

Notice of Meeting and Agenda Audit, Risk and Scrutiny Board

Date	Time	Venue
Tuesday, 29 May 2018	10:00	Corporate Meeting Room 2, Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Corporate Governance

Membership

Councillor Tom Begg: Councillor Stephen Burns: Councillor Michelle Campbell: Councillor Alison Jean Dowling: Councillor Neill Graham: Councillor Jim Harte: Councillor Emma Rodden:

Councillor Bill Binks (Convener): Councillor Jim Sharkey (Depute Convener):

Members of the Press and Public

Members of the press and public wishing to attend the meeting should report to the customer service centre where they will be met and directed to the meeting.

Further Information

This is a meeting which is open to members of the public.

A copy of the agenda and reports for this meeting will be available for inspection prior to the meeting at the Customer Service Centre, Renfrewshire House, Cotton Street, Paisley and online at <http://renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx>

For further information, please either email democratic-services@renfrewshire.gov.uk or telephone 0141 618 7112.

Items of business

Apologies

Apologies from members.

Declarations of Interest

Members are asked to declare an interest in any item(s) on the agenda and to provide a brief explanation of the nature of the interest.

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AUDIT

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MONITORING & REVIEWING SERVICE DELIVERY PERFORMANCE, POLICIES & PRACTICES

- 9 **Local Government in Scotland - Performance & Challenges 2018** 171 - 182

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- 12 **Fly-tipping in the Countryside and at known Fly-tipping Spots (Lead Officer Karen Locke)** 205 - 218

Report by Lead Officer.

- 13 **Review of Housing Repairs by Council and Outside Contractors (Lead Officer Colin Hunter)**

Report by Lead Officer. (Not Available - Report to Follow)

EXCLUSION OF PRESS AND PUBLIC

The Board may by resolution exclude the press and public from the meeting during consideration of the following item on the agenda as it is likely, in view of the nature of the business to be transacted, that if members of the press and public are present, there could be disclosure to them of exempt information as defined in paragraph 14 of Part I of Schedule 7A of the Local Government (Scotland) Act, 1973.

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AUDIT

- 14 **Summary of Findings - CSC Kiosk Discrepancy**



To: Audit, Risk and Scrutiny Board

On: 29 May 2018

Report by: Chief Auditor

Heading: Summary of Internal Audit Reports for period 1 January to 18 May 2018

1. Summary

- 1.1** In line with the Public Sector Internal Audit Standards, Internal Audit must communicate the results of each engagement to the Board. To comply with this requirement Internal Audit submits regular reports on the findings and conclusions of audit engagements to the Audit, Risk and Scrutiny Board.
- 1.2** Appendix 1 provides details those audit engagements completed during the period 1 January to 18 May 2018 with the overall assurance rating and the number of recommendations in each risk category. The committee summary for each report is also attached. For each audit assignment where recommendations have been made, the relevant managers have put action plans in place to address the issues raised.
- 1.3** In addition to the reports listed in the Appendix, Internal Audit has an ongoing commitment to:
- A range of corporate and service initiatives;
 - Progressing of information security matters in partnership with ICT and Legal Services;
 - The regular provision of advice to departmental officers;
 - The provision of internal audit services to the associated bodies for which Renfrewshire Council is the lead authority and to Renfrewshire Leisure Ltd and Renfrewshire Health and Social Care Integrated Joint Board;

- Co-ordination of the Council's corporate risk management activity;
 - Management of the counter fraud team;
 - Management of the risk management and insurance team.
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2. **Recommendations**

- 2.1 Members are invited to consider and note the Summary of Audit Findings reported during the period from 1 January to 18 May 2018.
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Implications of the Report

1. **Financial** - None
2. **HR & Organisational Development** - None
3. **Community Planning – Safer and Stronger** - effective internal audit is an important element of good corporate governance.
4. **Legal** - None
5. **Property/Assets** - None
6. **Information Technology** - None
7. **Equality & Human Rights** – None
8. **Health & Safety** – None
9. **Procurement** - None
10. **Risk** - The summary reported relates to the delivery of the risk-based internal audit plan.
11. **Privacy Impact** – None
12. **COSLA Implications** - None

Author: Karen Campbell – 01416187016

Appendix 1

Renfrewshire Council

Internal Audit Service

Update for Audit, Risk and Scrutiny Board

Final Audit Reports issued from 01 January – 18 May 2018

Category	Service	Engagement	Assurance Rating	Recommendation Ratings			
				Critical	Important	Good Practice	Service Improvement
Investigation	Environment & Communities	School – Catering Investigation	Note 1	3	4	1	
	Chief Executive's Service	PACE Theatre Company Grants	Note 1		2	1	
	Development & Housing	Project Grant Funding	Note 1		2	1	
Assurance	Development & Housing	Contract Management (Economic Development)	Reasonable		1	1	
	Corporate	External funding Applications	No Assurance		3		
		Corporate Purchase Cards	Reasonable		1	5	
	Finance & Resources	Housing Benefit & Council Tax Reduction	Substantial			1	
		Corporate Health & Safety	No Assurance	4	6	1	

Note 1 – No assurance rating can be given in respect of investigation assignments

Assurance Level	
Substantial Assurance	<ul style="list-style-type: none"> • There is a sound system of internal control designed to achieve the objectives of the area being reviewed. • The control processes tested are being consistently applied.
Reasonable Assurance	<ul style="list-style-type: none"> • The internal control processes are generally satisfactory with some areas of weakness being identified that could put some objectives of the area being reviewed at risk • There is evidence that the level of non-compliance with some of the control processes may put some of the objectives of the area being reviewed at risk.
Limited Assurance	<ul style="list-style-type: none"> • Weaknesses in the system of internal controls are such as to put the objectives of the area being reviewed at risk. • The level of non-compliance puts the objectives of the area being reviewed at risk.
No Assurance	<ul style="list-style-type: none"> • Control processes are generally weak with significant risk to the achievement of the objectives of the area being reviewed. • Significant non-compliance with control processes leaves the processes/systems open to error or abuse.

Recommendation Rating	
Service Improvement	Implementation will improve the efficiency / housekeeping of the area under review.
Good Practice	Implementation will contribute to the general effectiveness of control.
Important	Implementation will raise the level of assurance provided by the control system to acceptable levels.
Critical	Addresses a significant risk, impacting on the objectives of the area under review.

Internal Audit Report

Environment & Communities

School – Catering Investigation (C0243/2018/019)

C0243/2018/019

Date: April 2018

COMMITTEE SUMMARY

Audit Objectives

Management reported an allegation of misappropriation in relation to catering income at a Primary School. It was alleged that teaching staff were paying for meals which were not being recorded through the cash register.

The objectives of the audit were to:

- Ascertain whether there is any substance to the allegation.
- Ensure income recorded through the cash registers is accurately recorded on the catering forms.
- Ensure that all income is banked intact and timeously.
- Confirm that there is adequate segregation of duties in relation to catering income collection.

Audit Scope

1. Ascertained whether there is any CCTV within the catering area. It was confirmed that there was no CCTV.
2. Interviewed the appropriate catering staff along with a sample of Teaching staff at the Primary School.
3. Confirmed from the documentation that there are no adult meals recorded as paid for during the periods 1-7.
4. Reviewed the documentation and confirmed that the amounts recorded had been banked timeously. For a sample period during periods 1-7, confirmed that the Catering documentation agreed to the till readings, the till readings ran in order and the total amounts collected had been correctly recorded on the documentation.

Key Audit Assurances

1. Income recorded through the cash registers is generally accurately recorded on the catering documentation.
2. Income is banked intact and timeously.

Key Risks

Procedures for recording catering income are inadequate due to a lack of segregation of duties.

Internal Audit Report

Environment & Communities

School – Catering Investigation (C0243/2018/019)

C0243/2018/019

Date: April 2018

Overall Audit Opinion

There is no evidence to substantiate the allegation made. While the Auditor is satisfied that the allegation was made in good faith, it is the Auditor's opinion that the allegation is unreliable as it was based on a third hand conversation where the 2 original officers have different recollections of their conversation.

Management Commentary

1. Catering Managers and Supervisors will be reminded of the procedures they should be following for the selling of catering goods and collection of catering income.
2. Refresher training on the contents of the Financial Procedures manual will be included within the regular catering managers' meetings and in the next Catering Managers' training day. This will then be cascaded to all staff by Catering Managers.

Internal Audit Report
Chief Executive's Service
PACE (C0243/2018/051)

C0243/2018/051

Date: December 2017

COMMITTEE SUMMARY

Audit Objectives

Following press reports that the Executive Director of Pace Theatre Company had been dismissed "following a financial probe", the Chief Executive requested that Internal Audit undertake a review to ensure that Council grant funding had been appropriately spent by the organisation. The objectives of this investigation were to ensure that:

1. Council grant funding allocated to the group could be adequately accounted for;
2. Arrangements are in place and being adhered to address outstanding debt owed to the Council and Renfrewshire Leisure Ltd;
3. Any identified weaknesses, in the internal control environment, relating to the grant allocation were addressed.

Audit Scope

1. Met with representatives from the Pace Theatre Company and obtained evidence of grant expenditure and plans for any unspent grants.
2. Reviewed the grant applications and conditions of grant to confirm that adequate checks were in place on the applications received.
3. Reviewed the outstanding debt and the payment arrangements in place, to confirm that the arrangements are being adhered to.

Key Findings arising from the investigation

1. The auditor is satisfied that the Culture, Events and Heritage Fund (CEHF) and the Education grant have been spent in line with the grant applications.
2. The Local Area Committee (LAC) grant is currently unspent. The auditor was provided with assurances that this grant would be spent in line with the grant application.
3. The Company has a significant amount of outstanding debt to the Council and Renfrewshire Leisure Ltd. Previous payment plans had not been adhered to. However, the auditor is satisfied that in recent months payments have been made as expected and assurances have been provided to the auditor that this will continue with a view to clearing the debt as soon as possible.

Overall Audit Opinion

The auditor is satisfied that Council grant funding has been adequately accounted for. A weakness was identified in relation to the lack of checks undertaken to confirm the grant applicant is not indebted to the Council. Recommendations have been made to address this

Internal Audit Report

Chief Executive's Service

PACE (C0243/2018/051)

C0243/2018/051

Date: December 2017

and to ensure that the assurances provide by the Company are complied with.

Management Commentary

1. Both the grant spend and debt repayments being made by PACE are being closely monitored by Council officers
2. A system is being put in place to check if any organisation has any outstanding debts with the Council and their repayment history prior to any grant award being made.

Development & Housing Service

Charity Grant Investigation (C0243/2018/017)

C0243/2018/017

Date: April 2018

COMMITTEE SUMMARY**Audit Objectives**

In October 2017, Internal Audit were informed that allegations had been made by an individual relating to the misuse of grant funding received by a Charitable Project from Renfrewshire Council. The Charity had received 2 grants, totalling £11,424.14 from the Council. The objectives of this investigation were to ascertain the circumstances surrounding the allegations made and their validity, to ensure that any allocated council grant funds could be accounted for and to identify and address any weaknesses in the internal control environment relating to the council grant funding process.

Audit Scope

1. Meetings were held with relevant council officers and Charity trustees and members to establish background information and to obtain explanations for any arising issues.
2. Documentation to support grant expenditure was obtained and reviewed.
3. Site visits were made to the charities premises to physically view items purchased and to establish the extent of building works and technical capabilities.

Key Issues arising from the investigation

The following issues were identified during the course of the audit investigation:

1. Grant funding of £9,450.00 was applied for in August 2016 and £9,424.14 was received by the charity from Renfrewshire Council in May 2017 even though Charity Trustees were aware that they were being pursued by the courts for non-payment of water rates totalling over £11,000.00. This information was not shared with Renfrewshire Council at that time. In order to protect Council interests, the Council requested that unspent Grant, at the time of the audit, of £2,000 be returned to the Council.
2. The Council became concerned when a request was made to allow all the Charities assets to be transferred to a newly founded charitable company to circumvent the assets being seized by the courts.
3. An invoice dated March 2017 was received by the Charity from a company (which the Charities chairperson was a director of at the time the invoice was produced) requesting payment for items that had not been supplied at the date on the invoice. After examination of all relevant documentation, it was identified that a cumulative total of £2,000.00 has been paid for goods/services that have not been supplied.
4. We were informed that following a risk assessment in August 2017, it was recommended that the design of the project's new unit be reconsidered. This recommendation was accepted by the Charities committee resulting in funds granted from Renfrewshire Council being expended on items that differed from the original grant application. There was no approach made to Renfrewshire Council to

Development & Housing Service

Charity Grant Investigation (C0243/2018/017)

C0243/2018/017

Date: April 2018

obtain authorisation for these changes.

5. Grant funding of £2,000.00 was applied for in September 2015 and paid over to the Charity in March 2016. £377.10 of this grant was not spent and should therefore have been returned to Renfrewshire Council.
6. Not all of the expected checks were undertaken by Council officers prior to the grant funding being paid by Renfrewshire Council.

Overall Audit Opinion

It is the auditor's opinion that the allegations made can be partly substantiated. Examination of the records highlighted that the Charity were aware they were being pursued by Business Stream for non-payment of rates when they applied for grant funding, they have paid for goods they had not received and they had not wholly followed the Conditions of Grant. Furthermore, the review identified that there was a lack of appropriate checks within the Council processes surrounding payment of grants. It is a matter of concern to the auditor that in total, £2,377.10 of council funding has been paid to the Charity for which there is no supporting evidence.

Management Commentary

1. Following further discussions with the Charities Trustees, the Director of Development and Housing Services and the Chief Auditor remain concerned regarding the legitimacy of the invoice submitted to the Council against which the release of the grant funding was made. The Chief Auditor has advised OSCR of the findings arising from the audit.
2. The, Chief Auditor, in consultation with the Director of Development and Housing has written to the Charity to advise that our continued concern precludes the Council from returning to the Charity the £2,000 of grant funding that was returned to the Council.
3. Management has agreed to enhance the checking procedures for payment of grant funding to include all relevant checks.

Internal Audit Report

Development and Housing

Contract Management (Economic Development) (A0014/2018/002)

A0014/2018/002

Date: February 2018

COMMITTEE SUMMARY

Audit Objectives

The objectives of the audit were to ensure that for the Adult Employability Services contract:

- Roles and responsibilities for contract management are clear and understood;
- Regular contract management meetings are held with the supplier of the services and attended by the relevant officers;
- Performance measures have been defined in contract terms;
- Performance measures included in the contract are reflected in the contract management scorecard and these are discussed regularly;
- There is evidence of underperformance being appropriately managed;
- Defined payment terms and rates are being checked for accuracy before payment.

Audit Scope

1. Interviewed the appropriate staff, evaluated the contract management arrangements in place for this contract and identified any possible improvements.
2. Prepared and undertook a series of tests to confirm the adequacy and effectiveness of the contract management arrangements identified for the contract selected for review.

Key Audit Assurances

1. Roles and responsibilities for contract management are clearly stated in the invitation to tender which includes defined performance measures.
2. Regular meetings are scheduled with the supplier's officers to discuss performance.
3. Invoices received are checked against defined payment terms and rates before payment.

Key Risks

Improvement actions were not agreed at an early stage with the service provider, thus delaying the implementation of these actions.

Overall Audit Opinion

The audit has provided a reasonable level of assurance over the contract management arrangements for the Economic Development Adult Employability Services contract. The auditor has recommended that actions to improve areas where targets are not being met should be agreed earlier with the service provider.

Internal Audit Report

Development and Housing

Contract Management (Economic Development) (A0014/2018/002)

A0014/2018/002

Date: February 2018

Management Commentary
Regular monitoring will be undertaken of the agreed improvement actions and additional review meetings will be arranged with the Contractor to discuss progress.

Internal Audit Report

Corporate

External Funding Applications (A0036/2016/001)

A0036/2016/001

Date: May 2018

COMMITTEE SUMMARY

Audit Objectives

The objectives of this audit were to:

- Ascertain and assess the adequacy of corporate oversight arrangements for external funding applications.
- Ensure that adequate approval processes are in place before funding is applied for or accepted.

Audit Scope

1. Attempted to identify the main services that apply for external funding through interviews with the relevant officers and through access to the financial ledger.
2. Ascertained the corporate arrangements in place for approval, monitoring, control and oversight of external funding applications.
3. Contacted other Local Authorities to establish their arrangements for applying for external funding and considered whether any improvements could be made to Renfrewshire Council's arrangements.

Key Audit Assurances

Renfrewshire Council has a Scheme of Delegated Functions that outlines the approval process in relation to external grant funding.

Key Risks

1. There is no specialist resource in place responsible for ensuring that external funding opportunities are maximised for the council and consequently potential grant income may be unexploited.
2. Some external funding providers may only provide one pot of grant funding to individual organisations e.g. Renfrewshire Council. Given that there is no real corporate oversight or central funding register in place, funding may be granted to a lower priority project rather than the most relevant project.
3. There is no Corporate External Funding Strategy in place and therefore funding applications may not be appropriately focused and aligned to corporate objectives.

Overall Audit Opinion

There is a lack of corporate oversight in relation to external funding applications and the auditor cannot therefore provide any assurance in this regard. Implementation of the recommendations contained in this report will enable a corporate approach to external funding applications which should ensure that funding is targeted at priorities in line with strategic objectives.

Management Commentary

A new post of External Funding Officer will be created as a corporate council resource, who will be responsible for preparing an External Funding Strategy to outline the Council's approach to applying for external funding and for also establishing an External Funding Application Register for Council funding applications.

Internal Audit Report

Corporate

Corporate Purchase Cards (A0032/2018/001)

A0032/2018/001

Date: March 2018

COMMITTEE SUMMARY

Audit Objectives

The objectives of the audit were to:-

1. Ascertain that spend is in line with the Corporate Purchasing Card (Pcard) Guidelines in terms of:-
 - frequent transactions are below £499.99
 - transactions between £500 and £1999.99 are for one-off purchases
 - there are no transactions over £2000
 - Pcards are not used to purchase ICT goods or services
 - there is no preferred method of purchasing already in place for suppliers/goods
2. Ascertain the main suppliers of goods and services purchased using the Pcard identifying areas of off contract spend and to consider if best value would be achieved by establishing contracts with these suppliers.

Audit Scope

Reviewed and analysed Pcard expenditure data for financial year 2016/2017 obtained from the Pcard banking website.

Details of current procurement contracts in place were obtained and reviewed.

Sample testing was carried out on Pcard transactions to meet the audit objectives.

Pcard logs and supporting documentation were examined as appropriate.

Key Audit Assurances

Frequent transactions are in the main below £499.99, in line with the intended use of Pcards.

Key Risks

There may be security/compatibility implications if Pcards are used to purchase IT goods or services that do not have prior approval from ICT Services.

Value for money may not be achieved if non-contract purchases are made with Pcards.

Observation without recommendation

The supplier Amazon was found to have the largest non contracted spend via Pcard in the financial year 2016/2017. Due to the time taken to ascertain the details of items purchased in each transaction and the large variation of items identified as being purchased during testing, the auditor was unable to identify any large areas of spend where there is already a preferred method of purchase.

Internal Audit Report

Corporate

Corporate Purchase Cards (A0032/2018/001)

A0032/2018/001

Date: March 2018

Overall Audit Opinion

Whilst there are adequate procedures in place covering the purchase of goods with Pcard, issues were identified regarding compliance with some areas of these procedures such as recurring mid value transactions, purchase of IT equipment and high value orders where the Pcard purchase method is not recommended. The audit also identified areas of non-contract spend that would benefit from further review by the Corporate Procurement Unit. Recommendations have been made within the report to address the weaknesses identified and once implemented these should strengthen the controls in place and provide a greater robustness in the process.

Management Commentary

1. The PCard Procedures have been updated to reflect the audit recommendations.
2. PCard holders have been reminded via an email of their roles and responsibilities regarding the issues raised in the audit report.

Internal Audit Report

Finance and Resources

Housing Benefit and Council Tax Reduction (A0071/2018/002)

A0071/2018/002

Date: April 2018

COMMITTEE SUMMARY

Audit Objectives

The objectives of the audit were to ensure that:

- There are adequate documented procedures in place which are up to date and comply with current legislation;
- Staff are appropriately trained and aware of procedures;
- Strategies have been established to encourage benefits take up and make services accessible;
- Information, documentation and advice are readily available to landlords;
- Data is held securely in compliance with the relevant legislation.

Audit Scope

1. Interviewed the appropriate staff, evaluated the controls in place for the housing benefit and council tax reduction scheme and identified any possible improvements to the system.
2. Prepared and undertook a series of tests to ensure the council tax valuation system is operating effectively and as described.

Key Audit Assurances

1. There are adequate documented procedures in place which comply with legislation;
2. A detailed training programme is in place to ensure that staff are aware of procedures;
3. A Benefits Take Up Officer encourages benefits take up and promotes benefit services;
4. Information, documentation and advice are available to housing association landlords;
5. Procedures are in place to hold customer data securely and protect it from unauthorised access.

Key Risks

There were no key risks identified during the audit.

Overall Audit Opinion

The audit has identified that satisfactory arrangements are in place for administering the housing benefit and council tax reduction scheme.

Internal Audit Report

Finance and Resources

Housing Benefit and Council Tax Reduction (A0071/2018/002)

A0071/2018/002

Date: April 2018

Management Commentary
Management agreed to implement the one good practice recommendation which was made.

Internal Audit Report

Finance and Resources

Corporate Health & Safety (A0091/2016/001)

A0091/2016/001

Date: March 2018

COMMITTEE SUMMARY

Audit Objectives

The purpose of the audit is to carry out a review of the arrangements in place for corporate Health and Safety.

Audit Scope

The scope of the audit covered testing of the controls in operation to ensure that:

- There were clearly defined and understood roles and responsibilities for health and safety, including risk identification;
- There were adequate and up-to-date policies and procedures in place which were readily available to those that need them;
- There was regular engagement with other service areas to ensure compliance with legislative requirements;
- There was a programme of health and safety audits and these were followed up adequately;
- There were adequate arrangements in place for reporting, accidents, incidents and near misses and these were adequately followed up; and
- Performance monitoring and reporting arrangements were appropriate.

Key Audit Assurances

In relation to the objectives covered by this audit review, no assurances can be given in relation to the arrangements in place during 2016/17, which was the period covered by the audit.

Key Risks

- Although there is a Health and Safety Policy in place, which details the high level governance arrangements including the roles and responsibilities of key officers, current practice does not follow the arrangements as set out in the policy at both a corporate and service level. There is a risk that health and safety activity may be uncoordinated, reactive and not subject to an appropriate level of scrutiny.
- The policy is also not being followed at an operational level with pro-active health and safety audit inspections not being undertaken as expected at a corporate level and there is inconsistency at a service level. This increased the risk that action is not taken in a timely manner to rectify any issues that would have been identified through the checking regime.
- There is a corporate process for logging incidents, however there is a lack of effective monitoring and follow up of the mitigating actions required. This increases the risk that remedial action is not taken in a timely manner.

Internal Audit Report

Finance and Resources

Corporate Health & Safety (A0091/2016/001)

A0091/2016/001

Date: March 2018

- Currently, performance information in relation to health and safety is not being prepared, monitored and reported consistently. Without adequate monitoring and reporting of both Corporate and Service health and safety performance, there is an increased risk that trends are not identified and remedial action taken where necessary and the arrangements are not subject to an appropriate level of scrutiny.

Overall Audit Opinion

Based on the audit work carried out the control environment has been assessed as unsatisfactory. The Auditor is concerned that the current governance arrangements may not be fit for purpose. Operational arrangements are not currently adequate and there is a lack of appropriate processes and scrutiny. Management need to review the governance and operational practice as a matter of priority.

