Renfrewshire
Council

To:	**Environment Policy Board**
On:	**13 May 2015**

Report by:	**Director of Community Resources**

Heading:	**Community Resources Risk Register, April 2015**

1.   Summary

1.1   In keeping with 'Risk Matters', the council's combined risk management policy and strategy, the Community Resources risk register is refreshed on an annual basis.

1.2   This paper presents the Community Resources risk register from April 2015 (Appendix 1) to the Board for approval.

2.   Recommendations

2.1   It is recommended that the Environment Policy Board approves the Community Resources Risk Register, April 2015.

3.   Background

3.1   The business and social environment that the council operates within continues to be a challenging and dynamic one. The proposed Community Resources risk register from April 2015 has been updated in order to keep pace with, and accurately reflect the ongoing financial challenges, the council's key priorities and the key challenges facing Community Resources.

3.2   The council actively promotes sensible risk management practice. In doing so the council aims to deliver high quality services for all service users, achieve high standards of performance and provide a safe environment for those it employs, contracts or partners with in providing services.

3.3   The process to identify key risks seeks to focus on the significant challenges and uncertainties that may impact on the Council's ability to deliver its key priorities and is aligned to the themes of the Council's business plan.

3.4   The resulting Community Resources risk register is used to record, monitor and review the management of the key risks identified.

3.5   Risks have been evaluated using the council's risk matrix which involves multiplying the likelihood of occurrence of a risk by its potential impact. This produces an evaluation of risk as either 'low', 'moderate', 'high' or 'very high.' High/ very high risks are viewed as significant. The profile of the Community Resources risk register going forward from April 2015 is shown in the table below:

Evaluation:	Low	Moderate	High	Very High	Total
No. of Risks:	0	9	10	0	19

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

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

3.7   The Community Resources Risk Register attached as appendix 1 reflects the services risk management focus for the forthcoming year.

3.8   For each of the individual risks recorded, it includes appropriate control measures are in place to prevent and/ or mitigate adverse effects. Where no new actions are defined for any particular risk, this is indicative of a level of confidence in the current control measures and a consequent decision to tolerate the risk at this time. Robust monitoring arrangements are in place to track the progress of planned actions and ensure mitigating actions are effective.

Implications of the Report

1. **Financial -** recurring costs associated with the measures in place for each risk are considered proportionate to the level of risk, and new planned actions are also considered to be cost effective. The financial requirements to support the risk register should be met within the budget of each relevant risk owner, nevertheless, any unplanned and unbudgeted cost pressures that arise in relation to any of the risks identified will be subject to review in consultation with the Director of Finance and Resources.

2. **HR & Organisational Development -** Any risks relating to HR and Organisational Development issues are reflected within Appendix 1.

3. **Community Planning**
   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 -** The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety -** Any risks relating to health, safety and wellbeing are reflected within Appendix 1.

9. **Procurement -** Any risks relating to procurement are reflected within Appendix 1.

10. **Risk -** The risk scores are believed to be as realistic as possible taking account of the type of risks recorded and the effectiveness of the measures in place to manage them. Although the risks require close monitoring and scrutiny throughout the year, many are longer term risks that are likely to be a feature of the risk register over a number of years.

11. **Privacy Impact -** Any risks relating to privacy matters are reflected within Appendix 1

List of Background Papers

(a) Background Paper 1: Community Resources Risk Register 2014/15

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

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Author   Gerard Hannah
                Consumer Protection Manager
                0141 618 7615
                Gerard.hannah@renfrewshire.gcsx.gov.uk

Community Resources Risk Register

April 2015

Document Title:	Community Resources Risk Register 2015			1
Service:	Community Resources	Lead Author	Gerard Hannah, Consumer Protection Manager on behalf of the Director of Community Resources	
Date Effective:	13/05/2015	Review Dates:	Quarterly by CRMG to 31/03/2016	

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Service:	Community Resources	Lead Author	Gerard Hannah, Consumer Protection Manager on behalf of the Director of Community Resources	
Date Effective:	13/05/2015	Review Dates:	Quarterly by CRMG to 31/03/2016	

