

To: Audit, Risk and Scrutiny Board

On: 6 November 2017

Report by: Acting Director of Development and Housing Services

**Heading: Development and Housing Services Risk Management Plan
2017/18: Mid Year Progress Report**

1. Summary

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

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

- 3.1. On 6 June 2017 the Housing and Community Safety Policy Board approved the Development and Housing Services Risk Management Plan 2017/18.
- 3.2. This paper provides a midyear progress report on the management of the identified risks. The complete risk register, showing risks, planned actions and progress is provided in Appendix 1.
- 3.3. The table below compares the risk profile at the beginning of 2017/18 with the current mid year profile :

Evaluation:	Low (1-3)	Moderate (4-9)	High (10-16)	Very High (17-25) *	Total
Opening No. of Risks:	0	10	4	1	15
Mid Year No. Of Risks	0	10	4	1	15

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

- 3.4. This table highlights that there has been no change in the risk profile for the service in the first half of this financial year.
- 3.5. The level of risk associated with the service's top 5 areas of risk have therefore remained as noted below :-

TOP 5 Risk/Opportunity Risk Areas	Likelihood	Impact	Score	Evaluation
1) Financial Sustainability	05	05	25	Very High
2) City Deal	03	05	15	High
3) City of Culture Bid 2021	03	05	15	High
4) House building and community regeneration	03	05	15	High
5) Museum Project	03	05	15	High

- 3.6. At the midyear review of the register there has been good progress made in the control and management of the identified risks although there has been no change to the scoring of these risks at this point.
- 3.7. In relation to the 15 service risks, there were 19 actions to be undertaken in relation to the risk register or linked actions from the Service Improvement Plan. At this stage all actions are progressing as expected and none are overdue. It should be added that a new action was added during the year in relation to the submission of the stage 2 City of Culture 2021 bid after Paisley was successfully shortlisted in June.
- 3.8. The service's management team continues to monitor the risks on a quarterly basis. The service continues to apply proportional levels of risk management activity in order to either keep the risks controlled to an acceptable level during this year of significant challenge or further reduce their significance by the end of the year.
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Implications of the Report

1. **Financial** - The Senior Management Team considers that recurring costs associated with the measures in place for each risk are proportionate to the level of risk, as are the costs relating to actions underway.
2. **HR & Organisational Development** - Risks relating to personnel/ workforce issues are reflected within Appendix 1.
3. **Community Planning** - None.
4. **Legal** - Risks relating to legal issues are reflected within Appendix 1.
5. **Property/Assets** - Risks relating to property issues are reflected within Appendix 1.
6. **Information Technology** - Risks relating to IT issues are reflected within Appendix 1.
7. **Equality & Human Rights** - Risks relating to equality issues are reflected within Appendix 1.
The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** - Risks relating to legal issues are reflected within Appendix 1.
9. **Procurement** - Risks relating to procurement issues are reflected within Appendix 1.
10. **Risk** - Risks relating to legal issues are reflected within Appendix 1.
11. **Privacy Impact** - None.
12. **COSLA Policy Position** – Not applicable.

List of Background Papers

- (a) Background Paper - None

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Development and Housing Services Risk Register

Appendix A



Report Type: Risks Report
Report Author: Finance Manager

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

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
DHRR17.01.01 Regeneration of Renfrewshire's Town Centres Context: *Working with Housing Association partners to build more affordable homes in Renfrewshire. *Progressing Community Growth Areas across Renfrewshire *Delivering actions that will improve our Town and Village centres. *Delivering the Paisley Town Centre Heritage Asset Strategy. *Using new approaches to attract new development and investment.	The Council has plans for the regeneration of town centres throughout Renfrewshire which if not delivered effectively could result in reputational harm as well as the missed opportunities of improving the quality of life in Renfrewshire, particularly in the Town Centres. This includes investing in Renfrewshire's Heritage assets and the promotion of Renfrewshire and of Paisley as a destination town.	Head of Regeneration	Town Centre Regeneration - All regeneration projects are managed using the Councils Project Management Framework. - Regeneration projects are reported through a Programme Board chaired by the CE and Council Boards. - Progress against key milestones, and funding and other risks are regularly monitored. - A Strategic Economic Framework and 10 year vision and action plan for Paisley Town Centre were approved by the Council's Leadership Board in November 2016. - Funding of key regeneration projects supported through applications to appropriate funding sources. - Final UK City of Culture Bid was submitted on 29 Sept 2017 (outcome to be announced in Dec). - In Sept 2017 a revised Round 1 HLF bid for funding was approved by for the redevelopment of Paisley Museum and a Stage 1 funding bid was submitted to Sc Gov RCGF fund (outcome known in Dec). £4.5m funding for Phase 2 approved by HLF / HES for further townscape heritage priority projects in Paisley Town Centre (TH/CARS2 project). - Preparation and consultation on Town Centre Strategies for Linwood, Johnstone, Erskine, Braehead and Renfrew completed. - Town Centre strategies agreed to Board for Renfrew and Erskine Paisley Town Centre Heritage Asset Strategy (PTCHAS) - Paisley Heritage Asset Strategy approved in January 2014. - Paisley BID (Business Improvement District) Steering Group established, the Council is represented on the BID. - The £5m refurbishment of the iconic Russell Institute was	03	04	12 Moderate