Management Commentary

1. An independent strategic review is now ongoing of the corporate health and safety governance and operational arrangements.
2. A formal Corporate Health & Safety Team duty officer process has been developed, which includes a daily check of the systems to ensure any actions required as a result of an incidents are being effectively dealt with. All previous actions have now been reviewed.
3. KPIs will be developed for the Corporate Health & Safety Team and these will be agreed with the Director of Finance & Resources.



To: Audit, Risk and Scrutiny Board

On: 29 May 2018

Report by: Chief Auditor

Heading: Summary of Outstanding Internal Audit Recommendations

1. Summary

- 1.1 In March 2017, our external quality assessment, undertaken as part of a peer review process, by West Lothian Council's Audit, Risk and Counter Fraud Manager, identified that there was scope to improve the information provided to the Board in relation to follow up work to ensure internal Audit recommendations have been implemented. The recommendation was reiterated in Audit Scotland's annual review.
- 1.2 The Chief Auditor undertook to review the arrangements for reporting on follow up work to the Board by March 2018.
- 1.3 On 18 March 2018, the Chief Auditor presented a report to the Board stating that it was her opinion that that there was an opportunity to enhance the escalation procedures for cases where agreed actions have not been effectively implemented by the date agreed. One of the recommendations was that details of outstanding critical recommendations will be provided to the Board.
- 1.4 This report therefore provides the updated position of those critical recommendations that have been followed up and have not yet been fully implemented by service management.
-

2. Recommendations

- 2.1 Members are invited to note the position with regard to these outstanding recommendations.

3. Background

3.1 Internal Audit undertake an annual exercise to ensure that recommendations arising from internal audit engagements have been implemented by service management. The results of this exercise have been reported to service management on conclusion of the exercise and also to this Board as part of the Chief Auditor's Annual Report. All critical recommendations which have been made and have reached their due date for implementation by the date of commencement of this exercise are included in this follow up exercise and services are asked to provide evidence to demonstrate that each of these recommendations have been implemented.

3.2 The table below shows the total and status of all critical recommendations which were followed up during this exercise across Council services. 40 of these have been implemented satisfactorily.

Service	No of Critical Recommendations				
	Followed Up	Completed	Part completed	On Hold	Redundant /superseded
Adult Services	0	0	0	0	0
Chief Executives	4	3	0	0	1
Environment & Communities	18	16	2	0	0
Development & Housing	2	2	0	0	0
Childrens' Services	13	12	0	0	1
Finance & Resources	12	7	3 note 1	2 note 2	0
	49	40	5	2	2

Note 1 – Since completion of the follow up exercise we have been advised that 2 of these recommendations are now complete.

Note 2 - These recommendations are on hold until the new Business World system is implemented, they specifically relate to:

a. Full completion of an exercise to update the authorised signatory database. This is substantially complete but will be superseded with the introduction of Business world.

b. Setting a maximum time for suppression of debt recovery action again it is anticipated that this will be superseded with the introduction of Business World.

3.3 Those which have not yet been implemented or are in the process of being implemented are detailed in Appendix 1, along with the latest response received from Service Management.

Implications of the Report

1. **Financial** - None
2. **HR & Organisational Development** - None
3. **Community Planning** –

Safer and Stronger - effective internal audit is an important element of good corporate governance.

4. **Legal** - None
5. **Property/Assets** - None
6. **Information Technology** - None
7. **Equality & Human Rights** – None
8. **Health & Safety** – None
9. **Procurement** - None
10. **Risk** – Non implementation of critical audit recommendations results in internal control weaknesses not being addressed
11. **Privacy Impact** – None
12. **COSLA Implications** - None

Author: Karen Campbell – 01416187016

Appendix 1

Renfrewshire Council

Internal Audit Service

Update for Audit, Risk and Scrutiny Board

Progress of Critical Recommendations not implemented by their due date.

Service	Assignment	Recommendation	Original Due By Date	Status	Management Response at Follow Up Exercise	Revised Date
Environment & Communities	C0093/2016/009 - Fleet Vehicle Investigation	Management should remind all drivers to use their Masternaut key and only use the key that has been allocated specifically to them.	01/07/17	Partially Complete	Transport services are in process of issuing Masternaut fobs to service users. Transport have set up alert to email managers and supervisors on a daily basis with details on the previous days failure to use the allocated fob. This will be completed by the end of October.	31/10/17
	C0143/2016/014 - Pre-5 Establishment Investigation	Management within Community Resources should confirm to Internal Audit the revised process relating to meals income to ensure that where prepared meals are transferred off site for sale at other units, all expected income is appropriately accounted for.	06/03/17	Partially Complete	Nursery and Pre-5 centres have been recording meals taken and meal income on a daily basis and providing monthly information to FM Soft Services. Work ongoing to reconcile this with export CDCH3 info	31/03/18

Service	Assignment	Recommendation	Original Due By Date	Status	Management Response at Follow Up Exercise	Revised Date
					<p>provided by school issuing pre-5 centre with meals.</p> <p>The early years expansion plan to provide free meals in Nurseries will result in no cash income being received in Nurseries.</p>	
Finance & Resources	C0143/2014/014 - Pre-Five Centre Investigation	Monthly reconciliations of all of the Independent Fund bank and cash balances must be carried out by the person maintaining the cash book. These should be checked and signed by an independent person not involved in the administration of the Fund.	31/01/17	Partially Complete	<p>The Senior Service Delivery Officer is in process of implementing Operational Practice Instructions relating to cash handling. These will provide practice instructions to assist with standardising process and ensure compliance to audit requirements. Staff training and development will be part of the Team Leader's responsibility.</p> <p>The Service Delivery Officer confirmed that she has given paper copies of cash handling procedures to the centre staff.</p> <p>As part of the</p>	31/03/18

Service	Assignment	Recommendation	Original Due By Date	Status	Management Response at Follow Up Exercise	Revised Date
					<p>investigation, the Pre 5 bank account was closed down. Paperwork that was removed from the establishment and has only recently been returned. The new Head of Centre is in the process of opening a new bank account, this has been delayed due to staff changes.</p>	



To: Audit, Risk and Scrutiny Board

On: 29 May 2018

Report by: Chief Auditor

Heading: Internal Audit Annual Report 2017 - 2018

1. Summary

- 1.1 The Public Sector Internal Audit Standards require the Chief Auditor to prepare a report, at least annually, to senior management and the Board on the internal audit activity's purpose, authority, and responsibility, as well as performance relative to its plan.
- 1.2 The annual report must also provide an annual audit opinion on the overall adequacy and effectiveness of the Council's internal control environment, and include details of any significant risk exposures and control issues, including fraud risks, governance issues, and other matters that can be used to inform the governance statement.
- 1.3 The Annual Report for 2017-18 is attached and outlines the role of Internal Audit, the performance of Internal Audit, the strategic and operational issues which influenced the nature of the work carried out, the key audit findings, and contains the annual audit assurance statement.
-

2. Recommendations

- 2.1 Members are invited to consider and note the contents of the Annual Report.
-

Implications of the Report

1. **Financial** - None
2. **HR & Organisational Development** - None
3. **Community Planning –
Safer and Stronger** - effective internal audit is an important element of good corporate governance.
4. **Legal** - None
5. **Property/Assets** - None
6. **Information Technology** - None
7. **Equality & Human Rights** - None
8. **Health & Safety** – None
9. **Procurement** - None
10. **Risk** - The summary reported relates to the delivery of the risk-based internal audit plan.
11. **Privacy Impact** – None
12. **COSLA Implications** - None

Author: Andrea McMahon – 01416187017



Annual Report 2017-2018



Finance & Resources Internal Audit

May 2018

Renfrewshire Council
Internal Audit Annual Report 2017/2018

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Renfrewshire Council
Internal Audit Annual Report
1 April 2017 – 31 March 2018

1. Introduction

- 1.1 Internal Audit is an independent and objective assurance and consulting activity designed to add value and improve the operations of Renfrewshire Council. It assists Renfrewshire Council in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the organisation's risk management, control, and governance processes.
- 1.2 The Chief Auditor will report functionally to the Audit, Risk and Scrutiny Board and administratively (i.e. day to day operations) to the Director of Finance and Resources. In accordance with the principles of good corporate governance, regular reports on internal audit work and performance are presented to the Audit Panel and to the Audit, Risk and Scrutiny Board.
- 1.3 The purpose, authority and responsibility of the internal audit activity is defined in the internal audit charter, approved by the Audit, Risk and Scrutiny Board; and provides that the Chief Auditor has independent responsibility for the conduct, format and reporting of all internal audit activity and findings.
- 1.4 The Service operates in accordance with the Public Sector Internal Audit Standards (PSIAS). The Standards define the basic principles for carrying out internal audit. They establish the framework for providing internal audit services, which add value to the organisation, leading to improved organisational processes and operations.
- 1.5 The Standards require the Chief Auditor to prepare a report, at least annually, to senior management and the Board on the internal audit activity's purpose, authority, and responsibility, as well as performance relative to its plan. The annual report must also provide an annual audit opinion, on the overall adequacy and effectiveness of the Council's internal control environment. It must include details of any significant risk exposures and control issues, including fraud risks, governance issues, and other matters that can be used to inform the governance statement.
- 1.6 The aim of this report is to provide an opinion on the overall adequacy and effectiveness of the council's framework of governance, risk management and control and provide a summary of the work undertaken during the year to support that opinion. The report also provides details of the performance of the internal audit service during the past year, and the results of the quality assurance and improvement programme.
- 1.7 In addition to the work carried out in relation to council services, we also provide an internal audit service to the following organisations:

- Renfrewshire Leisure Limited
- Renfrewshire Valuation Joint Board
- Clyde Muirshiel Park Authority
- Scotland Excel
- Glasgow and Clyde Valley Strategic Development Planning Authority
- Renfrewshire Health and Social Care Partnership – Integration Joint Board

- 1.8 The outcome of the audit assignments undertaken for these organisations is reported separately as part of the annual report which also contains an assurance statement to their Boards.

2. Responsibilities of Management and Internal Audit

- 2.1 It is the responsibility of the Council's managers to ensure that the management of the areas under their control is adequate and effective and that their services have a sound system of internal control which facilitates the effective exercise of the organisation's functions and which includes arrangements for the management of risk.
- 2.2 Internal audit is not a substitute for effective control exercised by management as part of their responsibilities. Internal audit's role is to independently assess the adequacy of the risk management, internal controls and governance arrangements put in place by management and to undertake sufficient work to evaluate and conclude on the adequacy of those controls for the period under review.

3. Internal Audit Activity during 2017/2018

- 3.1 The internal audit plan for 2017/2018 was approved by the Audit, Risk and Scrutiny Board on 20 March 2017. The plan was risk-based and took into account the outcomes of the service and corporate risk evaluation processes, the significant changes in council operations over the period, and the impact of developments in national policy and regulation. The plan also took into account key external audit reports including the Annual Audit Plan for the council. Set out below are the significant risks which influenced the content of the plan and the nature of the work undertaken in recognition of these. The key audit findings relied upon for the assurance statement are detailed in section 4 of this report.

(1) Financial Stability

The impact of the on-going financial pressures continued to be one of the most significant corporate risks facing the council. The council has been proactive in identifying savings to reduce the anticipated funding gap resulting from anticipated reductions in grant and the demand led cost pressures. Internal audit reviewed the risk control measures in place over a number of key financial systems to provide assurance over the financial management arrangements. The 2017/18 audit plan included:

- a review of programme management arrangements, focusing on the pace and effectiveness of the change programme;

- a review of workforce planning arrangements;
- a review of the arrangements for client charging and payments
- contingency time to participate in internal project work which supports the better council change programme, as required.

(2) Enterprise Resource Planning

The council is currently implementing an Enterprise Resource Planning (ERP) product which will change a number of key financial processes. In 2017/18, internal audit have been involved with the ERP project:

- providing consultancy support in relation to process redesign during the implementation stage;
- review of key financial controls in order to provide an opinion on the financial internal control environment in place for those systems included within the scope of ERP.

(3) Opportunity Management

The council is investing in a number of high profile regeneration programmes/projects as a means of supporting business growth and the creation of jobs. There can be significant reputational and financial risks involved in major investment projects. Therefore, the 2017/18 audit plan supported this agenda by including:

- a review of contract management arrangements;
- reviews of compliance with external funding grant conditions;
- working with the appointed internal auditors for City Deal.

(4) Serious Organised Crime, Insider Threat and Corporate Fraud

The council has strengthened its resilience to the threats posed by serious and organised crime, corruption and fraud. Internal audit has supported the council's integrity group, and lead an organisational corruption risk assessment. Furthermore, the team continued to develop its arrangements for corporate counter fraud activities.

(5) Raising Attainment

It is a strategic priority of the council to improving attainment for all young people and close the attainment gap. Targeted funding is available to focus and accelerate targeted improvement activity in literacy, numeracy and health and wellbeing. The 2017/18 audit plan included a review of the deployment, accountability and responsibility for those targeted funds.

(6) Facilities and Environmental Infrastructure

The council has a duty to ensure its assets are safe and fit for purposes for employees and service users. The 2017/18 audit plan included a review of housing statutory compliance arrangements.

- 3.2 In line with the council's procedures, instances of suspected theft, fraud or irregularity are to be reported to internal audit. Depending on the nature of the allegations, they are investigated either by the internal audit service or by the Corporate Counter Fraud service. All referrals were evaluated and investigated as appropriate.
- 3.3 During 2017/18, Internal audit conducted a number of investigations, the most significant investigations related to alleged thefts from council sites. Other investigations included alleged misappropriation of grant funding and payments for overtime.
- 3.4 It should be noted that, following investigation some allegations were found to be unsubstantiated. However, where appropriate relevant recommendations were made to tighten existing controls and where there was evidence of wrongdoing, the matters were referred for internal disciplinary action and/or police investigation.

4. Summary of Internal Audit Work

- 4.1 Appendix 1 details the assurances arising from the internal audit work carried out in line with the 2017/18 audit plan which supports the annual assurance statement. These include the conclusions in relation to the overall system of internal control, risk management and governance arrangements.
- 4.2 The Audit, Risk and Scrutiny Board, at its meeting on 19 March 2018 approved cancelling one audit engagement "Integration Joint Board – Post Implementation Review" and reallocating those resources to investigations. Approval was also given to defer two audit engagements into early 2018/19 due to other operational commitments within the services.
- 4.3 All other planned work as detailed in the 2017/2018 audit plan was undertaken and those assignments not finalised by 31 March 2018 are prioritised in the first quarter of the current year.

5. Internal Audit Resources

- 5.1 For the year to 31 March 2018, the audit plan was based on an establishment of 6.25 FTE staff. The actual staffing complement fluctuated during the year due to vacancies.

6. Review of Internal Audit Activity

- 6.1 The Audit Plan for 2017/18 set out our risk-based plans across a range of audit categories, the results of which have been reported to the Audit Panel and quarterly to Audit, Risk and Scrutiny Board. Table 1 below compares the actual days spent on each category of audit work against that planned for the year.

Table 1**Internal Audit Activity 2017/18**

Type of Audit	Planned Days	Adjusted Planned Days	Actual Days	Variance	
				Days	%
Governance	113	113	94	(19)	(17%)
Assurance	431	411	357	(54)	(13%)
Contingency	337	357	327	(30)	(8%)
Audit Planning & Reporting	112	112	109	(3)	(2%)
Total Operational Days	993	993	887	(106)	(11%)
Training	95	95	56	(39)	(41%)
Strategic Management	28	28	17	(11)	(39%)
Team Administration	97	97	96	(1)	(1%)
Development	70	70	62	(8)	(11%)
Total Non-operational Days	290	290	231	(59)	(20%)
Gross Available Days	1283	1283	1118	(165)	(13%)
Operational %	77%	77%	79%		
Management of Risk Management and Insurance and Corporate Counter Fraud including the co-ordination of NFI	30	30	22	8	27%

6.2 Material differences (over 20% and over 20 days) from the plan are explained below:

1) Training

Anticipated training events for 2017/18 have been deferred into the 2018/2019 audit plan, with non-operational time being diverted towards operational activities.

7. Quality Assurance and Improvement Activity

7.1 Internal audit measures performance against a range of measures set annually by the Director of Finance and Resources. The Audit, Risk and Scrutiny Board received quarterly reports on progress and performance during the year. Table 2 shows the actual performance against targeted performance for the year.

Table 2**Internal Audit Performance 2017/18**

Performance measure	Target 2017/18	Actual 2017/18
% completion of audit plan for the year*	95%	93%
% engagements completed by target date	95%	96%
% engagements completed within time budget	95%	95%

* this measures the completion percentage as at 31 March. 100% of the plan is ultimately delivered through the finalisation of the outstanding elements in the new financial year.

- 7.2 Actual performance for the year is 2% below the target performance level. This was due to the actual level of resources available being lower than had been planned for, due to vacancies and two engagements being deferred into early 2018/19 due to other operational commitments within the services. As explained at paragraph 6.2 above less resource was directed towards non-operational activities which consequently increased the operational percentage to 79% from a planned 77% as shown in Table 1 above. The 95% targeted completion was achieved by the end of April 2017.
- 7.3 The Chief Auditor is required to develop and maintain a quality assurance and improvement programme that covers all aspects of internal audit including conformance with the PSIAS. Recommendations arising from the external quality assessment and those raised by External Audit have been addressed during 2017/18, with the main area for improvement relating to improving and formalising the internal audit reporting arrangements to Board.

8. Implementation of Audit Recommendations

- 8.1 During 2017/18, 272 recommendations were followed up, of these 21 are considered to be on hold, as they relate to issues within legacy systems that will be replaced by the new Business World system. Internal Audit will review the impact of the Business World system on these recommendations once they system has been implemented, it is anticipated that some of these recommendations will become redundant. The implementation status of the remaining 251 recommendations is detailed in Table 3 below.

Table 3**Implementation of Audit Recommendations 2017/18**

Service	No. Followed up	Complete	Partially Complete (new date)	Not Implemented (new date)	Redundant
Adult Services	12	12 (100%)	N/A	N/A	N/A
Chief Executive's	29	25 (87%)	1 (3%)	1 (3%)	2 (7%)
Children's Services	61	54 (89%)	2 (3%)	3 (5%)	2 (3%)
Environment & Communities	41	38 (93%)	2 (5%)	1 (2%)	N/A
Finance & Resources	91	65 (71%)	15 (17%)	11 (12%)	N/A
Development & Housing	17	17 (100%)	N/A	N/A	N/A
Total	251	211 (84%)	20 (8%)	16 (6%)	4 (2%)

9. Performance of Non-Audit Activities**9.1 Risk Management**

The responsibility for co-ordinating risk management and insurance activity across the council lies with internal audit. Risk management performance is detailed in the risk management annual report.

9.2 Corporate Counter Fraud

The Corporate Counter Fraud team report to the Chief Auditor, the aim of the team is to raise awareness to promote an anti-fraud culture and investigate instances of suspected non-benefit fraud such as council tax reduction fraud, tenancy fraud and other corporate fraud, as well as undertaking the role of being the Council's single point of contact with the DWP for all enquiries/information they require from the Council to enable them to undertake housing benefit investigations. A business plan has been prepared and agreed with the Director of Finance and Resources. The outcomes for the year are detailed on Table 4 below. In addition to the outcomes noted, the team have and continue to be involved in a significant revenue investigation.

Table 4**Corporate Counter Fraud Performance 2017/18**

Fraudulent Activity	Positive Outcomes
Tenancy Fraud	5 Properties recovered (£465,000 cost avoidance)
Scottish Welfare Fund	45 (£23,209 savings)
Placing Requests	3
Education Maintenance Allowance	3 (£3,510 savings)
Council Tax Reductions	40 (£38,378)
Blue Badge Misuse	12 warnings issued

9.3 The National Fraud Initiative

The National Fraud Initiative (NFI) in Scotland is a counter-fraud exercise led by Audit Scotland, and overseen by the Cabinet Office for the UK. It uses computerised techniques to compare information about individuals held by different public bodies, and on different financial systems that might suggest the existence of fraud or error.

Internal audit are responsible for the co-ordination of the exercise which is undertaken every second year. Investigation of some of the NFI reports including those for single person discount continues. The outcomes identified to date from the data matches received in February 2017 (2016/2017 exercise) are detailed on Table 5 below.

Table 5

National Fraud Initiative Outcomes	
Data Match	Positive Outcomes
Housing Benefit	48 cases referred to DWP for investigation
Blue badges - more than one LA area	3 frauds
Blue badges - confirmed as deceased	481 badges cancelled
Personal budget - confirmed as deceased	1 Error (£1,588.71)

10. External evaluation of Internal Audit

- 10.1 Auditing standards require internal and external auditors to work closely together to make optimal use of available audit resources. Audit Scotland, as external auditor, seeks to rely on the work of internal audit wherever possible, and as part of their planning process they carry out an assessment of the internal audit service. Their review of the internal audit service concluded that overall the service operates in accordance with the PSIAS although some recommendations for improvement were made which have. All recommendations have now been addressed.
- 10.2 External audit plan to place formal reliance on the work of internal audit in relation to our review of Non-Domestic Rates for the annual audit of the 2017/18 financial statements.
- 10.3 In respect of their wider governance and performance work, external audit will also consider the findings arising from internal audit work on workforce planning and ICT.

11. Audit Assurance Statement

- 11.1 Internal audit has performed its work in accordance with the role defined in paragraph 1.4. The audit work performed has been reported to senior managers and where areas for improvement in internal control have been identified appropriate recommendations have been made, and accepted for action by management.
- 11.2 In view of the continued challenges common to all local authorities, the Council recognises the need to exercise very close scrutiny over financial management and compliance with overarching governance arrangements, and will continue to take appropriate action to further strengthen control in these areas.
- 11.3 Internal audit contributes to the promotion of sound corporate governance in the Council. The scrutiny function within the council performed by the Audit Panel and the Audit, Scrutiny and Petitions Board further demonstrates strong commitment in this area.
- 11.4 It is not feasible for the system of internal control in the Council to be without any weakness. It is important to balance the risks involved in accepting systems limitations with the consequences if a problem emerges. Internal audit recognises this and assesses this in its reporting mechanism.
- 11.5 In this context, it is considered that reasonable assurance can be placed upon the adequacy and effectiveness of the Council's internal control, risk management and governance arrangements, as evidenced by:-
- (i) the results of the planned audit work in 2017/18;
 - (ii) the results of investigative work in 2017/18;
 - (iii) management self assessment of internal control, risk management and governance arrangements;
 - (iv) management action to respond to audit recommendations to mitigate the risks areas highlighted in this report;
 - (v) the regular review of the Local Code of Corporate Governance.

