) Resource impact of administering Universal Credit payments, managed payments and third party deductions from the DWP. TOP 5 RISK	There are significant welfare-related legislative changes planned in the short and medium term which will create additional demand pressures on services, particularly in relation to rent arrears, homelessness and lettings. Although the impact of Under Occupancy is now mainly managed through DHPs, there is still uncertainty over how this will be applied/funded at a National level in future years. The payment of Benefits directly to tenants through Universal Credit started rolling out in Renfrewshire on 22 June 2015. Although initially restricted to single applicants in receipt of JSA, the rollout will continue over the next few years. This will increase the rent that must be collected from tenants from £15m to £43m per annum once fully implemented. Failure to collect this rent will jeopardise the financial viability of the Housing Revenue Account (HRA).	Head of Planning & Housing Services	*The potential impact of the roll out of Universal Credit has been modelled and is updated regularly to reflect any new information from DWP or other parties. *Additional staffing resource is being recruited to ensure that DWP UC payments can be processed. *The Council continues to be represented in discussions at a national level on a range of Welfare reform issues. *The Council has invested significantly in advice services and front line provision to support citizens affected by welfare reform changes. *Community Planning Partnership ensures cohesive working among partners. *Additional corporate investment in place for 2015/16 to continue to provide enhanced debt advisory services. *Well developed income management arrangements in place to monitor rental income levels and arrears levels. *DaHS have integrated additional resources into neighbourhood services to ensure that any impact is minimised and income can be maximised. *Detailed 30 year Business Plan can be updated to model the impact of pressures or changes on the longer term viability of the HRA. *Ongoing training for staff on changes to Housing Benefit regulations. *Funds have been allocated to support the delivery of financial assistance and employment opportunities for affected tenants. *The administration arrangements and spend in relation to Scottish Welfare Fund and Discretionary Housing Payments are monitored and reviewed on an ongoing basis.	04	03	12 Moderate
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
DHRR16.05.07a	Update financial modelling to quantify the potential impact on the HRA of the proposal to cease the payment of Housing Benefit to those under 21 years old.	Action complete. The financial modelling has been completed and will be updated if there is any change to underlying assumptions.		Finance Business Partner	31-Sept-2016	
DHRR15.02.10b	Review policies in relation to allocations and support available to reflect the potential impact of ceasing the payment of Housing Benefit to those under 21.	Progressing as anticipated to be completed by the end of the financial year.		Housing Services Manager	31-Mar-2017	
DHRR16.05.07b	Attend the Council's Welfare Reform Steering Group to ensure that the wider impacts of Welfare Reform are identified and planned for.	The Service is represented on this steering group and this will continue to ensure that all new developments are identified and planned for.		Finance Business Partner	31-Mar-2017	

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

Context	Risk Statement	Owned by	Current Risk Control Measures	L'hood	Impact	Evaluation
DHRR16.10.08 Financial Sustainability	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	Director of Devt and Housing Services	Top 5 controls: • Council approved Medium Term Financial Strategy including key planning principles with regards use of reserves, addressing costs growth, investment in early intervention and preventative spend areas and the use of capital receipts. • Well developed budget planning, budget setting and budget monitoring arrangements at both officer and member level; clear decision making and escalation process in place with regards budget management and reporting to Officer groups and Boards • As part of medium term financial planning arrangements there is continuous development of saving workstreams to ensure that the Council has an appropriate range of projects underway which will provide a sufficient scope and depth of saving options for elected members as part of delivering a balanced budget year on year. There is also close monitoring of agreed savings to ensure risk of double counting is minimised • Regular updates provided to CMT and Council with regards the national fiscal position, likely developments and the impact on the council through close liaison with national groups and the Scottish Government • Well developed debt strategy which ensures over the medium term the Council's current and future debt levels are prudent and sustainable in the context of reducing resources and that opportunities for recurring savings are taken advantage of as part of examining the profile of debt payments over the long term Other controls: • Well developed forecasts for energy consumption and related costs based on national contract prices; role as a partner in the development of a waste management shared service allows the council to influence key decisions and be clear on related costs. • Improving asset management planning has clarified priority areas for investment in the council's estate, supported by dedicated sources in both the capital plan and revenue budget. • Early intervention for tenants going into arrears is provided as well as advice and support to maximise Housing Benefit entitlement to increase tenancy sustainment. Financial Performance and trends are reviewed on a 4 weekly basis.	05	05	25 V.High
<u>Context:</u> Due to effective financial planning, the council is well placed to address the financial challenges forecast over the shorter term, however there are significant and rising pressures forecast from 2016/17 onwards. Consequently the risk remains very high and continues to be subject to significant and regular scrutiny. Ongoing challenges include: (1) Demand/ changing demographics (2) Reduction in resources available to deliver services (3) New 'Self Directed Support' agenda requires the council to make funds available to clients with no guarantee that they will use council services (4) Financial/ efficiency savings, inflation rates and reduced income from asset sales (5) Workforce/ Rising employee and pension costs, meeting increased demand with reduced workforce (6) Investment/ for roads, schools, housing stock to support existing services and economic growth. (7) Maintaining assets/ backlog maintenance and repair for the estate (8) Environmental/ uncertain energy and fuel costs, emission reduction targets (9) Potential financial impact of the extension of Universal Credit (10) Potential financial impact of the fiscal frame work underpinning the Scotland Bill (11) Potential financial impact arising from the Integration of Health and Social Care Services TOP 5 RISK						
Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status	