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
DHRR17.01.01a	Deliver the Paisley Town Centre Action Plan 2016-2026.	completed in Summer 2017 and the building is now fully operational. £4.5m funding for Phase 2 approved by HLF / HES for further townscape heritage priority projects in Paisley Town Centre. - Retail incubator established in Paisley Town Centre with the 2nd intake of start-ups due to move in late 2016. - Building purchased at No.22 High Street, Paisley for the Learning & Cultural Hub incorporating the relocation of Paisley Central Library and £1.5m Sc Gov RCGF funding was secured. Engagement continues with key stakeholders.	Head of Regeneration	31-Mar-2018	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
DHRR17.01.02 House building and community regeneration Context: *Working with Housing Association partners to build more affordable homes in Renfrewshire. *The Scottish Government have announced a target of 50,000 new affordable homes in Scotland. *Progressing Community Growth Areas across Renfrewshire *Using new approaches to attract new development and investment. TOP 5 RISK	The Council has plans for regeneration throughout Renfrewshire which if not delivered effectively could result in reputational harm as well as the missed opportunities of improving the quality of life in Renfrewshire. The provision of high quality affordable housing is a key component of this and is an integral part of the regeneration strategy that must be delivered.	Director of Development & Housing Services	<u>House building and encouragement of investment</u> - Promotion/Marketing of Renfrewshire as a place to invest eg. attending MIPIM conference with Invest in Glasgow team, March 2016, and preparation of an Investment Prospectus for Renfrewshire in 2017. - Consultation on the new draft Strategic Housing Investment Plan 2017/18 - 2022/23 was carried out in September 2017. This will be presented to Board on the 7 November 2017 and submitted to the Scottish Government. The SHIP sets out key investment priorities for affordable housing which will assist in achieving the outcomes set out in the Renfrewshire Local Housing Strategy delivering at least 200 affordable homes each year. - Main Issues Report for LDP 2 was approved for consultation in January 2017. It concentrated on the main changes, emerging issues and key opportunities for future development in Renfrewshire. The outcome of the consultation was reported to Board on the 29 August 2017 with 240 representations received. The next stage in the preparation of the Plan, the Proposed Renfrewshire Local Development Plan, will be reported to Board early in 2018. - Review of Council's land and property assets continues with marketing of sites as well as working with a range of partners to facilitate new development on more challenging sites with ongoing discussions with CPP partners on joint approaches to property solutions. - The Renfrewshire Local Housing Strategy 2016-2021 Annual Update was reported to Board on the 29 August 2017. The Local Housing Strategy sets out the strategic vision for housing and housing related services and seeks to provide a clear direction for strategic housing investment. <u>Projects</u> The Council has identified a number of priority regeneration projects in local residential communities through the SHIP process. These include:- - Paisley West End – On the 20 April 2017, the Council agreed a draft Paisley West End Regeneration Masterplan as the basis for consultation. Consultation and engagement events were carried out in June 2017 with ongoing engagement occurring with those that were not able to come along to the June events. A Report was presented to the Leadership Board on the 19 September	03	05	15 High

				2017 on the consultation and engagement with tenants and owners in the area. Work will continue in relation to the proposals and the cost of the plans and this will be reported to a future meeting of the Leadership Board early in 2018. • Ferguslie Park Regeneration Plan – Following consultation and engagement on draft proposals for the development of sports facilities and housing investment, a progress report was presented to the Leadership Board on the 19 September 2017. A final assessment of the costs and funding opportunities for the development of St James Park will be completed along with works to review options for housing investment. This work will be reported to future Boards. • Orchard Street housing regeneration – In March 2017 the HaCS Policy Board authorised Housing Renewal Area Designation Order. • Johnstone Castle – HaCS Policy Board authorised promotion of CPOs in January 2017 to facilitate Council housing new build development. One of the two CPOs has been successfully promoted by the Council and confirmed by the Scottish Government. Work continues on the promotion of the second CPO. • Bishopton – around 2,500 homes being provided in a new community on brownfield site which will also contain education and community facilities. Approx. 25% of the new housing will be in the affordable category. The first phase of new Council housing will commence early in 2018 with 80 new social rented homes constructed. Over 300 private sector affordable homes have already been delivered on site. A further 120 homes for social rent will be delivered in the next few years along with other tenure types of affordable homes to provide a mixed new community. <u>Community Regeneration</u> • A programme management framework has been established to monitor progress of the Strategic Housing Investment Programme as well as the delivery of housing regeneration initiatives across Renfrewshire's communities. • The Local Housing Strategy 2016-2021 and the next Local development Plan (Proposed LDP to be prepared early in 2018) will provide the policy context for ongoing investment and interventions. • Regular consultation and liaison with Scottish Government officials will ensure that funding opportunities are maximised and that the proposals in Renfrewshire align with emerging national priorities. • The Planning & Housing Section with the Service has been		
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Action Codes		Linked Actions	Latest Note	Assigned To	Due Date	Status
			augmented and work programme aligned to ensure that resources are available to address the consultation, monitoring and delivery of regeneration activity. An update on housing investment in Ferguslie Park was reported Leadership Board on the 19 September 2017 outlining the outcomes of community consultation on proposals.			
DHRR17.01.02a		Progress consultation on Paisley West End proposals with tenants and residents	The Paisley West End Regeneration Masterplan was the subject of an extensive public consultation exercise in summer 2017. The final version of the Masterplan was then approved by Leadership Board in September 2017. A further report on the financial implications of delivering the Masterplan will be reported to Board in December 2017 ahead of a development partner being procured to implement the Masterplan with the Council.	Head of Regeneration	31-Mar-2018	
DHRR17.01.02b		Develop detailed proposals and business case for the Regional Sports Facility	In June 2016 Renfrewshire Council took the decision to consider options for the development of new sports facilities at St James Park, Paisley. A report to the Leadership Board in September 2017 outlined a proposal for significantly redeveloped facilities at the Park, alongside facilities that will allow for the staging of a wider variety of large scale outdoor events. The Park has been identified in the City of Culture bid as a key outdoor venue for such events.	Head of Regeneration	31-Mar-2018	
DHRR17.01.02c		Consult on the Draft masterplan for Ferguslie Park Regeneration	Officers have been asked by Council to develop further options for residential development and investment in the Tannahill area of Ferguslie Park. These options will be developed and presented to Board early in 2018.	Head of Regeneration	31-Mar-2018	
DHRR17.01.02d		Promote the use of CPOs to facilitate Council housing new build development in Johnstone Castle	One of the two CPOs has been successfully promoted by the Council and confirmed by the Scottish Government.	Head of Regeneration	31-Mar-2018	

