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

On: **06 November 2017**

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

Heading: **Strategic and Corporate Risk Registers 2017, Midyear 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 strategic and corporate risk registers.

1.2 This paper provides the midyear progress report on the risks. The complete risk registers, showing risks, linked actions and progress is provided in Appendix 1.

2. Recommendations

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

3. Background

3.1 At the midyear review of the registers there has been good progress made in the control and management of the identified risks.

3.2 No new risks have emerged that were not anticipated as part of the process to revise the risk registers earlier in the year and the overall strategic and corporate risk profile remains unchanged from that reported to the board in June.

Evaluation:	Low	Moderate	High	Very High	Total
Strategic Risks:	0	00	07	01	08
Corporate Risks:	0	03	07	01	11

3.3 The council continues to apply good risk management activity that is proportionate to the levels of risk.

3.4 Top risks

The top risks for the council are as those presented to Board in June and as shown in the tables below. It is worth noting however that a piece of work will commence in the next few months to look at how new risks may be identified or risks be amended to reflect the new Council Plan approved by Council in September.

TOP STRATEGIC Risk/Opportunity Risk Areas	Likelihood	Impact	Score	Evaluation
1) Poverty levels in Renfrewshire	04	05	20	Very High
2) Opportunity Management - Key Regen. Outcomes	03	05	15	High
3) Opportunity Management - Key Cultural & Heritage Outcomes	03	05	15	High
4) Disrupting the pattern that exists between poverty and attainment	03	05	15	High
5) Community Safety & Public Protection	03	05	15	High

TOP CORPORATE Risk/Opportunity Risk Areas	Likelihood	Impact	Score	Evaluation
1) Financial Sustainability	05	05	25	Very High
2) Asset Management	03	05	15	High

3.5 The following paragraphs provide a brief update on activity over recent months relating to each of the top areas of risk. Each update has been submitted by the relevant Head of Service.

(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.

(2) Opportunity management/ key regeneration outcomes

This risk pulls together the various regeneration activities being progressed, including the City Deal Programme, the reimagining of Paisley's Museum, the new Learning & Cultural Hub at No22 High St, improvements to our Town Centres, our targeted approach to the regeneration of specific communities, the building of new homes and the encouragement of additional development and investment into

Renfrewshire. 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. Recent progress includes the completion of the Russell Institute restoration (building now fully operational), submission of the final bid for UK City of Culture 2021 and approval by HLF of the Round 1 bid for the Paisley Museum project.

(3) Opportunity management/ key cultural and heritage outcomes

This risk deals with the implementation of the key aspects of the Paisley Town Centre Heritage Asset Strategy, Paisley's Town Centre Action Plan as well as the progress with the Paisley bid for UK City of Culture in 2021. 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.

(4) Disrupting the pattern that exists between poverty and attainment

Renfrewshire's Attainment Challenge strategy has increased in pace, with additional staff now in post and workstreams established. Specific work is underway in literacy and numeracy, in supporting the transition from P7 to S1, to improving the use of management information to inform policy and practice, and in developing the Senior Phase curriculum. Schools have agreed their plans for the Pupil Equity Fund and are being supported to manage the implementation of these. Attainment data on school leavers will not be available until the end of 2017 but initial cohort data for the 2016/17 exam diet shows improved attainment in key areas.

(5) Community safety and public protection

Environment & Communities continue to lead on the Public Protection agenda whilst working with other stakeholders including Police Scotland, Scottish Fire and Rescue and other Council services. Key groups including the Renfrewshire Community Protection Chief Officer Group, the Community Safety and Public Protection Steering Group, the Council Integrity Group and the CONTEST (Prevent) group are well established to monitor and strategically drive the Public Protection Agenda.

Exercise Testing (Agora Archway), the 24 hour operation of the CCTV Operations Room and close liaison with partners will ensure that people that live, work and visit Renfrewshire are safe.

The protection of vulnerable people remains a priority for the council and its partners. This work continues to be overseen on a joint basis by Renfrewshire Adult Protection Committee and Renfrewshire Child Protection Committee, whilst services also work on a partnership basis to ensure that people with convictions are managed safely and effectively to reduce the risk of harm in our communities.

(6) Financial Sustainability

The Council has well established procedures and processes in place to monitor the short term (current financial year) financial sustainability of both revenue and capital budgets. This monitoring is facilitated via the estimates preparation process, the budgetary control system, associated financial orientated reports to policy boards and the monitoring of subsequent management action required to achieve a balanced budget or deliver on capital projects.

The medium to longer term financial sustainability is also actively addressed by the Council. The Director of Finance and Resources prepares a Financial Outlook Report which is presented to Council each year.

The Financial Outlook report follows best practice and highlights to Council a number of factors such as national policy changes, the projected local and national economic conditions together with an assessment of changes in social policy. The report takes these medium to longer term exposures and recommends mitigation strategies to ensure the Council remains prepared and resilient to such factors.

(7) Asset Management

In 2016/17 this risk was titled facilities and environmental infrastructure but it was updated for 2017 to be more inclusive of the different types of assets that the council requires to manage. The risk therefore encompasses workforce development, estates management (Property Services), facilities management (inspection, maintenance and repair), roads, bridges and lighting, ICT infrastructure and fleet management.

Now having received Audit Scotland's Best Value Assurance Report for Renfrewshire Council the risk and associated actions will be reviewed again to ensure that it aligns with the findings of the report.

3.6 Progress against linked actions

In relation to the 17 corporate risks, there are currently 92 linked actions to be undertaken. Of these, 46 are due for completion by the end of the financial year, where others have a longer timescale for completion.

3.7 Progress made to date by council officers in relation to the actions due for completion by the year end can be summarised as follows:

- ✔ 11 or 24% of the actions have been completed,
- ▶ 35 or 76% are progressing as planned, and
- 0 actions or 0% have not yet been completed within the timescale anticipated.

3.8 It should be noted that actions prefixed by "SRR or CRR" exist only for the benefit of reducing or containing the strategic or corporate risks or auditing arrangements for managing risks, whereas actions with any other prefix reflect improvement activities that lie within the services'

improvement plans that have been linked through to the risk registers for completeness where they have a knock on benefit to the related risk.

- 3.9 The Corporate Management Team is responsible for monitoring the Strategic Risks and the Corporate Risk Management Group monitors the corporate risk register on a quarterly basis on behalf of the Corporate Management Team.

Implications of the Report

1. **Financial**
The Corporate Risk Management Group (on behalf of the Corporate Management Team), considers that recurring costs associated with the measures in place for each risk are proportionate to the level of risk, as are the costs relating to actions underway.
2. **HR & Organisational Development**
Risks relating to HR and Organisational Development issues are reflected within Appendix 1.
3. **Community Planning**

Children and Young People
Community Care, Health & Well-being
Empowering our Communities
Greener
Jobs and the Economy
Safer and Stronger

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**
Any risks relating to Equality and Human Rights are reflected within Appendix 1. There are no direct E&HR implications in relation to the provision of this progress report.
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**
As per the subject content of this paper.
11. **Privacy Impact**
No implications in the provision of this report.
12. **COSLA Implications**
No implications in the provision of this report.

