

**To:** Education and Children Policy Board

**On:** 19 January 2017

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**Report by:** Director of Children's Services

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**Heading:** Risk Management Plan 2016/17 – Mid Year Update

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## **1. Summary**

- 1.1 In keeping with 'Risk Matters', the Council's combined risk management policy and strategy, the service risk management plan is refreshed on an annual basis.
  - 1.2 This paper presents a mid-year update on the service risk management plan presented to this Board in May 2016.
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## **2. Recommendations**

- 2.1 It is recommended that the Education and Children Policy Board:
    - Approves the addition of a risk relating to the care and support of unaccompanied asylum seeking children
    - Notes the contents of this report.
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## **3. Background**

- 3.1 At the midyear review of the register there has been good progress made in the control and management of the identified risks.
- 3.2 A new risk has been added to the register to acknowledge the potential impact of the humanitarian crisis in Calais and Renfrewshire Council's willingness to provide care and support for unaccompanied asylum seeking children. It has been deemed a risk due to the specialist support which may be required and the complex legal situation. This risk has been scored as having as likely to occur and having a potentially moderate impact, giving it a risk score of 12, which places it in the 'Moderate' category.

3.3 There have been no changes in terms of the risk scoring for any risks on the Children's Services Risk Register.

3.4 Responsibility for Raising Attainment and Workforce Planning & Organisational Development transferred to the new Assistant Director of Children's Services as of 1 December 2016.

3.5 Due to the addition of a risk related to unaccompanied asylum seeking children, the service risk profile is now as follows:

| Evaluation:   | Low | Moderate | High | Very High | Total |
|---------------|-----|----------|------|-----------|-------|
| No. of Risks: | 1   | 10       | 3    | 0         | 14    |

3.6

#### Top Children's Services risks

The following provides a brief narrative update on the top Children's Services risks.

##### (1) Public Protection

Social work services, both in Children's Services and the Health and Social Care Partnership, have a public protection role relating to child protection, adult protection and protecting the public from offending behaviour. Effective partnership working with the police and other key agencies is critical to ensuring risk is appropriately managed.

##### (2) Workforce Planning and Organisational Development

Workforce Planning & Organisational Development: A flexible, skilled workforce is essential to the delivery of high quality education and social care services. If planning and development activity is not prioritised, it could lead to short- and long-term workforce difficulties. Recruitment of both permanent and supply teachers is a particular challenge.

##### (3) Getting It Right For Every Child (GIRFEC) and implementation of the Children & Young People Act 2014

Failure to fully embed GIRFEC principles across services and fulfil legal duties could result in poorer outcomes for children and young people and reputational damage for the Council.

3.7

#### Progress against planned actions

In relation to the 14 Children's Services Risks, there are 28 related actions to be undertaken. Progress on this is reported as part of the service improvement plan monitoring process.

Children's Services and the Corporate Risk Management Group continue to monitor the Children's Services risk register on a quarterly basis on behalf of the Corporate Management Team.

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## 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 service risk management plan should be met within the service budget allocations. 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 Chief Executive and the Director of Finance and Resources.

**2. HR and Organisational Development**

Any risks relating to HR and Organisational Development issues are reflected within Appendix 1.

**3. Community Planning**

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 and 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 and 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**

For member assurance, all areas of the service have been consulted to ensure that the relevant risks have been identified.

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.

The risk profile shows there are significant risks being managed by the service; however for assurance, the senior leadership team believe that this risk can be managed and contained (in relation to the Council's risk capacity and

tolerance).

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 management plan over a number of years.

## **11. Privacy Impact**

Any risks relating to privacy matters are reflected within Appendix 1.

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### **List of Background Papers**

(a) Background Paper 1: Service Risk Management Plan 2016/17

The foregoing background papers will be retained within *Children's Services* 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: Children's Services Risk Register 2016/17

| Context                      |                                                                                                                                                                                          | Risk Statement                                                                                                                                                                                                                                                                                                                                      | Owned by                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Current Risk Control Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Likelihood                      | Impact      | Evaluation |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-------------|------------|
| CHSRR16.01 Public protection | <p>Encompassing:</p> <p>1) Adult and child protection</p> <p>2) Effective risk management</p> <p>3) Management of high-risk offenders</p> <p>4) Multi-agency training and procedures</p> | Social work services, whether in Children's Services or the Health and Social Care Partnership, have a statutory public protection role relating to child and adult protection and offending behaviour. Effective partnership working with key agencies and the police is critical to ensuring risk to and from individuals is effectively managed. | Director of Children's Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>* Multi-agency child and adult protection committees well established, with independent chair in place for both.</li> <li>* Procedures developed and implemented across partnerships through the child and adult protection committees and through North Strathclyde Community Justice Authority.</li> <li>* Transition Plan in place to support the development of a Community Planning Partnership model for delivery of community justice services.</li> <li>* Chief Officers Group, comprising of leaders from all relevant partners agencies, meet on a regular basis to discuss key issues. Joint Communications sub-group now established.</li> <li>* Multi-agency child and adult protection training programme in place, facilitated by dedicated trainer.</li> <li>* Practice and service quality subject to regular external scrutiny by Care Inspectorate and other bodies as required.</li> <li>* Female offenders service operational.</li> <li>* Management and supervision policies in place and levels of management review established.</li> <li>* Lead officers for child protection, public protection and community justice.</li> </ul> | 03                              | 05          | 15<br>High |
| Action Codes                 |                                                                                                                                                                                          | Linked Actions                                                                                                                                                                                                                                                                                                                                      | Latest Note                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Assigned To                     | Due Date    | Status     |
| CHSSIP1617.03a               |                                                                                                                                                                                          | Ensure all relevant employees have the training, awareness and skills to keep those people at risk of harm as safe as possible.                                                                                                                                                                                                                     | A range of training modules are available in a number of different formats, and the Council also offers training on adult and child protection to partners free of charge. The child protection training programme has been updated to include internet safety and child sexual exploitation. Preparation for the implementation of the Children and Young People (Scotland) Act 2014 has also been a focus for training. This work is ongoing throughout the year and progress reflects this. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Director of Children's Services | 31-Mar-2017 |            |
| CHSSIP1617.03c               |                                                                                                                                                                                          | Implement the Penal Policy Improvement Project in Renfrewshire.                                                                                                                                                                                                                                                                                     | The project is underway. Renfrewshire's focus is prevention of remand for female offenders, through the introduction of a bail supervision service. This                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Criminal Justice Service        | 31-Mar-2017 |            |