Context		Risk Statement	Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
DHRR17.01.03 City Deal		The development, design, construction, operation and maintenance of the major projects being funded through City Deal must be effectively managed to ensure they are delivered on time and on budget and in compliance with the requirements of the City Deal Assurance Framework. All funding conditions and business case assumptions must be accurate to allow the grant funding to be received. Failure to manage the delivery of the projects, their outputs & outcomes and meet the requirements of the Assurance Framework could result in project delays, additional costs, loss of grant funding and reputational damage.	Project Director - City Deal	City Deal - All projects will be managed using the Council's established Project Management Framework and the City Deal Assurance Framework. - The Glasgow City Region Finance Group meets four-weekly to review the financial monitoring and all financial matters in relation to the Programme. - Internal governance continues via the City Deal Programme Board (chaired by the Chief Executive), via the Joint CE Steering Group for the AAP, and the Leadership Board. - Dedicated City Deal Project Team with Project Director and relevant experience of delivering major infrastructure projects in place and making good progress. - Outline Business Cases for the 3 Renfrewshire projects were approved at the Councils Leadership Board on 30 November 2016 prior to submission to and approval by the Glasgow City Region City Deal Cabinet on 12 December 2016. - Individual risk registers in place for each project which are formally reviewed on a monthly basis.		03	05	15 High
TOP 5 RISK								
Action Codes	Linked Actions		Latest Note		Assigned To	Due Date	Status	
DHRR17.01.03a	Continue, with partners, to develop the role of the Airport Investment Area Steering Group to maximise the economic role of the Investment Area.		Following its establishment in August 2016, the GAIA Steering Group (involving Scottish Enterprise, Glasgow Airport, Glasgow City Council and Glasgow and Renfrewshire Chambers) continues to meet on a monthly basis.		Head of Regeneration; Project Director - City Deal	31-Mar-2018		
			Renfrewshire Council are represented on the Delivery Group for the National Manufacturing Institute for Scotland (NMIS) for which GAIA is considered to be a strong contender for the location of NMIS.					
			Glasgow City Council colleagues exhibited GAIA collateral at the Expo Real (international trade fair for real estate and investment) in Munich from 4th to 6th October 2017. Information was also submitted to Department for International Trade for consideration					