List of Background Papers

(a) Background Paper: Strategic & Corporate Risk Registers, April 2017

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

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Appendix 1a - Strategic Risk Register

Report Type: Mid Year Risk Report
Report Author: Risk Manager



Priority 1: A Better Future - PLACE Objective 01 Driving Physical & Economic Regeneration					
Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact
SRR17.01.01 Opportunity Management - Key Regeneration Outcomes Context: *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.	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	<u>City Deal</u> *All projects will be managed using the Council's established Project Management Framework and the City Deal Assurance Framework. *The Glasgow City Region Finance Group meets four-weekly to review the financial monitoring and all financial matters in relation to the Programme. *Internal governance continues via the City Deal Programme Board (chaired by the Chief Executive), via the Joint CE Steering Group for the Airport Access Project (AAP) and the Leadership Board. *Dedicated City Deal Project Team with Project Director and relevant experience of delivering major infrastructure projects in place and making good progress. *Outline Business Cases for Renfrewshire Projects were approved at the Councils Leadership Board on 30 November 2016 prior to submission to and approval by the City Deal Cabinet on 12 December 2016. *Individual risk registers are in place for each project and are formally reviewed on a monthly basis. <u>Town Centre Regeneration</u> *All regeneration projects are managed using the Councils Project Management Framework. *Regeneration projects are reported through a Programme Board chaired by the CE and Council Boards. *Progress against key milestones, and funding and other risks are regularly monitored. *A Strategic Economic Framework and 10 year vision and action plan for Paisley Town Centre was approved by the Council's Leadership Board in November 2016. *Funding of key regeneration projects supported through applications to appropriate funding sources. *A revised bid for funding was submitted to the HLF in Nov 2016 for the redevelopment of Paisley Museum. *£4.5m funding for Phase 2 approved by HLF / HES for further townscape heritage priority projects in Paisley Town Centre (TH/CARS2 project). *Preparation and consultation on Town Centre Strategies for Linwood, Johnstone, Erskine, Braehead and Renfrew completed. <u>Community Regeneration</u> The Council has identified a number of priority regeneration projects in local residential communities through the SHIP process. These include: *Paisley West End – Housing regeneration proposals approved for consultation with	03	05
					15 High

			tenants and residents by Leadership Board in February 2017, detailed proposals and business case to be developed for Regional Sports Facility. *Ferguslie Park Regeneration Plan – Draft masterplan approved for consultation by Council in April 2017. *Orchard Street housing regeneration – In March 2017 the HaCS Policy Board authorised Housing Renewal Area Designation Order. *Johnstone Castle – HaCS Policy Board authorised promotion of CPOs in January 2017 to facilitate Council housing new build development. *Bishopton – around 2,500 homes being provided in a new community on brownfield site which will also contain education and community facilities. Approx. 25% of the new housing will be in the affordable category. <u>House building and encouragement of investment</u> *Setting ambitious targets for new build housing in Renfrewshire. *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 was presented to Board in November and submitted to the Scottish Govt. *Main Issues Report for LDP 2 was approved for consultation in January 2017 and concentrates on the main changes, emerging issues and key opportunities for future development in Renfrewshire. *Review of Council’s land and property assets to facilitate new development and commencing discussions with CPP partners on joint approaches to property solutions. * The Local Housing Strategy 2016-2021 was approved by the HaCS Board in January 2017 following consultation. <u>Projects</u> The Council has identified a number of priority regeneration projects in local residential communities through the SHIP process. These include:- *Paisley West End – Housing regeneration proposals approved for consultation with tenants and residents by Leadership Board in February 2017, detailed proposals and business case to be developed for Regional Sports Facility. *Ferguslie Park Regeneration Plan – Draft masterplan approved for consultation by Council in April 2017. *Orchard Street housing regeneration – In March 2017 the HaCS Policy Board authorised Housing Renewal Area Designation Order. *Johnstone Castle – HaCS Policy Board authorised promotion of CPOs in January 2017 to facilitate Council housing new build development. *Bishopton – around 2,500 homes being provided in a new community on brownfield site which will also contain education and community facilities. Approx. 25% of the new housing will be in the affordable category.			
Action Codes	Linked Actions	Latest Note	Assigned	Due Date	Status	
CRR16.01.01a	Internal Audit to review the co-ordination and oversight arrangements for external funding applications	Draft report has been issued to the Service.	Chief Auditor	31-Jul-2017		
SRR17.01.01a	Audit Plan - Review of contract management arrangements	Fieldwork ongoing	Chief Auditor	30-Jun-2018		

SRR17.01.01b	Audit Plan - Reviews of compliance with external funding grant conditions	SPT grant certification work complete. Fieldwork ongoing for Leader Grant.	Chief Auditor	30-Jun-2018	
SRR17.01.01c	Audit Plan - Working with the appointed internal auditors for City Deal	Regular meetings continue to be held with the appointed internal auditors for city deal.	Chief Auditor	30-Jun-2018	
DHRR17.01.01a	Deliver the Paisley Town Centre Action Plan 2016-2026.	Engagement continues with key stakeholders.	Head of Regeneration	31-Mar-2018	
DHRR17.01.03a	Continue, with partners, to develop the role of the Airport Investment Area Steering Group to maximise the economic role of the Investment Area.	Following its establishment in August 2016, the GAIA Steering Group (involving Scottish Enterprise, Glasgow Airport, Glasgow City Council and Glasgow and Renfrewshire Chambers) continues to meet on a monthly basis. Renfrewshire Council are represented on the Delivery Group for the National Manufacturing Institute for Scotland (NMIS) for which GAIA is considered to be a strong contender for the location of NMIS. Glasgow City Council colleagues exhibited GAIA collateral at the Expo Real (international trade fair for real estate and investment) in Munich from 4th to 6th October 2017. Information was also submitted to Department for International Trade for consideration of GAIA being included in a national prospectus to attract capital investment to Scotland.	Head of Regeneration ; Project Director - City Deal	31-Mar-2018	
DHRR17.01.03b	Submit Planning Applications for GAIA & CWRR	Following statutory consultation in May 2017, the planning applications for both CWRR & GAIA projects were submitted on 04 July 2017. The planning application for GAIA is currently being assessed by the planning authority, with a determination expected by early November. Following a request made by Renfrewshire Council, in agreement with Glasgow and West Dunbartonshire Councils, the Scottish Government has now confirmed that Ministers will determine the planning application for the Clyde Waterfront and Renfrew Riverside project. The Reporter appointed by the Scottish Government will outline the timetable for the process to determine the planning applications.	Project Director - City Deal	30 June 2017	
DHRR17.01.03c	Commence Procurement Process for GAIA & CWRR	A Contract Notice for the Design and construction works for the Glasgow Airport Investment Area (GAIA) Project to the Official Journal of the European Union (OJEU) for publication on 4 September 2017. The Council published the Invitation to Participate documents through the Public Contract Scotland tender system on 6 September 2017. The requests to participate received will be assessed with invitation to tenders expected to be issued in November, subject to a positive outcome to the planning application. Invitation to Participate documents are expected to be published for the CWRR project in December with Invitation to tenders expected to be published in February 2018, subject land acquisition and planning outcomes.	Project Director - City Deal	31 March 2018	
DHRR17.01.02a	Progress consultation on Paisley West End proposals with tenants and residents	The Paisley West End Regeneration Masterplan was the subject of an extensive public consultation exercise in summer 2017. The final version of the Masterplan was then approved by Leadership Board in September 2017. A further report on the financial implications of delivering the Masterplan will be reported to Board in December 2017 ahead of a development partner being procured to implement the Masterplan with the Council.	Head of Regeneration	31-Mar-2018	
DHRR17.01.02b	Develop detailed proposals and business case for the Regional Sports Facility	In June 2016 Renfrewshire Council took the decision to consider options for the development of new sports facilities at St James Park, Paisley. A report to the Leadership Board in September 2017 outlined a proposal for significantly redeveloped facilities at the Park, alongside facilities that will allow for the staging of a wider variety of large scale outdoor events. The Park has been identified in the City of Culture bid as a key outdoor venue for such events.	Head of Regeneration	31-Mar-2018	