Signed 

Chief Auditor

Date 29 May 2018

Audit Engagement	Risk Area	Assurance Level	Conclusion
Corporate – Health & Safety	Assurance	No Assurance	<ul style="list-style-type: none"> In the context of the objectives of the audit review, the control environment has been assessed as unsatisfactory. The Auditor is concerned that the current governance arrangements may not be fit for purpose. Operational arrangements are not currently adequate and there is a lack of appropriate processes and scrutiny. Management need to review the governance and operational practice as a matter of priority.
External Funding Applications	Assurance	No Assurance	<ul style="list-style-type: none"> The review sought to establish the adequacy of corporate oversight arrangements for external funding applications and that adequate approval processes Were in place before funding is applied for or accepted. In this context it was found that there was a lack of corporate oversight in relation to external funding applications although there was a process for approval set out within the scheme of delegation.
Adults with Incapacity	Assurance	Limited	<ul style="list-style-type: none"> The audit identified that although there is a process in place for the use of Adults with Incapacity (Scotland) Act 2000, the guidance available to officers is outdated. Furthermore, on some occasions the relevant paperwork in relation to referring and applying for Adults with Incapacity intervention was unable to be located and those that were found were not always signed.
Charging & Payments	Assurance	Limited	<ul style="list-style-type: none"> The audit has provided limited assurance over the arrangements in place for administering financial assessments for non-residential care and raising invoices by the Charging and Payments team. It is acknowledged that Charging and Payments management have implemented new procedures and are continuing to work to improve controls in this area.
Records Management	Governance	Limited	<ul style="list-style-type: none"> Although there is a Records Management Plan in place that has been approved by the Keeper of Records

			Scotland, there is evidence to support that services are not fully complying with laid down practices. Furthermore, the estimated completion dates contained in the improvement action plan against a number of elements have not been achieved and therefore require to be revised.
Payroll - Pensions Auto Enrolment	Assurance	Reasonable	<ul style="list-style-type: none"> The audit identified that there are arrangements in place to cover the requirements of the Pensions Act 2011, recommendations were made to improve the processes to record and pass this information to the pension provider timeously and improve the communication issued to employees regarding postponed enrolment.
Contract Management (Economic Development)	Assurance	Reasonable	<ul style="list-style-type: none"> The audit reviewed the Adult Employability Contract management arrangements. A recommendation was made in relation agreeing improvement actions at an early stage with the service provider to ensure timely implementation of these actions.
Corporate Purchase Cards	Assurance	Reasonable	<ul style="list-style-type: none"> There are adequate procedures in place covering the purchase of goods with Pcard, issues were identified regarding compliance with some areas of these procedures such as recurring mid value transactions, purchase of IT equipment and high value orders where the Pcard purchase method is not recommended. The audit also identified areas of non-contract spend that would benefit from further review by the Corporate Procurement Unit.
Leader Programme	Assurance	Reasonable	<ul style="list-style-type: none"> Internal controls in place relating to the application, evaluation and payments to applicants are satisfactory. However minor errors were identified when drawing down funds from the Scottish Government and timescales were missed when submitting claims at the end of each quarter.
External Funding Applications (EU Funding)	Assurance	Reasonable	<ul style="list-style-type: none"> The audit reviewed the arrangements in place for financial monitoring and compliance with the conditions of European Funded Grants. Based on the work carried

			out a reasonable level of assurance can be placed upon the control environment.
Corporate Complaints Procedures	Governance	Reasonable	<ul style="list-style-type: none"> The audit has provided reasonable assurance over the awareness and compliance with Complaints Handling Procedures. Some recommendations have been made to timeously complete actions identified from a review of complaints correspondence and to review existing training programmes to consider ways to ensure that staff are following the Complaints Handling Process effectively.
Housing Benefit & Council Tax Reduction	Assurance	Substantial	<ul style="list-style-type: none"> The audit has identified that satisfactory arrangements are in place for administering the housing benefit and council tax reduction scheme.
Community Safety	Assurance	Substantial	<ul style="list-style-type: none"> The audit has identified that satisfactory arrangements are in place for managing the Community Safety Hub.
Contract Monitoring Arrangements (Property Services)	Assurance	Substantial	<ul style="list-style-type: none"> The audit identified that satisfactory arrangements are in place for monitoring completion of the school projects and reporting progress to the appropriate officers.
Civil Contingencies Service	Assurance	Substantial	<ul style="list-style-type: none"> The audit provided a substantial level of assurance in relation to the governance arrangements and organisation of the Civil Contingencies Service (CCS). There are appropriate governance arrangements in place with all partnering authorities and there is regular feedback to the Joint Board.

Assurance Level	
Substantial Assurance	<ul style="list-style-type: none"> • There is a sound system of internal control designed to achieve the objectives of the area being reviewed. • The control processes tested are being consistently applied.
Reasonable Assurance	<ul style="list-style-type: none"> • The internal control processes are generally satisfactory with some areas of weakness being identified that could put some objectives of the area being reviewed at risk • There is evidence that the level of non-compliance with some of the control processes may put some of the objectives of the area being reviewed at risk.
Limited Assurance	<ul style="list-style-type: none"> • Weaknesses in the system of internal controls are such as to put the objectives of the area being reviewed at risk. • The level of non-compliance puts the objectives of the area being reviewed at risk.
No Assurance	<ul style="list-style-type: none"> • Control processes are generally weak with significant risk to the achievement of the objectives of the area being reviewed. • Significant non-compliance with control processes leaves the processes/systems open to error or abuse.



To: Audit, Risk and Scrutiny Board

On: 29 May 2018

Report by: Director of Finance and Resources

Heading: Audit Scotland – Management Report 2017/18

1. Summary

- 1.1 Audit Scotland as appointed external auditors have identified key issues over the course of 2017/18 while undertaking their interim audit work. This work included testing of key controls within the systems and processes used in preparing the annual accounts.
 - 1.2 The report contains a summary of their findings and outlines management action to address the issues raised.
-

2. Recommendations

- 2.1 To note the report produced by Audit Scotland and the management actions outlined.
-

Implications of the Report

- 1. **Financial** - none
- 2. **HR & Organisational Development** - none

3. **Community/Council Planning** – none
4. **Legal** - none
5. **Property/Assets** - none
6. **Information Technology** - none
7. **Equality & Human Rights** -
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** - none
9. **Procurement** – none
10. **Risk** – the report outlines the view of Audit Scotland in relation to risks in key systems and processes used in producing the annual accounts; and also the management action planned to mitigate these risks where appropriate.
11. **Privacy Impact** - none
12. **Cosla Policy Position** – none

Author: Alastair MacArthur, Ext 7376

Renfrewshire Council

Management Report 2017/18



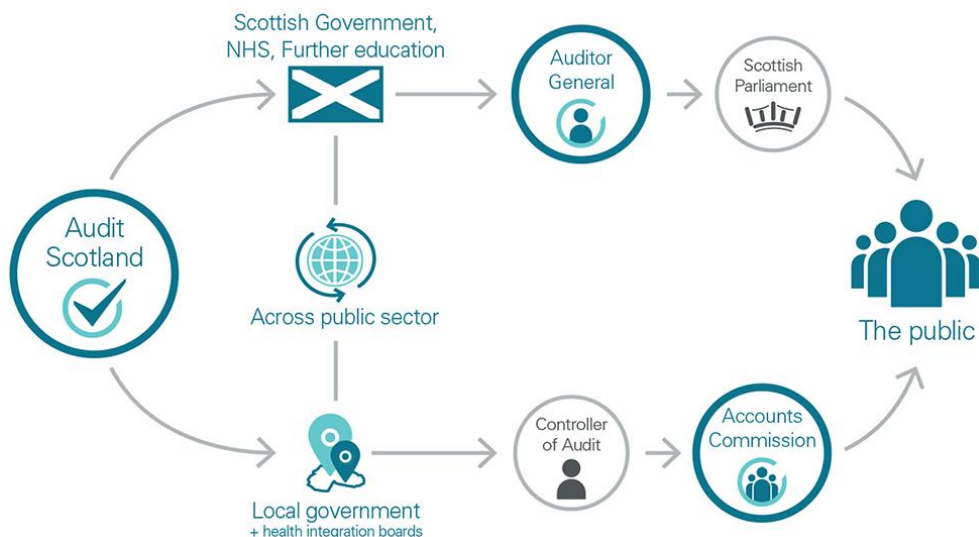
 **AUDIT SCOTLAND**

Prepared for Renfrewshire Council
May 2018

Who we are

The Auditor General, the Accounts Commission and Audit Scotland work together to deliver public audit in Scotland:

- The Auditor General is an independent crown appointment, made on the recommendation of the Scottish Parliament, to audit the Scottish Government, NHS and other bodies and report to Parliament on their financial health and performance.
- The Accounts Commission is an independent public body appointed by Scottish ministers to hold local government to account. The Controller of Audit is an independent post established by statute, with powers to report directly to the Commission on the audit of local government.
- Audit Scotland is governed by a board, consisting of the Auditor General, the chair of the Accounts Commission, a non – executive board chair, and two non – executive members appointed by the Scottish Commission for Public Audit, a commission of the Scottish Parliament.



About us

Our vision is to be a world – class audit organisation that improves the use of public money.

Through our work for the Auditor General and the Accounts Commission, we provide independent assurance to the people of Scotland that public money is spent properly and provides value. We aim to achieve this by:

- carrying out relevant and timely audits of the way the public sector manages and spends money
- reporting our findings and conclusions in public
- identifying risks, making clear and relevant recommendations.

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Audit findings

Introduction

1. This report contains a summary of the key issues identified during the interim audit work carried out at Renfrewshire Council. This work included testing of key controls within financial systems to gain assurance over the processes and systems used in preparing the annual accounts. We will consider the results of this testing when determining our approach to the audit of the 2017/18 annual accounts.
2. Our responsibilities under the [Code of Audit Practice](#) require us to assess the system of internal control put in place by management. We seek to gain assurance that Renfrewshire Council:
 - has systems of recording and processing transactions which provide a sound basis for the preparation of the financial statements
 - has systems of internal control which provide an adequate means of preventing and detecting error, fraud or corruption
 - complies with established policies, procedures, laws and regulations.

Conclusion

3. In general, appropriate and effective arrangements were in place for accounts receivable, accounts payable and bank reconciliations. We identified some areas in other systems where there is scope for improvement as set out in Appendix 1.

Work summary

4. In accordance with *ISA 330: the auditor's response to assessed risk*, our audit judgements are based on current year testing of controls and where appropriate prior year results. Our risk based audit approach allows us to take a three-year cyclical approach to controls testing. This approach enables us to place reliance on previous years' audit work where controls remain unchanged and no significant weaknesses had been identified. Also, where possible we place reliance on the work of internal audit to avoid duplication of effort.
5. The contents of this report have been discussed with relevant officers to confirm factual accuracy. The co-operation and assistance we received during the course of our audit is gratefully acknowledged.

Risks identified

6. The key control risks identified during the interim audit are detailed in [Appendix 1](#). These findings will inform our approach to the financial statements audit where relevant.
7. Any weaknesses identified represent those that have come to our attention during the course of normal audit work and therefore are not necessarily all the weaknesses that may exist. It is the responsibility of management to decide on the extent of the internal control system appropriate to Renfrewshire Council.

Additional follow-up work

8. As a result of the weaknesses identified in relation to payroll we will undertake additional substantive testing as part of our final accounts audit work. This will enable us to take planned assurance for our audit of the 2017/18 annual accounts.
9. All our outputs and any matters of public interest will be published on our website: www.audit-scotland.gov.uk.

Audit risks

Payroll

10. In our 2016/17 Annual Audit Report we highlighted that our review of payroll noted that 96 staff members who left during 2016/17 (approximately 10% of total leavers) were incorrectly overpaid after their employment ceased. The total value of these overpayments was £0.133 million.
11. We recommended that a process should be put in place to ensure that leavers are removed from the payroll immediately when they cease to be employed by the council. Management agreed that regular reports analysing overpayments would be discussed with service managers with a view to a targeted process redesign and management action where required. The action date to put this in place was December 2017.
12. As part of our 2017/18 payroll systems review we undertook specific audit work to review the controls in place to prevent payroll overpayments. We obtained an overpayment monitoring spreadsheet maintained by payroll services. This provided details of payroll overpayments as at March 2018 and covered the period between April 2015 and February 2018.
13. The information in the spreadsheet was incomplete which meant there were cases where we could not conclude the overall status of the overpayment. As part of the audit we selected a sample of overpayments to verify the accuracy of the data included within the overpayment monitoring spreadsheet. Due to competing pressures at the time of the audit, payroll services were not able to provide the requested information prior to us issuing our management report. Therefore, we are unable to provide independent assurance on the overall accuracy of the figures included within the report.

Overpayments

14. As part of our analysis of the data provided we have summarised our findings as outlined below:

Exhibit 1: Total overpayments

Narrative	Number of cases	Amount £
Overpayments to current employees	475	424,743
Overpayment to former employees	331	387,512
Total overpayments	806	812,255

15. As shown at exhibit 1 above a total of 806 overpayments were made between April 2015 and February 2018. The overpayments were made to both current and former council employees. During the period 2,604 employees left the council. Therefore, the number of overpayments to former employees as a percentage of total leavers is 12.4 per cent. Appendix 2 provides further analysis of the overpayments by financial year.

16. Our audit identified that there were a number of high value overpayments included within the overpayments monitoring spreadsheet. A total of 6 cases were recorded where the overpayment was more than £10,000, the highest overpayment being £15,487.
17. Service departments are required to notify the payroll services when an employee leaves the council or when there is a change to an employee's conditions of service. Any delay in notifying the payroll services may result in an overpayment. From our review of the data this is the most common reason for overpayments being made (see appendix 2). There is a risk that the current controls are not effective in identifying when staff leave the council or when there is a change to an employee's conditions of service and overpayments continue to be made.

Appendix 1 Risk 1

Overpayment recovery

18. As part of our audit we reviewed how successful the council has been in recovering overpayment of salaries and wages. As outlined at exhibit 2 below, a total of £351,448 of overpayments had been fully recovered at the time the audit work was undertaken, a full recovery rate of 43 per cent. The recovery rate from current employees is higher at 58 per cent compared to a recovery rate of 27 per cent from former employees. Appendix 2 provides a more detailed analysis of overpayment recovery.

Exhibit 2: Overpayment recovery (£)

Narrative	Total overpayment £	Amount recovered £	Amount outstanding £	Amount written off £
Current employees	424,743	244,907	162,207*	17,629
Former employees	387,512	106,541	277,646	3,325
Total	812,255	351,448	439,853	20,954

***this total may include an element where payment has been partially recovered, however this was not separately identified within the information provided.**

19. Exhibit 3 summarises the recovery rate by caseload. A full recovery of the overpayment has been made in 442 cases. Of this total the council has fully recovered 347 of the 475 cases where an overpayment has been made to a current employee (73 per cent) compared to 95 of the 331 overpayment cases to former employees (29 per cent).

Exhibit 3: Overpayment recovery (number of cases)

Narrative	Total	Current employees	Former employees
Fully recovered	442	347	95
Recovery plans in place	134	56	78
Recovery plans not yet underway	97	54	43
Overpayment written off	36	18	18
Data incomplete – status not known	97	-	97
Total	806	475	331

20. Recovering overpayments from current and former employees will present a range of challenges to any organisation. As part of the audit we analysed the data to calculate the length of time taken by the council to recover overpayments made. Based on the available data the time taken to fully recover an overpayment from the date the error was detected to the overpayment being settled is as follows:

- average time taken: 101 days
- longest time taken: 5 years (ongoing)

21. The overpayment monitoring spreadsheet that is maintained by payroll services should include details of the department where the employee works. The information was incomplete however where this was provided our analysis showed the following breakdown:

Exhibit 4: Overpayments by department

Department	Number of cases	Value £
Education and Leisure	349	402,409
Adult Services	80	108,682
Development and Housing	78	67,404
Finance	65	50,640
Community resources	58	60,937
Not recorded	176*	122,183
Total overpayments	806	812,255

*procedures have been in place from August 2017 to record the department where the overpayment was generated.

22. At the time of our audit work we confirmed that there was no written guidance which documented the procedures in place to prevent or recover payroll overpayments. In March 2018 payroll services issued a Payroll Overpayment Process Guide. The guide outlines the steps that payroll services will take to recover any overpayments of salaries/wages. In April 2018, in conjunction with HR, payroll services also issued procedural guidance to managers on how to avoid salary overpayments.

Appendix 1 Risk 2

Monitoring and recording

23. As noted above there are a number of examples where the information provided by payroll services has been incomplete or the information has been incorrectly recorded. There is a risk that this may impact on the effectiveness in the recovery of overpayments.

Appendix 1 Risk 3

Budget Monitoring

24. As part of the audit we reviewed the budget monitoring procedures that operate within the council. The annual budget is presented to and approved by the council at its spring meeting each year.
25. Revenue budget monitoring council overview reports are considered by the Finance, Resources and Customer Service Policy Board (FRSSPB) at each meeting and these summarise budget movements for all departments in the council. The FRCSPB council wide overview paper reports on the budget movements at a board level, however there are five boards that monitor budget movements at an operational level. These are:
- Communities, Housing and Planning Policy Board
 - Education and Children's Services Policy Board
 - Finance, Resources and Customer Service Policy Board
 - Infrastructure, Land and Environment Policy Board.
 - Leadership Board.
26. The council overview report is prepared on the same basis as the annual budget. However, the board level reports present financial information on the basis of the decision-making remit of each board.
27. As part of our audit of the council budget monitoring procedures, we reviewed a sample of reports. As shown in exhibit 4, there were significant budget movements between three consecutive budget overview reports.

Exhibit 4: Budget overview reports

	Budget	Council Wide Report to FRCSPB				
	16-Feb-17	23-Jun-17	15-Sep-17	10-Nov-17		
	£000's	£000's	£000's	£000's		
	Education and Children	204,811	203,045	208,911	204,811	
	Environment and communities	56,958	55,501	43,686	56,246	
Corporate Landlord	n/a	3,905	16,439	4,172		

28. The movements between the June and September budget overview reports were due to an error in the preparation of the budget figures which was subsequently corrected in the November report. However, there is no reference to these movements within the narrative to the report to explain these changes. We also reviewed the board level reports and confirmed budget movements were not consistently identified or reported.
29. The above error was not identified as individual finance reports (overview and policy board) summarise spend against the revised budget; they do not consistently report changes in budget from one report to the next.
30. To ensure more transparent reporting the council should outline budget changes from the prior period in each finance report so any changes in the projected year end spend against budget are clearly identified. In addition, the council should provide sufficient narrative within both the overview and policy board reports to explain any budget movements in the period.

Treasury Management

31. The council's Treasury Management Practices (TMP) set out the processes to be followed to allow the council to comply with treasury management requirements. The TMP has been in draft since January 2017. Officers had advised this would be completed by May 2017 but our follow up audit confirmed the document is still in draft.
32. There have been further changes which have not yet been reflected in the document (e.g. change in treasury management consultant from Capita to Arlingclose).
33. As a result, there is a risk that without up to date and approved practice notes in place, the processes being followed are not in line with treasury management requirements.

Appendix 1 Risk 5

Journal authorisation

34. As part of our audit work we reviewed the controls in place to create and authorise journal entries for input into the main financial systems. It was noted that some members of staff are able to create and post self-authorised journals.
35. From discussions with officers this practice is to allow staff to work more efficiently during busy periods. The lack of journal authorisation is a control weakness that increases the risk of erroneous or fraudulent journals being posted.

Appendix 1 Risk 6

Appendix 1

Action plan 2017/18

2017/18 recommendations for improvement

Page no.	Issue/risk	Recommendation	Agreed management action/timing
7	<p>1. Overpayments</p> <p>We noted that between April 2015 and February 2018 there has been 806 cases of overpayment to employees with a value of £812,876.</p> <p>There is a risk that the current controls are not effective in identifying when staff leave the council or there is a change to an employee's conditions of service and overpayments continue to be made.</p>	<p>The current procedures should be reviewed to ensure that</p> <ul style="list-style-type: none"> the risk of leavers not being removed from the payroll immediately when they cease to be employed by the council is minimised. changes to an employee's conditions of service are updated on a timely basis. 	<p>The issue highlights the need to ensure that all managers across the council provide payroll with information on leavers and changes to an employee's conditions of service as soon as possible after a change to avoid overpayments occurring.</p> <p>The procedures have been reviewed and new guidance developed. The guidance was issued to all managers at the end of April 2018.</p> <p>Payroll and HR management will monitor the management information on a monthly basis to measure the effect of the new guidance, and if necessary, target specific areas/services where further support or guidance is required.</p>
8	<p>2. Overpayment recovery</p> <p>The recovery of overpayments takes on average more than 3 months, with some repayment plans currently lasting up to 5 years.</p> <p>The guidance issued in March 2018 states that an overpayment should normally be repaid over the same time period in which it occurred.</p> <p>There is a risk that recovery plans are not in line with guidance and repayment is not made on a timely basis.</p>	<p>The council should ensure that future recovery plans are in line with new council procedures.</p>	<p>The issue highlights the need to ensure that recovery action is timely and is equitable for the employee and the council.</p> <p>New recovery procedures have been in place since 5 March 2018 and provide the payroll team with guidance on ensuring a reasonable rate of recovery, taking account of individual circumstances, the value, and period of the overpayment.</p>



**Page
no.**

Issue/risk

Recommendation

**Agreed management
action/timing**

8	<p>3. Monitoring and recording of overpayments</p> <p>Our analysis identified a number of errors and omissions in the payroll data provided.</p> <p>There is a risk that overpayments are not being properly recorded, monitored and actioned. This may impact on the effectiveness in the recovery of overpayments.</p>	<p>Payroll services should put appropriate controls in place to ensure that data is accurately recorded.</p>	<p>By the end of June 2018, the data extracted to monitor and review the effectiveness of overpayment recovery will be reviewed and updated to provide enhanced management oversight.</p> <p>Processes, procedures and management information will be reviewed in line with the implementation of Business World ERP system, due to go live in September 2018.</p> <p>In line with the actions outlined in relation to risk number 2, Management Information will continue to be tracked and monitored following the implementation of the new system.</p>
9	<p>4. Budget monitoring and reporting</p> <p>The current budget monitoring reports do not provide sufficient analysis and explanation of budget variances during the year.</p> <p>The need to improve the level of transparency in reporting was highlighted by large budget movements during the year not being highlighted within budget monitoring reports.</p> <p>There is a risk that the information provided to elected members is not sufficiently transparent to support effective scrutiny.</p>	<p>The council should ensure budget monitoring reports identify and report budget movements.</p>	<p>The issue highlighted relates to an error within the revenue budget monitoring overview report to the Board in November 2017; which was subsequently corrected in the following report. Reports to individual Policy Boards were correct at each reporting cycle.</p> <p>Budget movements should be included within revenue budget monitoring reports to each Policy Board, however these have not been included consistently. Future revenue budget monitoring reports will include net budget movement information. The overview report will not include budget movement information as this will be reported to each individual Policy Board in line with their budget scrutiny obligations.</p>



Page no.	Issue/risk	Recommendation	Agreed management action/timing
10	<p>5. Treasury Management Practices</p> <p>The TMP has been in draft since January 2017 and further changes to the procedures are not reflected in the document.</p> <p>There is a risk that without up to date approved practice notes in place, procedures will not be properly followed.</p>	The council should update and approve the TMP.	No substantive changes to the TMPs are anticipated, however they will be updated and approved by end May 2018 to incorporate any update required from the revised Treasury Management Code of Practice which was published early in 2018.
10	<p>6. Journal authorisation</p> <p>Some members of staff are able to create and post self-authorised journals.</p> <p>The current arrangement increases the risk of erroneous or fraudulent journals.</p>	The council should review the current arrangements of self-authorisation of journals.	Officers have considered the processes in place with regards journal authorisation and have concluded that the control measures in place are sufficient to mitigate the risk from the small number of journals which are self-authorised.

Appendix 2

Number of overpayments by year

Narrative	2015/16	2016/17	2017/18 (to February 2018)	Total Cases
Overpayments to current employees	200	125	135	460
Overpayment to former employees	113	115	95	323
Total overpayments	313	240	230	783*

Value of overpayments by year

Narrative	2015/16 £	2016/17 £	2017/18 (to February 2018) £	Total Value £
Overpayments to current employees	114,752	117,628	161,334	393,714
Overpayment to former employees	106,300	171,283	101,116	378,698
Total overpayments	221,052	288,911	262,450	772,413*

*the total excludes those cases where we were unable to confirm the correct year.