		of GAIA being included in a national prospectus to attract capital investment to Scotland.			
DHRR17.01.03b	Submit Planning Applications for GAIA & CWRR	Following statutory consultation in May 2017, the planning applications for both CWRR & GAIA projects were submitted on 04 July 2017. The planning application for GAIA is currently being assessed by the planning authority, with a determination expected by early November. Following a request made by Renfrewshire Council, in agreement with Glasgow and West Dunbartonshire Councils, the Scottish Government has now confirmed that Ministers will determine the planning application for the Clyde Waterfront and Renfrew Riverside project. The Reporter appointed by the Scottish Government will outline the timetable for the process to determine the planning applications.	Project Director - City Deal	30 June 2017	
DHRR17.01.03c	Commence Procurement Process for GAIA & CWRR	A Contract Notice for the Design and construction works for the Glasgow Airport Investment Area (GAIA) Project to the Official Journal of the European Union (OJEU) for publication on 4 September 2017. The Council published the Invitation to Participate documents through the Public Contract Scotland tender system on 6 September 2017. The requests to participate received will be assessed with invitation to tenders expected to be issued in November, subject to a positive outcome to the planning application. Invitation to Participate documents are expected to be published for the CWRR project in December with Invitation to tenders expected to be published in February 2018, subject land acquisition and planning outcomes.	Project Director - City Deal	31 March 2018	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
DHRR17.01.04 Unemployment <u>Context:</u> (1) Immediate considerations such as tackling worklessness and youth unemployment (2) Supporting local Businesses and start-ups. (3) Employability initiatives. (4) Maximising external funding. (5) Other public focused issues that may emerge from the Council Plan / SOA indicators.	The Economic climate has recovered significantly however the impact of BREXIT could still have a major impact on businesses and employment opportunities both locally and nationally. If the council and its key partners do not effectively manage these challenges there is a risk of increased poverty, homelessness, worklessness, youth unemployment and businesses failing.	Head of Regeneration	<u>Invest in Renfrewshire</u> - The business and employability teams are experienced in delivering similar programmes. - Administrative processes and awards of grants have been audited and checked by legal services. - Partnership agreements are signed with all companies involved with the programme. - A sound procurement process is in place for the programme. <u>Employability Initiatives</u> - Invest in Renfrewshire (IIR) provide a greater focus on particular groups who are furthest from the labour market and the services offered will be more intensive and with greater barrier removal support. - This is delivered through a mix of in-house delivery, partnership funding and contracted activity and in order to recognise the changing demographics of the unemployed population, the range of youth services is now available to people up to the age of 29 while an enhanced programme of Adult Employability Services has been developed partly in relation to the emerging programmes which are being delivered through the City Deal.	03	04	12 Moderate
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
DHRR177.01.044a	Continue to deliver the Renfrewshire Local Employability Partnership as the Council's response to the shared services agenda.	Renfrewshire Local Employability Partnership as the shared	Renfrewshire Council is the lead of a City Region Youth Employability approach with a joint programme running from 2015-2018 and RC lead to develop a new model for City Region delivery in 2019.	Economic Development Manager	31-Mar-2018	
DHRR177.01.044b	Develop the Invest in Renfrewshire programme to offer an enhanced role in tackling the economic and social challenges impacting on individuals and businesses.	Renfrewshire programme to offer an enhanced role in tackling the economic and social challenges impacting on individuals and businesses.	The IIR programme now offers a much wider range of services and support to both individuals and businesses.	Economic Development Manager	31-Mar-2018	
DHRR177.01.044c	Deliver Business Gateway (BG) and wider Business Development services in Renfrewshire.	BG and wider Business Development services in Renfrewshire.	The BG service has been brought in-house and the service is progressing well allowing better use of available resources to deliver a more integrated service to local businesses.	Economic Development Manager	31-Mar-2018	

Priority 1: A Better Future - PLACE
Objective 02 Building on our Culture & Heritage

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
DHRR17.02.05 Museum Project <u>Context:</u> The £49m museum redevelopment project is the flagship of the Paisley Heritage Asset Strategy approved in January 2014 and includes the relocation of the Museum Store and the Library. TOP 5 RISK	All high profile cultural and heritage programmes/ projects require significant community engagement, robust monitoring and implementation otherwise there is an inherent risk around funding availability, grant conditions, financial and economic assumptions and not delivering the benefits expected from the associated levels of investment.	Director of Development & Housing Services	Museum Project - The projects will be managed using the Council's established Project Management Framework - Round 1 HLF funding bid for £4.9m approved in Sept 2017 for the redevelopment of Paisley Museum. Round 2 bid being developed for submission in 2019. A Stage 1 application was submitted to Sc Gov RCGF for a grant of £4m (outcome known in Dec). - A detailed risk register has been prepared for this project and this is updated regularly and reported to the Project Board. This includes the management of risks relating to community engagement, funding availability, the exhibiting of collections and the complexity of the buildings among many others.	03	05	15 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
DHRR17.02.05a	Progress the Proposed new Paisley Lending Library in town centre.	No 22 High Street, Paisley purchased by Council June 2016. Initial site investigations and surveys completed. Feasibility study of development options are being prepared through Hub West. Detailed risk register prepared for the project.		Head of Regeneration	31-Dec-2020	
DHRR17.02.05b	Prepare for the Museum store project official opening in October 2017 when the project is completed.	The Museum store facility is now completed. The date of opening has been slightly delayed due to the issues involved in relocating the collections from their existing storage location. The store will now open to the public in early December 2017.		Head of Regeneration	31 Oct 2017	
DHRR17.02.05c	Identify temporary accommodation and appropriate funding for the decant/recant of the Lending Library.	Options appraisal being undertaken on potential locations for temporary library within Paisley Town Centre.		Head of Regeneration	31-Jun-2018	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
DHRR17.02.06 City of Culture Bid 2021 Context: *Developing the bid for Paisley to be the 2021 UK City of Culture *Implementing the Renfrewshire Tourism Framework and action plan. TOP 5 RISK	All high profile cultural and heritage programmes/ projects require significant community engagement, robust monitoring and implementation otherwise there is an inherent risk around funding availability, grant conditions, financial and economic assumptions and not delivering the benefits expected from the associated levels of investment.	Director of Development & Housing Services	UK City of Culture Bid 2021 * Partnership Board and Executive Group set up to co-ordinate the Bid process in 2015. * Engagement with local community and stakeholders to escalate during 2016. * Culture Events and Heritage Fund launched Feb 2016 for community groups to apply for financial support for building cultural capacity. * Multiple cross stakeholder groups established and progressing spring 2016. * Various engagement and stakeholder opportunities have been held. * Programme producers have been appointed to actively pursue funding in development phase. * The stage 1 bid was submitted prior to the Government deadline of 28 April 2017. * DCMS confirmed that Paisley had made the shortlist in July 2017 and provided new guidance for the final stage bid submission. * Final submission deadline is 29 September with a decision anticipated in December 2017.	03	05	15 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
DHRR17.02.06a	Submit a stage 2 bid by the deadline of 29 September 2017. (New action added after the announcement in June 2017 that the stage 1 bid was successfully shortlisted).	The final bid was submitted on 29 September 2017 with an announcement expected in December. The assessment process will encompass a visit by the competition judges to Paisley on 24 October and a final pitch of Paisley's bid to the judges on 5/6 December in Hull. In anticipation of success and recognising the necessity of quickly transitioning from bidding to delivery, preparatory work to establish the 2021 delivery company and the capital investment works to key venues and public realm has begun.		Bid Director	30 Sept 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
DHRR17.02.07 Planning and Development Activity <u>Context:</u> (1) Maximising the benefits for the area through targeted planning and development activity. (2) Promoting investment in existing and new housing (3) Growing population levels. (4) Sustainable development to ensure the natural environment and biodiversity of Renfrewshire is protected and where possible enhanced.	Effective, targeted planning and development activity is required to :- a) Maximise benefits for the area and its residents. b) Promote investment in existing and new housing which contributes towards growing population levels. c) Ensure the natural environment and bio diversity of Renfrewshire is protected and where possible enhanced through sustainable development.	Head of Planning and Housing Services	* The Local Housing Strategy (2016 - 2021) sets out the strategic approach to how the Council and its partners intend to deliver high quality housing and housing related services across all tenures to meet housing need and demand across Renfrewshire. * The Strategic Housing Investment Plan (SHIP) sets out how the grant funding from the Scottish Government's affordable housing programme will be targeted in Renfrewshire to help achieve the Local Housing Strategy strategic outcomes, delivering the right type of housing in the right places, achieving local housing supply targets and assisting in meeting the Scottish Government's national target of 50,000 affordable homes over the next few years. * Local Development Plan sets out the Council Spatial Strategy to facilitate investment and guide the future use of land in Renfrewshire. *The transformational development at the former Royal Ordnance Factory in Bishopton, the new Dargavel Village, is delivering a masterplanned approach with the delivery and implementation of new homes, roads, a new centre, service and other facilities as well as enhancing access and green networks. * The Johnstone South West Community Growth Area is aiming to deliver around 500 new homes in the area. * Ongoing modernisation of the Planning System designed to support sustainable investment. * The updated Renfrewshire Local Development Plan sets out an economic framework for investment. The Glasgow City Region City Deal present the delivery mechanism for strengthening and growing Renfrewshire's economy.	03	04	12 Moderate
Action Codes	Linked Actions	Latest Note	Assigned To			Status
DHRR17.02.07a	Implement the Objectives of the Local Development Plan	The Renfrewshire Local Development Plan sets out an ambitious framework to assist in the successful implementation and delivery of the objectives, strategy and proposals set	Head of Planning & Housing			31-Mar-2018 