DHRR17.01.02c	Consult on the Draft masterplan for Ferguslie Park Regeneration	Officers have been asked by Council to develop further options for residential development and investment in the Tannahill area of Ferguslie Park. These options will be developed and presented to Board early in 2018.	Head of Regeneration	31-Mar-2018	
DHRR17.01.02d	Promote the use of CPOs to facilitate Council housing new build development in Johnstone Castle	One of the two CPOs has been successfully promoted by the Council and confirmed by the Scottish Government.	Head of Regeneration	31-Mar-2018	

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 High	
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	Due Date	Status		
Risk tolerated – no new developmental actions							

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 <u>Context:</u> *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	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	<u>City of Culture</u> *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>PITCHAS</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 Gov't RCGF grant of £1.5m approved in March 2017.	03	05	15 High

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
SRR17.01.01a	Audit Plan - Review of contract management arrangements	Fieldwork ongoing	Chief Auditor	30-Jun-2018	
SRR17.01.01b	Audit Plan - Reviews of compliance with external funding grant conditions	SPTE grant certification work complete. Fieldwork ongoing for Leader Grant.	Chief Auditor	30-Jun-2018	
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 and is leading the following initiatives: • 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.	Head of Marketing and Comms	31-Mar-2018	
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 Comms	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 Comms	30-Nov-2017	
FRSIP17.01.02	Deliver on 2021 Infrastructure programme	Work is ongoing to deliver the 2021 infrastructure programme	Head of Prop. Services	31-Mar-2020	
DHRR17.02.05a	Progress the Proposed new Paisley Lending Library in town centre.	No 22 High Street, Paisley purchased by Council June 2016. Initial site investigations and surveys completed. Feasibility study of development options are being prepared through Hub West. Detailed risk register prepared for the project.	Head of Regeneration	31-Dec-2020	
DHRR17.02.05b	Prepare for the Museum store project official opening in October 2017 when the project is completed.	The Museum store facility is now completed. The date of opening has been slightly delayed due to the issues involved in relocating the collections from their existing storage location. The store will now open to the public in early December 2017.	Head of Regeneration	31 Oct 2017	
DHRR17.02.05c	Identify temporary accommodation and appropriate funding for the decant/recant of the Lending Library.	Options appraisal being undertaken on potential locations for temporary library within Paisley Town Centre.	Head of Regeneration	31-Jun-2018	

Priority 1: A Better Future - PLACE Objective 03 Protecting the Public						
Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
SRR17.03.04 Community Safety & Public Protection Context: Public protection and community safety is a wide ranging agenda relating to the protection of vulnerable people, communities, businesses and organisations. What makes people vulnerable changes over time and through individual circumstances - and can sometimes occur unexpectedly as a result of a civil contingencies emergency or event. However there are 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. With the best systems and procedures in place this risk is always possible given human nature and the unpredictability of some scenarios. Some of the activity around this risk includes: &sect; Supporting Paisley First to maintain Purple Flag status and improve on recommendations from external audit. &sect; Reducing crime and unintentional harm. &sect; Improving perceptions of safety and wellbeing. &sect; Expand the range of activities provided by our successful Street Stuff programme and get more young people involved. &sect; Ensuring the Council respond locally to the risks posed by serious organised crime. Delivering the benefits expected from the new Renfrewshire Community Safety Hub.	The council's community safety and public protection role, delivered within an integrated partnership model is critical to ensuring child and adult protection, and that offending behaviour and community safety services are effectively delivered, or risk of harm to and from individuals may arise.	Director of Children's Services; Director of Community Resources	Top 5 controls: *Multi-agency child and adult protection committees well established, with independent chair in place for both *Community safety and public protection steering group *Chief Officers Group (leaders from all relevant partner agencies meeting on a regular basis to discuss key issues) *Community Safety Hub, tasking and case management arrangements *Procedures developed and implemented across partnerships through the child and adult protection committees and through Community Justice Renfrewshire. Other controls: *Multi Agency Risk Assessment Conference (MARAC) *Development of national Missing Persons Strategy.	03	05	15 High
Action Codes	Linked Actions	Latest Note		Assigned	Due Date	Status
CRR16.03.04a	Internal Audit to review arrangements for adults with incapacity	Draft report has been issued to the service		Chief Auditor	31-Jul-2017	
CRR16.03.04b	Internal Audit to review the civil contingencies unit	Draft report has been issued to management.		Chief Auditor	30-Jun-2017	
CRSIP17.01.03.06	Lead on the public protection agenda incorporating requirements from national legislation.	The Public Protection Agenda is critical in ensuring that Renfrewshire is a safe place to live, work and visit. Through the Community Safety & Public Protection Steering Group and reporting to the Renfrewshire Community Safety Chief Officers Group, Environment & Communities drive the Public Protection Agenda in close partnership with Police Scotland, Scottish Fire & Rescue, Children's Services and the HSCP and other key partners. Over the past year significant progress has been made. Local strategies have been developed to target Serious and Organised Crime, Counter Terrorism and are based on the national agenda set by the UK and Scottish governments. The Renfrewshire Community Safety Partnership has developed its approach to CCTV with 24 hour monitoring and a focus on crime prevention, missing persons and homelessness. Work with the Gender based violence group and Police Scotland has led to the development of best practice MARAC (high risk victims of domestic abuse) processes. The development of an		Regulatory & Enforcement Manager	31-Mar-2020	