1.1 When the 2014/15 Community Resources risk register was approved by Board on 14 May 2014, 13 risks were recorded and the evaluation of the risks at that time outlined Community Resources risk profile as:
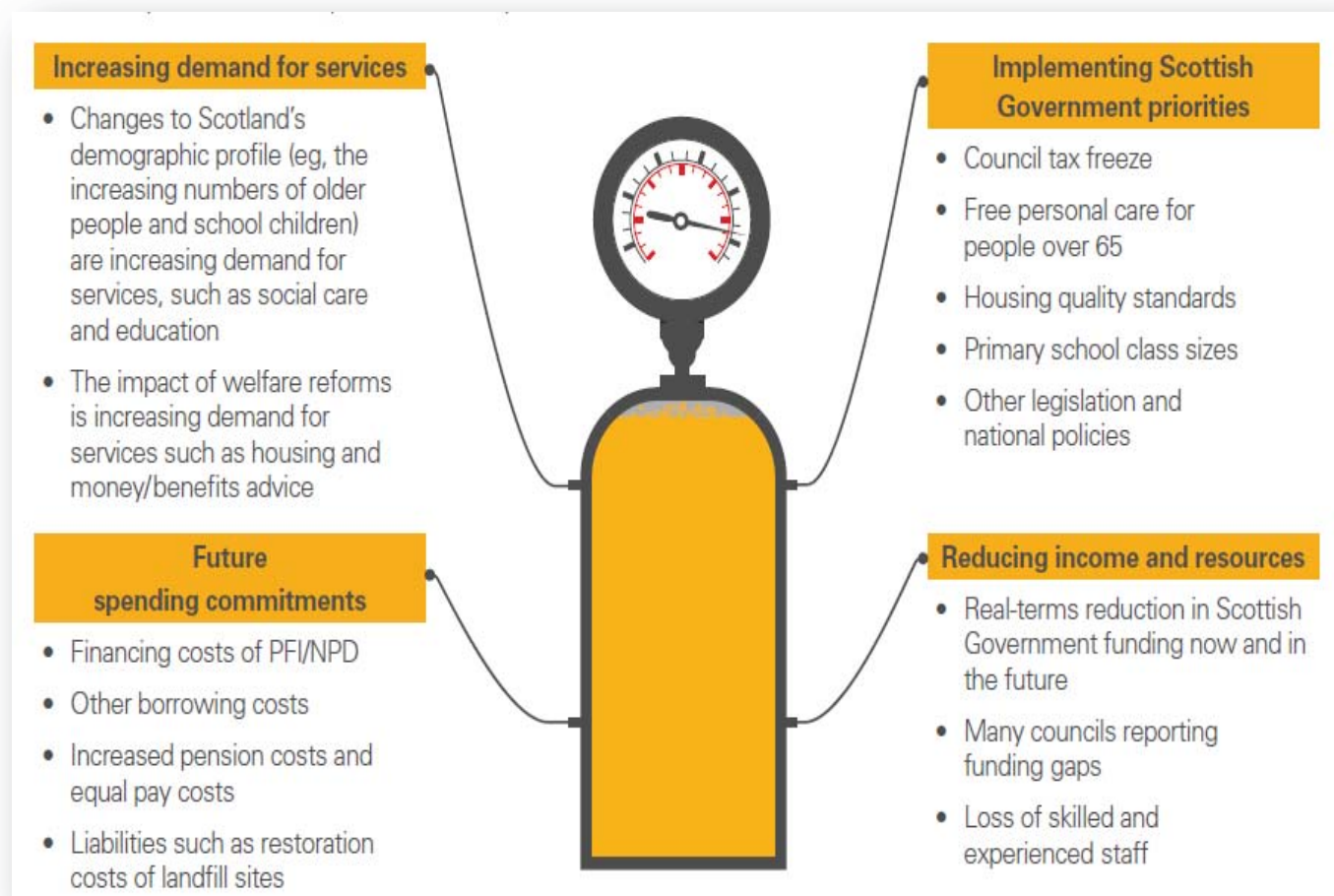
Evaluation:	Low	Moderate	High	Very High	Total
No. of Risks:	0	8	5	0	13

1.2 In relation to the service's capacity and tolerance for risk this indicated that the service had identified 13 risks (moderate and high) that could be tolerated, with none being considered very high.

1.3 An update report was provided to the Board on all corporate risks on 12 November 2014. At that time there were no material changes to the risks.

1.4 As part of the review of the corporate risk register, the land management risk, previously managed under the corporate risk register will now be managed under the Community Resources risk register. The risk has been successfully managed and monitored and could be de-escalated back to the Community Resources service risk management plan for onward review and monitoring.

1.5 Community Resources, in consultation with the corporate risk management group, has agreed that a number of the risks from the 2014/15 corporate risk register remain core issues for the service to address. The risks therefore continue to be reflected within the revised service risk register in order to be effectively managed in order to support Community Resources objectives.

1.6 It should be noted that the cost of controlling the risks and undertaking further action have been met within budget and the service has therefore continued to achieve cost effective risk management over the course of the year despite ongoing cost pressures.

1.7 As a result of the review of the corporate and Community Resources risk registers, combined with the service changes taking place within Community Resources the number of risks in the Community Resources risk register has increased to 19. It is important to note that this does not mean that the level of risk has increased however this process now ensures that all relevant risks can be actively monitored and addressed.

