



To: Finance and Resources Policy Board

On: 11 November 2015

Report by: Chief Executive

Heading: Chief Executive's Service Risk Management Plan 2015/16 – mid year progress report

1. Summary

- 1.1 The Chief Executive's Service Risk Management Plan for 2015/16 was approved by the Finance and Resources Policy Board on 13 May 2015.
- 1.2 This paper provides a mid year progress report on the management of the identified risks. The complete risk register, showing risks, planned actions and progress is provided in Appendix 1.
- 1.3 At the beginning of 2015/16 the service identified 4 risks and these were evaluated as moderate (1) and high (3) risks. Midway through the year there is no change to the number of risks or the evaluation of these risks.
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2. Recommendations

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

3.1 At the mid year review of the plan, good progress has been made in the control and management of the identified risks. No new risks have emerged and there has been no change in the level of scoring for these risks.

3.2 The service risk profile therefore remains unchanged from that reported to the Board in May this year, and is shown in the table below:

Evaluation:	Low	Moderate	High	Very High	Total
No. of Risks:	0	1	3	0	4

3.3 The service's 4 risks are set out below with a brief overview of progress. The risks are aligned to the Chief Executive's service Improvement Plan.

(1) Communication

A cultural, economic and social regeneration communications strategy is now in place, underpinned by communications strategies for key priorities such as Tackling Poverty, Paisley Regeneration, City Deal and Better Council.

(2) Equality and Human Rights

Renfrewshire Council as a public service provider and employer is committed to providing excellent services in a culture which helps to ensure that we are meeting the changing needs of individuals and groups across the diverse population of Renfrewshire.

Statutory reporting on mainstreaming progress, equality outcome progress and equality information was produced and published in line with legislation in April 2015. It has been agreed that outcomes and performance measures will be refreshed by next reporting period which is due in April 2017. This process is due to start in 2016. Following evaluation of integrated EqHRIA process in 2014, a self assessment on progress was carried out. EqHRIA process will now be replaced with an integrated assessment which includes poverty, following approval of the Tackling Poverty Action Plan by Council in June 2015. This is currently being progressed.

(3) Community Planning Partnership

Community Planning continues to build strong relationships across key partners in Renfrewshire. The Team is currently working on

the Community Empowerment Bill and preparing for changes relating to locality plans.

(4) Data and Performance Management

Renfrewshire's open data strategy and open data publication plan are on track to be published by December 2015. The aim is to acquire a suitable open data platform, formalise processes, provide training and prepare data during 2016 then start publishing open data in an iterative manner by January 2017 in line with the Scottish Government open data strategy and guidelines.

Implications of the Report

1. **Financial** – recurring costs associated with the measures in place for each risk are proportionate to the level of risk.
 2. **HR & Organisational Development** – risks related to HR/workforce issues are reflected in Appendix 1
 3. **Community Planning** – risks relating to Community Planning are reflected in Appendix 1
 4. **Legal** – risks relating to legislation are reflected in Appendix 1.
 5. **Property/Assets** – None
 6. **Information Technology** - None
 7. **Equality & Human Rights**
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website
 8. **Health & Safety** - None.
 9. **Procurement** – None
 10. **Risk** – as per the subject content of this paper
 11. **Privacy Impact** - None
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List of Background Papers

- (a) Background Paper 1 Chief Executive's Service Risk Management Plan 2015/16

The foregoing background papers will be retained within Chief Executive's Service for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is

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Appendix 1 - Chief Executive's Service Risk Register 2015/16

Context	Risk Statement	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.01.04 Delivering on SOA outcomes through the Community Planning Partnership (1) SOA themes (2) Improvement Service benchmarking (3) SOA indicators and performance (4) CPP future role in respect of Criminal Justice	The Community Planning Partnership seeks to deliver key outcomes for the community such as tackling poverty and inequality gap in Renfrewshire. If the council does not effectively engage with the partnership through a significant period of challenge, adapting strategy, policy and operations to meet these challenges and ensuring good governance and performance, there will be greater uncertainty around delivering the community benefits and achieving the partnership aims and objectives.	*The Renfrewshire Community Plan is the action plan for delivery of the Community Plan and the SOA *The plan clearly outlines a positive vision for change which will be driven by partners *Community Planning targets are defined. These will be revised and updated each year by the Community Plan Partnership Board as progress is achieved *Progress on achieving Community Planning/ Single Outcome Agreement targets is monitored by 6 thematic boards and is reported annually to the CPP Board. *Clear accountability and public reporting is an important aspect of the CPP approach, using data and other evidence, to drive performance within all aspects of the Community Plan.	03	04	12 High
Action Codes	Linked Actions	Progress update	Due Date	Status	
CE.SIP.14.01.02	Produce and promote the Community Planning website in conjunction with Engage Renfrewshire	The website is now well established and holds content from a wide range of partners and across all of the community planning themes. It is now being used as the main repository for information on cross-partnership areas such as the children and young people's services review in 2014/2015. The structure of the website is currently being expanded to accommodate increased demand for hosting documents, reports and other information under each of the six plan themes.	31-Mar-2017		
CE.SIP.14.01.05	Support Engage Renfrewshire to ensure that community and Voluntary groups are involved in and contribute to community	The service has provided support to Engage Renfrewshire to develop the Renfrewshire Forum for Empowering Communities. Membership of Engage Renfrewshire has been increasing steadily - from 290 member organisations in May 2014 to 322 organisations in December 2014. A	30-Sep-2015		