|                |                                                                                                                                            |  |                                                                                                                                                                                                                                                                       |                                  |             |  |
|----------------|--------------------------------------------------------------------------------------------------------------------------------------------|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-------------|--|
|                |                                                                                                                                            |  | service was implemented on 30 March 2016 and is reducing the female remand population.                                                                                                                                                                                | Manager                          |             |  |
| CHSSIP1617.03d | Implement, with partners, the improvement plan arising from the multi-agency inspection of integrated children's services in Renfrewshire. |  | IRD arrangements have been established. Interagency leadership event held addressing key funding. Training plans developed and being delivered to staff.                                                                                                              | Heads of Service                 | 31-Mar-2017 |  |
| CHSSIP1617.03e | Implement the Up2U intervention on gender-based violence with criminal justice service users in Renfrewshire.                              |  | All appropriate criminal justice staff completed training in April 2016. All court assessments are screened for suitability and work is underway with service users assessed as appropriate. We are also exploring our role in the wider evaluation of the programme. | Criminal Justice Service Manager | 31-Mar-2017 |  |

| Context                              |                                                                                                                                                                    | Risk Statement                                                                                                                                                                                                                                                                                                                                                           | Owned by                                  | Current Risk Control Measures                                                                                                                                                                                                                                                                                                                                                                                                                           |             | Likelihood | Impact | Evaluation |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------|--------|------------|
| CHRR16.02 Organisational development |                                                                                                                                                                    | A flexible and skilled workforce is essential to the future development of high quality services, and may lead to short and longer term workforce difficulties should this not be prioritised.                                                                                                                                                                           | Assistant Director of Children's Services | <ul style="list-style-type: none"> <li>* Representation on the Council's Workforce Development &amp; Equality Group (WDEG) which is tasked on an ongoing basis with reviewing competency requirements for all job roles.</li> <li>* iLearn system in place providing online access to learning and development.</li> <li>* Dedicated training staff in place within the service.</li> <li>* Literacy Development Programme being rolled out.</li> </ul> |             | 03         | 04     | 12 High    |
| Action Codes                         | Linked Actions                                                                                                                                                     | Latest Note                                                                                                                                                                                                                                                                                                                                                              |                                           | Assigned To                                                                                                                                                                                                                                                                                                                                                                                                                                             | Due Date    | Status     |        |            |
| CHSSIP1617.09a                       | Deliver the Literacy Development Programme in partnership with University of Strathclyde to provide high quality professional learning opportunities for teachers. | Literacy Development is a key focus of the Council's Tackling Poverty work and the service is targeting children in the 20% most deprived areas of Renfrewshire. Training for head teachers and class teachers has been developed in partnership with the University of Strathclyde to support this. The work is ongoing throughout the year and progress reflects this. |                                           | Education Manager (Curriculum and Early Years)                                                                                                                                                                                                                                                                                                                                                                                                          | 31-Mar-2017 |            |        |            |
| CHSSIP1617.09b                       | Continue to develop the Leadership Strategy as part of the implementation of Teaching Scotland's Future.                                                           | Leadership Development Programme has been extended to aspiring PTs and DHTs in primary and secondary schools. A programme has been developed and delivered with early years heads and deputies.                                                                                                                                                                          |                                           | Education Manager (Curriculum and Early Years)                                                                                                                                                                                                                                                                                                                                                                                                          | 31-Mar-2017 |            |        |            |
| CHSSIP1617.09c                       | Implement and embed a new design and approach for children's social work services.                                                                                 | New teams have been established, recruitment has been completed and transfer of casework is near conclusion.                                                                                                                                                                                                                                                             |                                           | Children's Services Manager                                                                                                                                                                                                                                                                                                                                                                                                                             | 31-Mar-2017 |            |        |            |

| Context                                                                      |                                                                                                                                                                                                                                                                                                                                                                                               | Risk Statement                                                                                                                                                                                                                                                                                                                                                                                               | Owned by                         | Current Risk Control Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Likelihood | Impact | Evaluation |
|------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|------------|
| CHSRR16.03 GIRFEC and implementation of the Children & Young People Act 2014 | Children's Services aims to provide high quality services to meet the needs of children, young people and vulnerable adults. It is critical to manage risk as failure to do so might impact on our ability to ensure children, young people and vulnerable adults feel safe, nurtured, achieving, respected and responsible, healthy, included and active and reaching positive destinations. | Children's Services aims to provide high quality services to meet the needs of children, young people and vulnerable adults. It is critical to manage risk as failure to do so might impact on our ability to ensure children, young people and vulnerable adults feel safe, nurtured, achieving, respected and responsible, healthy, included and active, and are supported to reach positive destinations. | Director of Children's Services  | * Workstreams in place for each key element of the Children & Young People (Scotland) Act 2014.<br>* Standard circulars implemented and available to all staff.<br>* The recommendations of internal and external scrutiny reports are implemented.<br>* The GIRFEC Policy is in place which ensures compliance regarding the further development and implementation of the GIRFEC Agenda.<br>* Delivery of multi-agency training on new Act planned for 2016.<br>* Active contributor to Renfrewshire Child Protection Committee.<br>* Deployment of additional support assistants is regularly reviewed and monitored.<br>* Flexible pre-school education provided and provision for 2 year olds to support parents back to work. | 02         | 05     | 10 High    |
| Action Codes                                                                 |                                                                                                                                                                                                                                                                                                                                                                                               | Linked Actions                                                                                                                                                                                                                                                                                                                                                                                               | Latest Note                      | Assigned To                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Due Date   | Status |            |
| CHSSIP1617.08c                                                               | Ensure compliance with the provisions of the Children & Young People (Scotland) Act 2014, in particular Named Person, Child's Plan and Information Sharing.                                                                                                                                                                                                                                   | Arrangements were in place to ensure that Renfrewshire Council was ready to implement the provisions of the Act for the expected commencement date of August 2016. Following a decision of the Supreme Court, the implementation of the Named Person scheme has been delayed. Renfrewshire will contribute to the Scottish Government consultation on addressing the concerns of the Supreme Court.          | Director of Children's Services  | 31-Mar-2017                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |            |        |            |
| CHSSIP1617.09d                                                               | Develop and deliver multi-agency training in relation to the implementation of the Children & Young People Act.                                                                                                                                                                                                                                                                               | A training strategy has been produced and approved. A range of training and learning events have taken place. More significant learning/ training programmes are now under development and the next phase of delivery will begin in October 17.                                                                                                                                                              | Training and Development Manager | 31-Mar-2017                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |            |        |            |