Reason for overpayment

Narrative	Number of cases
Late notification to payroll	602
Due to payroll error	134
Not recorded	70
Total overpayments	806

Overpayment recovery from current employees

Narrative	Number of cases	Amount recovered £	Amount outstanding £	Amount written off £
Fully recovered	347	244,907	-	
Recovery plans in place	56	-	97,700	
No recovery plans in place	54	-	64,507	
Overpayment written off	18	-	-	17,629
Total	475	244,907	162,207	17,629

Overpayment recovery from former employees

Narrative	Number of cases	Amount recovered £	Amount outstanding £	Amount written off £
Fully recovered	95	106,541		
Invoice sent – recovery started	42		91,230	
Invoice sent – no recovery to date	36		36,055	
No recovery plans in place	43		38,776	
Overpayment written off	18			3,325
Data incomplete – status not known	97		111,585	
Total	331	106,541	277,646	3,325

Renfrewshire Council

Management Report 2017/18

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To: Audit, Risk and Scrutiny Board

On: 29 May 2018

Report by: Director of Finance and Resources

Heading: Unaudited Annual Governance Statement 2017 - 2018

1. Summary

- 1.1 The Local Authority Accounting Regulations require that an Annual Governance Statement is prepared and included in the Annual Accounts for the council. The Annual Governance Statement should be prepared in accordance with the CIPFA / Solace guidance "Delivering good governance in Local Government".
 - 1.2 The Annual Governance Statement for 2017-18 is attached and has been prepared in accordance with the relevant regulation and guidance taking account of the Internal Audit Annual Report and Director's evaluation of the operation of the governance arrangements within each service area.
 - 1.3 The Governance Statement is subject to statutory audit by the Council's External Auditors as part of their review of the annual accounts.
-

2. Recommendations

- 2.1 Members are invited to note the Annual Governance Statement will be included in the Unaudited Accounts for 2017/18.
-

Implications of the Report

- 1. **Financial - None**

2. **HR & Organisational Development** - None
3. **Community Planning** – The application of sound governance arrangements supports the Council to deliver on its key objectives and priorities.
4. **Legal** - subject to approval by Council, the Accounts will be released for audit by the statutory deadline of 30 June 2017.
5. **Property/Assets** - None
6. **Information Technology** - None
7. **Equality & Human Rights** - None
8. **Health & Safety** – None
9. **Procurement** - None
10. **Risk** – Specific risks identified from the Chief Auditor’s Annual Report and the assessments of service Directors are disclosed in the statement.
11. **Privacy Impact** – None

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Scope of Responsibility

Renfrewshire Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively. The Council also has a statutory duty to make arrangements to secure best value under the Local Government in Scotland Act 2003. In discharging this overall responsibility, the Council's members and the corporate management team are responsible for putting in place proper arrangements for its affairs and facilitating the effective exercise of its functions, which includes arrangements for the management of risk.

The Council has approved and adopted a Local Code of Corporate Governance, which is consistent with the principles of the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE) framework; Delivering Good Governance in Local Government. A copy of the Local Code is available on our website www.renfrewshire.gov.uk

This statement explains how Renfrewshire Council has complied with the Local Code and also meets the Code of Practice on Local Authority Accounting in the UK, which details the requirements for an annual Governance Statement.

The purpose of the governance framework

The governance framework comprises the systems and processes, and culture and values, by which the Council is directed and controlled and through which it accounts to, engages with and leads the community. It enables the Council to monitor the achievement of its strategic objectives set out in the Council plan.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. Internal control cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Council's policies aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The governance framework

The main features of our governance arrangements are described in the Local Code but are summarised below:

- The overarching strategic priorities and vision of the Council are set out in the Council Plan 2017-2022 and the Renfrewshire Community Plan 2017-2027. The Council Plan is aligned to the Community Plan and sets out 5 strategic outcomes that the organisation will work to achieve over a 5 year period with specific priorities relating to tackling inequality, promoting economic and cultural regeneration, attainment and sustainability. Renfrewshire's Community Plan (also referred to as its Local Outcome Improvement Plan) details how community planning partners will work together to achieve the key priorities identified for Renfrewshire. Revised governance arrangements for community planning were approved in late 2016 and continue to be implemented.
- The key outcomes the Council is committed to delivering with its partners, are set out in the Community Plan and Local Outcome Improvement Plan. An initial locality plan has also been developed.
- The Council operates within an established governance framework which incorporates a scheme of delegated functions, financial regulations, standing orders relating to contracts and procedural standing orders. These elements of the framework are kept under regular review by the council.
- The Council facilitates policy and decision making through a policy board structure. The Council's scheme of decentralisation allows for the five statutory Local Area Committees to distribute their delegated resources in accordance with community need identified in their respective local action plans and community plan key priorities.
- Services are able to demonstrate how their own activities link to the Council's vision and priorities through their service improvement plans. Performance management and monitoring of service delivery is reported through policy boards regularly including six monthly updates to the Leadership Board on progress against the implementation of the Council Plan.
- The Corporate Management Team monitors a quarterly scorecard of performance information. The Council regularly publishes information about its performance, e.g. "It's all about you", a publication outlining the performance of the Council published annually. An annual benchmarking report on the performance of the Council is submitted to the Audit, Risk and Scrutiny Board.

- The Council has adopted a code of conduct for its employees' which was reviewed in January 2018. Elected members adhere to the nationally prescribed Code of Conduct for Members. In addition, the Council has in place a protocol for Relationships between Political Groups, Elected Members and Officers.
- The Council's approach to risk management is set out in the risk management strategy and is well embedded. Risks are reported regularly to the Audit, Risk and Scrutiny Board.
- The Director of Finance and Resources is the Council's Senior Information Risk Owner and information risk is monitored through the Information Management and Governance Group and its sub-groups.
- Comprehensive arrangements are in place to ensure members and officers are supported by appropriate training and development.
- Registers of interests for elected members and senior officers are maintained and published on the Council's website.
- The Council's arrangements for fraud prevention, detection and investigation are managed through the corporate counter fraud service.
- There are adequate cyber security controls in place including a dedicated cyber security officer and conformance to the cyber essentials standards.
- This governance framework has been in place at Renfrewshire Council for the year ended 31 March 2018 and up to the date of approval of the Statement of Accounts.

Governance arrangements are in place within Renfrewshire Leisure Limited (RLL) and have been operating throughout the year with reports on performance being provided to the council's Leadership Board. The recent Best Value review recommended that the council should review its governance arrangements to ensure they provide for a relationship with RLL that is clear, independent, and more easily understood by the public. A review of the governance arrangements will be undertaken in the Summer of 2018, as an initial step the Council agreed to reduce the number of Council appointed directors of RLL by withdrawing the appointment of two senior officers to the Board. Also, reporting arrangements were updated to ensure that a summary version of RLL's business plan was available as a public item for consideration in line with the recommendations made in the Best Value report.

The system of internal financial control

The system of internal financial control is based on a framework of regular management information, financial regulations, administrative procedures (including segregation of duties), management and supervision, and a system of delegation and accountability. Development and maintenance of the system is undertaken by managers within the Council. The system includes:

- Guidance on financial management supported by comprehensive financial regulations and codes,
- Comprehensive budgeting systems, and detailed guidance for budget holders,
- Regular reviews of periodic and annual financial reports which indicate financial performance against the forecasts,
- Setting targets to measure financial and other performance,
- The preparation of regular financial reports that indicate actual expenditure against the forecasts,
- Clearly defined capital expenditure guidelines,
- As appropriate, formal project management principles.

Statement on the Role of the Chief Financial Officer in Local Government

The Chief Financial Officer in a public service organisation:

- is a key member of the Leadership Team, helping it to develop and implement strategy and to resource and deliver the authority's strategic objectives sustainably and in the public interest;
- must be actively involved in, and able to bring influence to bear on, all material business decisions to ensure immediate and longer-term implications, opportunities and risks are fully considered, and alignment with the authority's financial strategy; and
- must lead the promotion and delivery by the whole authority of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively.

To deliver these responsibilities the Chief Financial Officer:

- must lead and direct a finance function that is resourced to be fit for purpose; and

- must be professionally qualified and suitably experienced.

The Council considers that it complies with the above statement.

The Role and Responsibilities of the Audit Committee and the Chief Auditor

The role of the audit committee is under the remit of the Audit, Risk and Scrutiny Board which is chaired by a member of the opposition its role includes:

- to approve the internal audit charter and annual internal audit plans;
- to review internal and external audit reports and the main issues arising, including those relating to the annual accounts and seek assurance that action has been taken and make recommendation to the Council where appropriate;
- to receive and consider the Chief Auditor's annual report, summarising internal audit activity and the level of assurance this provides over the arrangements for internal control, risk management and governance within the Council;
- monitor the performance of internal audit;
- to consider the annual review of the Local Code of Corporate Governance.

The internal audit service operates in accordance with the Public Sector Internal Audit Standards and reports to the Audit, Risk and Scrutiny Board, and Audit Panel. Internal Audit undertakes an annual programme of work, approved by the Board, based on a strategic risk assessment. The Chief Auditor provides an independent opinion on the adequacy and effectiveness of the governance framework, risk management and internal control.

Members and officers of the Council are committed to the concept of sound governance and the effective delivery of Council services. The Council's Chief Auditor has responsibility to review independently and report to the Audit, Risk and Scrutiny Board annually, to provide assurance on the adequacy and effectiveness of the Local Code and the extent of compliance with it. The Audit, Risk and Scrutiny Board performs a scrutiny role in relation to the application of the Local Code of Corporate Governance and regularly monitors the performance of the Council's internal audit service.

Internal Audit reporting arrangements, including communication of finalised audit engagements, monitoring the progress of agreed management actions and communication of unacceptable risk to the Board, were reviewed and formalised in March 2018.

Review of effectiveness and Continuous Improvement

Renfrewshire Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness of the framework is informed by the work of the Corporate Management Team who have responsibility for the development and maintenance of the governance environment, the Chief Auditor's annual report, and reports from the external auditors and other review agencies and inspectorates.

The effectiveness of the governance framework is reviewed annually by the Corporate Management Team, including the use of a self-assessment tool involving completion of a 34 point checklist covering five key areas of governance:

- Business Planning and Performance Management
- Internal Control Environment
- Budgeting, Accounting and Financial Control
- Risk Management and Business Continuity
- Conflicts of Interest and Gifts and Hospitality

This self-assessment indicated the governance framework is being complied with in all material respects. In addition, the review of the effectiveness of the governance arrangements and the systems of internal control within the group entities places reliance upon the individual bodies' management assurances in relation to the soundness of their systems of internal control.

The Council's financial regulations and codes require to be reviewed and updated this review is currently ongoing and will be completed by Summer 2018.

The Council continues to develop its approach to working with communities, and as part of this a review of community level governance arrangements will be undertaken. The consultation ended in April 2018, and it is intended that proposals will be submitted to full Council for approval in June 2018.

All community planning partnerships in Scotland are required to develop one or more Locality Plans associated with the area-wide Local Outcome Improvement Plans. Within this context it is our ambition to develop Locality Plans covering all communities in Renfrewshire, our first detailed locality plan will focus on the communities that experience poorest outcomes currently and specifically those that live within the 5% most deprived areas in Renfrewshire. Although not geographically connected, Renfrewshire Community Planning Partnership has identified as a community of interest the 9,000 people in Renfrewshire who live within the 5% most deprived areas in Scotland. This community of interest shares common needs and aspirations and will be the focus of the initial phase of locality planning in Renfrewshire.

The Council has a well embedded approach to continuous improvement through self-assessment. Registered services within education, social care and housing undertake regular self-assessment as part of the delivery of their services. A corporate self-assessment framework based on the Public Service Improvement Framework has been in place across the Council for almost 10 years. The framework was reviewed in late 2017 and a revised model of self-assessment the 'Renfrewshire Continuous Improvement model' will be piloted in Summer 2018.

The Council continues to recognise the need to exercise strong financial management arrangements to manage the financial pressures common to all local authorities. Regular reviews of the Council's arrangements are undertaken by Internal Audit and overall the Council's internal financial control arrangements are sound.

Renfrewshire Council was one of 6 Councils in Scotland to have a Best Value Assurance report published as part of the new national best value methodology. The report was positive, outlining 7 key recommendations for the Council to address ranging from elected member scrutiny to workforce planning and community empowerment. A Best Value Improvement Plan linked to the audit report, was approved by Council in September 2017. The first 6 monthly monitoring report was submitted to the Leadership Board in April 2018. As part of the new methodology for auditing best value, the Council's audit team from Audit Scotland work with the organisation on a continuous basis. Over the course of 2018, the external audit team will review the progress achieved to date in terms of implementing the Best Value improvement plan, as set out in the Local Audit Plan.

The council's risk management arrangements continue to mature well. During the formal review of the policy and strategy in 2016, it was noted that over time the corporate risk register had been maturing to include risks that were not only focused on challenges internal to the council but very often focused on risks impacting on our communities. To ensure good governance for such risks an opportunity was taken to develop a new strategic risk register. With new board structures following the May 2017 elections, all strategic, corporate and key service risks are now presented regularly to the Audit, Risk and Scrutiny Board and new arrangements have been made to facilitate this.

The Council welcomes the approach taken by external inspection agencies, through the Local Area Network to develop comprehensive annual Local Scrutiny Plan which is proportionate and based on risks identified. The 2018/19 shared risk assessment process has not identified, from its assessment for Renfrewshire Council, any additional risk areas where specific scrutiny is required, other than that which is nationally directed or part of on-going work programmes by Scrutiny Bodies.

In preparation for the introduction of the new EU General Data Protection Regulations in May 2018, the Council has appointed a statutory Data Protection Officer and an action plan has been taken forward based on the Information Commissioners Office guidance 'Preparing for the data protection regulation – 12 steps to take now'. The action plan covers compliance, communications and training and will be updated as necessary, as further guidance for, the ICO and the EU Article 29 working party. A revised data protection policy is to be developed and approved in the Spring of 2018.

The Scottish Government is currently consulting on education reform and the establishment of regional collaboratives, the Council has actively participated in these consultations and will continue to monitor developments and review and revise governance arrangements as necessary.

The programme of work undertaken by Internal Audit identified a number of areas where no or limited assurance could be provided in relation to the internal control, risk management and governance objectives for the specific areas of each audit review. The following areas have been identified as requiring improvement:

Corporate health and safety – the review highlighted that governance and operational arrangements were not adequate. Management agreed to undertake a comprehensive review of these arrangements, this review is currently ongoing.

External funding – it was identified that there were inadequate corporate oversight arrangements in place to ensure that external funding applications are maximised and support the Council's objectives. Management agreed to establish a new post to take forward the recommendations, including development of a funding strategy and register of funding.

Adults with incapacity – procedures were found to be out of date and there was a lack of evidence to support that the correct process had been followed. A revised policy, process flow chart, referral forms and supporting guidance have been developed to ensure the accuracy and timely completion of the relevant paperwork and required authorisation process.

Charging and payments – improvements are required in relation to financial assessment and reassessment for non-residential care and raising invoices. Management agreed to review the procedures to minimise delays and clearly document the procedures to be followed.

Records management - the review highlighted that there are elements of non-compliance by service departments and slippage in the action plan for delivery of the records management plan. A recruitment exercise for a Records Manager has been completed and timescales will be revised for the action plan, service working groups will also be re-introduced.

It is our view that the Council has in place a sound system of governance, risk management and internal control and that appropriate mechanisms are in place to identify any areas of weakness. This is corroborated by an Annual Assurance Statement prepared by the Chief Auditor stating that reasonable assurance can be placed upon the adequacy and effectiveness of the Council's governance, risk management and internal control framework.

Action Plan

Following consideration of the review of adequacy and effectiveness the following action plan has been agreed to ensure continual improvement of the Council's governance.

Agreed action	Responsible person	Date
Continue to implement the governance arrangement for community planning.	Head of Policy and Commissioning	Spring 2019
Complete the review of Renfrewshire Leisure Limited's governance arrangements following publication of Audit Scotland national review report.	Head of Policy and Commissioning	Summer 2018
Complete the review of the Financial Regulations for approval by the Council and the supporting financial codes.	Director of Finance and Resources	Summer 2018
Review the community lead governance arrangements for approval by the Council.	Head of Policy and Commissioning	Summer 2018
Develop a detailed locality plan focusing on the communities that experience the poorest outcomes.	Head of Policy and Commissioning	Spring 2019
Pilot the revised Renfrewshire continuous improvement model of self-assessment.	Head of Policy and Commissioning	Summer 2018
Continue to monitor the delivery of the actions contained in the Best Value Improvement Plan.	Chief Executive	Continuing
Review and update the Data Protection Policy in line with the legislation and available guidance in relation to the General Data Protection Regulations for approval by the Council.	Managing Solicitor (Data Protection Officer)	Spring 2018
Continue to monitor and respond to developments in education reform and the establishment of regional collaboratives.	Director of Childrens' Services and Head of Corporate Governance	Continuing
Review the governance and operational arrangements for corporate health and safety and formalise the health and safety strategy for approval by Board.	Director of Finance and Resources	Summer 2018

Improve the corporate oversight of external funding applications.	Head of Regeneration	Winter 2018
Improve the procedures for non-residential care charging and payments.	Head of Business and Customer Services and Head of Adult Services	Winter 2018
Revise the action plan for records management and monitor delivery.	Head of Corporate Governance	Summer 2018
Review the counter fraud strategy and submit to Board for approval.	Chief Auditor	Summer 2018
Continue to complete the recommendations to ensure full compliance with the PCI DSS standards.	Head of ICT	Autumn 2018

Update on the 2016/2017 Action Plan

The 2016/17 Governance Statement identified a number of continuous improvement activities to be taken forward to improve the overall governance, risk management and internal control environment. Progress over the last 12 months against the agreed action plan is detailed below.

Agreed action	Progress	Responsible person	Date
Develop a new strategic Council Plan for the period 2017 – 2020, to reflect the priorities of the administration following the Local Government elections.	Complete - A refreshed Council Plan was approved by the Council in September 2017.	Head of Policy and Commissioning	Summer 2017
Approve the Local Outcome Improvement Plan and locality plans and publish these as required by legislation.	Complete - The Local Outcome Improvement Plan (Community Plan – “Our Renfrewshire 2017 – 2027”) was approved by Council in September 2017.	Head of Policy and Commissioning	Summer 2017
Implement the improvement plan actions arising from the Corporate Self-Assessment.	Superseded by the actions set out in the Best Value improvement plan approved by Council in September 2017.	Head of Policy and Commissioning	Summer 2017
Review and update the code of conduct for employees.	Complete - A revised Employee Code of Conduct was approved by the Finance, Resources and Customer Services Policy Board in November 2017.	Head of HR and Organisational Development	Autumn 2017
Review the arrangements for internal audit reporting to the Audit, Risk and Scrutiny Board on the implementation of management actions arising from internal audit engagements.	Complete - The revised Internal Audit reporting arrangements were formalised in a report to the Audit, Risk and Scrutiny Board in March 2018.	Chief Auditor	Winter 2017
Develop an action plan to implement the recommendations arising from the Best Value review.	Complete – The action plan was approved by the Council in September 2017. The Action Plan is monitored on a 6-monthly basis by the Leadership Board.	Chief Executive	Autumn 2017
Update the guidance for gifts and hospitality and promote staff awareness through training.	Ongoing – The Code of Conduct has been reviewed and is still considered to be fit for purpose, minor alterations were made to the Code. Reminder email was issued to staff to raise awareness of the Code.	Head of Corporate Governance	Summer 2017
Develop expenditure monitoring and contract oversight arrangements through the implementation of the Enterprise Resource Planning system and associated monitoring activity.	There is a go live date for the purchase to pay element of Business World. The new system will provide for better oversight of contract spend and will help to address	Head of Policy and Commissioning	Spring 2019

	any identified areas of non-compliant spend		
Strengthen the arrangements for corporate Health and Safety, including implementing the 3 year health and safety strategy and improve communication with services.	Ongoing - A revised corporate health and safety policy was approved by Board in March 2018. The health and safety strategy is currently in draft and is expected to be submitted to Board following completion of the governance review being undertaken by the Director of Finance and Resources.	Head of HR and Organisational Development	Spring 2018
Develop appropriate policies, procedures and guidance to support the corporate counter fraud arrangements.	Ongoing – The corporate counter fraud business plan has been developed and procedural practice notes have been developed for some areas identified in the business plan. The counter fraud strategy is currently in draft and is to be formalised and submitted for approval to Board in the Summer of 2018.	Chief Auditor	Spring 2018
Implement the action plan to ensure full compliance with Payment Card Industry Standards.	Ongoing – Work has progressed to complete the recommendations to ensure full compliance although some recommendations still require to be actioned.	Head of ICT	Spring 2018
Review the arrangements for the governance of RLL to ensure that the arrangements are clear, independent, and more easily understood by the public.	Ongoing - The Council agreed to remove the two senior officers appointed as directors of RLL which is one of the criticisms in the BVAR. The change was approved by Leadership Board on 21 February 2018 and has now been implemented.	Head of Policy and Commissioning	Spring 2018

In addition to the table above, in 2016/2017, Internal Audit identified areas requiring improvement the following actions have been taken in relation to these areas:

- Catering income – Revised reconciliation procedures have been implemented and improvement actions have been taken in relation to the security of cash, segregation of duties, record keeping. There is regular monitoring of compliance procedures by the service.
- Facilities management – Improved procedures have been put in place for instruction and monitoring of remedial works. Training has been undertaken to improve record keeping.
- Fleet management – Improved vehicle tracking system has been procured and documented procedures establish for driver and vehicle checks.
- Contract management – contract frameworks are now in place for the procurement of all aspects of road infrastructure repair, maintenance and improvement.

Assurance

Subject to the above, and on the basis of the assurances provided, we consider the governance and internal control environment operating during 2017-2018 provides reasonable and objective assurance that any significant risks impacting on the achievement of our principal objectives will be identified and actions taken to avoid or mitigate their impact. Systems are in place to continually review and improve the governance and internal control environment and action plans are in place to address identified areas for improvement.



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

On: **29 May 2018**

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

Heading: **Risk Management Annual Report 2017/18**

1. Summary

1.1 This paper presents the Risk Management Annual Report for 2017/18 (Appendix 1). The Report describes the corporate risk management activity that has taken place during 2017/18 in relation to the council's risk management arrangements and strategic risk management objectives. It is not the purpose of this paper to report on the management of specific risks as such information is already provided separately to the Board in the strategic, corporate and key service risks paper.

1.2 In exceptionally challenging times and with diminishing resources, the council continues to apply an appropriate level of risk management to prevent or mitigate the effects of loss or harm. In doing so, we recognise that good risk management contributes to the delivery of better financial outcomes, business objectives, better project success rates, achievement of targets and fewer unexpected problems.

1.3 We purposefully promote an environment that is risk 'aware' rather than risk 'averse' and strive to place risk management information at the heart of the key decisions that we make. This means that we can take an effective approach to managing risk in a way that both addresses our significant challenges and enables innovation.

2. Recommendations

2.1 It is recommended that the Board considers the content of the Annual Report and is assured regarding the continued effectiveness of the risk management framework in place and the significant contribution that it makes with regards to the council's corporate governance arrangements.

3. **Background**

- 3.1 In keeping with the 'Scheme of Delegated Functions' a Risk Management Annual Report is provided to the Audit, Risk and Scrutiny Board each year for consideration. The report supports the council's code of corporate governance and seeks to provide assurance to stakeholders (internal and external) not only on the adequacy but also the effectiveness of the risk management arrangements applied during 2017/18.
-

Implications of the Report

1. **Financial**

No implications in the provision of this report.