Document Title:	Community Resources Risk Register 2015			3
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2. The current business environment and key impact areas for Community Resources

2.1 In "An overview of local government in Scotland 2015," Audit Scotland explains that "for the last five years councils have had to cope with managing austerity, reducing resources, increasing demand for services, and ever increasing public expectations."

Increasing demand for services

- Changes to Scotland's demographic profile (eg, the increasing numbers of older people and school children) are increasing demand for services, such as social care and education
- The impact of welfare reforms is increasing demand for services such as housing and money/benefits advice

Future spending commitments

- Financing costs of PFI/NPD
- Other borrowing costs
- Increased pension costs and equal pay costs
- Liabilities such as restoration costs of landfill sites

Implementing Scottish Government priorities

- Council tax freeze
- Free personal care for people over 65
- Housing quality standards
- Primary school class sizes
- Other legislation and national policies

Reducing income and resources

- Real-terms reduction in Scottish Government funding now and in the future
- Many councils reporting funding gaps
- Loss of skilled and experienced staff

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

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

Document Title:	Community Resources Risk Register 2015			4
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2.4 The service risk register is robustly reviewed and revised as necessary to ensure that it suitably reflects the current business environment for the service whether aligned to the corporate priorities or inherent in the current day to day business environment of the service.

2.5 As in previous years, a number of methods have been employed to stimulate a thorough approach to identifying the service risks. These are outlined in Table 2.6.1 below.

Table 2.6.1: Methodology for identifying corporate risks

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

2.6 While the majority of the risks that feature in the revised service risk register have been rolled forward from 2014/15, the focus and scoring of some has been revised to ensure they accurately take account of any changes in context. In some cases, certain matters which were incorporated within risks have now emerged as risks requiring focus in their own right and this has resulted in an expanding service risk register for 2015 onwards.

2.6.1 New risks coming onto the service risk register

Delivery of the Community Resources Better Council Change Programme (BCCP) – The Community Resources BCCP and the service review programme board have been combined to ensure there is key strategic leadership of the change programme to deliver the agreed outcomes across the various workstreams.

Community Safety and Public Protection – Although community safety has played a key role in previous risk registers, it is important to have a specific risk focussed on the key role that community safety and public protection plays in meeting the Council's key priorities. Community Resources is the lead service for the community safety and public protection agenda and failure to lead on this effectively could place the council at risk of failing to protect vulnerable groups, assets, resources and infrastructure.

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Serious Organised Crime – There is new impetus to the management of this risk with the recent establishment of a new Integrity Group to appraise the council's to manage this risk and take forward any improvement actions required. The risk is included as part of the Council's corporate risk register, however in order to deliver the key operational activities it has also been included in the service risk register. The score has been increased from moderate (9) to high (12) however it should be noted that this is not in relation to increased risk in Renfrewshire but rather additional and better quality information within the council supporting a different score to that previously assessed.

Requirements of the Flood Risk Management Act
The Council has a statutory requirement to publish an 18 year strategy of action to reduce overall flood risk in partnership with Glasgow City Council.

In addition, the Council also has a duty to publish a 6 year detailed plan of action, termed the Local Flood Risk Management Plan and a duty to implement resulting actions pending funding approval from Scottish Government.

A risk to the Flood Strategy / Plan production is the lack of capital funding to mitigate flood risk due to unknown procedures for funding allocation and no ring fencing proposed. Part of the risk mitigation is the implementation of the long term strategies and working with Glasgow City Council to ascertain funding allocation procedures. Additional resources have been provided to cater for legislative requirements of the Act, in particular to ensure watercourse maintenance and procurement of action allocated through Plan / Strategy production.

Implementation of the sustainable food strategy – paragraph from Kevin Carr

Integrated Civil Contingencies arrangements – If civil contingency and business continuity arrangements are not embedded, regularly reviewed and tested potential disruptive events such as those reflected within the Community Risk Register, may result in the council's inability to effectively respond and manage events in a way that minimises harm to the community, our employees and the reputation of the council. The delivery of integrated civil contingencies arrangements ensures that the Council is resilient and able to respond to, and recover from incidents and maintain business continuity

Vehicle operator licence – The loss or reduction of the Council's vehicle operator licence could result in a significant adverse impact on the ability of the Council to deliver the range of services required as a result of restrictions that could be placed on the fleet.

Air Quality – If the Council is not seen to be effectively working towards meeting statutory limit values for NO_2, there is a risk of reputational damage and the potential for financial penalties, depending on UK and Scottish Government decisions on how to apportion any EU fines that may be imposed on the UK for failure to comply with EU Air Quality Directives.