| Context                                    |                                                                                                                                                                               | Risk Statement                                                                                                                                                                | Owned by                        | Current Risk Control Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  | Likelihood | Impact | Evaluation |
|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|------------|--------|------------|
| CHSRR16.04 Integrated service arrangements | Encompassing:<br>(1) Establishing strong links between services which remain the responsibility of Renfrewshire Council and those transferred to the Integration Joint Board. | If the Council does not establish strong links between those services transferred to the Health and Social Care Partnership and those which remain with Renfrewshire Council, | Director of Children's Services | <ul style="list-style-type: none"> <li>* Programme Board overseeing arrangements for integrating services.</li> <li>* Children's Services management structure in place and Extended Senior Management Team meeting regularly</li> <li>* Chief Social Work Officer continues as professional lead for social work practitioners in both Children's Services and the Health and Social Care Partnership and will chair six monthly meetings of social work senior managers working in both</li> </ul> |  | 03         | 03     | 9          |

| (2) Ensuring a smooth transition for those services delegated to the Integration Joint Board from 1 April 2016. |                                                                                                                                      | there is a potential risk to service users, employees, the community and the reputation of the services involved.                                                                                                                                                                                                                                                                                    | services.<br>* Heads of Service Liaison Group meeting 6-weekly to discuss operational and strategic issues. |             |        |
|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-------------|--------|
| Action Codes                                                                                                    | Linked Actions                                                                                                                       | Latest Note                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                             |             |        |
| CHSSIP1617.03b                                                                                                  | Develop structures and approaches to support the transition of community justice services to a Community Planning Partnership model. | The Lead Officer Community Justice is now in post and work to prepare a strategic plan for community justice in Renfrewshire is underway. The Community Justice Steering Group reports on progress regularly to the Safer and Stronger Thematic Board. The draft national strategy and performance framework have recently been published and these will inform local planning and priority setting. |                                                                                                             |             |        |
| CHSSIP1617.08b                                                                                                  | Contribute to the development of a new Carers Strategy for Renfrewshire.                                                             | The new strategy is in development. Engagement meetings with young carers and with services are planned.                                                                                                                                                                                                                                                                                             |                                                                                                             |             |        |
| CHSSIP1617.08g                                                                                                  | Prepare, with partners, a new Integrated Children's Services Plan for Renfrewshire.                                                  | Work has commenced on the programme of work to deliver the next Integrated Children's Services Plan. The broad approach to developing the plan has been agreed. Work will progress over the next three months on developing the draft plan for consultation during March 2017.                                                                                                                       |                                                                                                             |             |        |
|                                                                                                                 |                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                      | Assigned To                                                                                                 | Due Date    | Status |
|                                                                                                                 |                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                      | Criminal Justice Service Manager                                                                            | 31-Mar-2017 |        |
|                                                                                                                 |                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                      | Senior Officer (GIRFEC)                                                                                     | 31-Mar-2017 |        |
|                                                                                                                 |                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                      | Head of Early Years and Inclusion                                                                           | 31-Mar-2017 |        |

| Context                                                                                                                                                                                                                                                                                                                               | Risk Statement                                                                                                                                                                                                                                                                                                        | Owned by                                                                                                                                                                                                   | Current Risk Control Measures                                                                                                                                                                                                                                                             | Likelihood  | Impact | Evaluation    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|---------------|
| CHSRR16.05 Development of early intervention and preventative services for children<br><br>Encompassing:<br>1) Implementation of evidence-based programmes, with partners<br>2) Ongoing development of services for accommodated children and care leavers<br>3) Redesign of frontline social work services for children and families | If the service did not develop early intervention and prevention services whilst continuing to develop and modernise existing care services for children, there is a risk that plans to improve longer-term outcomes for children will not be achieved and that future demand for social work services will increase. | Director of Children's Services                                                                                                                                                                            | * Ongoing development of in-house fostering service.<br>* Introduction of evidence-based programmes with partners e.g. Triple P, Functional Family Therapy, Incredible Years.<br>* New approach to permanency planning supported by CELCIS.<br>* Redesign of social work fieldwork teams. | 03          | 03     | 9<br>Moderate |
| Action Codes                                                                                                                                                                                                                                                                                                                          | Linked Actions                                                                                                                                                                                                                                                                                                        | Latest Note                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                           |             |        |               |
| CHSSIP1617.05a                                                                                                                                                                                                                                                                                                                        | Expand the Families First approach to Gallowhill, Foxbar and Johnstone to ensure children have the best start in life.                                                                                                                                                                                                | Staff teams have been recruited and the service has now commenced. The first two projects, in Ferguslie and Linwood, have already been evaluated and has been shown to have a positive impact on families. |                                                                                                                                                                                                                                                                                           |             |        |               |
|                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                            | Assigned To                                                                                                                                                                                                                                                                               | Due Date    | Status |               |
|                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                            | Head of Early Years and Inclusion                                                                                                                                                                                                                                                         | 30-Jun-2016 |        |               |