		integrated enforcement policy has ensured all regulatory and enforcement services are targeted on supporting the development of legitimate businesses and ensuring the safety and protection of local communities.			
CRSIP17.01.03.07	Develop and deliver phase 2 of the Renfrewshire Community Safety Partnership hub.	Work continues to develop the Community Safety Hub and realign services to maximise the service. Over the past year there has been progress in a number of key areas. The CCTV operations centre based in the Renfrewshire Community Safety Partnership Hub is now monitored 24 hours a day and has targeted the development of out of hours services focussed on missing persons and homelessness. The Council has now taken on data ownership and control of all images collected through the public space CCTV system. Extensive training has focussed on ensuring compliance with data protection and RIPA requirements and the service received a clean audit from the OSC (Office of Surveillance Commissioner). Additional services are now being provided through the Hub including out of hours calls (including the £10.7m Fingal Pump station in Renfrew) and winter maintenance call/service. The Renfrewshire Community Safety Partnership Hub has been successfully used as the JACC (Joint Agency Control Centre) for a number of town centre events and activities.	Regulatory & Enforcement Manager	31-Mar-2020	
CRSIP17.01.03.08	Developing community interventions that build community resilience, improve safety and security and reduce victims of harm through improved intelligence sharing, partnership working and diversionary activities.	The Daily Tasking process is well embedded with 14 key partners attending on a regular basis. Public Protection leads on reviewing incidents over the previous 24/48 hours and disposing actions to the relevant agencies and partners, dealing with approximately 500 incidents per month. The improved intelligence shared via an Information Sharing Protocol allows earlier intervention within the communities to safeguard and reduce victims of harm. The Building Safer Greener Communities programme is now targeting its third area (Erskine) having successfully delivered interventions in Ferguslie and Gallowhill.	Regulatory & Enforcement Manager	31-Mar-2020	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
SRR17.03.05 Serious Organised Crime Context: *Serious and Organised Crime is a threat to national security *It costs the UK more than £24 billion a year *The council needs to protect its citizens and its business resources	The council implements a range of measures to prevent and detect serious organised crime and should measures not be implemented and monitored effectively there could be increased threat to resources and public security.	Director of Community Resources	Top 5 controls *Single Point of Contact appointed to promote awareness of serious organised crime across the Council and to work closely with Police Scotland and internal audit. *The Renfrewshire Community Safety and Public Protection Steering Group has strategic responsibility for developing and implementing a multi agency approach to tackling the threats posed by serious organised crime *The Renfrewshire Council Integrity Group has responsibility for the Councils approach to dealing with the risks posed by serious organised crime and corruption *The Integrity Group has worked with Police Scotland and Internal Audit to produce a vulnerability assessment and to develop an action plan with a focus on governance, insider threat, workforce support, procurement, ICT and cyber security. *Key Council fraud and corruption policies are kept up to date and fully implemented.	03	04	12 High
Action Codes	Linked Actions	Latest Note				
CRSIP17.01.03.10	Develop and deliver a strategy for how the Council will respond locally to the risks posed by serious organised crime.	Renfrewshire Council's Integrity Group sets the Council's strategy on reducing the threat posed internally from Serious Organised Crime and Corruption. The group membership encompasses representation from key Council Services, with Police Scotland acting in an advisory capacity. The Integrity Group have undertaken an internal assessment of the risks posed to the Council and its services by fraud, corruption and organised crime. This assessment identified potential areas for action. These actions were captured as part of a Renfrewshire Integrity Action Plan, which is being used as an internal document to focus the work of the Integrity Group on mitigating vulnerabilities in areas of greatest risk. The key themes currently focussed upon in the Integrity Action Plan are: • Governance • Insider Threat • Workforce Support • Procurement • ICT & Cyber Security The Action Plan is a live document and the Integrity Group regularly review the progress of existing actions, as well as horizon scanning to identify any further actions or improvements.	Regulatory & Enforcement Manager	31-Mar-2018		

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	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 more citizens will experience poverty and its effects. 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.	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 approved by the CMT in January 2017	04	05	20 V.High
	<u>Context:</u> 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.						
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 recommissioning of external advice services in the area is underway and due to be 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.	Strategic Partnerships and Inequalities Manager	31-Mar-2018	
FRSIP17.05.05	Deliver Advocacy Services to mitigate fuel poverty		Head of Property Services	31-Mar-2020	
FRSIP17.05.06	Provide effective support to people affected by the introduction of Universal credit Full Service from May 2018 onwards	Welfare Reform Group is overseeing the planning and preparations for the introduction of Universal Credit across Renfrewshire in May 2018. Detailed planning sessions have been scheduled during October and an information sharing event with partners is planned for November 17.	Head of Customer & Business Services	31-May-2018	
FRSIP17.05.07	Monitor the progress of welfare reform and put in place effective controls to ensure the council is prepared for the impacts	An initial Impact Assessment of the impact of universal credit on council has been carried out. Actions planned to minimise the impact on revenues and the workforce.	Head of Customer & Business Services	31-Mar-2020	
FRSIP17.05.08	Continue to deliver effective support through the Claimant Support Officer and Energy Advice Tackling Poverty projects Renfrewshire	Claimant Support Officers continue to provide advice on Council Services to Claimants from the three job centres in the area (Paisley, Renfrew and Johnstone). Since the start of the financial year, they have supported 600 claimants with issues ranging from Council Tax Reduction, Housing Benefit Advice and signposting to other council services eg housing. The team are now focussed on working with DWP to define the future operating model, taking into account the roll out of Universal Credit in May 2018.	Head of Property Services	31-Mar-2018	

Priority 2: A Better Future - PEOPLE
Objective 06 Raising Attainment and Closing the Attainment Gap