This risk is predominately managed through the Corporate Risk Register with the actions being reported to the Finance and Resources Policy Board.					
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Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
DHRR16.10.09 Incident Response and Management Context: (1) In response to, for example, severe weather, flooding, public health outbreak, etc.	Any ineffective preparation and planning for potential disruptive events such as those reflected within the Community Risk Register (CRR), that directly relate to this service's obligations (*) may result in the service's inability to effectively respond and manage the event in a way that minimises harm to the community, our employees and the reputation of the service. (*) Not all statutory, nevertheless include: -Co-ordination and evaluation of available houses and other assets for temporary accommodation; -Use of Emergency Repairs Helpline; -Provision of skilled tradesmen for emergency repairs, cordoning off property, etc.	Director of Housing and Development Services	* Ongoing review of civil contingency arrangements. * Quarterly departmental Crisis and Resilience Management Group meetings. * Development and Housing Services representation on the Corporate Crisis and Resilience Management Group. * Participation in corporate training events such as pandemic flu exercise. * Building Standards annual review of dangerous buildings and emergency callout procedures. * Civil Contingency Plans.	02	04	8 Moderate
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
DHRR16.10.10 Business Continuity Context: (1) Ensuring service continuity during periods where there is non availability of premises, employees or systems impacting on service functions.		Non availability of (1) premises, either through fire or flood etc; (2) key staff or significant numbers of front-line staff; and/ or (3) systems (telephony, power failure etc) may result in adverse impact on service provision	Finance and Resources Manager	* Business Continuity Plans in place. * Restoration documents reviewed by restoration leads. * Quarterly reporting of crisis and resilience activity to the SMT * Business Continuity Exercise and Training Manual implemented and Civil Contingencies Service ensures that exercise schedules are adhered to. * ICT Disaster Recovery Plan in place. Technical controls are in place to prevent and limit the effects of IT systems unavailability.	02	04	8 Moderate
Action Codes	Linked Actions		Latest Note		Assigned To	Due Date	Status
DHRR16.10.10a	Ensure Business Continuity arrangements are robust and embedded within the service.		This activity is continuing to reflect the changes in responsibilities associated with changes to the Council's structures.		Finance Business Partner	31-Mar-2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
DHRR16.10.11 Supporting and managing our people (health, safety and wellbeing) Context: (1) Supporting employee attendance, safety, and well being (2) Ensuring compliance with the Council's equality framework (3) Ensuring arrangements in place to deal with the scope, breadth, complexity and pace of change. (4) Ensuring effective communication / consultation with stakeholders. (5) Maintaining excellent employee and trade union relations. (6) Implementing new corporate working models. (7) Modernising terms and conditions and changing job roles and service delivery models. (8) Supporting management and employee development through the consistent application of the Council's learning and development framework Maintaining service standards with reduced employee resources.	Any gaps in communicating effectively with our employees, building on good employee and trades union relationships, ensuring equalities and supporting attendance, may impact adversely on some of our employees in terms of their quality of working life.	Director of Housing and Development Services	*Regular communications from Chief Executive and via Renfo re changes that may impact on employees. *DaHS specific issues are covered in the 'In The Loop' newsletter produced throughout the year. *Corporate communication strategy in place for Better Council Programme. *Health and safety issues are a standing item at both SMTs and at Team Talks. *A proactive health and safety management system is in place supported by internal and external Health & Safety Audit/ Inspection programmes (i.e. BSI: BS OHSAS 18000:2007). *Managing Absence Policy in place and absence stats monitored. *Specialised supporting attendance team in place to take forward improvements in attendance levels and implement the supporting attendance action plan. *Occupational health available for all staff. *New structures to best enable flexible working and align skills and resources to meet service demand have been adopted. *Regular trade union liaison meetings. *Methodologies and processes have been developed and adopted to manage change.	03	04	12 Moderate
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
DHRR16.10.11a	Continue to implement and monitor the impact of policies and activities aimed at reducing staff absence levels.	The Service continues to follow all relevant corporate policies to support staff and minimise absence levels.		Finance Business Partner	31-Mar-2017	

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
DHRR16.10.12 Information management and ICT systems Context: (1) Applying corporate protocols to ensure integrity and accuracy of data. (2) Working effectively with ICT colleagues to develop ICT capacity / available technology to support service development and the change agenda.		If the service's information governance, management arrangements and ICT systems are not sufficiently robust there is a risk that the availability, confidentiality and integrity of the information may be compromised, the council's reputation is seriously affected, financial penalties are enforced upon the Council and that the service's ICT needs/ objectives are not met.	Director of Housing and Development Services	*The department supports and complies with all the controls and policies applied across the Council and those operated by IT Services which protect the availability, confidentiality and integrity of data. *Weekly reconciliations are carried out on the financial systems and the Housing Management System. *Any projects involving changes or upgrades to current systems are planned with assistance from IT Services as required and detailed testing is carried out before any go live is actioned. *Regular system backups are co-ordinated by IT Services to minimise the impact of data loss through any system failure. * IT Development Plan and associated projects to modernise the way we work. *Specialist support and project management expertise is provided for all major projects by Finance and Corporate Services. * IT liaison meetings take place with major suppliers to mitigate our reliance on certain IT suppliers. *Online training package in place for Information Security. *Awareness campaigns have been delivered highlighted the importance of data security. The authorised signatory database has been reviewed and updated.	02	05	10 Moderate
Action Codes	Linked Actions	Latest Note			Assigned To	Due Date	Status



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