|                |                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                   |             |  |
|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-------------|--|
| CHSSIP1617.05b | Implement the Children's Services actions from the Tackling Poverty Strategy.                                                                                               | Very good progress is being made across each of the Tackling Poverty work streams. Additional social work staff are in place to allow more targeted family support and the literacy development programme is having a positive impact on the teaching of reading. The cost of the school day fund has supported children to ensure they are included in all aspects of school life. The use of standardised assessment is providing important data in order to ensure improvement. The joint employability project is improving sustained destinations.                                                                                                                                                                                                                                                                                                                                                                         | Heads of Service                  | 31-Mar-2017 |  |
| CHSSIP1617.05c | Extend provision of the Promoting Positive Thinking Strategies (PATHS) programme to a further 10 schools. (next 18 months).                                                 | An additional 3 schools have commenced training and delivery of PATHS. A negotiated contract with the provider is being pursued to extend the number of schools able to participate. A further group of 3 schools have been identified to commence training in the programme in January 2017. The remaining 4 schools will commence training in March 2017.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Head of Early Years and Inclusion | 31-Mar-2017 |  |
| CHSSIP1617.08a | Roll out new approaches to permanency planning for looked after children to ensure children have the opportunity to reach their full potential from a safe and secure base. | Children's Services has been working with the Centre for Excellence for Looked after Children in Scotland (CELCIS) on tests of change in relation to long-term planning for looked after children. The focus on finding long-term stable placements has been very successful. Our emphasis is, and will continue to be, on ensuring that placements are sustainable, whether this is a permanent return home, a permanent arrangement to remain with kinship carers or foster carers, or in some cases, adoption. Changes within the service have reduced the time taken to put permanent arrangements in place for children, and this has made a significant contribution to the reduction in the number of Looked After and Accommodated Children. However, all placement decisions will always prioritise the safety and needs of the individual child. This work is ongoing throughout the year and progress reflects this. | Children's Services Manager       | 31-Mar-2017 |  |

| Context                               |                                                                                 | Risk Statement                                                                                                    | Owned by                        | Current Risk Control Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Likelihood  | Impact   | Evaluation    |
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| CHSRR16.06 Failure of major providers | Encompassing<br>(1) Monitoring of external commissioning / procurement activity | Failure or loss of a major service provider may impact on our capacity to protect vulnerable children and adults. | Director of Children's Services | * Appraisal of providers conducted as part of procurement process.<br>* Purchasing patterns monitored by finance managers and senior operational managers within the service.<br>* Programme of reviews of all service providers.<br>* Main providers registered and inspected by the Care Inspectorate, with reports accessible for review. Participation in local and national contingency arrangements relating to providers facing financial uncertainty to ensure minimal impact on local service users. | 03          | 03       | 9<br>Moderate |
|                                       |                                                                                 |                                                                                                                   |                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |             |          |               |
| Action Codes                          | Linked Actions                                                                  |                                                                                                                   | Latest Note                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Assigned To | Due Date | Status        |
|                                       |                                                                                 |                                                                                                                   |                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |             |          |               |

| Context                                        |                                                                                                                                                                                                    | Risk Statement                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Owned by                        | Current Risk Control Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  | Likelihood  | Impact | Evaluation    |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-------------|--------|---------------|
| CHSRR16.07 Financial and demographic pressures |                                                                                                                                                                                                    | If the service's financial and demographic pressures were not effectively planned for and managed over the medium to longer term, this would impact on the ability of the service to deliver services to the most vulnerable people in Renfrewshire.                                                                                                                                                                                                                                      | Director of Children's Services | <ul style="list-style-type: none"> <li>* Long term financial planning processes, including roll out of strategic commissioning approach.</li> <li>* Budget monitoring processes in place and subject to ongoing review.</li> <li>* Client group budget management meetings held.</li> <li>* Programme of financial management training in place for budget holders.</li> <li>* Eligibility criteria established as appropriate.</li> <li>* Programme of service reviews in place.</li> <li>* Investment in service redesign opportunities to improve efficiency and effectiveness.</li> </ul> |  | 03          | 03     | 9<br>Moderate |
|                                                | <b>Encompassing</b><br>(1) Medium and longer term financial planning<br>(2) Corporate and service review activities<br>(3) Strategic commissioning approach<br>(4) Development of cost care models |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |             |        |               |
| Action Codes                                   | Linked Actions                                                                                                                                                                                     | Latest Note                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                 | Assigned To                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  | Due Date    |        | Status        |
| CHSSIP1617.09c                                 | Implement and embed a new design and approach for children's social work services.                                                                                                                 | New teams have been established, recruitment has been completed and transfer of casework is near conclusion.                                                                                                                                                                                                                                                                                                                                                                              |                                 | Children's Services Manager                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  | 31-Mar-2017 |        |               |
| CHSSIP1617.10b                                 | Deliver and report on the second epidemiology study of children in Renfrewshire.                                                                                                                   | Preparatory work has commenced on this including the development of the questionnaire and the preparation of data which Renfrewshire will pre-populate to allow effective analysis of the outcomes. Children and young people will be supported to complete the questionnaire in school from mid-November 2017. The analysis of data and future planning of services will commence in January 2017 and be used to inform the development of the next Integrated Children's Services Plan. |                                 | Head of Early Years and Inclusion                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  | 30-Sep-2017 |        |               |

| Context                    |                                                                                   | Risk Statement                                                                                                                                                                                    | Owned by                        | Current Risk Control Measures                                                                                                                                                                                                                                                                                                 |  | Likelihood | Impact | Evaluation    |
|----------------------------|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|------------|--------|---------------|
| CHSRR16.08 Data protection |                                                                                   | Failure to develop and implement robust procedures around data protection could lead to inappropriate sharing of sensitive information and potential sanctions from the Information Commissioner. | Director of Children's Services | <ul style="list-style-type: none"> <li>* Process developed for responding to requests for personal data.</li> <li>* Process developed for managing electronic and manual record containing personal data.</li> <li>* Data protection training and awareness sessions offered to relevant staff within the service.</li> </ul> |  | 03         | 03     | 9<br>Moderate |
|                            | <b>Encompassing</b><br>(1) Subject Access Requests<br>(2) Data sharing agreements |                                                                                                                                                                                                   |                                 |                                                                                                                                                                                                                                                                                                                               |  |            |        |               |
| Action Codes               | Linked Actions                                                                    | Latest Note                                                                                                                                                                                       |                                 | Assigned To                                                                                                                                                                                                                                                                                                                   |  | Due Date   |        | Status        |
|                            |                                                                                   |                                                                                                                                                                                                   |                                 |                                                                                                                                                                                                                                                                                                                               |  |            |        |               |