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
SRR17.06.07 Disrupting the pattern that exists between poverty and attainment Context: *We need to raise attainment for all while at the same time disrupt the patterns that exist between poverty and attainment: - deliver on the National Improvement Framework (NIF) priorities - deliver on the agreed priorities of the Renfrewshire Attainment Challenge - effective use of pupil Equity Fund for targeted groups of pupils *We need improved analysis of data to tell us how individual schools are performing and identify where poverty-related gaps in attainment are closing. *Appropriate governance arrangements are in place to ensure continued funding for Attainment Challenge and Pupil Equity Funding *Accountability to Education Scotland and Scottish Government for continued funding	Attainment is a highly complex subject where outcomes are influenced by many factors. We need to better understand these complexities and target our resources and efforts to disrupt the pattern in the relationship between poverty and attainment. Otherwise, there is a risk that (1) we don't raise attainment or break the poverty cycle, OR (2) we raise attainment but widen the poverty-related attainment gap, meaning that those younger people find it more difficult to compete with their peers and move into positive and sustainable destinations/work. There is an additional and high reputational and financial risk associated with accountability and responsibility for targeted government funding.	Assistant Director (Education)	Control Measures *Establishment of improved quality assurance framework to ensure schools are working towards the delivery of the NIF priorities *Through the monitoring, tracking and analysis of relevant data we can identify targeted groups to report on poverty related attainment gaps *Quarterly reporting to the Scottish Government on progress relating to the Attainment Challenge maintains focus *Establishments and services engage in self-evaluation to improve learning and teaching *Governance arrangements for continued funding for Attainment Challenge and Pupil Equity Funding	03	05	15 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
SRR17.06.07a	Audit Plan - Review of the deployment, accountability and responsibility for targeted funds	Work to commence in the latter part of the year.		Chief Auditor	30-Jun-2018	
SRR17.06.07b	Appropriate progress throughout session 17/18 on agreed priorities highlighted on Renfrewshire's Scottish Attainment Challenge bid which has been submitted to Scottish Government.	The Attainment Challenge strategy has increased in pace significantly due to key personnel being recruited and in post. As an authority we have developed short, medium and long term outcomes for each project. We are able to present initial evidence demonstrating the positive impact that projects are having on pupils, families and communities in Renfrewshire.		Assistant Director (Education)	31-Mar-2018	
SRR17.06.07c	Schools to make appropriate progress on priorities highlighted in individual Pupil Equity Funds	All PEF plans were subject to review by education managers and through peer review sessions with head teachers to ensure that plans were adhering to the conditions set out in the national guidance. An education manager has now been allocated PEF coordination within their remit and has begun the process of looking at the plans in the context of recruitment and procurement and the articulation with the priorities of the attainment challenge. Links have also been made with our corporate services business support to ensure schools are well supported in terms of recruitment and the management of their PEF budget. It is likely that plans will be amended through the course of the year if interventions are found to have minimal impact or if issues with recruiting appropriate staff arise.		Assistant Director (Education)	31-Mar-2018	

CHS.SIP.17.02.01	Develop and implement a strategic vision for learning and teaching within and across Early, Primary and Secondary sectors.	A number of workstreams are progressing on staff professional development with a particular focus on pedagogy. The next stage will be to bring groups of staff together to work towards a consistent approach across all schools and establishments.	Assistant Director (Education)	31-Aug-2018	
CHS.SIP.17.02.02	Develop our approaches to the curriculum in the Broad General Education to meet the needs of all.	Work is underway to continue to improve attainment in literacy and numeracy. The attainment challenge development officers have action plans in place in terms of training programmes and approaches. This session a focus will be on improving transitions for children and young people at P7 and in the early years.	Assistant Director (Education)	30-Jun-2019	
CHS.SIP.17.03.02	Support all establishments in developing effective approaches in the analysis of data to affect improvement in learning and teaching and the quality of care.	Through the Scottish Attainment Challenge we have enhanced our support to establishments in the analysis of data to support planning an improvement. Through 17/18 some of the tasks we will be completing will include: • Supporting the handling and analysis of data at school level; • Better reporting to corporate management team and board on attainment; • Building school 'profiles' to better support the quality assurance process; and • Implementing the new national standardised assessments in P1, P4, P7 and S3.	Assistant Director (Education)	31-Mar-2020	
CHS.SIP.17.03.03	Further develop reporting of management information to inform policy and practice including meeting the needs of the National Improvement Framework.	A data workstream has been developed as part of our approach to the attainment challenge which brings with it enhanced capacity for gathering and reporting data to support equity and excellence in our schools. Also, two research assistants have been appointed to our educational psychology service to assist the service and schools evaluate the impact of interventions which will be made as part of the attainment challenge.	Assistant Director (Education)	31-Aug-2018	
CHS.SIP.17.04.01	Provide high quality education and support to narrow the outcomes gap for children from disadvantaged groups.	A full analysis now exists to allow us to identify where the gaps are, determine baseline figures and therefore enable measures of change as we progress. Significant work is taking place as detailed within the Attainment Challenge planning and reporting.	Assistant Director (Education)	31-Mar-2020	
CHS.SIP.17.04.02	Continue to develop the Senior Phase to ensure appropriate pathways for our young people are giving them the best opportunity to achieve qualifications and awards at the highest level.	Initial discussion and analysis of performance has taken place with all Secondary Heads and deputies to improve understanding of where we are and what steps need to be taken to support improvement. Schools have been asked to reflect this in their planning and this will be followed up through forthcoming attainment visits.	Assistant Director (Education)	31-Mar-2020	
CHS.SIP.17.04.03	Provide children and young people with opportunities to participate in activities which provide a vehicle for wider achievement.	The team continues to target youth work activities to young people in schools and communities and offers a comprehensive youth work programme in support of the action. A recent Youth Assembly enabled young people to identify and focus on key issues and resulted in the creation of a youth commission looking at Bullying and its impacts on Health & Wellbeing.	Assistant Director (Education)	30-Jun-2018	
FRSIP17.06.09	Support early learning and Childcare Workforce to increase funded placements by 2020/21	Children Services will be supported through a key action in their workforce plan.	Interim Head of HR and OD	31-Oct-2017	

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 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	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 and Local Area Committees will be implemented by October 2017 in order to increase effectiveness at community level and to avoid any duplication of work	03	04	12 High
Action Codes	Linked Actions	Latest Note		Assigned	Due	Status
SRR17.08.08a	Audit Plan - Audit function of the Integration Joint Board	Annual report presented to Board. Audit work on governance to commence in the latter part of the year.		Chief Auditor	30-Jun-2018	
SRR17.08.08b	Audit Plan - Post implementation review of the health and social care integration arrangements	Work to commence in the latter part of the year.		Chief Auditor	30-Jun-2018	
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 & 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.		Partnerships Planning & Development Manager	31-Oct-2017	

Appendix 1b - Corporate Risk Register

Priority 1: A Better Future - PLACE Objective 04 Creating a Sustainable Renfrewshire

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR17.04.01 Asset Management Context: *Organisational and Workforce Development *Estates (Property Services) *Facilities management (inspection, maintenance and repair) *Roads, bridges and lighting *ICT infrastructure *Fleet	If the council's significant assets are not of the right complement or fit for purpose there is a risk around the safety and effectiveness of council services and efficiency of resources.	Director of Communities Resources; Director of Finance & Resources	Top 5 controls: *<u>Organisational Workforce and Development:</u> A Workforce Planning Manager and Organisational Development Manager have been appointed and are implementing the Organisational Development Strategy. Regular one to one meetings take place between the Head of HR and Directors to embed a more effective Council wide approach and understanding of workforce planning. *<u>Property services</u> The Corporate Asset Strategy was approved by the Planning and Property Board in August 2015 and this continues to be implemented to ensure that the property assets are managed effectively and efficiently through the provision of relevant management and performance information. The council's Energy Asset Unit provides energy efficiency support for new build projects and monitors the energy efficiency of existing assets. *<u>Facilities Management</u> There is Statutory Inspection guidance that defines roles and responsibilities for inspection and follow-up, and planned statutory compliance inspections of assets are undertaken by trained personnel. *<u>Roads, bridges and lighting</u> Inspection of roads, structures and lighting by trained employees. LED street lighting programme - as well as greatly improved reliability of street lamps across Renfrewshire, the LED conversion programme will save over 60% of energy consumption compared to the current situation and reduce maintenance. All LEDs should be in place during 2017 *<u>ICT infrastructure</u> The new ICT model will support the objective of adopting a commoditised approach to ICT. The establishment of the Partnering & Commissioning function creates an effective interface between the business and ICT provision keeping strategic decision making close to the organisation and always aligned with the Council's objectives whilst pushing out the day to day operational activities to 'world class' expert suppliers. *<u>Fleet</u> Council fleet - efficient vehicles with built in safety technologies	03	05	15 High
Action Codes	Linked Actions	Latest Note				
CRR17.04.01a	Audit Plan - Review of housing statutory compliance arrangements	Fieldwork complete, report will be issued to the service shortly.	Assigned To	Due Date	Status	
			Chief Auditor	30-Jun-2018		