2. **HR & Organisational Development**

No implications in the provision of this report.

3. **Community Planning**

No implications in the provision of this report.

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

4. **Legal**

No implications in the provision of this report.

5. **Property/Assets**

No implications in the provision of this report.

6. **Information Technology**

No implications in the provision of this report.

7. **Equality & Human Rights**

No implications in the provision of this report.

8. **Health & Safety**

No implications in the provision of this report.

9. **Procurement**

No implications in the provision of this report.

10. **Risk**

No implications in the provision of this report, which relates to organisational arrangements and initiatives in risk management.

11. **Privacy Impact**

No implications in the provision of this report.

12. **COSLA Implications**
No implications in the provision of this report.
-

List of Background Papers

(a) Non applicable – reports provided on a year-by-year basis

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Risk Management Annual Report

2017 - 2018

Document Title:	Risk Management Annual Report 2017/18		
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Date Effective:	31/03/2018	Review Dates:	Not applicable

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Overview of key achievements during 2017/18

Below is an overview of key achievements for corporate-led risk management activity during 2017/18 and what this means in practical terms.

Achievement	What this means
<ul style="list-style-type: none"> Integration of risk register reports (strategic, corporate and service) to support the role of the ARS Board. 	<p>Following the May 2017 local government elections and subsequent changes to Board structures and the scheme of delegated functions, all risks were to be reported to the Audit, Risk and Scrutiny Board (ARSB), where previously risks had been reported to individual Boards who had remits covering related areas of service. The consequence of this change meant that the ARSB would now receive 6 separate reports on risk (5 service department risk reports and a report covering strategic and corporate risks). It was agreed that to support more effective reporting of risk to the Board, an exercise would be undertaken to streamline reports into a single integrated report. The resulting exercise required good co-ordination between the council's risk manager and the service risk management representatives to ensure risks were not duplicated across different registers and that a clear organisational risk profile could be presented to Board for approval. This process was concluded in time for agreement by the Corporate Management Team and the April 2018 risks being presented to Board (May 2018).</p>
<ul style="list-style-type: none"> New risk management KPIs agreed and monitored 	<p>After a few years of monitoring a set of key performance indicators (KPIs), linked to the risk policy and strategy, the Corporate Risk Management Group considered that the items being monitored were performing well and that it should identify new indicators that would be challenging and provide an opportunity for embedding further improvement in the council's risk management arrangements. The new KPIs were agreed by the Group and new data is now being collected and monitored on a quarterly basis. The new KPIs cover the role of the service risk management reps in embedding risk within the service departments through activities such as undertaking risk bow tie analysis and encouraging uptake of the risk management course on iLearn. KPIs also include defensibility rates for claims against the council. The council cannot directly control the number of claims for compensation that it receives but it should be able to manage the circumstances that are relied upon to successfully defend claims.</p>
<ul style="list-style-type: none"> New risk management training sessions launched 	<p>In 2016/17 a ½ day risk management course was developed in partnership with North Ayrshire Council and by the end of 2016/17 it was ready to go live. The course has now been launched in 2017 and is embedded as a core module within both the Aspire and the Leaders of the Future management development programmes recently launched in the council. Since commencing the risk module in January 2018, 30 colleagues have received the risk management training, with further cohorts already underway for 2018/19.</p>
<ul style="list-style-type: none"> Revised internal procedures for insurance renewals 	<p>Following on from the Insurance Act 2015 and specifically Part 2, duty of fair presentation, which covers what the insured (the council) knows or 'ought to know' it became more important than ever to ensure that each service department had the opportunity to review its own insurance requirements so that corporately the council could then disclose the correct risk information to insurers, make sure the right cover was in place and that premium charged would be appropriate. Given the size, complexity and ever-changing business environment for local government service provision it would not be possible (nor appropriate) for a central insurance team to provide this information directly to insurers without validation from each service regarding its data, and so as part of the annual renewal process an insurance questionnaire was developed and issued to service directors to complete, support by their risk management reps. This change was tested in the previous year as part of the information gathering process to support the tender for the council's insurance programme and was implemented successfully in summer 2017 for the first renewal period commencing 1 November 2017.</p>
<ul style="list-style-type: none"> Review of inventory for engineering inspections and revision of roles and responsibilities 	<p>Linked to the council's engineering insurance cover (for faults occurring with certain equipment), a contract is in place with HSB engineering for independent statutory inspection of the items. A project was undertaken in 2017/2018 to review and update where necessary the inventory used by the inspectors and review all related council roles and responsibilities. Key contacts were established for each item to ensure any repairs required would be followed through by a named individual. All relevant staff were then trained by the inspection company (HSB Engineering) on the legislative context, what their roles were and how to keep the inventory system up-to-date.</p>

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1. Introduction

- 1.1 The Risk Management Annual Report is provided to the Audit, Risk and Scrutiny Board each year in keeping with its delegated function of considering the corporate risk management annual report. The Report describes the corporate-led risk management activity that has taken place during 2017/18 in relation to the council's risk management arrangements and strategic risk management objectives. The Report does not cover the management of specific risks as such information is already provided separately to the Board in the strategic, corporate and key service risks paper.
- 1.2 In exceptionally challenging times and with diminishing resources, the council continues to apply an appropriate level of risk management to prevent or mitigate the effects of loss or harm. In doing so, we recognise that good risk management contributes to the delivery of better financial outcomes, business objectives, better project success rates, achievement of targets and fewer unexpected problems.
- 1.3 We purposefully promote an environment that is risk 'aware' rather than risk 'averse' and strive to place risk management information at the heart of the key decisions that we make. This means that we can take an effective approach to managing risk in a way that both addresses our significant challenges and enables innovation.
- 1.4 This annual report supports the council's corporate governance statement and seeks to provide assurance to stakeholders (internal and external) not only on the adequacy but also the continued effectiveness of the organisational risk management arrangements applied during 2017/18.

2. Risk Management Framework 2017/18: Overview


- 2.1 Below is a brief overview of the key components of the council's risk management framework. Thereafter sections 3 to 7 of this report expand on each component and highlight specific points relevant to 2017/18 developments.
- (1) **Infrastructure/ enablers**
At the heart of the council's risk management arrangements are the strategic risk management objectives, the risk management policy and strategy and the strategic risk management development plan. Also embedded within the infrastructure are the communications systems in use for risk management information, including Pentana, the Intranet and the key policy boards and groups such as the Corporate Management Team and Corporate Risk Management Group that have a specific role in risk management.
- (2) **Process**
A cyclical process for risk assessment, treatment, communication, monitoring and review of risk using a standardised risk matrix. The process and supporting matrix continue to enable a consistent approach to risk management throughout the council, set within the context of the council's capacity and tolerance for risk, sometimes also referred to as 'risk appetite.'
- (3) **Application/ results**
Risk management is not viewed as an isolated function or practice but is applied to other key business processes of the council, including service planning, financial planning, performance management, project management and partnerships. Applying risk management at the right time and in the right way is the key to risk management adding value to the organisation and delivering tangible results.
- (4) **Reporting and monitoring**
Reporting and monitoring arrangements, including individual and group roles and responsibilities for risk management, are defined in such a way as to ensure a suitable flow of risk management information throughout the council and an appropriate level of monitoring and scrutiny relating to the effectiveness of the risk management arrangements in place and progress being made in relation to activity linked to strategic and corporate risk registers and service risk management plans.
- (5) **Risk management function**
For the risk management framework to be effective, it must be underpinned by training, guidance and ongoing development activity which raise awareness of how to implement good risk management practice across the council. This aspect of the framework informs the workplan of the corporate risk management function under the responsibility of the Director of Finance and Resources.

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3. Risk Management Infrastructure/ Enablers

3.1 Risk Management Policy and Strategy

In November 2016 'Risk Matters,' the combined risk management policy and strategy was revised and approved by the Audit, Risk and Scrutiny Board, in keeping with the formal review timetable for Risk Matters¹.

 **New in 2017/18:** At the interim review of the policy and strategy (undertaken by the Corporate Risk Management Group in October 2017) some minor changes were implemented to reflect the organisational and board structure changes that had taken place following the local government elections in May 2017. The Director of Children's Services role with regards to the Health and Social Care Partnership was also made clearer within the roles and responsibility section.

3.2 Strategic Risk Management Objectives

The council had previously undertaken self-assessment of its risk management arrangements in line with the Alarm² National Risk Management Performance Assessment Model. The risk management objectives are derived from this model.

As reported to Board in the previous annual report, the intention will to be self assess performance against the model in 2018 ahead of the next formal review of Risk Matters.

The strategic risk management objectives therefore remain unchanged but they also remain very relevant and continue to form the basis of the Strategic Risk Management Development Plan.

Strategic Risk Management Objectives

- | | |
|----------|---|
| Enablers | (1) <u>Leadership and management</u> : Ensuring that our Members, Directors and Senior Managers fully support and promote risk management |
| | (2) <u>Policy and strategy</u> : Ensuring that our policy and strategy remain fit for purpose and maintain a consistent approach to the management of risk and increasing its effectiveness |
| | (3) <u>People</u> : Ensure that our people are equipped and supported to manage risk well |
| | (4) <u>Partnerships and resources</u> : Ensuring that we have effective arrangements for managing risks in partnerships and resourcing risk management activity |
| | (5) <u>Processes</u> : Ensuring that our risk management processes are effective in supporting the business activities of the council |
| Results | (6) <u>Risk handling and assurance</u> : Ensuring that risks are handled well and that the council has assurance that risk management is delivering successful outcomes and supporting innovation |
| | (7) <u>Outcomes and delivery</u> : Ensuring that risk management does contribute to achieving positive outcomes for the council |

3.3 Strategic Risk Management Development Plan 2016/18

The Strategic Risk Management Development Plan (SRMDP) explicitly sets out the development activity that supports the strategic risk management objectives. The plan is realistic, stretching but usually achievable; it allows the Corporate Risk Management Group to focus on strategic priorities and actions while at the same time allows individual members (representing their service departments) to consider operational implications and requirements for supporting the objectives.

Progress against the Strategic Risk Management Development Plan is monitored quarterly by the Corporate Risk Management Group. The plan runs in two-yearly cycles, in this instance from April 2016 to March to 2018.

Two actions originally included in the plan were cancelled as information was no longer available to allow the actions to proceed. For completeness however, these actions will be recreated in the 2018/2020 plan.

¹ Risk Matters is reviewed formally every two years by Board with an interim annual review conducted by the Corporate Risk Management Group.

² 'Alarm' is the public risk management association

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- ✔ Performance in relation to completion of SRMDP actions was 100% for year 1 against an in-year target of 85%
- ▶ Performance in relation to completion of SRMDP actions was 80% for year 2 against an in-year target of 85%
- ✔ Performance in relation to the SRMDP actions was 90% for the two years against a target of 85%

Some key actions delivered from the plan during 2017/18 were as follows:

- ✓ An update on risk management and insurance arrangements was provided to new Elected Members following the Local Government Elections in May 2017
- ✓ Arrangements were agreed with the Head of Policy and Commissioning for the reporting of relevant strategic risk information to community partners now that now an Executive Chief Officers Oversight Group has been established
- ✓ A review of the inventory for engineering inspections was carried out along with a revision of related roles and responsibilities. Linked to the council's engineering insurance cover (for faults occurring with certain equipment), a contract is in place with HSB engineering for independent statutory inspection of the items. A project was undertaken in 2017/2018 to review and update where necessary the inventory used by the inspectors and review all related council roles and responsibilities. Key contacts were established for each item to ensure any repairs required would be followed through by a named individual. All relevant staff were then trained by the inspection company (HSB Engineering) on the legislative context, what their roles were and how to keep the inventory system up-to-date.

3.4 The Corporate Risk Management Group

The Corporate Risk Management Group met on six occasions during 2017/18 in accordance with its terms of reference. Four meetings were 'standing' quarterly meetings and two were specifically dedicated to the development of the 2017/18 corporate risk register and new strategic risk register. The quarterly standing items of business for this Group included:

- (1) review of the corporate risk register and progress against associated actions;
- (2) review of progress against the Strategic Risk Management Development Plan;
- (3) review of significant service risks brought to the Group for potential escalation;
- (4) review of the risk management key performance indicators;
- (5) Risk Management Alliance updates³ and,
- (6) Service news items (to facilitate cross departmental learning from risk-related matters).

In addition to the above standing items, the Group received additional reports and information from the Risk Manager in relation to national developments in risk management.

🚦 **New in 2017/18:** Following the May 2017 local government elections and subsequent changes to Board structures and the scheme of delegated functions, all risks were to be reported to the Audit, Risk and Scrutiny Board (ARSB), where previously risks had been reported to individual Boards who had remits covering related areas of service. The consequence of this change meant that the ARSB would now receive 6 separate reports on risk (5 service department risk reports and a report covering strategic and corporate risks). It was agreed that to support more effective reporting of risk to the Board, the Corporate Risk Management Group would undertake an exercise to streamline reports into a single integrated report. The resulting exercise ensured risks would not be duplicated across different registers and that a clear organisational risk profile could be presented to Board for approval. This process was concluded in time for agreement by the Corporate Management Team and the April 2018 risks being presented to Board in May 2018.

3.5 Pentana software system


Pentana (formerly Covalent), has been in use for recording and monitoring risk management information since early 2009/10. Using the system continues to be of benefit to officers as it reduces duplication of reporting where officers are providing updates on progress against actions which relate both to the management of risk and to delivering service improvements. No new risk-related system developments were made during 2017/18.

³ The Alliance is a sub group of the Corporate Risk Management Group

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3.6 The Intranet

The intranet continues to be a key tool for communicating and providing risk management information and guidance to all staff with access to it. The [Intranet risk management pages](#) provide access to 'Risk Matters' and a range of supporting guidance documents and templates as well as contact details for the risk management and insurance service.

 **New in 2017/18:** The 'Risk Matters' page on the intranet was reviewed and updated following the development of the council's new staff intranet.

4. Risk Management Process

4.1 The standardised process for risk management within the council remains fit for purpose. The table below summarises the guidance which accompanies the process. Applying this process in all aspects of business helps officers to manage their activities and pursue opportunities in a way that helps achieve objectives and prevent loss or harm.

Establish the context	Services consider risk in terms of context such as key themes and objectives, service priorities, operational activities or projects, longer term or shorter term objectives.
Identify risk	Services carefully define their risks in such a way as to be clear about the situation presented (opportunity, activity, service change, problem or challenge) and the consequences that may flow from it. We have started using risk 'bowtie' analysis which employees are finding very visual and helpful in understanding risk.
Analyse risk	Services analyse risk in terms of likelihood of occurrence and should it occur, its potential impact using the standardised risk matrix.
Evaluate risk	Services evaluate risk in terms of significance, being either 'low', 'moderate', 'high' or 'very high' and compare this with the council's capacity and tolerance for risk.
Treat risk	Services consider a range of options when deciding on the most appropriate way to address their risks, either through measures to terminate; transfer elsewhere (such as through insurance); tolerate as it is; or, treat with cost effective measures to reduce it to a level where the exposure is acceptable or tolerable for the council in keeping with its capacity and tolerance for risk. Note: in the case of opportunities, services may 'take' an informed risk in terms of tolerating it if an opportunity is judged to be (1) worthwhile pursuing and (2) the service is confident in its ability to achieve the benefits and justify the risk.
Monitor and review risk	Services are aware that once a risk assessment has been undertaken it is necessary to continue to monitor and review the risk for changes in context or the measures that are in place to control it.
Communicate and consult	Services are aware that it is good practice for at least two officers with relevant subject knowledge to undertake risk assessment (in consultation with other officers if necessary) with the key outcomes of the risk assessment process communicated to relevant persons (such as using the risk implications section on Board papers).

5. Risk Management Application/ Results

5.1 For risk management to truly add value for the organisation, it needs to be applied across the range of business processes in operation throughout the council and all its service departments. This section provides an outline of how this happens in practice across a variety of settings.

5.2 Risk management continued to be a key component of the council's project management framework meaning that if risks are proactively addressed through each stage of a project, the project outcomes are more likely to be achieved on time and within the planned budget.


5.3 Each service continues to monitor their risks and refresh their risk registers on an annual basis taking account of the service priorities and service improvement plans. This means that risks relating to the service priorities are proactively addressed and services are more likely to achieve their priorities and outcomes as planned.

5.4 Each year, services bring to the attention of the Director of Finance and Resources any areas of unavoidable cost pressures they are experiencing. During this process services can highlight instances

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where cost pressures relate to top corporate or services risks and this supports effective decisions to be made in relation to financial priorities.

5.5 Good risk management continued to be applied within the process of contingency planning for the administration of Local Government Election in May 2017. The approach continues to involve a multi-agency walk through of arrangements in advance of elections, to test assumptions, validate arrangements and ensure a common understanding of how the Election Team and partners should respond in relation to a range of scenarios.

 **New in 2017/18:** Following on from the Insurance Act 2015 and specifically Part 2, duty of fair presentation, which covers what the insured (the council) knows or 'ought to know' it became more important than ever to ensure that each service department had the opportunity to review its own insurance requirements so that corporately the council could then disclose the correct risk information to insurers, make sure the right cover was in place and that premium charged would be appropriate. Given the size, complexity and ever-changing business environment for local government service provision it would not be possible (nor appropriate) for a central insurance team to provide this information directly to insurers without validation from each service regarding its data, and so as part of the annual renewal process an insurance questionnaire was developed and issued to service directors to complete, support by their risk management reps. This change was tested in the previous year as part of the information gathering process to support the tender for the council's insurance programme and was implemented successfully in summer 2017 for the first renewal period commencing 1 November 2017.

6. Reporting and Monitoring

6.1 The governance arrangements in place during 2017/18 have continued to ensure clear lines of accountability for risk management and continue to enable a suitable flow of risk information throughout the council. The Audit, Risk & Scrutiny Board approved the strategic, corporate and service risk registers for 2017/18 and received progress reports in November 2017.

6.2 Each service has a representative on the Corporate Risk Management Group (CRMG). The CRMG has overseen the 2017/18 strategic and corporate risks and monitored progress on a quarterly basis. Services have taken ownership of their risks with processes being followed for reporting, and where necessary 'escalation' of significant risks to the Corporate Risk Management Group. All five services submitted mid-year progress reports to the Audit, Risk and Scrutiny Board as planned.


6.3 In terms of monitoring performance in risk management the council participates in the Alarm/ CIPFA4 benchmarking club, using the Alarm National Risk Management Performance Assessment Model.

6.4 The Performance Assessment Model describes an organisation's risk management maturity as:

- | | | | | |
|-----------|-----------|-----------|-------------------------|-----------|
| ▪ Level 1 | ▪ Level 2 | ▪ Level 3 | ▪ Level 4 | ▪ Level 5 |
| Awareness | Happening | Working | Embedded and integrated | Driving |

The council aims for level 4, to demonstrate maturity where risk management is consistently 'embedded and integrated' while also being able to demonstrate examples of where risk management information is driving the key policy decisions of our organisation. The council continues to perform at Level 4.


6.5 Key Performance Indicators continue to be implemented and monitored by the Corporate Risk Management Group on a quarterly basis.

 **New in 2017/18:** After a few years of monitoring a specific set of key performance indicators (KPIs), linked to the risk policy and strategy, the Corporate Risk Management Group considered that the items being monitored were performing well and that it should identify new indicators that would be challenging and provide an opportunity for embedding further improvement in the council's risk management arrangements. The new KPIs were agreed by the Group and new data is now being collected and monitored on a quarterly basis. The new KPIs cover the role of the service risk management reps in embedding risk within the service departments through activities such as undertaking risk bow tie analysis and encouraging uptake of the risk management course on iLearn. KPIs also include defensibility rates for claims against the council. The council cannot directly control the number of claims for compensation that it receives but it should be able to manage the circumstances that are relied upon to successfully defend claims.

⁴ Chartered Institute for Public Finance and Accountancy

Document Title:	Risk Management Annual Report 2017/18		
Service:	N/A	Lead Author	Risk Manager and the Corporate Risk Management Group
Date Effective:	31/03/2018	Review Dates:	Not applicable

7. Risk Management Function/ Training and Development

- 7.1 The council's Risk Management Training Strategy ensures that we are clear about the council's expectations as to the degree of risk management knowledge required across a range of roles within the council, and the risk management training and development solutions that are available and should be accessed through the council to enable competence and capacity to manage risk within those roles.
- 7.2 In-house training and development in risk management continues to be offered through a range of opportunities. Examples include:
- Essentials of Enterprise Risk Management (2 Days available through the council's insurers)
 - Risk Management Course (1 Day in-house)
 - Topical sessions for Elected Members
 - Project Risk Management Workshops (in-house as required)
 - Internal audit training programme (in-house through the Audit, Risk and Scrutiny Board)
 - Risk Management iLearn course (in-house, 45 mins)
 - use of 'risk control days' training (available through Insurers)
 - ad hoc support, advice or training as requested
-  **New in 2017/18:** In 2016/17 a ½ day risk management course had been developed in partnership with North Ayrshire Council and by the end of 2016/17 it was ready to go live. The course has now been launched in 2017 and is embedded as a core module within both the Aspire and the Leaders of the Future management development programmes recently launched by the council. Since commencing the risk module in January 2018, 30 colleagues have received the risk management training, with further cohorts already underway for 2018/19.
- 7.3 Ad hoc support, advice or training requests continue to be met so far as reasonably practical. Some of these included:
- supporting the City of Culture bid team on risk section of bid
 - supporting the project team for the Culture Hub/ Library project to consider specific risks
 - along with the Risk Management Alliance supporting the elections team on the contingency arrangements for the Local Government Elections in May 2018
 - along with the insurance broker, supporting the City Deal team to consider specific risks
- 7.4 To continue to provide evidenced based training, development and advice for the council, the council's Risk Manager maintains continued professional development in her field and is qualified to Masters Level (MSc in Risk Management awarded by Glasgow Caledonian University).
- 7.5 Through membership of a number of groups that include Alarm (the Public Risk Management Association), and the Alarm Scotland Group, the Risk Manager keeps abreast of risk management developments and best practice in other public sector organisations and local authority areas. The Risk Manager continues in her role as current Chair of the Alarm Scotland (year 2 of a 3-year commitment). This role means that the council's Risk Manager has greater influence with Alarm Scotland's agenda and Renfrewshire Council can benefit directly from this.
- 7.6 Through the council's contracts with Insurers and Insurance Brokers, the Risk and Insurance Team keep up-to-date with developments in the insurance sector in order to ensure that the council's interests are protected.

8. Conclusion

- 8.1 This Report has provided an overview of key risk management activity and developments undertaken during 2017/18 in relation to the council's corporate-led risk management arrangements. It is intended that the report provides assurance regarding the robustness of the council's risk management approach.

Document Title:	Risk Management Annual Report 2017/18		
Service:	N/A	Lead Author	Risk Manager and the Corporate Risk Management Group
Date Effective:	31/03/2018	Review Dates:	Not applicable



To: Audit, Risk and Scrutiny Board

On: 29 May 2018

Report by: Director of Finance and Resources

Heading: Strategic, Corporate and Service Risks, April 2018

1. Summary

- 1.1 In keeping with 'Risk Matters,' the council's combined risk management policy and strategy, the strategic and corporate risk registers are refreshed on an annual basis; led by the Corporate Risk Management Group on behalf of and in consultation with the Corporate Management Team. In addition, each service department maintains its own risk management plan in respect of the operational risks within their areas of responsibility.
- 1.2 This paper presents to the Board the strategic, corporate and key service risks identified for management and scrutiny with effect from 1 April 2018.
-

2. Recommendations

- 2.1 It is recommended that the Board approves the strategic, corporate and key service risks and is assured regarding the robust methodologies used to ensure the appropriate risks are being identified and managed.
-

3. Background

- 3.1 During 2017, following the local government elections, new Board structures were established and where previously risk management reports had been submitted to individual and multiple Boards, a change was made whereby all risk reports would be submitted to the Audit, Risk and Scrutiny Board. As a result of this change, a single risk report has been developed to cover all

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strategic, corporate and key service-specific risks. The new report is attached.