			out within the Plan. 51 Actions were set out in the Action Programme. A recent review of the implementation of the Actions revealed 45 out of the 51 Actions have been progressed or completed to date. A few of the significant actions that have been implemented are as follows: Delivering the Economic Strategy - The framework and spatial strategy set out in the Renfrewshire Local Development Plan has provided the spatial context for the successful delivery of the Glasgow City Region City Deal projects in Renfrewshire; Delivering the Centres Strategy - The approval of the planning application for Braehead which contained the ambitious Masterplan for the area, that will support and strengthen the role, function and diversification of this Strategic Centre in Renfrewshire, was based on a strong framework for investment, regeneration and placemaking which is the focus of the Renfrewshire Local Development Plan. The Council continues to work with the owners of Braehead to implement and successfully deliver the elements of the masterplan. Centre Strategies and Action Plans have been approved by Board for Renfrewshire's other town centres including Paisley, Johnstone, Erskine, Linwood and Renfrew. Each of these strategies set out actions to be carried out in the short to medium term, two - five years, with the strategies being reviewed every two years to ensure they are up to date, continuing to deliver opportunities for Renfrewshire's Centres. Delivering the Places Strategy - There has been significant progress at both the Community Growth Areas of Johnstone South West and Bishopston - Dargavel Village. Both have seen a significant number new houses and infrastructure being successfully implemented, creating sustainable mixed communities. Focusing on creating good places within existing built up areas has meant a reduction in Renfrewshire Council's vacant and derelict land, however more importantly it has meant a range and choice of new residential homes within existing communities. To date around 770 new homes have been constructed at Dargavel Village and around 200 new homes at Johnstone South West. A review of the Adopted Renfrewshire Local Development Plan is currently being undertaken and is subject to extensive consultation and engagement with many stakeholders to ensure the Local Development Plan remains relevant, up to date and provides an ambitious vision and framework to guide development and increase investment. The updated Renfrewshire local Development Plan will continue to focus and facilitate investment by directing development to existing built-up areas, creating sustainable mixed communities, high quality places along with delivering sustainable economic growth across Renfrewshire. In delivering the strategic outcomes of the Renfrewshire Local Housing Strategy (2016 - 2021), the updated Renfrewshire Local Development Plan will require to set out sufficient land to deliver the new homes in line with the new Housing Supply Targets outlined in the Local Housing Strategy. It will also require to provide a range and choice of sites to accommodate housing for key specific		
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DHRR17.02.07b	Support Development at key business and employment locations identified in the Strategic Development Plan	housing groups such as housing for older people and Gypsy/Travellers and Travelling Showpeople. The ambitious programme set out in the Strategic Housing Investment Programme to deliver new affordable homes in Renfrewshire will assist in meeting the housing supply targets as set out in the Renfrewshire Local Housing Strategy and the housing land requirements as set out in the updated Renfrewshire Local Development Plan. There are 3 Strategic Economic Investment Locations within Renfrewshire, they include: • Glasgow Airport Investment Area; • Bishopston; • Hillington. There has been continued investment at each of these locations which has significantly contributed to the economic competitiveness of the Glasgow City Region. The Glasgow City Region City Deal will deliver a series of infrastructure projects which will enhance the connectivity to the Strategic Economic Investment Locations as well as present opportunities for growth, job creation and training. The implementation of a Simplified Planning Zone at Hillington has been an enormous success with a £3.5million headquarters development delivering 2500 square meters of industrial and business floor space within the Park; a further investment of £5million to deliver 8,000 square metres accommodated within four units centred around a courtyard development. A £8.5million development of the prominent frontage and gateway to Hillington Park is also proposed and in the process of being delivered. The Hillington Park Simplified Planning Zone has supported development proposals which will deliver over £17million investment in the Park, creating 15,667 sqm of new floorspace and developing over 3.5 hectare of land.	Head of Planning & Housing	31-Mar-2018	
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Priority 1: A Better Future - PLACE
Objective 04 Creating a Sustainable Renfrewshire