FRSIP17.01.01	Progress Community Asset transfer applications; this strategy supports the commitments contained in the Community Empowerment Action Plan (CEAP) published by the Scottish Government	To date the Clippens School transfer and Carbrook Street sites have been approved.	Head of Property Services	31-Mar-2020	
FRSIP17.06.10	Provide professional Finance and Property support to deliver the School Estate Management Plan (SEMP)	Support is available on an ongoing basis to the development of future phases of the schools estates strategy in conjunction with Children's Services colleagues; while the existing plan continues to be delivered and monitored	Head of Finance; Head of Property Services	31-Mar-2020	
FRSIP17.10.30	Implement recommendations from the Council's Best Value Assurance Report	The BVAR was approved by Council on 28 September 2017, with key actions being agreed which will be taken forward over the course of 2017 and 2018.	Director of Finance & Resources	31-Mar-2018	

Context		Risk Statement	Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
CRR17.04.02	Organisational Resilience	If the council is not a resilient organisation, this could result in a poor response to external disruptive events such as those recorded in the Community Risk Register and/or internal events such as loss of key employees, facilities or systems (impacting adversely on the community, council employees, services and reputation).	Director of Community Resources	Top 5 controls: *Council Incident Response Procedures, Council Business Continuity Arrangements and Council Crisis Communication Plan *Corporate and service department Resilience Management Teams *Generic Major Incident Plans *National and local contingency plans *Regular exercising of emergency plans Other controls: *Civil Contingency Service - Joint service with Inverclyde, West Dunbartonshire and East Renfrewshire Councils *Senior staff trained as Council Incident Officers. *Exercise programme in place to test council response to incidents at an individual, service and corporate level *Debriefing arrangements to enable lessons to be learned and fed back into the planning process *Winter maintenance strategy with appropriate employees trained and exercises undertaken. *Corporate Business Continuity Plan in place and regularly reviewed. *Service Business Continuity Plans reviewed regularly across services – standing item on Resilience Management Teams *ICT Disaster Recovery and Management Plan in place. This document reflects all the critical IT applications/ business systems in use for a range of functions across all service departments and provides instruction on the priorities for restoration. the plan is supported by a detailed applications portfolio		03	03	9 Moderate
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status		
CRSIP17.01.03.05	Fulfil the requirements of the Flood Risk Management Act by developing action plans to address flooding risk in Renfrewshire.	The Council is a member of the Clyde & Loch Lomond Flood Risk Management area. This is a partnership involving Scottish Water, SEPA and 13 local authorities, priorities across the area have been set with regard to detailed study to address future flood risk. The first Flood Risk Management Plan was published in June 2016 and has two cycles covering the period 2016 – 22 and 2022 – 28. Actions currently ongoing and on target include: - Surface Water Management Plan / Study of Hillington / Cardonlad / Penilee area jointly progressing with Glasgow City Council to identify the most sustainable suite of options to manage flood risk from all sources; - Integrated Catchment Study of Erskine Waste Water Treatment Works Catchment with Scottish Water to assess catchment flood management needs; - Flood risk through effective development planning and management; - Maintain a schedule of watercourse assessment and repair; - Map watercourses and Sustainable Urban Drainage systems - Record flood events.		Drew McNab	31-Mar-2019			
CRSIP17.01.03.09	Ensure all Council services have robust and up to date business continuity arrangements in place.	Currently all services have business continuity plans in place. This is an ongoing process and falls under the remit of the Council Resilience Management Team which has it as a standing item on its agenda and action log. A number of key commercial assets across the area already have "Incident Response Guides" in place and these are being rolled out to other businesses and Council premises as we identify those whose loss would most severely impact on the council.		David Mair	31-Mar-2018			

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR17.04.03 Climate change, sustainability and adaptability		If the council does not make the most of opportunities associated with climate change, sustainability and adaptability, there is a risk of missed opportunities for maximising savings and the potential for financial penalties.	Director of Finance & Resources	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
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 http://www.renfrewshire.gov.uk/wps/wcm/connect/c420ceac-627b-463c-a734-c595abf62aaa/State+of+Environment+Report+2014+Summary+LoRes.pdf?MOD=AJPERES							
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status	
CRSIP17.01.04.14	Ensure a residual waste treatment and disposal facility is fully operational by 2019 as part of the Clyde Valley Waste Management solution	Contract for the treatment and disposal facility is on schedule with the contract commencing on 1 December 2019. The service is developing options for interim waste disposal solutions to allow the Council to manage its residual waste in advance of the facility going 'live in 2019. The transfer station at Linwood requires a level of refurbishment to allow residual waste to be handed to a contractor to service the bulking up and transfer of waste. Works commenced in September and is due for completion at year end.		Karen Anderson	31-Mar-2019		
CRSIP17.01.04.17	Finalise the delivery of the project to replace all street lighting in Renfrewshire with LEDs.	94% of Renfrewshire's street lights have now been converted to LED. The LED programme will be progressed to completion in October 2017. Renfrewshire now has a higher percentage of LED streetlights conversion than any other Council area in Scotland.		Drew McNab	30-Sep-2017		
CRSIP17.01.04.18	Deliver a refreshed Air Quality Action Plan to improve air quality for Renfrewshire	Three Air Quality Management Areas have been declared for Paisley Town Centre, Johnstone High Street and Renfrew Town Centre. A Renfrewshire Air Quality Action Plan is being developed which will cover these areas. Meetings have been held with internal partners to devise specific action measures to tackle air quality and technical advisers have recently been procured to assist with developing sections of the plan which require specialist support. The refreshed Air Quality Management Action Plan will be submitted to the Infrastructure Land and Environment Policy Board in January.		Drew McNab	30-Sep-2017		

FRSIP17.04.03	Meet the Scottish Government's targets and expectation on Carbon Reduction measures	Work is ongoing to meet the targets on Carbon Reduction measures.	Head of Property Services	31-Mar-2020	
FRSIP17.04.04	Increase focus on Carbon and Financial standings through monitoring and targeting.	Work is ongoing to increase focus on carbon and financial standing through monitoring and targeting.	Head of Property Services	31-Mar-2020	