| Context                           |                                                                                                                                                                                                    | Risk Statement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Owned by                        | Current Risk Control Measures                                                                                                                                                                                                                                                                                                                   | Likelihood                                 | Impact      | Evaluation    |
|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|-------------|---------------|
| CHSRR16.09 Continuous improvement | Encompassing<br>1) Programme of self-evaluation in educational establishments based on How Good Is Our School?<br>2) Supported self-evaluation with the Care Inspectorate<br>3) Case file auditing | Self-evaluation of performance and practice is key to the continuous improvement of the service. There is a risk that insufficient development of this agenda will impact on service development activity and increase the burden of external scrutiny.                                                                                                                                                                                                                                                                                            | Director of Children's Services | * Registered services subject to regular inspections by Care Inspectorate<br>* Schools subject to regular inspection by Her Majesty's Inspectorate of Education.<br>* Regular programme of external scrutiny by Care Inspectorate and HMIE for the whole service.<br>* Inspection activity reported to Policy Board and Council as appropriate. | 03                                         | 03          | 9<br>Moderate |
|                                   |                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                 |                                                                                                                                                                                                                                                                                                                                                 |                                            |             |               |
|                                   |                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                 |                                                                                                                                                                                                                                                                                                                                                 |                                            |             |               |
|                                   |                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                 |                                                                                                                                                                                                                                                                                                                                                 |                                            |             |               |
| Action Codes                      | Linked Actions                                                                                                                                                                                     | Latest Note                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                 |                                                                                                                                                                                                                                                                                                                                                 | Assigned To                                | Due Date    | Status        |
| CHSSIP1617.06e                    | Implement the National Improvement Framework in our schools.                                                                                                                                       | All establishments have produced a standards and quality report and establishment improvement plan in line with the requirements of the National Improvement Framework. The first year of the teacher judgement survey has now been collected by the Scottish Government with the expectation that results will be published in December 2016. Many of the planning requirements for schools and Councils will not take effect until the beginning of the school session 2017. We continue to monitor developments to legislation in the meantime. |                                 |                                                                                                                                                                                                                                                                                                                                                 | Education Manager (Planning & Performance) | 31-Aug-2016 |               |

| Context                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Risk Statement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Owned by                                  | Current Risk Control Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Likelihood | Impact | Evaluation    |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|---------------|
| CHSRR16.10 Raising Attainment | The Council provides services to assist schools in the delivery of the curriculum. It is essential to manage risk as failure to do so might impact on our capacity to promote effective learning and teaching and provide access to learning opportunities which support our children and young people to become successful learners, confident individuals, effective contributors and responsible citizens.<br><br>In addition the Council provides a range of programmes to develop the skills young people need for adult life. It is essential to manage risk as failure to do so might impact on our capacity to support young people into positive destinations. | The Council provides services to assist schools in the delivery of the curriculum. It is essential to manage risk as failure to do so might impact on our capacity to promote effective learning and teaching and provide access to learning opportunities which support our children and young people to become successful learners, confident individuals, effective contributors and responsible citizens.<br><br>In addition The Council provides a range of programmes to develop the skills young people need for adult life. It is essential to manage risk as failure to do so might impact on our capacity to support young people into positive destinations | Assistant Director of Children's Services | *Programme of work to ensure compliance with provisions of the Children & Young People (Scotland) Act 2014<br>*Self-evaluation:<br>- Establishments and services engage in self-evaluation to improve learning and teaching<br>- Establishment Review Teams monitor performance and link to inspection activity<br>*Raise levels of attainment:<br>- Implementation of the National Improvement Framework<br>- Implementation of standardised assessments for literacy and numeracy at key stages<br>- Improvement of information sharing on children's progress by increased parental engagement<br>*Support high quality teaching and learning:<br>- Implementation of GTCS - Professional Review and Development and Professional Update for all teachers across Renfrewshire.<br>- High quality professional development opportunities through leadership development programme for teachers at all levels. | 03         | 03     | 9<br>Moderate |
| Action Codes                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Linked Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Latest Note                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |            |        |               |
| CHSSIP1617.06a                | Close the educational attainment gap between children from low-income families and their better-off peers.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Renfrewshire has been chosen as one of Scotland's Attainment Challenge authorities and will attract significant additional funding from the Scottish Government to support this. A plan for how the work will be progressed has been submitted to the Scottish Government.<br><br>Partnership work with the University of Strathclyde on literacy is ongoing. The first standardised assessments of numeracy and literacy at P4 and P7 have taken place and work is ongoing to evaluate the testing process and consider the results within that context.                                                                                                              | Head of Schools                           | 31-Mar-2017                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |            |        |               |
| CHSSIP1617.06b                | Implement the use of standardised                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | All primary schools undertook standardised assessments in literacy and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Education                                 | 30-Jun-                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |            |        |               |

|                |                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                |             |  |
|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|-------------|--|
|                | assessments at key stages to support teacher professional judgement and establish a baseline in the attainment of literacy and numeracy.                                                   | numeracy at P4 and P7 in May 2016. The results of these are being considered alongside the Teacher Judgement Survey recently undertaken for P1, P4, P7 and S3. Work is also ongoing with schools to evaluate the testing process.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Manager (Planning & Performance)               | 2016        |  |
| CHSSIP1617.06c | Review allocation of ASN support to schools through a staged intervention process.                                                                                                         | Work is underway to ensure that processes for ASN support are in line with GIRFEC developments. Self-evaluation questionnaires and focus groups will be used to review and analyse the data.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Education Manager (GIRFEC)                     | 31-Mar-2017 |  |
| CHSSIP1617.06d | Review our social, emotional behavioural needs (SEBN) provision for secondary sector learners to reflect current curriculum structure including access to senior phase provision up to S6. | The review is complete and our plans for Flexible Learning in 3 locations are in operation. The implementation of the third Flexible learning base in Renfrew High school has been delayed due to procurement process and young people are being supported on an outreach basis.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Education Manager (GIRFEC)                     | 31-Mar-2017 |  |
| CHSSIP1617.06f | Make better use of the data we hold to support the learning and teaching of young people.                                                                                                  | All secondary schools use 'Insight' to benchmark their attainment data and support school improvement. Progress is measured in literacy and numeracy, improving attainment for all, leavers destinations and closing the attainment gap. In 2015 and 2016, we provided secondary schools with more detailed data on attainment. Work is ongoing to improve the quality of benchmarking data to primary schools.<br><br>The Scottish Government has implemented a Teacher Judgement Survey for all pupils in P1, P4, P7 and S3 and high-level data will be published in 2017. Work is underway locally to analyse the information from the survey and from the standardised assessments undertaken towards the end of 2015/16 session. Detailed analysis of attainment information is a key strand of the Council's proposed Scottish Attainment Challenge action plan.<br><br>Preparation is ongoing for the delivery of a second large scale survey of children and young people in Renfrewshire (following on from the 2011 survey) and this will inform the future development of a range of services for children and young people. | Education Manager (Planning & Performance)     | 31-Mar-2017 |  |
| CHSSIP1617.06g | Improve the sharing of information on children's progress through increased parental engagement.                                                                                           | Guidance on reporting has been shared with schools. Schools have been involved in the pilot. Final guidance will be issued Jan/Feb 2017.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Education Manager (Curriculum and Early Years) | 31-Mar-2017 |  |
| CHSSIP1617.06h | Improve outcomes for young people in Renfrewshire through youth work, youth information, empowerment activities and outdoor learning.                                                      | 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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Education Manager (Policy and Strategy)        | 31-Mar-2017 |  |