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
DHRR17.04.08 Energy Efficiency Standard for Social Housing (EESH) Context: EESH was effective from April 2015 with the first milestone set for 31 December 2020. There will be a mid term progress review in 2017. Estimated delivery cost for the Council over and above normal lifecycle replacements will be circa £21m to December 2020 before deduction of any external grant support and owner contributions.	Delivery of all of the EESH measures will require access to external funding sources such as Energy Company Obligation (ECO). If the council does not secure sufficient funding to deliver all EESH measures, some tenants may potentially remain or fall into fuel poverty with the potential for adverse publicity and reputational damage.	Director of Housing and Development Services	<u>Energy Efficiency Standard for Social Housing (EESH)</u> * Opportunities are being investigated to secure external grant funding for energy improvements to meet new energy standards. * The Scottish Government has confirmed that a review will take place in 2017 to establish if landlords have been successful in securing funding for the investment. Temporary exemptions may be possible where it can be demonstrated that external funding has been sought but cannot be secured. As a result, where EESH measures cannot be applied in the short to medium term, some tenants may potentially remain or fall into fuel poverty.	04	03	12 Moderate
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status

Priority 2: A Better Future - PEOPLE
Objective 05 Reducing the level and impact of Poverty

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
DHRR17.05.09 Pressures on Short Stay Income through Welfare Reform changes (homelessness) <u>Context:</u> (1) Loss of income as a result of household LHA rates being used for housing costs entitlement as opposed to using property size rates. (2) Potential for loss or reduction of the weekly admin element of the short stay rent. (3) Continuing uncertainty over what criteria will be used to determine who will be paid benefit direct. (4) Impact of proposal to cease payment of Housing Benefit to applicants under 21 years old. (5) The continuing rollout of Universal Credit from 22 June 2015 to single applicants who qualify for JSA impacts on:- a) The weekly admin element that can be recovered will reduce from £60 to £45 and uncertainty exists over how the £45 can be claimed. b) Universal Credit cases are charged using current LHA rates while others still use the Jan 2011 rates per DWP rules. c) The possibility of paying rent directly to tenants introduces debt recovery issues as some homeless clients have more chaotic lifestyles or additional support needs. d) Uncertainty over the impact that monthly assessment periods will have on a very mobile client group. This potential 'loss' of income as a result of Universal Credit needs to be planned for. The roll out of the full service in May 2018 will accelerate the impacts noted above.		Many of the proposed Welfare Reform changes will have a direct impact on the income recovered while using short stay accommodation to fulfil the Council's statutory homelessness obligations. Any failure to mitigate the impact and review service provision methods could result in significant additional costs to the Council.	Director of Housing and Development Services	*Financial modelling has been completed to quantify the impact of each element of the Welfare Reform proposals. *The Council is lobbying through various channels to get the vulnerable nature of homeless clients recognised with an exclusion from the Direct Payment proposals. *Reviewed the current stock of temporary accommodation with a view to reconfiguring the supply to mitigate the impact of under occupation.	03	04	12 Moderate
Action Codes	Linked Actions	Latest Note			Assigned To	Due Date	Status