3.2 The purpose of good risk management is to enable delivery of safe and high quality services for all service users, achieve high standards of performance, make the most of opportunity, and provide a safe environment our employees and our contractors and partners that we deliver services with.

3.3 The council's approach to risk management is to encourage our services to be risk aware rather than risk averse and in this way we seek to reduce instances of harm or loss but also enable innovation and the pursuit of better outcomes.

3.4 The methodology for identify key risks is extensive. Table 2.9.1 within the report sets out the methodology, and risks are then aligned to the Council Plan: Thriving People, Connected Communities.

3.5 The resulting strategic, corporate and service risk registers are then used to assist in the recording, monitoring and review of the risks.

- Strategic risks reflect external issues that impact on the people and communities of Renfrewshire, where the council along with its partners have a significant role to play in managing these risks.
- Corporate risks reflect internal issues that affect multiple service departments and are linked to the efficiency and effectiveness of the organisation.
- Service specific risks reflect issues that individual service departments need to manage within their own teams, in addition to any they may be responsible for in the strategic or corporate risk registers.

3.6 Risks have been evaluated using the council's standard risk matrix and involves multiplying the likelihood of a risk occurring by its potential impact. Risk are then evaluated as either 'low', 'moderate', 'high' or 'very high.' The profile of risk going forward from April 2018 is shown in the table below:

Evaluation:	Low	Moderate	High	Very High	Total
No. of Strategic Risks:	0	0	7	1	8
No. of Corporate Risks:	0	4	10	1	15
No. of Service Specific Risks:	0	15	12	0	27
					50

3.7 The risks in the tables overleaf are considered to be the top risks in each category. More detailed information regarding these specific risks is provided at 3.5 in the main report.

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TOP 5 STRATEGIC Risk Areas	Likelihood	Impact	Score	Evaluation
1) Poverty levels in Renfrewshire	04	05	20	V.High
2) Delivery of Community Empowerment expectations	04	04	16	High
3) Community Safety & Public Protection	03	05	15	High
4) City Deal	03	05	15	High
5) Delivery of Paisley 2021 Cultural Legacy	03	05	15	High
TOP 5 CORPORATE Risk Areas	Likelihood	Impact	Score	Evaluation
1) Financial sustainability	05	05	25	V.High
2) Welfare reform impacts	04	04	16	High
3) Organisation and ICT Resilience	04	04	16	High
4) Governance - Internal control and management oversight	03	05	15	High
5) Information and Records (with new GDPR requirements)	03	05	15	High
TOP SERVICE Risk Areas	Likelihood	Impact	Score	Evaluation
Chief Executive Services				
1) Public affairs and marketing	03	04	12	High
2) Renfrewshire Events Strategy	03	04	12	High
Children's Services				
1) (All moderate risks)				
Development & Housing Services				
1) Housing investment	03	04	12	High
2) House building and community regeneration	03	04	12	High
3) Regeneration of Renfrewshire's Town centres	03	04	12	High
4) Advanced Manufacturing and Innovation District Scotland (AMIDS)	02	05	10	High
Environment & Communities				
1) Roads Highway Code of Practice	03	05	15	High
2) FAI/ Cemeteries (Glasgow City Council)	03	05	15	High
3) Air Quality	04	03	12	High
4) Linwood Moss landfill site	03	04	12	High
Finance & Resources				
1) Oversight of induction procedures	03	04	12	High
2) Insurance cover for predecessor organisations	03	04	12	High

- 3.8 In relation to the risks recorded, it is believed that appropriate control measures are in place to prevent and/ or mitigate adverse effects and that further planned action is appropriate to the level of risk. Where no new actions are defined for any risk, this is indicative of a level of confidence in the current control measures in place and a consequent decision to tolerate the risk for the time being.
- 3.9 Robust monitoring arrangements are in place to track the progress of planned actions. It should be noted that actions prefixed by "RR" exist only for the benefit of reducing or containing the related risks, whereas actions with any other prefix reflect improvement activities that lie within the services' improvement plans that have been linked through to the risk registers for completeness where they have a knock-on benefit to the related risk.

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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 risks should be met within the budget of each relevant risk owner, nevertheless, any unplanned and unbudgeted cost pressures that arise in relation to any of the risks identified will be subject to review in consultation with the Director of Finance and Resources.
2. **HR & Organisational Development** – not relevant to report recommendations
3. **Community/Council Planning** – effective risk management supports the delivery of all community/ council plan outcomes
4. **Legal** – not relevant to report recommendations
5. **Property/Assets** – not relevant to report recommendations
6. **Information Technology** – not relevant to report recommendations
7. **Equality & Human Rights** – not relevant to report recommendations
8. **Health & Safety** – not relevant to report recommendations
9. **Procurement** – not relevant to report recommendations
10. **Risk** – as per the subject matter of this report
11. **Privacy Impact** – not relevant to report recommendations
12. **Cosla Policy Position** – not relevant to report recommendations

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Strategic, Corporate and key Service Risks

April 2018

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Appendix 1 Strategic Risks

Appendix 2 Corporate Risks

Appendix 3 Top Service Department Risks

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1. Summary update on previous year's risks

- 1.1 When the 2017/18 strategic, corporate and service risk registers were approved by the Board, the profile of risk was:

Evaluation:	Low	Moderate	High	Very High	Total
No. of Strategic Risks:	00	00	07	01	08
No. of Corporate Risks:	00	03	07	01	11
Total No. of Service Risks:	01	37	30	03	71*
Chief Execs	00	01	04	01	06
Children's Services	01	09	03	00	13
Development & Housing	00	10	04	01	15
Environment & Communities	00	10	10	00	20
Finance & Resources	00	07	09	01	17

*In some cases, service risks reflected corporate or strategic risks that the service was responsible for.

- 1.2 The very high strategic risk was for poverty levels in Renfrewshire and the very high corporate risk was for Financial Sustainability. The very high service risks were duplicates of the strategic or corporate risks that services had also recorded (Chief Executives having included the poverty risk in their risk register and both Finance and Resources and Development and Housing having included the financial sustainability in theirs).
- 1.3 On 6 November the Board received a number of progress reports on the risks and at that time all the actions that were being taken forward in relation to managing the risks, were progressing largely as planned. Any outstanding actions are rolled forward into the revised risk registers to ensure actions are monitored to completion.
- 1.4 At the year-end, the risk profile was evaluated as:

Evaluation:	Low	Moderate	High	Very High	Total
No. of Strategic Risks:	00	00	07	01	08
No. of Corporate Risks:	00	03	07	01	11
Total No. of Service Risks:	03	37	28	03	71*
Chief Execs	00	01	04	01	06
Children's Services	01	09	03	00	13
Development & Housing	00	10	04	01	15
Environment & Communities	02	10	08	00	20
Finance & Resources	00	07	09	01	17

- 1.5 Two risks within Environment & Communities reduced in score:
- salt storage, from moderate to low; and,
 - integration of Roads and StreetScene, from moderate to low.
- 1.6 Many of the risks from 2017/18 remain core issues for the council and continue to be reflected within the revised risk registers.
- 1.7 It should be noted that the cost of controlling the risks and undertaking further action has been met within existing budgets and the council has continued to achieve cost effective risk management over the course of the year despite ongoing cost pressures.

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2. The current business environment and key impact areas for the Council

- 2.1 In her recent statement following the approval of the council's [budget for 2018/19](#), Sandra Black, Chief Executive, highlighted that a positive budget had been agreed, which "protects vital public services as well as supporting longer term investment in the area." The budget provides £391m to fund services over the coming year and includes £5m funding for a five-year Tackling Poverty programme. Other key highlights include:
- £4.5m in a new employability programme
 - £4m to improve our roads infrastructure, bringing the total to £7.2m and £2.5m over five years for an enhanced environmental cleaning programme
 - £1.5m for a Community Empowerment Fund and £0.37m for a Villages Investment Fund to support community led projects and attract match funding.
- 2.2 The Chief Executive described the significant financial challenges all councils face with increasing demand and pressures on services. Council Tax would increase by 3% and housing rents by 1%. Combined with an increased Scottish Government settlement and the identification of £10m efficiencies for the year ahead, the council has a balanced budget however continued savings would be required in the years ahead.
- 2.3 The Accounts Commission's [Best Value Audit of Renfrewshire Council](#) (August 2017) had positive recognition of continuous improvement and progress in the performance of council services. The report recognised the significant challenges for the council with increasing pressure on funding and the impact of changing demand. Risks and recommendations for further action were outlined in the report, all of which are reflected in the council's risk registers. Further to that report, the Improvement Service released the [Local Government Benchmarking Framework Overview Report 2016/17](#) and this shows that despite financial and demand pressures and policy changes, the council has a good track record in performance.
- 2.4 Towards the end of 2017 Zurich Municipal, on behalf of SOLACE, published the [2017 Scotland Local Authority CEO report](#), having spoken with a number of chief executives of local authorities across Scotland to understand how they are managing in an age of uncertainty. Key themes arising from these discussions were financial and demographic pressures, public sector service transformation in Scotland dominated by ambiguity, addressing poverty and social inequality, integration of health and social care, city deals and education reforms.
- 2.5 [Local Government in Scotland: Challenges and Performance 2018](#) – the Audit Scotland report highlights 4 key messages around the complex and uncertain environment for local government, the essential need for transformational change and delivery of savings, the difficult task of managing the competing priorities of reducing costs and maintaining services for an ageing population, and evidence of customer satisfaction levels having fallen with a risk that quality is being affected.
- 2.6 Looking back the proactive approach taken by the council, the rigor applied to financial planning, the benefits and savings delivered through the Better Council Change Programme and the dedication of staff to meet the demands of the pace of change has served the council well in managing highly significant risk and opportunities. The council continues to be well placed going forward to provide excellent services for local people, invest in the community and protect vulnerable residents.
- 2.7 Looking forward, in addition to the highlights of 2.1 above, the council continues to progress in key investment activities such as the £274m investment in Glasgow City Region City Deal projects, £65m investment for the exciting new National Manufacturing Institute in Scotland based in Renfrewshire, and the £100m investment in cultural and heritage regeneration including the Paisley Museum transformation. Following on from the Paisley 2021 UK City of Culture bid, 2018 sees the momentum continued with the launch of the new destination brand



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Paisley.is, showcasing everything that makes Paisley and Renfrewshire a great place to live in, invest in and visit.

- 2.8 Considering all of the above and in keeping with good risk management practice, the council's risks are regularly reviewed and revised as necessary to ensure they suitably reflect the current business environment, capturing the key challenges for the council whether aligned to the corporate priorities or inherent in the day to day services of the council, or indeed other matters of importance that may be imminent or as yet on the horizon.
- 2.9 As in previous years, an extensive methodology has been implemented to stimulate a thorough approach to identifying the council's key risks (Table 2.9.1). With the change in board structures in 2017 and the Audit, Risk and Scrutiny Board (ARSB) starting to receive all risk registers, a proposal was made to the ARSB that a single risk report (combining strategic, corporate and key service-specific risks) be presented to Board for 2018. The methodology this year therefore also reflects work undertaken to streamline the risk registers.

Table 2.9.1: Methodology for identifying strategic and corporate risks

✔ Consultation	<p>(1) The Corporate Risk Management Group:</p> <ul style="list-style-type: none"> ▪ reviewed the 2017/18 risks and identified ongoing risks for 2018/19; ▪ aligned remaining risks to the new Council Plan; ▪ identified new risks emerging, either through service or specialist knowledge or from audit activities; and ▪ streamlined risk registers to ensure no duplication across registers <p>(2) Service risk reps horizon scanned with their DMTs for emerging service risks (in addition to those they would be responsible for in the strategic or corporate risk registers) and fed this information into the CRMG</p> <p>(3) The Risk Manager engaged with the Corporate Management Team to gather views and input for the registers and Board paper</p> <p>(4) Dialogue with insurance advisors, insurers and risk management advisors</p>
✔ Benchmarking	<p>(5) Discussion with risk managers in other local authorities through Alarm Scotland, the national public risk management association/ Scottish Group</p> <p>(6) Review of other public sector risk registers in the public domain</p>
✔ Review of key reports specific to the council	<p>(7) Best Value Assurance Report, Audit Scotland, August 2017</p> <p>(8) Audit Scotland: Renfrewshire Council 2016/17 Annual Audit Report</p> <p>(9) Audit Scotland Annual Audit Plan for Renfrewshire Council 2017/2018</p> <p>(10) Revenue Budget and Council Tax 2018/19 Report to Council March 2018</p>
✔ Review of key external reports	<p>(11) Zurich Municipal/ SOLACE report 2017 Scotland Local Authority CEO report</p> <p>(12) Audit Scotland: Local Government in Scotland: Challenges and Performance 2018</p> <p>(13) Local Government Benchmarking Framework; Overview Report 2016/17</p>
✔ Consideration of any new/ emerging legislations/ changes in provisions	<p>(14) Community Empowerment Act (Scotland) 2015 – council review of Community Planning Partnership Governance Arrangements – Report to Council Dec 2016</p> <p>(15) Scottish Government consultation on 'Empowering Teachers, Parents and Communities to Achieve Excellence and Equity in Education – Council response to Consultation</p> <p>(16) The new General Data Protection Regulation (GDPR)</p>

- 2.10 Many of the risks from 2017/18 remain for 2018 however it should be noted that since the risk report has been redeveloped to facilitate the submission of a single report on all strategic, corporate and key service risks to the Audit, Risk and Scrutiny Board, (rather than as 7 separate reports), there are many changes where, for example, risks that had been duplicated in registers previously have now been streamlined or risks have merged with others and transferred from service to corporate registers etc or vice versa. To this end, to provide as clear an audit trail as possible in transition to the new format, paragraphs 2.10.1 to 2.10.4 track the details of the most significant changes from 2017 to 2018.

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2.10.1 New risks being recorded

Area of risk and context	Strategic	Corporate	Service
(1) Delivery of Community Empowerment expectations - the Community Empowerment (Scotland) Act 2015 will require from local communities and the council to develop new approaches which support the development of community organisations and strengthen the approach to engagement through local area committees	---	<input checked="" type="checkbox"/> Lead: CMT	---
(2) Governance - internal control and management oversight. With a reduction in the workforce and increase in the scale and pace of change, there is a more challenging environment beginning to emerge for oversight and assurance	---	<input checked="" type="checkbox"/> Lead: CMT	---
(3) Governance (BV) and Leadership <ul style="list-style-type: none"> Best value report with recommendations on cross party working, member training and development (note, BV recommendations regarding governance relationships with Renfrewshire Leisure have since been addressed so do not form part of the risk) Member leadership, decision-making and accountability 	---	<input checked="" type="checkbox"/> Lead: F&R	---
(4) Workforce <ul style="list-style-type: none"> Best Value Report/ Workforce strategy and planning Organisational strategy and development 	---	<input checked="" type="checkbox"/> Lead: F&R	---
(5) Education Reform – Scottish Government developments have simplified the governance arrangements from the original proposals for reform, but other related risks require to be managed around increased potential for financial/ budgeting errors or recruitment difficulties.	---	<input checked="" type="checkbox"/> Lead: CS	---
(6) Advanced manufacturing and innovation Scotland (AMIDS) The National Manufacturing Institute of Scotland (NMIS) will be located on the key GAIA/AMIDS site, giving Renfrewshire the opportunity to build on this success to create an Advanced Manufacturing District creating many skilled jobs, significant investment and economic growth. Failure to maximise the impact of the National Manufacturing Institute of Scotland (NMIS) would be a missed opportunity to create skilled jobs and economic growth on a large scale resulting in reputational damage and less positive impact on the area's levels of poverty and deprivation.			<input checked="" type="checkbox"/> D&H
(7) Management of cemeteries - following the recent FAI into the death of a child at Craigton Cemetery (Glasgow City Council), the potential for a similar risk for Renfrewshire is now being assessed and monitored.			<input checked="" type="checkbox"/> E&C
(8) New Highway Code of Practice – a new code of practice will come into effect in October 2018, requiring the road network to be assessed on a risk basis to determine category and frequency of inspection. New arrangements are to be timeously implemented or there may be an increased financial risk for the council.			<input checked="" type="checkbox"/> E&C
(9) Potential for impact on border controls arising from Brexit – there may be logistical risks posed by Brexit that could vary in significance depending on the outcomes of Brexit arrangements.			<input checked="" type="checkbox"/> E&C

NOTE:

***Brexit** - consideration has been given to recording Brexit as a single risk, however impacts from Brexit have been included separately where relevant within specific risks – for example, Environment & Communities have a new risk around the legislative impacts and potential issues for border control with Glasgow International Airport being within the local authority area.

***Refugee resettlement programme** – consideration has been given to this as a new risk for Development and Housing Services, however the current programme has now been operating for over 2 years, is sufficiently resourced and there are no immediate or foreseen concerns at this time. This will however be kept under review.

***Community Asset Transfer** – new for 2018 however the details have been incorporated into a revised Asset Management risk.

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2.10.2 Risks refocused

Area of risk and reason for refocus	Strategic	Corporate	Service
Key Cultural & Heritage Outcomes in the Strategic Risk Register and Paisley 2021 in the D&H risk register – now amended following Paisley 2021 bid to Delivery of Paisley 2021 Cultural Legacy and this risk incorporate the new destination branding	<input checked="" type="checkbox"/> D&H	---	---
Delivering Key Outcomes LOIPs with Strategic Partners – updated to become Local partnership structure to align with recommendations of the Best Value Report: <ul style="list-style-type: none"> partners to plan budgets and finances together council and partners to involve communities and work together on joint priorities to strengthen partnership working (providing base for full implementation of the Community Empowerment (Scotland) Act 2015) 	<input checked="" type="checkbox"/> CE	---	---
Disrupting the pattern between poverty and attainment – this risk is being re-aligned within the 'Poverty Levels in Renfrewshire' risk, along with recognising the pattern that exists between poverty and health.	<input checked="" type="checkbox"/> CE/F&R/CS	---	---
Financial Sustainability – title remains the same, however: <ul style="list-style-type: none"> aligning with recommendations of the Best Value Report - prioritising how services need to be provided in the future to meet savings reflecting financial impacts of Brexit 	---	<input checked="" type="checkbox"/> F&R	---
Asset management – specific assets (around workforce, information etc) are now captured in other risks, so this risk now focuses on property/facilities (including community asset transfer), and environmental infrastructure such as roads, lighting, bridges, reservoirs and flood risk management (drainage/ gullies etc). Several related risks previously on the Environment & Communities risk register have now been taken out of the service risk register and incorporated into this revised corporate one.	---	<input checked="" type="checkbox"/> E&C/ F&R	---
ERP – now updated to Business World. As the ERP project moves to implementation, the new Business World environment will be operational for managers and employees to access a range of ICT, HR and financial services. Realising the outcomes and benefits of this new way of working will be the focus of the risk as Business World becomes business as usual.	---	<input checked="" type="checkbox"/> CMT	---
Organisational Resilience – now expanded to Organisational and ICT resilience to cover organisational capacity to respond to major incidents, dependencies in relation to ICT systems, business continuity during transition to Business World, and service business continuity responsibilities to be able to respond to any ICT downtime. Because of the change in scope and focus this risk is raised from moderate to high and now features as a top 5 corporate risk.	---	<input checked="" type="checkbox"/> E&C/ F&R	---
Energy Efficiency Standard for Social Housing (ESSH) - this has been expanded to include the wider pressures of other investment requirements including the potential for additional investment in multi-story properties as a result of any recommendations from the inquiry into the Grenfell disaster.	---	---	<input checked="" type="checkbox"/> D&H
Insurance cover – has now been redefined as 'Insurance cover for predecessor organisations.' The risk previously focused on current insurance arrangements as well as insurance for longtail claims. The risk has been updated to take account of recent changes in legislation that removes time-bar for some specific cases combined with some gaps identified with regards to some predecessor organisations. The risk has been reassessed with an increase from 9-moderate to 12-high.	---	---	<input checked="" type="checkbox"/> F&R

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2.10.3 Risks being transferred from one register to another

Area of risk and reason for transfer	Strategic	Corporate	Service
Unemployment - has now been redefined as 'Unemployment and Economic Growth' to include the Council's activity to support businesses, increase employment and training opportunities, tackle deprivation and support economic growth, within the confines of available funding and the uncertainty surrounding the impact of Brexit on grant funding and on the wider economy. This risk was previously on the Development & Housing risk register and is now being transferred to the strategic risk register.	<input checked="" type="checkbox"/> D&H	---	---
City Deal, previously on the Development & Housing risk register, now being transferred to the strategic risk register	<input checked="" type="checkbox"/> D&H	---	---
Museum project, previously on the Development & Housing risk register, now being integrated with the Cultural Infrastructure and Regeneration risk on the corporate risk register		<input checked="" type="checkbox"/> D&H	
Key Regeneration Outcomes – now amended to “Cultural Infrastructure and Regeneration” to capture the key major capital projects being taken forward and transferred from strategic to corporate risk register in terms of monitoring the capital investment risk	---	<input checked="" type="checkbox"/> D&H	---
Delivery of OD Strategy – previously a service risk on the Finance and Resources risk register, now incorporated into new corporate risk for workforce planning and organisational development	---	<input checked="" type="checkbox"/> F&R	---
Welfare reform – previously a service risk on the Development and Housing risk register. The changes associated with welfare reform, and Universal Credit in particular, will impact on more than one service. The risk will recognise the impact on citizens and the support that will be required from council services, as well as acknowledge the potential impact on the Housing Revenue account, Council tax income and Customer and Business Services relating to benefits and advice.	---	<input checked="" type="checkbox"/> D&H F&R	---
Children's Services workforce planning – recruitment of teachers risk. This service risk is now being aligned with the Workforce Planning risk in the corporate risk register,	---	<input checked="" type="checkbox"/> F&R	---
Sustainable procurement – previously a compliance risk on the Finance and Resources risk register, now under Chief Exec service responsibility and refocused on maximising opportunities to promote all aspects of sustainable procurement in appropriate contracts. This includes the use of Community Benefit Clauses, Fair Work Practices and purchase of fair and ethnically traded products as well as promotion reduction in waste, maximising opportunities to recycle and use reclaimed products and reducing energy / water consumption	---	---	<input checked="" type="checkbox"/> CE
Marketing and Communications, previously on corporate risk register, now de-escalated to Chief Exec service and split into two new risks for (1) Public affairs and marketing, and (2) Internal communications and staff engagement.	---	---	<input checked="" type="checkbox"/> CE
Corporate Events Management, previously on the corporate risk register, now de-escalated to Chief Exec service and updated to become Renfrewshire Events Strategy – to be aligned with the legacy of the 2021 bidding process and to change the reputation of Paisley and Renfrewshire. Key elements will include the implementation of the tourism framework and events programme.	---	---	<input checked="" type="checkbox"/> CE
Digital Strategy, previously on the corporate risk register, now de-escalated to Chief Exec service and updated to become Renfrewshire Digital Strategy – this is due to the fact that the strategy is in its implementation stage rather than development and has become part of service's day to day business.	---	---	<input checked="" type="checkbox"/> CE

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2.10.4 Risks being removed

Area of risk and reason for removal	Service
Salt storage - off Environment & Communities service risk register now that new salt storage facility has been established at the Underwood Road site	<input checked="" type="checkbox"/> E&C
Integration of Roads and StreetScene teams - off Environment & Communities service risk register as the risk of fewer trained operatives for roads and winter maintenance activities has been removed.	<input checked="" type="checkbox"/> E&C
Environmental Sustainability for regeneration and local economy - off Environment & Communities service risk register. The regeneration of town centres is led by Development and Housing Services (Regeneration) and Environment & Communities contribute to this as part of appropriate workstreams.	<input checked="" type="checkbox"/> E&C
Sustainable street lighting - off Environment & Communities service risk register now that change to LED infrastructure is now complete	<input checked="" type="checkbox"/> E&C
Risk associated with waste regulations - off Environment & Communities service risk register now that business processes are embedded and targets are being met. Compliance with these regulations is now business as usual.	<input checked="" type="checkbox"/> E&C
Contaminated land - off Environment & Communities service risk register now that there is no land currently meeting criteria for contaminated land register. This is always kept under review (business as usual), and the service is currently reviewing the Contaminated Land Strategy	<input checked="" type="checkbox"/> E&C
Delivery of new ICT operating model - off Finance & Resources service risk register as the model has now been implemented	<input checked="" type="checkbox"/> F&R
Improving customer and business services - off Finance & Resources service risk register - service is now well established and operating business as usual	<input checked="" type="checkbox"/> F&R
Managing elections - off Finance & Resources service risk register. While there is an element of reputational risk for the council, key risks associated with administering elections lie with the Returning Officer for the elections rather than the council.	<input checked="" type="checkbox"/> F&R
Pressures on Short Stay Income through Welfare Reform changes (homelessness) - The Government announced changes to the roll out of Universal Credit in October 2017 which included removing Short Stay rents from Universal Credit as these will now be through existing Housing Benefit processes. This has removed much of the uncertainty associated with this income stream so this risk can be removed although the situation will be kept under review in case any future regulations have an impact.	<input checked="" type="checkbox"/> D&H
Planning and development activity – off the Development & Housing Services risk register. Risk was reduced in score from high to moderate and is now business as usual for the service.	<input checked="" type="checkbox"/> D&H

2.11 The risk registers continue to bring to sharp focus the significant risks facing the people of Renfrewshire, the council and individual services, but this should be balanced with recognition of the opportunities that the council and partners continue to pursue and the benefits that are being delivered, aligned with the Council Plan:

Thriving People, Connect Communities: “Working together for a thriving, connected Renfrewshire, creating opportunities for all”

- ☒ Reshaping our place, our economy and our future
- ☒ Building strong, safe and resilient communities
- ☒ Tackling inequality, ensuring opportunities for all
- ☒ Creating a sustainable Renfrewshire for all to enjoy
- ☒ Working together to improve outcomes

2.12 Many risks continue to be inter-related and inter-dependent. Given the interdependencies between the council’s opportunities, risks and benefits, the oversight that the Corporate Risk Management Group applies on an ongoing basis in terms of close monitoring and review of the risks and progress of associated action, is essential for understanding the complexity of the current risk environment of the council, particularly during a continued period of challenge and considerable organisational change.