| Context | Risk Statement | Owned by | Current Risk Control Measures | Likelihood | Impact | Evaluation |
|---------|----------------|----------|-------------------------------|------------|--------|------------|
|---------|----------------|----------|-------------------------------|------------|--------|------------|

|                            |                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                            |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                 |               |   |
|----------------------------|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------|---|
| <b>CHSRR16.11 Property</b> |                                                    | Children's Services continues to review and improve the condition of schools. It is essential that we manage risks and take steps to address the deterioration of the estate through a school estate management plan which considers financial risk and aims to mitigate against health and safety concerns and disruption to school life.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Children's Services continues to review and improve the condition of schools. It is essential that we manage risks and take steps to address the deterioration of the estate through a school estate management plan which considers financial risk and aims to mitigate against health and safety concerns and disruption to school life. | Head of Schools | School Estate Management Plan (SEMP) being implemented. Consultative processes are in place to ensure stakeholders contribute to the design and upgrade of new and refurbished properties.<br>Liaison with the corporate asset management section in relation to the corporate asset management strategy.<br>Health and safety monitoring and liaison groups established where appropriate.<br>School disruption management plans are in place where appropriate. | 2               | 4             | 8 |
| <b>Action Codes</b>        | <b>Linked Actions</b>                              | <b>Latest Note</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                            |                 | <b>Assigned To</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Due Date</b> | <b>Status</b> |   |
| CHSSIP1617.10a             | Continue to develop and improve the school estate. | <p>The programme for Bargarran/St John Bosco now includes an element of redesign but the project remains on time and the additional spend can be accommodated within the school estate funding package. Work at St Fergus and at St Paul's/Foxlea remains on time and on budget. Unforeseen additional works have delayed the delivery of Phases 1 and 2 of the Mossvale/St James campus and Property Services are investigating cost mitigation measures. A revised budget for the St Anthony's/Spateston project has been agreed and consultation will be undertaken to determine the scope of the refurbishment and extension.</p> <p>The contractors on the Riverbrae project report further slippage but have indicated that this is recoverable. The projected budget position at present is in excess of a £2m overspend. Property Services continue to work with Legal Services to review events that may be referred to dispute resolution.</p> |                                                                                                                                                                                                                                                                                                                                            |                 | Education Manager (Resources)                                                                                                                                                                                                                                                                                                                                                                                                                                     | 31-Mar-2019     |               |   |

|                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                               |                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                   |               |                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------|-------------------|
| <b>Context</b>                                                                                                                                                                                                                                                                                   | <b>Risk Statement</b>                                                                                                                                                         | <b>Owned by</b>                 | <b>Current Risk Control Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Likelihood</b> | <b>Impact</b> | <b>Evaluation</b> |
| CHSRR16.12 Lifelong Learning<br>The Council provides services to assist schools in the delivery of the curriculum. It is essential to manage risk as failure to do so might impact on our capacity to provide effective learning and teaching and provide access to learning opportunities which | The Council provides services to assist schools in the delivery of the curriculum. It is essential to manage risk as failure to do so might impact on our capacity to promote | Director of Children's Services | <ul style="list-style-type: none"> <li>*Community learning and development services working in partnership with schools.</li> <li>*Opportunities for continuing professional development in approaches and method.</li> <li>*High quality professional development opportunities through leadership development programme for teachers at all levels.</li> <li>* Recognition of learners' achievement.</li> <li>* Establishments and services engage in self evaluation to</li> </ul> | 02                | 03            | 6<br>Moderate     |

| support our children and young people to become successful learners, confident individuals, effective contributors and responsible citizens.<br>In addition The Council provides a range of programmes to develop the skills young people need for adult life. It is essential to manage risk as failure to do so might impact on our capacity to support young people into positive destinations. | effective learning and teaching and provide access to learning opportunities which support our children and young people to become successful learners, confident individuals, effective contributors and responsible citizens.<br>In addition The Council provides a range of programmes to develop the skills young people need for adult life. It is essential to manage risk as failure to do so might impact on our capacity to support young people into positive destinations. | improve learning and teaching.<br>* Establishment review teams monitor performance.<br>* Increased focus within schools on employability skills<br>* Monitoring of pupil participation in vocational programmes and award schemes. |                                       |             |        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------|--------|
| Action Codes                                                                                                                                                                                                                                                                                                                                                                                       | Linked Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Latest Note                                                                                                                                                                                                                        | Assigned To                           | Due Date    | Status |
| CHSSIP1617.07c                                                                                                                                                                                                                                                                                                                                                                                     | Improve outcomes for families through community based adult learning opportunities focused on literacies, ESOL and Work.                                                                                                                                                                                                                                                                                                                                                              | The team continues to support families and adult learners and has a particular focus on family learning initiatives centred on literacy, numeracy and support for refugees or new Scots.                                           | Education Manager (Policy & Strategy) | 31-Mar-2017 |        |

| Context                                                                                                                                                                                                                                                                         | Risk Statement                                                                                                                                                                                     | Owned by                        | Current Risk Control Measures                                                                                                                       | Likelihood | Impact | Evaluation |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|------------|
| CHSRR16.13 Potential Fraud<br>The council implements a range of measures to prevent and detect serious organised crime and corporate fraud. Should measures not implemented and monitored effectively there would be increased threat to resources and security of information. | The service is mindful of activities that could be open to potential fraud. If these activities are not sufficiently scrutinised there could be financial and reputational impacts to the council. | Director of Children's Services | * The service is represented on the council's Integrity Group<br>* Fraud specific controls are not in the public domain and are recorded elsewhere. | 1          | 3      | 3<br>Low   |