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
DHRR17.05.10 Welfare Reform impact on the HRA Context: 1) Under Occupancy is now predominately managed through DHPs. 2) Universal Credit started to roll out in Renfrewshire on 22 June 2015 where housing benefit previously paid directly to the Council is now be paid to tenants who qualify for Universal Credit, initially single applicants who qualify for JSA. 3) Changes to the housing system and operational processes will be required to identify and support those in receipt of Universal Credit. 4) Uncertainly over Alternative Payment Arrangements (APAs) and the sharing of information regarding tenants now being paid through Universal Credit. 5) Impact of proposal to cease payment of Housing Benefit to applicants under 21 years old. 6) Resource impact of administering Universal Credit payments, managed payments and third party deductions from the DWP. 7) Impact of full service roll out in Renfrewshire in May 2018.		There are significant welfare-related legislative changes planned in the short and medium term which will create additional demand pressures on services, particularly in relation to rent arrears, homelessness and lettings. Although the impact of Under Occupancy is now mainly managed through DHPs, there is still uncertainty over how this will be applied/funded at a National level in future years. The payment of Benefits directly to tenants through Universal Credit started rolling out in Renfrewshire on 22 June 2015. Although initially restricted to single applicants in receipt of JSA, the full service rollout in Renfrewshire starts in May 2018. This will increase the rent that must be collected from tenants from £15m to £28m per annum once fully implemented. Failure to collect this rent will jeopardise the financial viability of the Housing Revenue Account (HRA).	Head of Planning & Housing Services	*The potential impact of the roll out of Universal Credit has been modelled and is updated regularly to reflect any new information from DWP or other parties. *Additional staffing resource has been recruited to ensure that DWP UC payments can be processed. *The Council continues to be represented in discussions at a national level on a range of Welfare reform issues. *The Council has invested significantly in advice services and front line provision to support citizens affected by welfare reform changes. *Community Planning Partnership ensures cohesive working among partners. *Well developed income management arrangements in place to monitor rental income levels and arrears levels. *DaHS have integrated additional resources into neighbourhood services to ensure that any impact is minimised and income can be maximised. *Detailed 30 year Business Plan can be updated to model the impact of pressures or changes on the longer term viability of the HRA. *Ongoing training for staff on changes to Housing Benefit regulations. *Funds have been allocated to support the delivery of financial assistance and employment opportunities for affected tenants. *The administration arrangements and spend in relation to Scottish Welfare Fund and Discretionary Housing Payments are monitored and reviewed on an ongoing basis.	04	03	12 Moderate
Action Codes	Linked Actions		Latest Note		Assigned To	Due Date	Status

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

Objective 10 Continuing to be a Well Run Council

Context	Risk Statement	Owned by	Current Risk Control Measures	L'hood	Impact	Evaluation
DHRR17.10.11 Financial Sustainability	If significant cost pressures are not successfully planned for and managed effectively over the medium to longer term, this could jeopardise the financial stability of the council and result in a significant impact on availability and quality of front-line services and capital investment resources.	Director of Finance & Resources	Top 5 controls: *A revised and enhanced Medium to Longer Term Financial Planning Strategy has been put in place and communicated throughout the council. This revised strategy now incorporates the Strategic Economic and National Policy Context, The Council's Financial Outlook & Cost Pressures, Pressures on Income, Mitigation Strategies, Use of Reserves and the Council's Capital Investment Strategy. *A well developed and embedded budget planning, budget setting and budgetary control system is in place throughout the organisation and this informs members and officers regarding financial performance and stability. This facilitates clear decision making and incorporates an escalation process with regards budget management issues which may arise. The embedded budgetary control processes and procedures also allow a direct link between financial and operational performance which is reported to both officer groups and Policy Boards *In conjunction with the medium to longer term financial planning strategy there is a continuous development of saving workstreams via the "Better Council Change Programmes". This is to ensure the Council has an appropriate range of projects and workstreams under scrutiny (e.g. with outline and detailed business cases) to ensure best value improvements and efficiencies can be identified, costed, implemented and achieved. The purpose of this is to provide a wide scope and depth of saving options for elected members as part of their work in delivering a year on year balanced budget. There is also close monitoring of the agreed savings to be achieved and this is to ensure they are delivered within the agreed timescales. Monitoring is undertaken via a combination of financial and operational measures, actions & related reports. *Regular updates and bespoke reports are provided to CMT and the Council with regards the national fiscal position, likely developments and the impact on the council through close liaison with national groups and the Scottish Government. *Well developed debt strategy which ensures over the medium term the Council's current and future debt levels are prudent and sustainable in the context of reducing resources and also that maximum opportunity for recurring savings are taken advantage of as part of examining the profile of debt payments over the long term. This has resulted in significant debt interest and payments savings being made by the council to allow resources to be concentrated to front line services.	05	05	25 V.High
TOP 5 RISK		Other controls: *Reports and publications from Audit Scotland in relation to local government's financial outlook, financial planning and related developments & improvements are supplemented with a Renfrewshire context report with both reports being submitted to the Council's Audit Scrutiny & Petitions Board. Audit Scotland representatives have an open invite to these policy board meetings. *Energy consumption, together with unit cost forecasts and the related implications				

				are based on national contract prices to minimise risk of fluctuations. The role as a partner in the development of a waste management shared service allows the council to influence key decisions and be clear on it's related costs. *Improving asset management planning has clarified priority areas for investment in the council's estate and this has facilitated the investment decision making progress and has supported the formulation of the council's capital & revenue budget.			
Action Codes	Linked Actions		Latest Note		Assigned To	Due Date	Status
This risk is predominately managed through the Corporate Risk Register with the actions also being reported to the Audit, Risk and Scrutiny Board.							