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
CRR17.10.04 Financial Sustainability Context: Net cost pressures *Inflation, *Demographics, *Unfunded burdens, *Implications of welfare reform, *Reductions in service related income, *Reduced levels of available resources, and *Implications of national economic recovery	If significant cost pressures are not successfully planned for and managed effectively over the medium to longer term, this could jeopardise the financial stability of the council and result in a significant impact on availability and quality of front-line services and capital investment resources.	Director of Finance & Resources	Top 5 controls: *A revised and enhanced Medium to Longer Term Financial Planning Strategy has been put in place and communicated throughout the council. This revised strategy now incorporates the Strategic Economic and National Policy Context, The Council's Financial Outlook & Cost Pressures, Pressures on Income, Mitigation Strategies, Use of Reserves and the Council's Capital Investment Strategy. *A well developed and embedded budget planning, budget setting and budgetary control system is in place throughout the organisation and this informs members and officers regarding financial performance and stability. This facilitates clear decision making and incorporates an escalation process with regards budget management issues which may arise. The embedded budgetary control processes and procedures also allow a direct link between financial and operational performance which is reported to both officer groups and Policy Boards *In conjunction with the medium to longer term financial planning strategy there is a continuous development of saving workstreams via the "Better Council Change Programmes". This is to ensure the Council has an appropriate range of projects and workstreams under scrutiny (e.g. with outline and detailed business cases) to ensure best value improvements and efficiencies can be identified, costed, implemented and achieved. The purpose of this is to provide a wide scope and depth of saving options for elected members as part of their work in delivering a year on year balanced budget. There is also close monitoring of the agreed savings to be achieved and this is to ensure they are delivered within the agreed timescales. Monitoring is undertaken via a combination of financial and operational measures, actions & related reports. *Regular updates and bespoke reports are provided to CMT and the Council with regards the national fiscal position, likely developments and the impact on the council through close liaison with national groups and the Scottish Government. *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 also that maximum opportunity for recurring savings are taken advantage of as part of examining the profile of debt	05	05	25 High