	planning outcomes	volunteering toolkit has been developed and used by local community groups and a number of volunteer recruitment campaigns have been initiated for organisations including St Vincent's Hospice, Reaching Older Adults in Renfrewshire and Active Communities. There has been an increase in the number of people registering to become a volunteer.		
CE.SIP.14.01.06	Support Renfrewshire Community Planning Partnership to develop a resource plan	Renfrewshire Community Planning Partnership has completed an exercise to identify the estimated public sector revenue expenditure in Renfrewshire. This showed that £975 million is spent by partners in Renfrewshire. Following this exercise the Community Planning Partnership Board identified two areas for the partnership to investigate: opportunities for assets/property and learning and development. This work is now underway and will be reported to future meetings of the Community Planning Partnership Board.	31-Mar-2015	
CE.SIP.14.02.15	Include and maintain detailed data about the businesses, industry, transport infrastructure and economic profile of the communities of Renfrewshire in the Knowledge Bank	Renfrewshire's open data strategy and open data publication plan are on track to be published by December 2015. The aim is to acquire a suitable open data platform, formalise processes, provide training and prepare data during 2016 then start publishing open data in an iterative manner by January 2017 in line with the Scottish Government open data strategy and guidelines	31-Mar-2017	

Context	Risk Statement	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.02.17 Equality and Human Rights <u>Context:</u> Renfrewshire Council as a public service provider and employer is committed to providing excellent services in a culture which helps to ensure that we are meeting the changing needs of individuals and groups across the diverse population of Renfrewshire. The Council is required by legislation to pay due regard to the general equality duty set out in the Equality Act 2010 and ensure that everyone's rights are protected/upheld which enables individuals and groups to have the opportunity to realise their full potential free from discrimination as required by	The council requires an integrated and transparent approach to implementing Equality and Human Rights and if this is not achieved in a co-ordinated manner across council services and with partners there is a risk that the council will be challenged in evidencing compliance with the duties of the Act.	*Progress and areas of development and improvement reported to Strategy and Performance Network *Corporate progress reported to CMT and Council's Leadership Board on an annual basis *Corporate guidance to support assessment of equality and human rights impacts accessible on Renfo and the Council's website *Equality and Human Rights Impact Assessment e-learning developed to support	03	04	12 High

the Human Rights Act 1988			for employees and managers *Board Reports revised to ensure equality and human rights impacts are an integral part of the decision making *An Equality Awareness Week is run every year, demonstrating the council's commitment, support employees to develop a better understanding *Continue to lead on Diversity and Equality Alliance in Renfrewshire Group in order to achieve better outcomes for everyone in Renfrewshire			
Action Codes	Linked Actions	Progress update	Due Date	Status		
CE.SIP.14.05.23	Coordinate and monitor progress of the Council's equality outcomes	Progress on equality outcomes was collected and reported to the Leadership Board on 1 April 2015 and will be published on the Council's website to meet the requirements of the Equality Act. Next public reporting date for progress against outcomes is 2017.	30-Apr-2015			
CE.SIP.14.06.33	Continue to coordinate the activities/actions of the Diversity and Equality Alliance Group, promoting positive attitudes, encouraging participation of individuals and groups from the diverse communities across Renfrewshire	Partners and members are actively contributing to 6 relevant Equality outcomes. Evidence of progress is now being held electronically on Covalent and is a key agenda item at meetings.	31-Mar-2016			
CE.SIP.14.08.51	Monitor and coordinate progress of integrated approach to equality and human rights impact assessment	Following evaluation of integrated EqHRIA process in 2014, a self assessment on progress was carried out. EqHRIA process will now be replaced with an integrated assessment which includes poverty, following approval of the Tackling Poverty Action Plan by Council in June 2015.	31-Mar-2016			

			This is currently being progressed.			
CERR14.P1.04.01	Coordinate and monitor corporate actions and activities to evaluate performance and compliance with the general equality duty and human rights		Statutory reporting on mainstreaming progress, equality outcome progress and equality information was produced and published in line with legislation in April 2015. Agreed that outcomes and performance measures will be refreshed by next reporting period which is due in April 2017.	30-Apr-2015		
CERR14.P1.04.02	Conduct an annual review of Council's Policy Board reports to assess progress on adapting an integrated approach to equality and human rights in practise, evaluation and decision making		On the basis of the review further guidance is being developed to update and support services.	30-Apr-2015		
CERR14.P1.04.03	Collaborate with a wide range of diverse organisations supporting and contributing to the achievement of the Council's Equality Outcomes		Partners from the Diversity & Equality Alliance Group, which is chaired by a Council officer, actively contribute to the achievement of equalities outcomes	30-Apr-2015		