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Town centre improvements - The Council has made the revitalisation and regeneration of our town centre areas a key priority. Community Resources has a role in the delivery of day to day frontline services to ensure our town centre businesses are supported and encouraged through effective regulatory regimes, street cleaning and refuse collection activities and the provision of a safe place for our residents.

2.6.2   Risks moving off the Community Resources risk register

PVG checks – As part of the Council's PSN accreditation, all employees across the Council completed a disclosure check and as part of the recruitment process, all new employees are disclosure checked as a matter of course before commencing employment. The process is now managed across the Council and as such can be removed from Community Resources risk register.

Failure of 3rd party suppliers – Procurement and supplier issues are now managed through well established processes. Robust arrangements are in place to cover periods of adverse weather or emergency whereby alternative arrangements can be implemented if required.

Failure to adhere to the project management framework – All Community Resources projects are managed within the revised BCCP and service review framework. All project management processes are well established and used under the direction and guidance of professional project management resources.

2.6.3   Risks with updates to definition or change in focus:

Adverse weather response – The context and focus of this risk has been updated to reflect the current delivery arrangements for Civil Contingencies service from Community Resources.

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

✅ **Better Future**	▶ Increased, sustainable investment in our economy	▶ Reduction in the causes and impact of poverty
	▶ Improved health, well-being and life chances for Children and Families	▶ A safer and stronger Renfrewshire
	▶ Improved support to vulnerable adults	
✅ **Better Council**	▶ A sustainable council	▶ Improved information through better technology
	▶ Effective change management	▶ Smarter use of assets

	▷ Putting customers first		▷ Communication and engagement	
	▷ Investment in our people			
✓ A High Performing Council	▷ Governance and assurance		▷ Managing our performance	

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

2.9 On the basis of the review of the business context for the council, Community Resources, in consultation with the Corporate Risk Management Group has therefore agreed the key risks to be recorded within the Community Resources risk register going forward from April 2015.

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3. Community Resources risk profile and Top Risks going forward from April 2015

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

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

- Table 3.2.1: the service risk profile in terms of low, moderate, high and very high risks
- Table 3.2.2: all service risk areas ranked in descending order of significance;
- Table 3.2.3: Community Resources TOP 6 risks with a brief narrative overview.

Table 3.2.1: Corporate Risk Profile

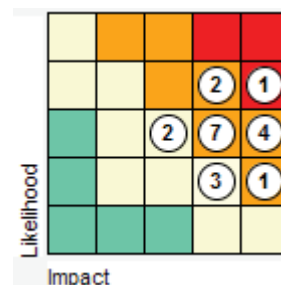| Evaluation:	Low	Moderate	High	Very High	Total
No. of Risks:	0	8	10	0	18

Table 3.2.2: Community Resources risk areas in order of significance

Risk areas	Likelihood	Impact	Score	Evaluation
3) Failure to provide safe and well maintained roads and footways	4	4	16	High
13) Failure to effectively lead on the Community Safety and Public Protection agenda	3	5	15	High
14) Failure to effectively address serious organised crime and terrorism	3	4	12	High
16) Failure to deliver the Community Resources Better Council Change Programme	3	4	12	High
12) Failure to fulfil the requirements of the Flood Risk Management Act	3	4	12	High
2) Failure to adequately manage the Linwood Moss Landfill Site	3	4	12	High
6) Failure to provide street lighting in a sustainable and economically effective manner with a financial and environmental impact	3	4	12	High
7) Inadequate maintenance and strengthening programmes leading to structural failure of bridges & other roads structures	3	4	12	High
4) Failure to Maintain Assets, prevent confidential information being lost or insufficient monitoring of contracts	3	4	12	High
18) Failure to monitor and regulate air quality levels across Renfrewshire	4	3	12	High
1) Failure to comply with the Waste (Scotland) Regulations 2012	3	3	9	Moderate
5) Failure to maintain workforce planning arrangements	3	3	9	Moderate
8) Structural failure of a reservoir leading to flooding	3	3	9	Moderate
9) Failure to improve road safety will not reduce the number of injuries and deaths to road accident	3	3	9	Moderate
10) Failure to provide a positive and sustainable environment for the regeneration of our town centres	3	3	9	Moderate
11) Failure to deliver Renfrewshire's sustainable food strategy	3	3	9	Moderate
15) Failure to develop integrated and resilient civil contingencies arrangements across Renfrewshire and its neighbouring authorities	3	3	9	Moderate
17) Failures in the strategy for dealing with contaminated land leading	3	3	9	Moderate

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Risk areas	Likelihood	Impact	Score	Evaluation
to reputational harm and potentially significant unbudgeted costs				
18) Failure to maintain the council fleet could have an adverse impact on the Council's vehicle operator licence	3	3	9	Moderate