| Action Codes                                     | Linked Actions                                                                                                                                                                                                                                                                                                                                                                                                                    | Latest Note                     | Assigned To                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Due Date   | Status |                |
|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|----------------|
| Context                                          | Risk Statement                                                                                                                                                                                                                                                                                                                                                                                                                    | Owned by                        | Current Risk Control Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Likelihood | Impact | Evaluation     |
| CHSRR16.14 Unaccompanied Asylum Seeking Children | Providing care and support to unaccompanied asylum seeking children arriving from Europe and elsewhere has associated risks which differ in some respects from the risks associated with business as usual. Specialist support and strong partnership working is critical to ensuring the safety and wellbeing of these children and young people. Providing this support may incur an additional financial risk for the council. | Director of Children's Services | <ul style="list-style-type: none"><li>* Decision making founded on legal advice.</li><li>* Regular strategic and operational meetings in place to manage the process.</li><li>* Civil Contingencies Team actively involved in planning and take decisions.</li><li>* Regular meetings of senior staff in place to deal with issues and take decisions.</li><li>* Strong partnership working arrangements.</li><li>* Constructive ongoing dialogue with Care Inspectorate.</li><li>* Staffing model agreed and contingencies in place.</li><li>* Corporate Management Team fully engaged.</li></ul> | 04         | 04     | 12<br>Moderate |

## Risk Matrix for Adverse Impact

### Introduction

Risk should be analysed consistently across the council in terms of the significance of its impact and the likelihood of occurrence. The Risk Matrix is therefore the tool that is to be used for this purpose. The impact element of the same matrix may be used for the grading of adverse events, complaints or claims.

### Impact

When considering the consequences of a potential risk, all scenarios must be considered. It may even be appropriate to consider the worst case scenario, however, those undertaking the risk analysis must be able to provide a robust rationale and have evidence to support their selection. For example, if 'death' could be the ultimate potential impact in relation to a specific problem, the risk assessors must have knowledge that this outcome has occurred in the past either internal or external to Renfrewshire Council. (A full list of descriptions to assist in analysing consequence is contained on the following two pages of this appendix);

### Likelihood

Similarly when considering the likelihood of occurrence, the risk assessor's judgement must be based on the prevalence of the event/ circumstance and outcome, backed up by experience and data such as relevant incidents/ events, complaints and/ or claims.

### Evaluation

As shown in the matrix below, Impact x Likelihood produces an evaluation of the significance of risk, described as 'Low', 'Moderate', 'High' or 'Very High'.

How a risk is evaluated will determine how the risk is then treated:

| Likelihood          | Consequent Impact  |            |               |            |              |
|---------------------|--------------------|------------|---------------|------------|--------------|
|                     | 1<br>Insignificant | 2<br>Minor | 3<br>Moderate | 4<br>Major | 5<br>Extreme |
| 5<br>Almost Certain | 5                  | 10         | 15            | 20         | 25           |
| 4<br>Likely         | 4                  | 8          | 12            | 16         | 20           |
| 3<br>Possible       | 3                  | 6          | 9             | 12         | 15           |
| 2<br>Unlikely       | 2                  | 4          | 6             | 8          | 10           |
| 1<br>Remote         | 1                  | 2          | 3             | 4          | 5            |

Low (1-3),

Moderate (4-9),

High (10-16), or

Very High (17-25)

## Consequence Impact

| "Domains"                                             | <b>1<br/>Insignificant</b>                                                                                                                 | <b>2<br/>Minor</b>                                                                                                                                                                                               | <b>3<br/>Moderate</b>                                                                                                                                                                                                                                                    | <b>4<br/>Major</b>                                                                                                                                                                                   | <b>5<br/>Extreme</b>                                                                                                                                                                                                         |
|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Objectives and Projects                               | <ul style="list-style-type: none"> <li>Barely noticeable reduction in scope / quality / schedule</li> </ul>                                | <ul style="list-style-type: none"> <li>Minor reduction in scope / quality / schedule</li> </ul>                                                                                                                  | <ul style="list-style-type: none"> <li>Reduction in scope or quality, project objectives or schedule.</li> </ul>                                                                                                                                                         | <ul style="list-style-type: none"> <li>Significant reduction in ability to meet project objectives or schedule.</li> </ul>                                                                           | <ul style="list-style-type: none"> <li>Inability to meet project objectives, reputation of the organisation seriously damaged and failure to appropriately manage finances.</li> </ul>                                       |
| Injury (physical and psychological) to clients/staff. | <ul style="list-style-type: none"> <li>Adverse event leading to minor injury not requiring first aid.</li> </ul>                           | <ul style="list-style-type: none"> <li>Minor injury or illness, first-aid treatment needed. No staff absence required.</li> </ul>                                                                                | <ul style="list-style-type: none"> <li>Significant injury requiring medical treatment and/or counselling.</li> </ul>                                                                                                                                                     | <ul style="list-style-type: none"> <li>Major injuries or long term incapacity/ disability (loss of limb), requiring medical treatment and/or counselling.</li> </ul>                                 | <ul style="list-style-type: none"> <li>Incident leading to death or major permanent incapacity.</li> </ul>                                                                                                                   |
| Client experience / outcome                           | <ul style="list-style-type: none"> <li>Reduced quality of client experience / outcome not directly related to service delivery.</li> </ul> | <ul style="list-style-type: none"> <li>Unsatisfactory client experience / outcome directly related to service provision – readily resolvable</li> </ul>                                                          | <ul style="list-style-type: none"> <li>Unsatisfactory client experience / outcome, short term effects – expect recovery &lt; 1Wk</li> </ul>                                                                                                                              | <ul style="list-style-type: none"> <li>Unsatisfactory client experience / outcome, long term effects - expect recovery &gt; 1Wk</li> </ul>                                                           | <ul style="list-style-type: none"> <li>Unsatisfactory client experience / outcome, continued ongoing long term effects.</li> </ul>                                                                                           |
| Complaints / claims                                   | <ul style="list-style-type: none"> <li>Locally resolved complaint</li> </ul>                                                               | <ul style="list-style-type: none"> <li>Justified complaint peripheral to direct service provision</li> </ul>                                                                                                     | <ul style="list-style-type: none"> <li>Below excess claim.</li> <li>Justified complaint involving inappropriate service.</li> </ul>                                                                                                                                      | <ul style="list-style-type: none"> <li>Claim above excess level.</li> <li>Multiple justified complaints.</li> </ul>                                                                                  | <ul style="list-style-type: none"> <li>Multiple claims or single major claim.</li> </ul>                                                                                                                                     |
| Staffing and competence                               | <ul style="list-style-type: none"> <li>Short term low staffing level (&lt; 1 day), where there is no disruption to service.</li> </ul>     | <ul style="list-style-type: none"> <li>Ongoing low staffing level results in minor reduction in quality of client care</li> <li>Minor error due to ineffective training / implementation of training.</li> </ul> | <ul style="list-style-type: none"> <li>Late delivery of key objective / service due to lack of staff.</li> <li>Moderate error due to ineffective training / implementation of training.</li> <li>Ongoing problems with staffing levels in Children's Services</li> </ul> | <ul style="list-style-type: none"> <li>Uncertain delivery of key objective / service due to lack of staff.</li> <li>Major error due to ineffective training / implementation of training.</li> </ul> | <ul style="list-style-type: none"> <li>Non delivery of key objective/ service due to lack of staff.</li> <li>Loss of key staff.</li> <li>Critical error due to insufficient training/ implementation of training.</li> </ul> |