2.13 Based on the review of the business context for the council and the methodology applied to identify the relevant risks, the Corporate Risk Management Group in consultation with the Corporate Management Team has agreed the key risks to be recorded within the strategic and corporate risk registers going forward from April 2018. Directors have agreed their service risks with their senior management teams.

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3. The risk profile from April 2018

3.1 The detailed strategic and corporate risks and key service specific risks from April 2018 are provided in attached Appendices 1, 2 and 3; these are set out as aligned to the Council Plan outcomes. What follows in this section is a summary of that detail in several formats showing risk profiles, links to the council plan and a commentary on top risks.

3.2 Risk profiles – the Council's total risk profile at April 2018 is shown as follows.

Evaluation:	Low	Moderate	High	Very High	Total
No. of Strategic Risks:	0	0	7	1	8
No. of Corporate Risks:	0	4	10	1	15
Total no. of Service Specific Risks:	0	15	12	0	27
					50

3.3 Each service risk profile is shown as follows:

Table 3.3.1 Chief Executive's

Evaluation:	Low	Moderate	High	Very High	Total
No. of Key Risks:	0	3	2	0	5

Table 3.3.2 Children's Services

Evaluation:	Low	Moderate	High	Very High	Total
No. of Key Risks:	0	7	0	0	7

Table 3.3.1 Development & Housing

Evaluation:	Low	Moderate	High	Very High	Total
No. of Key Risks:	0	0	4	0	5

Table 3.3.1 Environment & Communities

Evaluation:	Low	Moderate	High	Very High	Total
No. of Key Risks:	0	3	4	0	7

Table 3.3.1 Finance & Resources

Evaluation:	Low	Moderate	High	Very High	Total
No. of Key Risks:	0	2	2	0	4

3.4 Risk summaries – the risks are summarised in tables 3.4.1 and 3.4.2 overleaf with detail of how each risk relates to the council plan themes.

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Table 3.4.1

Strategic and Corporate Areas of risk, evaluation and lead risk owners	Council plan outcomes				
	Reshaping place, economy and future	Building strong, safe and resilient communities	Tackling inequality, ensuring opportunities for all	Creating a sustainable Renfrewshire for all to enjoy	Working together to improve outcomes
Strategic					
Poverty levels in Renfrewshire (V.High) Owner CE			☑		
Delivery of Community Empowerment expectations (High) Owner CMT		☑			
Community Safety & Public Protection (High) Owners CS, D&H, E&C		☑			
City Deal (High) Owner D&H	☑				
Delivery of Paisley 2021 Cultural Legacy (High) Owner D&H	☑				
Unemployment and economic growth (High) Owner D&H	☑				
Serious Organised Crime (High) Owner E&C		☑			
Local partnership structure (High) Owner CE		☑			
Corporate					
Financial Sustainability (V.High) Owner F&R					☑
Welfare reform impacts (High) Owner DHS, F&R			☑		
Organisation and ICT Resilience (High) Owners E&C, F&R		☑			
Governance - Internal control and management oversight (High) Owner CMT					☑
Asset Management (High) Owners E&C, F&R					☑
Information and Records (with GDPR) (High) Owner F&R					☑
Cultural Infrastructure & Regeneration (High) Owner D&H	☑				
Better Council Programme (High) Owner CMT					☑
Business World (High) Owner CMT					☑
Insider Threat & Corporate Fraud (High) Owner E&C, F&R		☑			
Cyber Security (High) Owner F&R		☑			
Education Reform (Moderate) Owner CS			☑		
Governance (BV) and Leadership (Moderate) Owner CMT					☑
Workforce Planning - Best Value (Moderate) Owner CMT					☑
Climate, sustainability & adaptability (Moderate) Owner F&R				☑	

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Table 3.4.2

Service Areas of risk and evaluations	Council plan outcomes				
	1	2	3	4	5
Chief Executives					
Renfrewshire events strategy - (High)	☑				
Public affairs and marketing - (High)	☑				
Internal comms and staff engagement - Moderate					☑
Renfrewshire digital strategy - Moderate			☑		
Sustainable procurement - Moderate				☑	
Children's services					
Unaccompanied Asylum Seeking Children - Moderate		☑			
Integrated service arrangements - Moderate					☑
Development of early intervention and preventative services for children, whilst seeking to maximise opportunities for all - Moderate			☑		
Failure of major providers - Moderate					☑
Continuous improvement - Moderate					☑
Property – school estate - Moderate					☑
Lifelong Learning - Moderate			☑		
Development & Housing					
Housing investment - High		☑			
House building and community regeneration - High		☑			
Advanced manufacturing and innovation district Scotland - High	☑				
Regeneration of Renfrewshire's Town centres - High				☑	
Environment & Communities					
Roads Highway Code of Practice - High				☑	
FAI Cemeteries (Glasgow City Council) - High		☑			
Air Quality - High				☑	
Linwood Moss landfill site - High				☑	
Road safety - Moderate		☑			
Sustainable food strategy - Moderate				☑	
Brexit / border controls - Moderate		☑			
Finance & Resources					
Oversight of induction procedures - High					☑
Insurance cover for predecessor organisations - High					☑
Corporate projects - capacity - Moderate					☑
Return on ICT investment - Moderate					☑

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3.5 TOP risks – More detail is provided in the table below with regards to the risks that have been identified as the top strategic, corporate and service risks.

Strategic, Corporate or Service risks	Risk Details		
	Risk Statement	Score	Brief commentary on the risk and approach to managing it
Top 5 Strategic			
Poverty levels in Renfrewshire	If we don't have a co-ordinated approach to tackling the causes and consequences of poverty, this could jeopardise the effort in reducing both the short term impacts on households but also have wider long term consequences on attainment and health for people living on low incomes	20 V. High	The Council's Tackling Poverty programme has been delivering since 2015, with an additional £5million allocated at Council in February 2018 to sustain key projects within the programme over a five-year period. Poverty has a wide range of adverse impacts on Renfrewshire residents which can be prevented or mitigated. Low income can cause immediate crisis such as food and fuel insecurity, or homelessness, but the Council also recognising the risks associated with living on a low income, particularly for children and young people. For example, the attainment gap between children from low income households and their better off peers is well documented and a key priority for the Council, and the significant health inequalities associated with living on a low income continue to be a key priority as well. Approaches to help mitigate welfare reform will be delivered to help Renfrewshire residents. Universal Credit is expected to be rolled-out to Renfrewshire in September 2018 and preparation for the new Scottish Social Security arrangements is also underway so that the potential impacts of the next phase of welfare reforms are well-understood across the Council.
Delivery of Community Empowerment expectations	The council needs to build on its experience in consulting with its residents and communities to ensure effective processes are in place for all aspects covered by the Act otherwise there could be reputational risks around delivery of expectations associated with the Act, financial and operational risks associated with service delivery, and financial and liability risks associated with community asset transfer.	16 High	The Community Empowerment (Scotland) Act 2015 and places a wide range of requirements on local authorities. The Act is intended to empower community bodies through the ownership or control of land or buildings and by strengthening the voice of communities in the planning and delivery of public services. Some parts of the act have come into force while others have still to be enacted. Community level governance arrangements are currently being reviewed to assess how they can facilitate engagement from local communities. In particular, the review has explored how Local Area Committees can meet the requirements of the Community Empowerment (Scotland) Act, and provide an enhanced role for communities to engage with the wider Community Planning Partnership. Following a review, a new process is currently being developed and piloted which reviews how the Council works with community groups. This pilot will see officers working alongside community organisations to develop a more detailed framework of activity. This would include developing detailed principles for the Council's engagement and support, and creating a process which is more efficient for the Council, and transparent for community organisations. Community Asset Transfer - Implementing (and reporting on) the Community Empowerment (Scotland) Act 2015 including Community Asset Transfer requests Context:

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Strategic, Corporate or Service risks	Risk Details		
	Risk Statement	Score	Brief commentary on the risk and approach to managing it
Community Safety & Public Protection	The council's community safety and public protection role, delivered within an integrated partnership model is critical to ensuring child and adult protection, and that offending behaviour and community safety services are effectively delivered, or risk of harm to and from individuals may arise.	15 High	Public protection and community safety is a wide-ranging agenda relating to the protection of vulnerable people, communities, businesses and organisations. What makes people vulnerable changes over time and through individual circumstances - and can sometimes occur unexpectedly as a result of a civil contingencies emergency or event. However, there are broad risks that can and should be foreseen and planned for. These include being very young, ill or very old, having limited or no positive support from family or friends, being financially vulnerable or being subject to anti-social behaviour, crime, violence or discrimination. With the best systems and procedures in place this risk is always possible given human nature and the unpredictability of some scenarios. Some of the activity around this risk includes reducing crime and unintentional harm, improving perceptions of safety and wellbeing, expanding the range of activities provided by our successful Street Stuff programme and getting more young people involved, and ensuring the Council respond locally to the risks posed by serious organised crime. Delivering the benefits expected from the new Renfrewshire Community Safety Hub. Other elements include the management of robust child and adult protection procedures, and a strong-performing Criminal Justice Social Work service working as part of Community Justice Renfrewshire.
City Deal	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.	15 High	The Glasgow City Region Deal will deliver an investment in infrastructure of £1.13bn across the Glasgow City Region, including £274m on three infrastructure projects in Renfrewshire, together with additional investment into employment support through the Labour Market Projects. 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. The specific Renfrewshire Infrastructure projects are noted in the context of the risk assessment along with the controls in place and actions planned to mitigate this risk.
Delivery of Paisley 2021 Cultural Legacy	Failure to realise the strategic cultural, social and economic regeneration targets established as part of the 2021 Bid would represent a missed opportunity and could result in reputational damage to the Council and our partners.	15 High	The bidding process for the UK City of Culture title itself has generated a new-found confidence and pride across our communities, businesses and partners and we will continue to build on this. As a result of bidding for the title, we have secured a £100million package of investment to reinvigorate some of our key venues in Paisley and also make a number of improvements to our town centre. An additional £7.5m has been invested in securing the cultural legacy with an enhanced events and marketing programme, and new resources to develop the capacity of the cultural sector. A partnership board legacy action plan has been developed to continue the ambition to achieve the bid's original long-term aims to significantly grow Paisley's creative economy, transform its reputation, see the town recognised for its cultural excellence, lift communities out of poverty, and turn Paisley town centre into a vibrant destination. There is a risk that without the commitment of all partners and services to the delivery of the legacy action plan and step changes, that the social, economic and cultural regeneration targets will not be met. Revised governance arrangements have been established,

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Strategic, Corporate or Service risks	Risk Details		
	Risk Statement	Score	Brief commentary on the risk and approach to managing it
			and staffing resources are being recruited to enable capacity to deliver. Progress and impact will be monitored and evaluated through a research centre being established, hosted by UWS.
Top 5 Corporate			
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.	25 V. High	The council's current financial position remains stable and within the financial planning parameters established when the council set its budget in 17/18. This was acknowledged by Audit Scotland in their recent Best Value of the council. Audit Scotland reported that the council's immediate financial position remained stable and consistent with existing financial and service plans, notwithstanding the significant financial challenges which remain to be faced in the forthcoming years. The significant challenges are set out in the 'context' field of the risk assessment and these include for example, future level of grant reductions, future pay settlements and demand led pressures.
Welfare Reform impacts	Welfare related legislative changes, including the move to Universal Credit Full Service will increase demand for digital support and advice services across the community as the council looks to support people transition to the new arrangements. UC could jeopardise the viability of the Housing Revenue Account and will increase demand for Scottish Welfare Fund and Discretionary Housing Payments and lead to a reduction in CTR income. It will create additional resource and workforce planning pressures for services.	16 High	Universal Credit full service go live in Sept 18 will increase the amount of digital support and financial and benefit advice citizens require to claim and maintain UC claims. The rent to be collected from tenants directly will increase from £15m to £28m per annum once fully implemented. Other impacts will include adaptations to systems and processes to manage payments as well as increased service pressures across council services (including homelessness, lettings, supporting vulnerable customers, money advice and supporting the Scottish Welfare fund and Discretionary Housing Payments), with additional workforce planning required to manage the impact of Housing Benefit for working age people being transferred to DWP
Organisational and ICT Resilience	If the council is not a resilient organisation, this could result in a poor response to external disruptive events such as those recorded in the Community Risk Register and/ or internal events such as loss of key employees, facilities or systems (impacting adversely on the community, council employees, services and reputation).	16 High	There needs to be capacity within the civil contingencies service and other council services to be able to respond to major incidents. The council needs to be able to sustain critical council services while responding to any major external incident. The council needs to be able to continue to provide services should there be any internal threat to service provision. Internal disruptions could occur for several reasons, one example would be ICT systems being unavailable. Controls are in place for these types of scenarios. There are Council Incident Response Procedures, Council Business Continuity Arrangements and Council Crisis Communication Plan. Corporate and service department Resilience Management Teams meet regularly to review arrangements. There are generic major incident plans, national and local contingency plans and there is regular exercising of plans. There is an ICT Disaster Recovery Plan and all major ICT projects have project risk management principles applied.

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Strategic, Corporate or Service risks	Risk Details		
	Risk Statement	Score	Brief commentary on the risk and approach to managing it
Governance - Internal control and management oversight	Recent trends suggest that assurance is becoming more challenging and combined with opportunities for improvement around management oversight there is an emerging risk to systems of internal control	15 High	With a reduction in the workforce and an increase in scale and pace of change, there is a more challenging environment beginning to emerge for oversight and assurance. Measures in place to address this include having the Annual Internal Audit Plan prepared in consultation with Service managers and designed to support the Chief Auditor's annual opinion on the control environment. Audit Panel arrangements provide oversight at Corporate Management Team level and improved Audit, Risk and Scrutiny Board reporting arrangements include escalation process for outstanding actions arising from audit work.
Asset Management	There are many opportunities, statutory and insurance obligations in relation to the council's physical assets which require efficient management otherwise there could be financial, physical and reputational risk for the council and/ or service users.	15 High	This is a wide-ranging risk that encompasses property services, community asset transfer, facilities management, compliance and environmental infrastructure such as roads, lighting, bridges, reservoirs and flood risk management (drainage/ gullies etc). The response to such a risk includes renewing the Corporate Asset Strategy, managing and reporting 'Condition' and 'Suitability' PIs for property, delivering on the Carbon Management Plan, implementing (and reporting on) the Community Empowerment (Scotland) Act 2015 including Community Asset Transfer requests, ensuring statutory compliance inspections of assets are undertaken by trained personnel and inspection of roads, structures and lighting by trained employees. Contracts are also out for drainage inspection, clearing and repair where required.
Information and Records (with new GDPR requirements)	If information (in whatever format), is not managed and handled effectively and in line with legislative requirements, there is an increased financial and reputational risk for the council as well as risk to service deliver and organisational decision-making	15 High	Information is a critical resource to ensure the right information is available to make sound business decisions. The council has a duty to protect data in line with legislation and with the General Data Protection Regulation (GDPR) coming into effect on 25 May 2018, there is an associated risk should the council not be ready for the transition to new arrangements. There is also a significant element of financial risk associated with GDPR as the Information Commissioners Office will have the authority to impose fines of a significantly higher value than was previously within their powers. The council has a Records Management Plan that requires full implementation within a 5-year period and there is an associated risk in meeting the timescale.
Chief Executive's Services			
Public affairs and marketing	If the council doesn't engage with local citizens and communities to enhance awareness and understanding of the Council and the services, we won't be able to promote and enhance the council's reputation and celebrate our achievements.	12 High	The service is leading on producing high quality campaigns and promotional materials which position Renfrewshire positively in digital and traditional media. Campaigns will be designed to raise awareness of council services, policy changes and promote positive behavioural change leading to improved lives. The risk will also be managed through the provision of professional marketing and graphical design services, the development and implementation of the Council's marketing strategy and provision of external communications, media and public relations to protect the council's reputation, reinforce the corporate vision and build the profile of the council nationally.
Renfrewshire Events Strategy	If the council doesn't support all local activity to maximise the benefits from the legacy of the	12 High	Our approach includes leading on the implementation of the Renfrewshire Visitor Plan 2018-2021 and coordinating the progress of the action plans for the seven strategic projects which teams across the council

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Strategic, Corporate or Service risks	Risk Details		
	Risk Statement	Score	Brief commentary on the risk and approach to managing it
	2021 bidding process, we won't be able to attract new visitors and to change the reputation of Paisley and Renfrewshire.		and partners are responsible for delivering. The key element of that will be to lead on the provision of an events management service for the Council and the delivery of the Renfrewshire Events Strategy including bidding for new national events and designing, commissioning and delivering a programme of events and festivals across Renfrewshire.
Children's Services			
(All moderate risks)			
Development & Housing			
Housing investment	Delivery of the EESSH standard will require access to external funding sources to supplement the Council's capital funding. If the council does not secure sufficient funding to deliver all these measures, some properties may not meet the required standard.	12 High	The Energy Efficiency Standard for Social Housing (EESH) was introduced in April 2015 with the first milestone set for 31 December 2020. Scottish Government carried out a mid term review of EESH during 2017 and the next milestone is expected to be announced during 2018. It is the Council's position that EESH will be achieved through the capital funding plans for planned investment programmes, together with Government sourced supplementary funding (e.g. HEEPS:ABS) and other external funding sources such as ECO. Additionally, the current uncertainty around what recommendations may be made by Scottish Government in relation to multi storey fire safety improvements, as a result of the inquiry into the Grenfell disaster, mean it is difficult to plan for these from a funding and procurement perspective as recommendations could involve significant funding challenges. To maximise the Council's investment in energy efficiency measures, the availability of external funding is pursued to ensure that the appropriate EESH targets can be met. Investment in multi storey properties continues in advance of any post Grenfell recommendations as noted in the detailed risk register, including upgrades to heat and smoke detectors and extending the provision of fire rated doors to private owners whose doors don't meet the same standards as those in Council properties.
House building and community regeneration	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.	12 High	The provision of high quality affordable housing is a key component of improving the quality of life in Renfrewshire and is an integral part of the regeneration strategy that must be delivered. The council is 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, the council is progressing Community Growth Areas across Renfrewshire and using new approaches to attract new development and investment.
Regeneration of Renfrewshire's Town centres	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	12 High	The regeneration of Renfrewshire's Town Centres is a key priority for the service and detailed Town Centre Strategies have been agreed for Linwood, Johnstone, Erskine, Braehead and Renfrew. Following the positive impacts of the City of Culture Bid last year, the Council has ambitious plans to develop Renfrewshire's 'cultural assets' to support the regeneration activity across the LA area. This £91m investment

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Strategic, Corporate or Service risks	Risk Details		
	Risk Statement	Score	Brief commentary on the risk and approach to managing it
	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.		will have a significant impact on Paisley Town Centre and the wider Renfrewshire area the detail of which is noted under the Cultural Infrastructure and Regeneration risk.
Advanced Manufacturing and Innovation District Scotland (AMIDS)	Failure to maximise the impact of the National Manufacturing Institute of Scotland (NMIS) would be a missed opportunity to create skilled jobs and economic growth on a large scale resulting in reputational damage and less positive impact on the area's levels of poverty and deprivation.	10 High	The National Manufacturing Institute of Scotland (NMIS) will be located on the key GAIA/AMIDs site, giving Renfrewshire the opportunity to build on this success to create an Advanced Manufacturing District creating many skilled jobs, significant investment and economic growth. This opportunity will be supported by the City Deal team and partners across the Council and other organisations to maximise the beneficial impacts to Renfrewshire.
Environment & Communities			
Air Quality	If the Council is not seen to be effectively working towards meeting the statutory limit values for NO2 there is a risk of reputational damage and the potential for financial penalties.	15 High	Local Authorities have a statutory duty to assess local air quality and, where necessary, declare Air Quality Management Areas (AQMA) and develop Air Quality Action Plans. Renfrewshire Council has now declared 3 Air Quality Management Areas (AQMA) in Paisley, Johnstone and Renfrew Town Centres. To assess the air quality in Renfrewshire, the Council runs a network of monitoring sites across Renfrewshire and undertakes modelling to predict any air quality impacts. A draft Air Quality Action Plan has been developed for the Air Quality Management Areas and this is currently out for consultation. The Action Plan details actions that can be taken to reduce the levels on pollution within the Town Centres.
FAI Cemeteries	If large memorials in cemeteries are not checked at an appropriate frequency, there is an increased risk of potential accidents/ injuries. If repairs are not carried out to large memorials within an appropriate timescale when defects are noted, there is an increased risk of potential accidents/ injuries to members of the public visiting Renfrewshire cemeteries.	15 High	Renfrewshire Council has reviewed the Fatal Accident Inquiry regarding the death of a child at Craigton cemetery in Glasgow. The recommendations have been noted and will be taken on board with the Council awaiting Scottish Government guidance on large memorials in cemeteries. On a routine basis, Renfrewshire Council visit and assess large memorials in cemeteries across Renfrewshire. Where defects are noted, repair works are undertaken to make the large memorials safe.
Roads Highway Code of Practice	A new code of practice for highways comes into effect in October 2018, requiring revised arrangements to be timeously implemented or	15 High	Renfrewshire Council is currently transitioning to the new Roads Highway Code of Practice. The re-classification requires to be completed to ensure all roads and footways continue to be inspected at the required frequency. Renfrewshire Council is taking cognisance and transitioning to the new Roads Highway

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Strategic, Corporate or Service risks	Risk Details		
	Risk Statement	Score	Brief commentary on the risk and approach to managing it
	there may be an increased financial risk for the council.		Code of Practice and the requirement to re-categorise all roads and footways across Renfrewshire. This transition is being led on by the national body for Roads (SCOTS) with Renfrewshire assisting to ensure consistency across all local authorities.
Linwood Moss Landfill Site	Failure to adequately manage the Linwood Moss Landfill site could result in environmental impacts, reputational damage and failure to comply with Licensing conditions.	15 High	Work continues with the Scottish Environment Protection Agency (SEPA) as the environmental regulator to ensure that Linwood Moss landfill site complies with all environmental discharge legislation. Routine monitoring is undertaken and consultants are working within the site to ensure waterflow data is captured and analysed appropriately.
Finance & Resources			
Oversight of induction procedures	If people who are new to the council, or who are moving into new positions internally, are not aware/ reminded of key messages, information and expectations, then there is a risk of breach of council policies and procedures	12 High	Currently there is a corporate induction programme 'First Impressions' available through iLearn and local induction that is carried out by line managers which includes a new start's induction checklist. Finance and Resources have responsibility for monitoring compliance with induction procedures and improvements in monitoring compliance will be taken forward in 2018. Improvement measures include 'first impressions' being refreshed, updated and re-launched, monthly corporate induction for frontline staff being reintroduced, a new process with a monthly report being run on all new starts inviting them to complete either 'first impressions' or the new 'monthly corporate induction,' and there will be quarterly progress reports provided to services and the CMT through the Organisational Development and Workforce Development Plan. In addition a new performance indicator will be introduced to Service Improvement Planning highlighting the number of new starts vs number of inductions completed.
Insurance cover for predecessor organisations	With insurance gaps identified for some predecessor organisations, and recent legislative changes relating to limitation periods, there is an increased financial risk arising from possible uninsured claims	12 High	This risk arises from the potential for longtail industrial disease claims from former employees of Renfrewshire Council's predecessor organisations, the burghs. Additionally, the Scottish Government recently made changes to legislation pertaining to the length of time a claimant has to submit a claim, for specific types of claims. Consequently, there may be a financial impact on the council if a 'historic' claim is received in respect of a predecessor organisation and insurance policies are not able to be traced. To assist in this respect the council has a register of policies for predecessor organisations allow relevant insurers to be identified and notified wherever possible, an insurance archaeologist also undertook further work to identify insurers for known gaps and where the council believes an insurer is 'on risk' they are put on notice timeously.