Table 3.2.3: TOP 6 Community Resources Risks

Title	Risk	Overview
Roads and Footways maintenance		**Community Resources will seek to maintain and improve the strategic road and rail connections to the wider network in order to link with the UK marketplace and beyond.** The Council will continue to work in partnership with Transport Scotland, SPT, Glasgow Airport, Network Rail, Albellio and other local authorities to maintain and improve strategic transport connections. The partnership approach is essential to deliver cross boundary projects which benefit the wider network
Community Safety & Public Protection		**The Council has a public protection role relating to child and adult protection, offending behaviour and community safety. Effective partnership working with key agencies and the police is critical to ensuring risk to and from individuals is effectively managed.** Community safety and public protection is a wide ranging and expanding agenda relating to the protection of vulnerable people, communities, businesses and organisations. There are some broad risks that can and should be foreseen and planned for. These include being very young, ill or very old, having limited or no positive support from family or friends, being financially vulnerable or being subject to anti-social behaviour, crime, violence or discrimination. The Council has effective governance structures in place to manage and deliver civil contingencies, public protection and community safety programmes that include class leading diversionary programmes, case management and referral processes.
Serious organised crime and terrorism		**Serious and organised crime is a threat to national security and costs the UK economy more than £24 billion a year. There is potential that organised crime, insider threat and corporate fraud could become an area of risk for the council.** The council has a duty to protect its residents and businesses from threats such as serious and organised crime. The council has revised its approach to dealing with the issue and attempting to understand and mitigate the risks, in particular the risks with 3rd party providers and partners accessing our systems. The integrity group has been established to assess the arrangements for managing this risk and to deliver the oversight role for implementation of strategies to respond effectively to national initiatives relating to serious and organised crime.
Better Council Change Programme		**The Better Council Change Programme (BCCP) aims to change how the Council's people, assets, processes, technology and information work together, whilst ensuring that services are planned, designed and delivered in line with corporate priorities and provide Best Value** The BCCP has outlined a range of options to balance the Council's budget in the context of a projected medium term deficit of up to £30 million through to 2017/18. Community Resources will play a key role in the delivery of the BCCP including leading the integration of hard and soft facilities management, the rationalisation of depots from three to one, remodelling the Council's catering service, the review of transportation and fleet and the horizontal integration of frontline roads operations within the wider service area of Amenity Services.
Flood risk management act		**Renfrewshire will work with partners in the Loch Lomond and Clyde flood risk management area joint committee to deliver the flood risk management plan.** As part of the publishing of the flood risk management plan, bids will be submitted to the Scottish Government for funding to deliver flood risk management solutions.

Title	Risk	Overview
Linwood moss landfill site		**Linwood Moss landfill site ceased accepting waste in 2007, and was capped and restored in line with the Landfill (Scotland) Regulations 2003. This significant investment and site closure plan was required as the Council was not permitted to operate the site as an inert landfill site under the PPC (Pollution, Prevention Control) Regulations, 2005.** The Council's general obligations under the Waste Management Licence are that the Landfill site should not: • Cause pollution of the environment • Cause harm to human health • Become seriously detrimental to the amenities of the locality The main focus of site activity post closure is to ensure that pollution control measures and monitoring arrangements are in place and are working effectively. This relates mainly to the management of leachate and surface water at the site, and also to the venting of landfill gas Through time, the volumes of leachate generated in a capped and restored landfill site should decrease. However, ongoing site monitoring processes have identified that this has <u>not</u> been the case at Linwood Moss, suggesting some other means of water ingress. All of the environmental monitoring data obtained is used for external regulations and assessment and can be used to demonstrate compliance with licence conditions. It will also provide information to support progress towards the surrender of the site licence.

3.3 The risk control measures planned for 2015 and beyond are shown within the Community Resources risk register in the appendix that follows. Control measures are supported by linked actions (proportionate to the level of each risk) that will further contribute to either the prevention of the risk occurring, where possible, or mitigating their potential effects. Where there are no actions linked to a risk this indicates that the risk is being managed as 'business as usual' taking account of the control measures currently in place.