|                                            |                                                                                                                                                                                |                                                                                                                                        |                                                                                                                                                                              |                                                                                                                                                                                     |                                                                                                                                                                         |
|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Service / business interruption            | <ul style="list-style-type: none"> <li>Interruption in a service which does not impact on the delivery of client care or the ability to continue to provide service</li> </ul> | <ul style="list-style-type: none"> <li>Short term disruption to service with minor impact on client care.</li> </ul>                   | <ul style="list-style-type: none"> <li>Some disruption in service with unacceptable impact on client care.</li> <li>Temporary loss of ability to provide service.</li> </ul> | <ul style="list-style-type: none"> <li>Sustained loss of service which has serious impact on delivery of client care resulting in major contingency plans being invoked.</li> </ul> | <ul style="list-style-type: none"> <li>Permanent loss of core service or facility.</li> <li>Disruption to facility leading to significant “knock on” effect.</li> </ul> |
| “Domains”                                  | <b>1<br/>Insignificant</b>                                                                                                                                                     | <b>2<br/>Minor</b>                                                                                                                     | <b>3<br/>Moderate</b>                                                                                                                                                        | <b>4<br/>Major</b>                                                                                                                                                                  | <b>5<br/>Extreme</b>                                                                                                                                                    |
| Financial                                  | <ul style="list-style-type: none"> <li>Negligible organisational financial loss (£&lt; 1k).</li> </ul>                                                                         | <ul style="list-style-type: none"> <li>Minor organisational financial loss (£1-10k).</li> </ul>                                        | <ul style="list-style-type: none"> <li>Significant organisational financial loss (£10-100k).</li> </ul>                                                                      | <ul style="list-style-type: none"> <li>Major organisational financial loss (£100k-1m).</li> </ul>                                                                                   | <ul style="list-style-type: none"> <li>Severe organisational financial loss (£&gt;1m).</li> </ul>                                                                       |
| Inspection / assessment / audit            | <ul style="list-style-type: none"> <li>Small number of recommendations which focus on minor quality improvement issues.</li> </ul>                                             | <ul style="list-style-type: none"> <li>Minor recommendations made which can be addressed by low level of management action.</li> </ul> | <ul style="list-style-type: none"> <li>Challenging recommendations but can be addressed with appropriate action plan.</li> </ul>                                             | <ul style="list-style-type: none"> <li>Enforcement Action.</li> <li>Low rating.</li> <li>Critical report.</li> </ul>                                                                | <ul style="list-style-type: none"> <li>Prosecution.</li> <li>Zero Rating.</li> <li>Severely critical report.</li> </ul>                                                 |
| Adverse publicity / reputation             | <ul style="list-style-type: none"> <li>No media coverage, little effect on staff morale.</li> </ul>                                                                            | <ul style="list-style-type: none"> <li>Local Media – short term.</li> <li>Minor effect on staff morale / public attitudes.</li> </ul>  | <ul style="list-style-type: none"> <li>Local Media – long term.</li> <li>Impact on staff morale and public perception of the organisation.</li> </ul>                        | <ul style="list-style-type: none"> <li>National Media (&lt; 3 days).</li> <li>Public confidence in the organisation undermined.</li> <li>Usage of services affected.</li> </ul>     | <ul style="list-style-type: none"> <li>National Media (&gt; 3 days).</li> <li>MP / MSP Concern (Questions in Parliament).</li> </ul>                                    |
| Council / Personal Security, and Equipment | <ul style="list-style-type: none"> <li>Damage, loss, theft (£&lt; 1k).</li> </ul>                                                                                              | <ul style="list-style-type: none"> <li>Damage, loss, theft (£1-10k).</li> </ul>                                                        | <ul style="list-style-type: none"> <li>Damage, loss, theft (£10-100k).</li> </ul>                                                                                            | <ul style="list-style-type: none"> <li>Damage, loss, theft (£100k-1m).</li> </ul>                                                                                                   | <ul style="list-style-type: none"> <li>Damage, loss, theft (£&gt;1m).</li> </ul>                                                                                        |

## Likelihood

|             |                                                                                                |                                                                                                   |                                                                                                                     |                                                                                        |                                                                                              |
|-------------|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
|             | <b>1<br/>Remote</b>                                                                            | <b>2<br/>Unlikely</b>                                                                             | <b>3<br/>Possible</b>                                                                                               | <b>4<br/>Likely</b>                                                                    | <b>5<br/>Almost Certain</b>                                                                  |
| Probability | <ul style="list-style-type: none"> <li>Will only occur in exceptional circumstances</li> </ul> | <ul style="list-style-type: none"> <li>Unlikely to occur but definite potential exists</li> </ul> | <ul style="list-style-type: none"> <li>Reasonable chance of occurring – has happened before on occasions</li> </ul> | <ul style="list-style-type: none"> <li>Likely to occur – strong possibility</li> </ul> | <ul style="list-style-type: none"> <li>The event will occur in most circumstances</li> </ul> |