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
DHRR17.10.12 Incident Response and Management Context: (1) In response to, for example, severe weather, flooding, public health outbreak, etc.	Any ineffective preparation and planning for potential disruptive events such as those reflected within the Community Risk Register (CRR), that directly relate to this service's obligations (*) may result in the service's inability to effectively respond and manage the event in a way that minimises harm to the community, our employees and the reputation of the service. (*) Not all statutory, nevertheless include: -Co-ordination and evaluation of available houses and other assets for temporary accommodation; -Use of Emergency Repairs Helpline; -Provision of skilled staff for emergency repairs, cordoning off property, etc.	Director of Housing and Development Services	*Ongoing review of civil contingency arrangements. *Quarterly departmental Crisis and Resilience Management Group meetings. *Development and Housing Services representation on the Corporate Crisis and Resilience Management Group. *Participation in corporate training events such as pandemic flu exercise. *Building Standards annual review of dangerous buildings and emergency callout procedures. *Civil Contingency Plans.	02	04	8 Moderate
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
DHRR17.10.13 Business Continuity Context: (1) Ensuring service continuity during periods where there is non availability of premises, employees or systems impacting on service functions.	Non availability of (1) premises, either through fire or flood etc; (2) key staff or significant numbers of front-line staff; and/ or (3) systems (telephony, power failure etc) may result in adverse impact on service provision	Finance and Resources Manager	*Business Continuity Plans in place. *Restoration documents reviewed by restoration leads. *Quarterly reporting of crisis and resilience activity to the SMT *Business Continuity Exercise and Training Manual implemented and Civil Contingencies Service ensures that exercise schedules are adhered to. *ICT Disaster Recovery Plan in place. Technical controls are in place to prevent and limit the effects of IT systems unavailability.	02	04	8 Moderate	
Action Codes	Linked Actions	Latest Note			Assigned To	Due Date	Status
DHRR17.10.13a	Ensure Business Continuity arrangements are robust and embedded within the service.	This activity is continuing to reflect the changes in responsibilities associated with changes to the Council's structures.			Finance Business Partner	31-Mar-2018	

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
DHRR17.10.14 Supporting and managing our people (health, safety and wellbeing) Context: (1) Supporting employee attendance, safety, and well being (2) Ensuring compliance with the Council's equality framework (3) Ensuring arrangements in place to deal with the scope, breadth, complexity and pace of change. (4) Ensuring effective communication / consultation with stakeholders. (5) Maintaining excellent employee and trade union relations. (6) Implementing new corporate working models. (7) Modernising terms and conditions and changing job roles and service delivery models. (8) Supporting management and employee development through the consistent application of the Council's learning and development framework Maintaining service standards with reduced employee resources.	Any gaps in communicating effectively with our employees, building on good employee and trades union relationships, ensuring equalities and supporting attendance, may impact adversely on some of our employees in terms of their quality of working life.	Director of Housing and Development Services	*Regular communications from Chief Executive and via Renfo re changes that may impact on employees. *DaHS specific issues are covered in the 'In The Loop' newsletter produced throughout the year. *Corporate communication strategy in place for Better Council Programme. *Health and safety issues are a standing item at both SMTs and at Team Talks. *A proactive health and safety management system is in place supported by internal and external Health & Safety Audit/ Inspection programmes (i.e. BSI: BS OHSAS 18000:2007). *Managing Absence Policy in place and absence stats monitored. *Specialised supporting attendance team in place to take forward improvements in attendance levels and implement the supporting attendance action plan. *Occupational health available for all staff. *New structures to best enable flexible working and align skills and resources to meet service demand have been adopted. *Regular trade union liaison meetings. *Methodologies and processes have been developed and adopted to manage change.	03	04	12 Moderate	
Action Codes	Linked Actions	Latest Note			Assigned To	Due Date	Status
DHRR17.10.14a	Continue to implement and monitor the impact of policies and activities aimed at reducing staff absence levels.	The Service continues to follow all relevant corporate policies to support staff and minimise absence levels.			Finance Business Partner	31-Mar-2018	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
DHRR17.10.15 Information management and ICT systems <u>Context:</u> (1) Applying corporate protocols to ensure integrity and accuracy of data. (2) Working effectively with ICT colleagues to develop ICT capacity / available technology to support service development and the change agenda.	If the service's information governance, management arrangements and ICT systems are not sufficiently robust there is a risk that the availability, confidentiality and integrity of the information may be compromised, the council's reputation is seriously affected, financial penalties are enforced upon the Council and that the service's ICT needs/ objectives are not met.	Director of Housing and Development Services	*The department supports and complies with all the controls and policies applied across the Council and those operated by IT Services which protect the availability, confidentiality and integrity of data. *Weekly reconciliations are carried out on the financial systems and the Housing Management System. *Any projects involving changes or upgrades to current systems are planned with assistance from IT Services as required and detailed testing is carried out before any go live is actioned. *Regular system backups are co-ordinated by IT Services to minimise the impact of data loss through any system failure. *IT Development Plan and associated projects to modernise the way we work. *Specialist support and project management expertise is provided for all major projects by Finance and Corporate Services. *IT liaison meetings take place with major suppliers to mitigate our reliance on certain IT suppliers. *Online training package in place for Information Security. *Awareness campaigns have been delivered highlighted the importance of data security. The authorised signatory database has been reviewed and updated.	02	05	10 Moderate
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status