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

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Service:	Community Resources	Lead Author	Gerard Hannah, Consumer Protection Manager on behalf of the Director of Community Resources
Date Effective:	13/05/2015	Review Dates:	Quarterly by CRMG to 31/03/2016

Community Resources Risk Register 2015-2016
Report Type: Risks Report
Generated on: 30 March 2015

Context	Risk Statement	Owned by	Current Risk Control Measures	Impact	Likelihood	Evaluation
CRRR1516.01	Failure to comply with the Waste (Scotland) Regulations 2012 and provide an effective and efficient refuse collection service may adversely affect the Council's refuse disposal costs	Amenity Services Manager (Waste)	*Continued monitoring of Managed Weekly Collections *4 weekly monitoring of recycling performance in place to ensure target of 40% is achieved *Current disposal contract includes a level of diversion from landfill	03	03	9

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CRRR1516.01a	Further improve the refuse and recycling collection service to residents in the Erskine area to help increase recycling levels		Amenity Services Manager (Waste)	31 March 2016	
CRRR1516.01b	Implement a strategic approach to improving recycling to encourage behavioural change and promote the waste hierarchy of reduce/reuse/recycle		Amenity Services Manager (Waste)	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Impact	Likelihood	Evaluation
CRRR1516.02	Failure to adequately manage the Linwood Moss Landfill Site may lead to a pollution incident.	Amenity Services Manager (Waste)	*Regular monitoring of leachate and gas from the site. *Manual inspection of all infrastructure and telemetric system to monitor leachate levels in place.	04	03	12 High

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CRRR1516.02a	To continue monitoring of site and rectify any faults found.		Amenity Services Manager (Waste)	31 March 2016	
CRRR1516.02b	To continue to liaise with the Scottish Environment Protection Agency as regulators of the site		Amenity Services Manager (Waste)	31 March 2016	

Context	Risk Statement	Owned by	Likelihood	Impact	Evaluation
CRRR1516.03	Failure to provide safe and well maintained roads and footways which meet public expectations may lead to adverse publicity and will not support physical and economic regeneration.	Head of Amenity Services	04	04	16 High

Current Risk Control Measures: * Safety inspections carried out to the Highway Code of Good Practice timescales and intervention levels *Partnering in the Scottish National Road Condition Survey Consultation in place with Councillor and Constituents on annual works programme * Significant investment in infrastructure in 2014/15

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CRRR1516.03a	Deliver the capital investment plans for the maintenance of roads and footpaths		Head of Amenity Services	31 March 2016	
CRRR1516.03b	Develop asset management plans for roads, infrastructure, parks and open spaces, fleet and street lighting to ensure that whole life costs are understood and that annual investment is sustained efficiently		Head of Amenity Services	31 March 2016	

Context	Risk Statement	Owned by	Likelihood	Impact	Evaluation
CRRR1516.04	Failure to Maintain Assets, prevention of confidential information being lost or insufficient monitoring of contracts may place a financial burden on the Council	Senior Leadership Team	03	04	12 High

Current Risk Control Measures: *Asset management plans in place; *Financial regulations are in place and adhered to*Corporate Landlord Model in place to co-ordinate all statutory Inspections; *Inventory and audit procedures implemented; * CCTV is in place throughout Renfrewshire House; *All portable electrical equipment under the control of the service is maintained by periodic testing; * Inspection programme in place for all premises. *Security arrangements are in place across Community Resources premises * Information Security Policy.

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CRRR1516.04a	Develop asset management plans for roads, infrastructure, parks and open spaces, fleet and street lighting to ensure that whole life costs are understood and that annual investment is sustained efficiently		Senior Leadership Team	31 March 2016	
CRRR1516.04b	Effectively manage the four trading operations of Roads Services, Catering, Vehicle Maintenance and Building Services		Senior Leadership Team	31 March 2016	
CRRR1516.04c	Ensure all premises are inspected in line with statutory requirements		Senior Leadership Team	31 March 2016	
CRRR1516.04e	Review of information security arrangements across all Community Resources premises		Senior Leadership Team	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.05	Failure to maintain workforce planning arrangements may lead to recruitment, retention and skills issues and sickness absence levels which may impact on the service	Senior Leadership Team	*Ensure absence is being addressed through the revised supporting attendance procedures *Joint management/trade union task group established *Key tasks are identified and redistributed where appropriate. *Ensure employee issues and grievance time scales are implemented. *Established meeting protocols including Joint Consultative Board (JCB), Joint Trade Union Liaison, Services sub-group. *Regular consultations with staff and Trade Unions over proposed service changes. *Trade Unions involved in Health & Safety Committee.	03	03	9 Moderate

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CRRR1516.05a	Further improve absence and overtime performance within Community Resources		Senior Leadership Team	31 March 2016	
CRRR1516.05b	Implement the performance development review process to ensure all employees have relevant development plans which are reviewed and monitored		Senior Leadership Team	31 March 2016	
CRRR1516.05c	Maintain regular engagement with the trade unions through the now established meeting forums		Senior Leadership Team	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.06	Failure to provide street lighting in a sustainable and economically effective manner will have a financial and environmental impact	Transportation Manager	* Power supply is collaboratively contracted *5% reduction in power consumption achieved through the introduction of new technologies * Annual inspections of lighting units. * Use of non destructive testing consultants. * On site testing by Inspectors where defects are reported. * Ongoing programme of column replacement.	03	04	12 High