		payments over the long term. This has resulted in significant debt interest and payments savings being made by the council to allow resources to be concentrated to front line services.			
		Other controls: *Reports and publications from Audit Scotland in relation to local government's financial outlook, financial planning and related developments & improvements are supplemented with a Renfrewshire context report with both reports being submitted to the Council's Audit Scrutiny & Petitions Board. Audit Scotland representatives have an open invite to these policy board meetings. *Energy consumption, together with unit cost forecasts and the related implications are based on national contract prices to minimise risk of fluctuations. The role as a partner in the development of a waste management shared service allows the council to influence key decisions and be clear on it's related costs. *Improving asset management planning has clarified priority areas for investment in the council's estate and this has facilitated the investment decision making progress and has supported the formulation of the council's capital & revenue budget.			
Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CRR16.10.11c	Internal Audit to review rental income	Final report has been issued.	Chief Auditor	30-Jun-2017	
CRR17.10.04a	Audit Plan - Review of programme management arrangements, focusing on the pace and effectiveness of the change programme	Work to commence in the later part of the year.	Chief Auditor	30-Jun-2018	
CRR17.10.04b	Audit Plan - Review of workforce planning arrangements	Work to commence in the later part of the year.	Chief Auditor	30-Jun-2018	
CRR17.10.04c	Audit Plan - Review of the arrangements for client charging and payments	Work to commence in the latter part of the year.	Chief Auditor	30-Jun-2018	
CRR17.10.04d	Audit Plan - Participation in internal project work which supports the better council change programme, as required	Continued participation in ERP project. Other project work taken on as required.	Chief Auditor	30-Jun-2018	
CRSIP17.03.09.34	Develop customer engagement plans to involve our customers and actively seek their buy-in and support for service provision.	Environment & Communities has played a leading role in developing a corporate approach to Empowering Communities. The service is developing proposals to create a new relationship between the Council and its communities based on building community capacity in 'natural' communities; transferring control of service delivery and assets to communities; developing decentralised budgets and participatory budgeting proposals and sharing more power more equally between communities, individuals and professionals.	Amenity Services	31-Mar-2019	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR17.10.05 Enterprise Resource Planning Context: (1) Early stages of implementation of the new system - timescales with go-live now scheduled for early December 2017. (2) Benefits realisation - more efficient strategic planning, service commissioning, financial management, property technology, human resources and business support services for our internal customers	The introduction of the new ERP system will require the redesign of a number of key internal processes. If not carefully managed there is a risk of operational challenges during early implementation, service disruption and an inability to maximise the full range of anticipated benefits.	Director of Finance & Resources	Top 5 controls: *To Be business processes have been mapped and are under review with the wider Council *Additional business resource has been made available to support understanding of the current As Is processes *End user training will be tailored to train new business processes alongside the new system *User Testing will incorporate the testing of the new business processes alongside the new Business World system *Contingency plan is to continue working with existing systems and processes should the project not be ready to launch when planned.	03	04	12 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CRR17.10.05a	Set up of a Business Design Forum to validate business process decisions	The business design forum has been set up, and is meeting regularly to review/agree existing and proposed business processes.		Head of Finance	30-Apr-2017	
CRR17.10.05b	Establish benefits realisation plan and trackers	The benefits realisation plan continues to be developed and influenced by the design of the new system. As decisions with regards functionality and user interaction with the system are made this can have an effect on the benefits to be realised and this is being closely tracked.		Head of Finance	31-Dec-2017	
CRR17.10.05c	User acceptance testing to confirm suitability of new processes	UAT is complete in a number of areas with further work to be completed on areas where re-testing is required following changes being made. Payroll Parallel Run (PPR) is taking longer than anticipated owing to the complexity of the processes and our payroll landscape.		Head of Finance	31-Oct-2017	
CRR17.10.05d	Audit Plan - Consultancy support in relation to process redesign during the implementation stage	Continued participation in ERP project.		Chief Auditor	30-Jun-2018	
CRR17.10.05e	Audit Plan - Review key financial controls in order to provide an opinion on the financial internal control environment in place for those systems included within the roll out of ERP	Work due to commence in the latter part of the year.		Chief Auditor	30-Jun-2018	
FRSIP17.10.22	Implement Enterprise Resource Planning (ERP)	The programme continues apace, with major elements of the system testing underway. Business readiness and cutover planning are key areas of focus for the project in the run up to go-live. Implementation options including a split go-live are being investigated owing to the demands on payroll resource in the run up to and through the Christmas period.		Head of Finance	31-Dec-2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR17.10.06 Better Council Programme	The ongoing transformational change agenda makes for a highly complex and challenging business environment which, if not co-ordinated and managed effectively across all aspects of the council's business, could result in benefits not being delivered and impact significantly on future service delivery and the longer term effectiveness of the organisation	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 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.	03	04	12 High
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	
FRSIP17.10.32	Lead on Better Council Programme projects phase 3	The projects in the Customer Experience/digital theme are progressing well from development of the business cases into delivery for example, two automated processes have been deployed in Customer & Business Services.		F&R SMT	31-Mar-2019	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR17.10.07 Insider Threat and Corporate Fraud Context: *The council needs to protect its business resources (employees, financial and information resource)	The council implements a range of measures to prevent and detect insider threat and corporate fraud. Should measures not be implemented and monitored effectively there would be increased threat to resources and security of information.	Director of Community Resources; Director of Finance & Resources	Top 5 controls *The Integrity Group, chaired by the Head of Public Protection, includes appropriate membership from across service area to review and where necessary strengthen organisational resilience. *A corporate counter fraud team is in place, under the management of internal audit, to raise awareness of threats and create an anti-fraud culture, assist with prevention, detect and investigate cases and refer cases to other agencies. *Appropriate ICT controls are in place to prevent and detect information assets. Supported by a dedicated Cyber Security officer and an Information Security Group to advise on risk control measures. *Employee vetting checks are in place for all new employees.	03	04	12 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CRR16.03.05d	Internal Audit to review counter fraud and corruption policies and procedures	Draft policy has been prepared for review by management.		Chief Auditor	31-Mar-2018	
CRR17.10.07a	Audit Plan - Participate in the council's integrity group	Continued participation in the group. Workshops for the organisational assessment have been completed.		Chief Auditor	30-Jun-2018	
CRR17.10.07b	Audit Plan - Co-ordination of the National Fraud Initiative	Progress against matches allocated to services continues to be monitored.		Chief Auditor	30-Jun-2018	
CRR17.10.07c	Audit Plan - Revision of counter fraud and corruption policies and procedures	Draft policy has been prepared for review by management.		Chief Auditor	30-Jun-2018	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR17.10.08 Information and Records <u>Context:</u> The council has well established and embedded information governance arrangements. There is scope however to further improve on aspects of how the council manages information. Additionally: (1) The Records Management Plan requires full implementation in 5 years. (2) Preparation required for the coming into force of EU General DP Regulation in May 2018	If information (in whatever format), is not effectively managed, and council records are not retained or destroyed in line with the Records Management Plan, there is a risk of unavailability of the right information in the right format and at the right time, with knock on impact to effective and efficient service delivery and organisational decision-making.	Director of Finance & Resources	Top 5 controls: *Roles and responsibilities for information governance and information management are defined and established (for individuals, teams and groups) *A full suite of policies and guidance is in place around how information is handled and shared securely and how data is protected, with many training and development requirements and opportunities for employees, such as DP, information security, and records management modules on iLearn *There are technical ICT controls in place to protect the information handled by the council *There is an established incident management procedure in place for identifying, reporting, investigating and monitoring lessons learned from any information security incidents or near misses *Records Management Plan (approved by Council), which covers all the organisation's records.	03	04	12 High
Action Codes	Linked Actions	Latest Note		Assigned	Due Date	Status
CRR17.10.08a	Prepare for the coming into force of EU GDPR in May 2018 – Develop and oversee the implementation of Action Plan to ensure compliance with EU GDPR when this comes into force on 25 May 2018			Allison Black	30-Apr-2018	
FR.RR16.10.08c	Development and implementation of a new Information Management Strategy	The Council is migrating to Microsoft Office 365 in Q3 and Q4 2017 and also introducing an online ERP system. This will introduce new technologies (including Outlook, OneNote, Sharepoint, Skype) and ways of working relating to information sharing. The Information Management Strategy will now be developed to reflect the potential changes in the way the Council manages its information, given the opportunities within the newly deployed technologies.		Enterprise Architect	31-Jan-2018	
FR.RR16.10.08d	Develop a range of practical data and information management guidance to allow individuals, team and services management their information assets more effectively	The Council is migrating to Microsoft Office 365 in Q3 and Q4 2017 and also introducing an online ERP system. This will introduce new technologies (including Outlook, OneNote, Sharepoint, Skype) and ways of working relating to information sharing. The guidance will now be developed to reflect the potential change in the way the Council manages its information, given the opportunities within the newly deployed technologies.		Enterprise Architect	31-Jan-2018	
FR.RR16.10.08g	Development of disposal procedures for line of business applications			Records Manager	31-Jul-2019	
FRSIP17.10.26	Progress Records Management Plan (RMP) Action Plan, in particular the Business Classification Scheme	A recent Internal Audit of the Council's RMP has highlighted that more advantage should be taken of the five year period for implementation of the RMP. As such, some timescales have been revised, including work on the BCS. As reported to the Audit, Scrutiny and Petitions Board, this element of the RMP requires most work and will take the longest to complete with an anticipated completion in 2019. Work is underway to implement the BCS as a file plan on shared drives throughout the organisation. In support of this work, officers have been identified throughout service areas that will be tasked with producing reports on their service's shared		Records Manager	31-Dec-2017	

		folders using an analysis tool. Initial training has been delivered and guidance created. These reports will help to identify file duplication, files passed their retention, and areas where files can be managed better."			
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Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR17.10.09 Cyber Security	Context: *Cyber intrusions have increased over the past decade and the public sector is not immune to this. Yesterday's traditional prevention strategies may no longer be adequate for stopping advanced, targeted attacks. Renfrewshire Council is focused on ensuring cyber risk is appropriately managed in a way that supports innovative working and the safety and security of council systems and information. *Migration to O365	Should cyber security attacks target the council internet, IT network or data communications there is a risk of website defacement; loss of control, integrity or availability of IT resources; loss of confidential data and information assets; and a failure in compliance obligations.	Head of Information and Communications Technology	Top 5 Controls: *Mandatory cyber security training and acceptable use policies *IT security technologies scanning inbound and outbound traffic *Backup copies of data *Business continuity plans *Independent IT Health Checks O365 Project Controls: *Encrypted devices *Encrypted internet based connection to O365 services *End User access through recognised Council Active Directory services and using strong passwords. *Constant review of risk *Evolving deployment of technologies to increase protection and decrease risk over time.	03	04	12 High
Action Codes		Linked Actions	Latest Note		Assigned To	Due Date	Status

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation	
CRR17.10.10	Digital Inclusion	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 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.	03	03	9 Moderate	
Action Codes	Linked Actions	Latest Note	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.	Assigned To Head of Policy & Commissioning				Due Date 31-Oct-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.	Assigned To Project Manager (Digital Assistance)				Due Date 31-Mar-2018	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR17.10.11 Marketing & Communications	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 staff commitment, crisis response, service delivery, consultation, policy development and the organisation's reputation.	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 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	03	04	12 High
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.		Comms & Public Affairs Manager	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 objectives. The strategy will support the new Council and Community Partnership plans.	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.		Comms & Public Affairs Manager	30-Sep-2017	
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 Comms	30-Jun-2017	