Context	Risk Statement	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.02.18 Communications <u>Context:</u> (1) The importance of respectful and strategically driven communications with staff during times of change and to effect excellent service delivery (2) Engaging Renfrewshire's communities in the objectives of the Community Plan (3) Informing and supporting	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 and senior communications officers liaise with Services/ Senior Management Teams on the co-ordination and timing of information communications, communication strategies, action plans and key milestones * Communications database (NASDAC) is used to track and manage media enquiries * Council information channels such as; website, social media, magazine are used effectively to promote council initiatives * Head of Communications is a member of Corporate	03	04	12 High

communities of the work and resultant outcomes of the tackling poverty commission		Management Team			
(4) Crisis communications		* Crisis Communications Strategy in place * All content on website and intranet have review dates set so that checks can be made on currency of information * The Communications Team continues to corporately approve web and intranet content * Communications 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 * Emergency Contacts Directory updated to reflect new contact details every 6 months			
(5) Increasing demand for employees' access to social media sites and feeds for professional and personal purposes creates security and reputational concerns					
Action Codes	Linked Actions	Progress update	Due Date	Status	
CE.SIP.14.01.09	Implement a communications strategy to cover all audiences (including internal) to support the public and our partners. The strategy will cover our development of all communications channels and support the council and community plans	A cultural, economic and social regeneration communications strategy is now in place, underpinned by communications strategies for key priorities such as Tackling Poverty, Paisley Regeneration, City Deal and Better Council.	31-Mar-2017		
CE.SIP.14.07.38	Continue to extend the use and understanding of technology and new communications channels	The council is launching a MyRenfrewshire website which aggregates information published online by community groups and presents in one easily-accessible place for local residents. Development work is ongoing to introduce a My Account feature on the council's website which will allow users to sign-in and personalise content	31-Mar-2017		
CE.SIP.14.08.47	Develop a communications module within the corporate induction pack and management development	This will be undertaken in line with the new Organisational Development Strategy	31-Mar-2016		

	programme			
CRR15.02.18a	Internal Audit to review Corporate Communications	This is planned for the Q3/4 2015/16.	30-Jun-2016	

Context	Risk Statement	Current Risk Control Measures	Likelihood	Impact	Evaluation
CERR14.P4.01 Data and Performance Management	Failure to ensure that data sets are kept up to date leads to an inability to monitor and report progress on the strategic plans of the Council and community planning partners with the risk that the Council will be unable to deliver our statutory duties and/or identify improvements that can be made to services.	SOA and Community Plan performance indicators held on Covalent to ensure that they are kept secure and easily accessible Local Government Benchmarking Indicators included as part of the SPLs from April 2014 and are held on Covalent and monitored to ensure that accurate information is reported to the Improvement Service within timescale; Arrangements in place for collection of accurate and complete information; Arrangements in place that meet the criteria in Audit Scotland's Direction for reporting performance information (including Public Performance Reporting); Audit Scotland SPI Direction and the council's statutory duties complied with; Council and Community planning partner performance information available from the Council's website; Annual submission to the Local Area Network auditors for the Council's shared risk assessment.	02	04	8
Action Codes	Linked Actions	Progress update			Status

CE.SIP.14.10.60	Build on the publication of the Community Planning Public Performance Reporting magazine, working with partners to improve PPR arrangements alongside the new Community Plan and SOA	Community Planning website is now established providing a range of community planning performance information.	31-Dec-2014	
CE.SIP.14.10.61	Implement the next stages of the Local Government Benchmarking Framework	Renfrewshire participates fully with the requirements set out by the Improvement Service. Returns were made on time and reported on council website and the Council is a member of all the family benchmarking groups.	31-Mar-2017	
CE.SIP.14.10.62	Provide the CMT with quarterly performance reports on the Council's priorities	CMT Scorecard has been updated to reflect current strategic priorities and is reported quarterly to the CMT.	31-Mar-2015	
CE.SIP.14.10.65	Ensure all services are monitoring and implementing their PSIF Improvement Plans from Cycle 2	All services that took part in the PSIF assessment sessions for cycle 2 have developed and submitted their improvement plans and are monitoring them. The overall PSIF results have been evaluated and presented to the CMT.	31-Mar-2015	
CE.SIP.14.10.66	Lead on the Council's PPR framework for 2014/15	All elements of the Public Performance Reporting framework for 2014/15 are complete and all data is available on the website to comply with Audit Scotland's requirements.	31-Mar-2015	
CE.SIP.14.10.68	Deliver on Audit Scotland's Statutory Performance Indicator Direction and fulfil our statutory duties	The Service has reported a wide range of indicators and information to meet external PPR requirements.	30-Sep-2014	
CE.SIP.14.10.70	Lead on Best Value ensuring that the Council is prepared for the audit process	Our submission to the Local Area Network was completed in December 2014 and the Shared Risk Assessment concluded that no additional scrutiny was required. No audit is required in 2015.	31-Mar-2017	