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CRRR1516.06a	Develop asset management plans for roads, infrastructure, parks and open spaces, fleet and street lighting to ensure that whole life costs are understood and that annual investment is sustained efficiently		Transportation Manager	31 March 2016	
CRRR1516.06b	Manage our assets, including fleet and street lighting to reduce energy consumption and emissions		Transportation Manager	31 March 2016	
CRRR1516.06c	Enforce policy of restrictions and approvals for signs or additional loading on columns		Transportation Manager	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.07	Inadequate maintenance and strengthening programmes may lead to structural failure of bridges & other roads structures and affect the safety and efficiency of the road and rail network.	Transportation Manager	* General and Principal inspections carried out to Design Manual for Roads and Bridges standards. * Programme of required maintenance works produced. * Systematic checks of capacity of structures to meet current vehicle loading standards * Register of road bridges, underpasses, footbridges, culverts and other road structures completed *Major strengthening and reconstruction works undertaken at Abercorn and Abbey Bridges * Programme of Scour protection works completed.	03	04	12 High

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CRRR1516.07a	% of Council bridges failing to meet the Euro standard		Transportation Manager	31 March 2016	
CRRR1516.07b	% of Private bridges failing to meet the Euro standard		Transportation Manager	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.08	Structural failure of a reservoir could lead to flooding	Transportation Manager	* Design for the flood return period defined in the Reservoir Scotland Act 1975 * Inspection regime to requirements of the Act * Appointment of Supervisory and Independent Panel Engineer for Reservoirs for which the Council is the Regulatory authority or Undertaker	03	03	9 Moderate

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CRRR1516.08a	Transfer Statutory responsibility for requirement for Structural Safety Certificates		Transportation Manager	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.09	Failure to improve road safety will not reduce the number of injuries and deaths due to road accidents.	Transportation Manager	* Established programme of road safety training in schools * 20 mph zones introduced including first phase of statutory zones *Transportation programme implemented including traffic calming	03	03	9 Moderate

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CRRR1516.09a	Deliver a the safer streets and smarter choices, smarter places programmes		Transportation Manager	31 March 2016	
CRRR1516.09b	Implement an annual programme of schemes to assist pedestrians and cyclists on road safety and to encourage more walking and cycling		Transportation Manager	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.10	Failure to provide a positive and sustainable environment for the regeneration of our town centres may adversely affect sustainable investment in the local economy	Head of Amenity Services	*Regeneration and revitalisation of town centres *Supportive and effective regulatory regimes	03	03	9 Moderate

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CRRR1516.10a	Create a positive and sustainable environment for the regeneration and revitalisation of town centres and communities through StreetScene services and a supportive regulatory regime		Head of Amenity Services	31 March 2016	
CRRR1516.10b	Delivery of better transport networks and improved road conditions in industrial estate and inward investment locations		Head of Amenity Services	31 March 2016	
CRRR1516.10c	Continue to promote participation in Best Bar None Awards.		Head of Public Protection	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.11	Failure to deliver the implementation of Renfrewshire's sustainable food strategy may have an adverse impact on the health and wellbeing of our communities	Site Services Manager		03	03	9 Moderate

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
			Site Services Manager	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.12	Fulfil the requirements of the Flood Risk Management Act	Head of Amenity Services		03	04	12 High

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CRRR1516.12a	Implement a watercourse inspection regime		Head of Amenity Services	31 March 2016	
CRRR1516.12b	Reviewing development against flood risk		Head of Amenity Services	31 March 2016	
CRRR1516.12c	Approving a flood risk management plan for the Clyde and Lomond flood risk management area		Head of Amenity Services	31 March 2016	
CRRR1516.12d	Delivering the final phase of the North Renfrew flood prevention scheme		Head of Amenity Services	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.13	Failure to effectively lead on the Community Safety and Public Protection agenda may place the Council at risk of failing to protect vulnerable groups	Head of Public Protection	Daily and monthly tasking meetings *Community Safety and Public Protection Steering Group *Revised Wardens Services flexibly deployed to hotspot locations at times when service required *StreetStuff diversionary programme *CCTV * Integrated noise enforcement, youth teams and ASB teams *Links and participation on Adult Protection and Child Protection Committees.	03	05	15 High

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CRRR1516.13a	Develop and implement the refreshed approach for the Community Safety and Public Protection steering group		Head of Public Protection	31 March 2016	
CRRR1516.13b	Further develop the integrated Community Safety/CCTV hub		Head of Public Protection	31 March 2016	
CRRR1516.13c	Identify emerging trends through improved intelligence sharing and diversionary programmes		Head of Public Protection	31 March 2016	
CRRR1516.13d	Facilitate links with the Procurator Fiscal around diversion from prosecution for low level anti social behaviour neighbour disputes		Head of Public Protection	31 March 2016	
CRRR1516.13e	Enhanced public protection through delivery of effective enforcement and regulatory activities. Delivery of Building Safer Communities Programme.		Head of Public Protection	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.14	Enhance the Council's approach to addressing serious organised crime and terrorism	Head of Public Protection	Effective links with Police through 3 Council multi agency coordination linked to CCS Joint Management Board *Single Point of Contact for SOC and Terrorism *Effective links to senior officers through integrated groups.	03	04	12 High

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CRR1516.14a	Deliver the Integrity Group work plan		Head of Public Protection	31 March 2016	
CRR1516.14b	Establish the Prevent Group and associated work plan.		Head of Public Protection	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.15	Develop integrated and resilient civil contingencies arrangements across Renfrewshire and its neighbouring authorities supporting the Council, local businesses and communities	Head of Public Protection	*Links to key staff, availability, increased interdepartmental alliance. *Liaison with CCS maintained.	03	03	9 Moderate

Action Codes	Linked Actions	Assigned To	Due Date	Status
CRRR1516.15a	Ensure all relevant employees are aware of responsibilities in cases of incident response and consultation with emergency services	Head of Public Protection	31 March 2016	
CRRR1516.15b	Ensure regular service resilience management team meetings are taking place	Head of Public Protection	31 March 2016	
CRRR1516.15c	Ensure appropriate controls are in place for fuel shortages when restrictions are enforced during any period of adverse weather	Head of Public Protection	31 March 2016	
CRRR1516.15d	Ensure the Community Resources business continuity plan is prepared and implemented	Head of Public Protection	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.16	Deliver the Community Resources Better Council Change Programme	Community Resources Strategic Change Board		03	04	12 High

Action Codes	Linked Actions	Assigned To	Due Date	Status
CRRR1516.16a	Complete the review of Hard and Soft FM to maximise efficiency in the delivery of management arrangements	Head of Facilities Management	31 March 2016	
CRRR1516.16b	Complete the review of Depots to integrate frontline services within the Underwood Road depot	Head of Amenity Services	31 March 2016	
CRRR1516.16c	Complete the review of roads and infrastructure to deliver integrated frontline services across Amenity Services	Head of Amenity Services	31 March 2016	
CRRR1516.16d	Complete the review of the Council fleet and transportation to maximise vehicle utilisation	Head of Amenity Services	31 March 2016	
CRRR1516.16e	Complete the review of catering in schools	Head of Facilities Management	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.17	Contaminated land issues may arise at any time in respect of the council's own land and property and that which has been sold. If there are any failures in the council's strategy for dealing with this inherent challenge, there may be reputational harm (in respect of corporate social responsibility) and potentially significant unbudgeted costs		* The contaminated land strategy is a working document which is implemented on an ongoing basis through a team of specialist contaminated land officers * Appropriate site investigations continue to be undertaken as part of the development management process. * Availability of any funding sources for contaminated land projects is investigated on a site specific basis. * Ongoing monitoring of the major site development at ROF Bishopton and purifying the relevant planning conditions * Ongoing identification of required funding for contaminated land site remediation outwith the planning remediation process where possible	03	03	9 Moderate
Action Codes	**Linked Actions**		**Latest Note**	**Assigned To**	**Due Date**	**Status**
CRRR1516.17a	Remediation works at ROF Bishopton			Head of Public Protection	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.18	If Council is not seen to be effectively working towards meeting statutory limit values for NO_2 , there is a risk of reputational damage and the potential for financial penalties , depending on UK and Scottish Government decisions on how to apportion EU fines should they be imposed on the UK for failing to comply with EU Air Quality Directives,		An Air Quality Action Plan for Paisley Town Centre was submitted to and approved by Scottish Government in 2014. Air Quality Specialists Ricardo AEA have been appointed to undertake modelling and source apportionment work to determine if additional areas require to be covered by an AQMA and to consider effective action plan measures.	04	03	12 High
Action Codes	**Linked Actions**		**Latest Note**	**Assigned To**	**Due Date**	**Status**
CRRR1516.18a	Continue to monitor air quality levels across Renfrewshire			Head of Public Protection	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.19	Failure to maintain the council fleet could have an adverse impact on the Council's vehicle operator licence			03	03	9 High
Action Codes	**Linked Actions**		**Latest Note**	**Assigned To**	**Due Date**	**Status**
CRRR1516.19a				Head of Amenity Services	31 March 2016	