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- 3.6 The risk treatment activity planned for 2018 and beyond is detailed within the risk registers themselves. This activity (proportionate to the level of each risk) will further contribute to either the prevention of the risk occurring, where possible, or mitigating their potential effects. Where there are no actions linked to a risk this indicates that the risk is being managed as 'business as usual' taking account of the control measures currently in place.
- 3.7 All risk registers continue to underpin the key priorities of the council's Annual Strategic Audit Plan. Actions relating to planned audits for 2018/19 are aligned to the relevant risks and any improvement actions arising from 2017/18 internal audit work will continue to be integrated into the risk register as audit reports are finalised.
- 3.8 A midyear progress report on the risk registers will be reported in due course to the Audit, Risk and Scrutiny Board. Information on specific significant risks will be reported by the Corporate Risk Management Group to the Corporate Management Team as required on an exceptional basis.

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Appendix 1 Strategic Risks




Reshaping our place, our economy and our future

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
City Deal		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 and outcomes and meet the requirements of the Assurance Framework could result in project delays, additional costs, loss of grant funding and reputational damage.	Director of Development & Housing Services, Project Director - City Deal	Top controls (1) All projects will be managed using the Council’s established Project Management Framework and the City Deal Assurance Framework. (2) The Glasgow City Region Finance Group meets four-weekly to review the financial monitoring and all financial matters in relation to the Programme. (3) Internal governance continues via the City Deal Programme Board (chaired by the Chief Executive), the Joint CE Steering Group for the AAP, and the Leadership Board. (4) Dedicated City Deal Project Team with Project Director and relevant experience of delivering major infrastructure projects in place and making good progress. (5) 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. (6) The GAIA and CWRR OBC’s were updated and submitted to GCR City Deal PMO in December 2017 (CWRR) and January 2018 (GAIA) – ahead of a review to ensure ‘Green Book compliance’ by Ekos. (7) Individual risk registers in place for each project which are formally reviewed on a monthly basis. (8) Individual project updates are reported to the Leadership Board on a regular basis.	03	05	15 High
Context: The Glasgow City Region Deal will deliver an investment in infrastructure of £1.13bn across the Glasgow City Region, including £274m on three infrastructure projects in Renfrewshire, together with additional investment into employment support through the Labour Market Projects.							
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.							
The specific Renfrewshire Infrastructure projects are: 1) Airport Access (AAP) (jointly delivered with Glasgow City Council) 2) Clyde Waterfront and Renfrew Riverside (CWRR) 3) Glasgow Airport Investment Area (GAIA) These capital infrastructure projects are being reviewed to maximise the potential benefits of the National Manufacturing Institute Scotland (NMIS) being located in the GAIA. Renfrewshire also has two Labour Market Projects: 1) Youth Gateway 2) Working Matters							
Action Codes	Linked Actions	Latest Note			Assigned	Due	Status
DHRR18.01.01a	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. Progress continues to be made on various fronts, including NMIS (see below) delivery and options for progressing the wider ‘Advanced Manufacturing Innovation District Scotland (AMIDS). Scottish Government formally announced in Dec 2017 that the National Manufacturing Institute for Scotland (NMIS) will be located at Netherton Farm in GAIA. This circa £60M public sector investment will establish a unique facility for Scotland and develop Scotland’s advanced manufacturing capability. Renfrewshire Council continue to be represented on the NMIS Delivery, with Renfrewshire Council leading on the Infrastructure Planning workstream for delivery of NMIS. All partners involved in NMIS are supportive of the development of the wider Advance Manufacturing Innovation District Scotland (AMIDS) vision, with NMIS being the anchor for this. The project team will			Head of Regeneration; Project Director - City Deal	31-Mar-2019	

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		<p>continue to work with partners on the development and delivery of NMIS and the wider AMIDS, with the opportunities for thousands of new jobs and investment for Renfrewshire.</p> <p>GAIA/AMIDS successfully made it through various gateway reviews to be included in Department for International Trade's national (UK) prospectus to attract capital investment to Scotland. This was launched by DiT at MIPIM in March 2018. GAIA / AMIDS also featured in Invest Glasgow's brochure and stand at MIPIM and has been showcased at a number of events.</p> <p>A Planning Permission in Principle (PPIP) application for the development of the key GAIA/AMIDS site will be submitted by the City Deal project team in May 2018. The purpose of the PPIP application is to help deliver the vision of creating an internationally recognised centre for innovation, research and advanced manufacturing by addressing as many of the common planning, environmental and other statutory requirements as possible and assist in de-risking the delivery of NMIS and future investment opportunities.</p>			
DHRR18.01.01b	Progress Planning Applications for GAIA & CWRR	<p>As previously reported, planning applications for both CWRR & GAIA projects were submitted on 04 July 2017.</p> <p>The GAIA project was progressed under two separate planning applications. One application (Ref: 17/0485/PP) comprised the main elements of the project including the Abbotsinch Road Realignment, the Wright St. Link & the Abbotsinch Cycleway with the other planning application (Ref: 17/0487/PP) comprising a new pedestrian / cycling / service bridge over the Black Cart.</p> <p>The Communities, Housing & Planning Policy Board granted planning consent on 7th November 2017 for the planning application (Ref: 17/0485/PP) for the main GAIA works (re-alignment of Abbotsinch Road, Wright Street bridge).</p> <p>The other planning application for the GAIA project (Ref: 17/0487/PP) comprising the Inchinnan Cycleway and a new cycle bridge over the Black Cart has yet to be determined.</p> <p>As previously reported, the Scottish Government will determine the planning application for the Clyde Waterfront and Renfrew Riverside project. Having reviewed all documentation, including letters of representation, originally submitted to the three planning authorities, the appointed Reporter compiling his report to Scottish Ministers. The three member authorities provided all comments on planning, roads and traffic matters to DPEA (by deadline of 05 March). RC City Deal team have also responded to the responses provided by other authorities.</p>	Project Director - City Deal	30-Mar-2019	
DHRR18.01.01c	Commence Procurement Process for GAIA & CWRR	<p>Procurement of construction works for GAIA project - the Council has completed the evaluation of the requests to participate submitted by candidates. The Council has informed the candidates concerned of the evaluation outcome and shortlisted six (6) Candidates to be invited to the initial invitation to tender stage of the procurement process. Tender documents were issued on 12 March 2018.</p> <p>The Leadership Board on 21 February 2018 agreed to seek authority from the City Region Cabinet at its April 2018 meeting to materially review the existing business case for the CWRR project to maximise the economic potential and impact of the existing GAIA project, following the December 2017 announcement by the Scottish Government that the National Manufacturing Institute for Scotland (NMIS) was to be located within the Glasgow Airport Investment Area (GAIA). This is likely to have an impact on the programme for CWRR.</p> <p>Procurement of construction works for the CWRR project is on hold until the outcome of the request to review the CWRR business case is known and the Scottish Government announces the planning decision.</p>	Project Director - City Deal	31-Mar-2019	
NEW	Audit Plan – performance measurement framework/ City Deal	NEW	Chief Auditor	30-Jun-2019	



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Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>Delivery of City of Culture 2021 Legacy</p> <p>Context: The bidding process for the UK City of Culture title itself has generated a new-found confidence and pride across our communities, businesses and partners and we will continue to build on this. As a result of bidding for the title, we have secured a £100million package of investment to reinvigorate some of our key venues in Paisley and also make a number of improvements to our town centre. An additional £7.5m has been invested in securing the cultural legacy with an enhanced events and marketing programme, and new resources to develop the capacity of the cultural sector. A partnership board legacy action plan has been developed to continue the ambition to achieve the bid's original long-term aims to significantly grow Paisley's creative economy, transform its reputation, see the town recognised for its cultural excellence, lift communities out of poverty, and turn Paisley town centre into a vibrant destination.</p>	Failure to realise the strategic cultural, social and economic regeneration targets established as part of the 2021 Bid would represent a missed opportunity and could result in reputational damage to the Council and our partners.	Director of Development & Housing Services	<p>Top controls</p> <p>(1) The Partnership Board and Executive Team established to develop the 2021 bid have committed to continued collaboration and the development and implantation of a bid legacy action plan</p> <p>(2) Council has agreed capital and operational budgets to support infrastructure, events/cultural programme development and cultural regeneration programmes</p> <p>(3) Additional funding discussions are being taken forward with Scottish Government and individual funders identified during the bid</p> <p>(4) A bid legacy action plan has been agreed that identifies activities that will deliver step changes by 2027 across economic, reputational, social, cultural and town centre outcome areas</p> <p>(5) A delivery team is being established to focus on the delivery of the action plan and continued support of the partners</p> <p>(6) A programme management framework and risk register is being established to ensure visibility of progress within the partnership governance model</p>	03	05	15 High
Action Codes	Linked Actions	Latest Note		Assigned	Due	Status
NEW	Delivery of the bid legacy action plan	NEW		Director of Development & Housing Services	31-Dec-2027	






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Building strong, safe and resilient communities

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Delivery of Community Empowerment expectations		The council needs to build on its experience in consulting with its residents and communities to ensure effective processes are in place for all aspects covered by the Act otherwise there could be reputational risks around delivery of expectations associated with the Act, financial and operational risks associated with service delivery, and financial and liability risks associated with community asset transfer.	CMT	Top controls (1) Community level governance arrangements are currently being reviewed to assess how they can facilitate engagement from local communities. In particular, the review has explored how Local Area Committees can meet the requirements of the Community Empowerment (Scotland) Act, and provide an enhanced role for communities to engage with the wider Community Planning Partnership. (2) Following a review, a new process is currently being developed and piloted which reviews how the Council works with community groups. This pilot will see officers working alongside community organisations to develop a more detailed framework of activity. This would include developing detailed principles for the Council's engagement and support, and creating a process which is more efficient for the Council, and transparent for community organisations (3) Community Asset Transfer - Implementing (and reporting on) the Community Empowerment (Scotland) Act 2015 including Community Asset Transfer requests	04	04	16 High
<u>Context:</u> The Community Empowerment (Scotland) Act 2015 and places a wide range of requirements on local authorities. The Act is intended to empower community bodies through the ownership or control of land or buildings and by strengthening the voice of communities in the planning and delivery of public services. Some parts of the act have come into force while others have still to be enacted.							
Action Codes	Linked Actions			Latest Note	Assigned	Due	Status
BVAR Action Plan (rec 7)	Embed new governance arrangements for community planning in Renfrewshire, developing shared workplans and priorities in consultation with partners, communities and people			NEW	Chief Executive	31-Mar-2018	
BVAR Action Plan (rec 7)	Develop locality planning arrangements in line with the requirements of Community Empowerment legislation, with particular focus on working with partners to engage with those most impacted by poverty in Renfrewshire			NEW	Chief Executive	30-Jun-2018	



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Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Community Safety & Public Protection <u>Context:</u> This is a wide-ranging agenda relating to the protection of vulnerable people, communities, businesses and organisations. What makes people vulnerable changes over time and through individual circumstances - and can also sometimes occur unexpectedly as a result of a civil contingencies emergency or event. With the best systems and procedures in place this risk is always possible given human nature and the unpredictability of some scenarios.	The council's community safety and public protection role, delivered within an integrated partnership model is critical to ensuring child and adult protection, and that offending behaviour and community safety services are effectively delivered, or risk of harm to and from individuals may arise.	Director of Environment & Communities And Director of Children's Services	Top controls (4) Multi-agency child and adult protection committees well established, with independent chair in place for both (5) Community safety and public protection steering group (6) Chief Officers Group (leaders from all relevant partner agencies meeting on a regular basis to discuss key issues) (7) Community Safety Hub, tasking and case management arrangements (8) Procedures developed and implemented across partnerships through the child and adult protection committees and through Community Justice Renfrewshire. (9) Multi Agency Risk Assessment Conference (MARAC) (10) Development of national Missing Persons Strategy (11) Ensure all relevant employees have the training, awareness and skills to keep those people at risk of harm as safe as possible. (12) Embed a consistent approach to supporting children and families affected by domestic violence informed by a strength based model of intervention.	03	05	15 High
Action Codes	Linked Actions	Latest Note		Assigned	Due	Status
CHSSIP17.06.06	Implement recommendations flowing from the national reviews of child protection and the care system.	Updates on the work of the national Child Protection Improvement Programme are reported to Renfrewshire Child Protection Committee and the Chief Officers Group. We will continue to monitor for local learning. The annual child protection updates have been delivered to child care and criminal justice staff over the summer period.		Head of Childcare and Criminal Justice	31-Mar-2019	
NEW	We will respond to the planned presumption against short sentences	Extend the opportunities for people with convictions to engage with community based services to address their offending behaviour.		Criminal Justice Manager	31-Mar-2019	
NEW	Audit Plan – disclosure checks, review arrangements	NEW		Chief Auditor	30-Jun-2019	
NEW	Audit Plan – trading standards procedures	NEW		Chief Auditor	30-Jun-2019	
CRSIP17.01.03.06	Lead on the public protection agenda incorporating requirements from national legislation.	The Public Protection Agenda is critical in ensuring that Renfrewshire is a safe place to live, work and visit. Through the Community Safety & Public Protection Steering Group and reporting to the Renfrewshire Community Safety Chief Officers Group, Environment & Communities drive the Public Protection Agenda in close partnership with Police Scotland, Scottish Fire & Rescue, Children's Services and the HSCP and other key partners. Over the past year significant progress has been made. Local strategies have been developed to target Serious and Organised Crime, Counter Terrorism and are based on the national agenda set by the UK and Scottish governments. The Renfrewshire Community Safety Partnership has developed its approach to CCTV with 24 hour monitoring and a focus on crime prevention, missing persons and homelessness. Work with the Gender based violence group and Police Scotland has led to the development of best practice MARAC (high risk		Regulatory & Enforcement Manager	31-Mar-2020	








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		victims of domestic abuse) processes. The development of an integrated enforcement policy has ensured all regulatory and enforcement services are targeted on supporting the development of legitimate businesses and ensuring the safety and protection of local communities.			
CRSIP17.01.03.07	Develop and deliver phase 2 of the Renfrewshire Community Safety Partnership hub.	The final plans for the improved welfare facilities in the development of the Community Safety Hub have been approved to allow the project to be initiated and completed in quarter 4. The CCTV operations room continues to run 24 hours a day to allow the detection and prevention of crime across	Regulatory & Enforcement Manager	[31-Mar-2020]	
CRSIP17.01.03.08	Developing community interventions that build community resilience, improve safety and security and reduce victims of harm through improved intelligence sharing, partnership working and diversionary activities.	The Daily Tasking process is well embedded with 14 key partners attending on a regular basis. Public Protection leads on reviewing incidents over the previous 24/48 hours and disposing actions to the relevant agencies and partners, dealing with approximately 500 incidents per month. The improved intelligence shared via an Information Sharing Protocol allows earlier intervention within the communities to safeguard and reduce victims of harm. The Building Safer Greener Communities programme is now targeting its third area (Erskine) having successfully delivered interventions in Ferguslie and Gallowhill.	Regulatory & Enforcement Manager	31-Mar-2020	




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Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation	
Serious Organised Crime		The council implements a range of measures to prevent and detect serious organised crime and should measures not be implemented and monitored effectively there could be increased threat to resources and public security.	Director of Community Resources	Top controls (1) Single Point of Contact appointed to promote awareness of serious organised crime across the Council and to work closely with Police Scotland and internal audit. (2) The Renfrewshire Community Safety and Public Protection Steering Group has strategic responsibility for developing and implementing a multi agency approach to tackling the threats posed by serious organised crime (3) The Renfrewshire Council Integrity Group has responsibility for the Councils approach to dealing with the risks posed by serious organised crime and corruption (4) The Integrity Group has worked with Police Scotland and Internal Audit to produce a vulnerability assessment and to develop an action plan with a focus on governance, insider threat, workforce support, procurement, ICT and cyber security. (5) Key Council fraud and corruption policies are kept up to date and fully implemented.	03	04	12 High	
Context: •Serious and Organised Crime is a threat to national security •It costs the UK more than £24 billion a year •The council needs to protect its citizens and its business resources								
Action Codes	Linked Actions		Latest Note			Assigned	Due	Status
CRSIP17.01.03.10	Develop and deliver a strategy for how the Council will respond locally to the risks posed by serious organised crime.		Renfrewshire Council’s Integrity Group sets the Council’s strategy on reducing the threat posed internally from Serious Organised Crime and Corruption. The group membership encompasses representation from key Council Services, with Police Scotland acting in an advisory capacity. The Integrity Group have undertaken an internal assessment of the risks posed to the Council and its services by fraud, corruption and organised crime. This assessment identified potential areas for action. These actions were captured as part of a Renfrewshire Integrity Action Plan, which is being used as an internal document to focus the work of the Integrity Group on mitigating vulnerabilities in areas of greatest risk. The key themes currently focussed upon in the Integrity Action Plan are: Governance, Insider Threat, Workforce Support, Procurement, and ICT & Cyber Security The Action Plan is a live document and the Integrity Group regularly review the progress of existing actions, as well as horizon scanning to identify any further actions or improvements.			Regulatory & Enforcement Manager	31-Mar-2018	
NEW	Audit Plan – prevention and detection of fraud and corruption		NEW			Chief Auditor	30-Jun-2019	

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Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Local partnership structure Context: A Renfrewshire Community Planning Partnership Executive Group of chief officers of the key partners and an Oversight Group of elected members have been established to strengthen governance of the Community Planning Partnership. The review included benchmarking the Renfrewshire model against those of other Scottish local authorities, undertaking significant engagement with all stakeholders and others not currently engaged in LACs and undertaking an analysis of grant funding applications and awards over the last five years.	A streamlined community planning structure is required to create a fit for purpose vehicle to develop and implement the 'Our Renfrewshire Community Plan'.	Head of Policy and Commissioning	Top controls (1) A report on the first phase of engagement was agreed by the Council on 21 December 2017, which approved a second phase based on nine proposals for action. (2) Second phase of engagement will be completed by April 2018 and finalised proposals reported to Council for approval and implementation during 2018/19. (3) Following engagement with communities and community planning partners during 2017 and 2018, the 'Our Renfrewshire Community Plan 2017-27' was published by the Scottish Government deadline of 1 October 2017. An associated Locality Plan was also published. (4) Work with communities to develop local action plans to tackle issues people care about most. The Review of Community Level Governance Arrangements proposals being consulted on during January to April 2018 include provision for the establishment of new Local Partnerships. (5) Each Local Partnership would have, as an early task, the development of action plans that identify and address the issues that local people care about most.	03	04	12 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CE.SIP.17.04.35	Implement changes to the governance arrangements of Renfrewshire Community Planning Partnership	The new governance arrangements are now in place, with the Executive Group having met thrice and the Oversight Group having met once. The new arrangements will now develop the detailed actions to support the delivery of the new Community Plan.		Partnerships Planning & Development Manager	31-Oct-2017	
SRR17.08.08a	Audit Plan - Audit function of the Integration Joint Board	Fieldwork nearing completion		Chief Auditor	30-Jun-2018	
BVAR Action Plan (rec 6)	Undertake a strategic financial overview exercise on an annual basis with community planning partners	NEW		Chief Executive/ Dir. of Finance & Resources	31-Mar-2019	
BVAR Action Plan (rec 7)	Finalise review of Local Area Committees in Renfrewshire	NEW		Chief Executive	31-Dec-2017	
BVAR Action Plan (rec 7)	Publish Renfrewshire's Community Plan 2017-2027	Plan now published		Chief Executive	31-Oct-2017	
BVAR Action Plan (rec 7)	Embed new governance arrangements for community planning in Renfrewshire, developing shared workplans and priorities in consultation with partners, communities and people	NEW		Chief Executive	31-Mar-2018	
BVAR Action Plan (rec 7)	Develop locality planning arrangements in line with the requirements of Community Empowerment	NEW		Chief Executive	30-Jun-2018	

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	legislation, with particular focus on working with partners to engage with those most impacted by poverty in Renfrewshire				
CE.SIP.18.02.02	Implement a new approach for Local Area Committees	NEW	Strategic Partnerships & Equalities Manager	31-Mar-2019	
CE.SIP.18.02.03	Work with communities to develop local action plans to tackle the issues people care about most	NEW	Strategic Partnerships & Equalities Manager	31-Mar-2021	
CE.SIP.18.02.07	Implement changes to the governance arrangements of Renfrewshire Community Planning Partnership	NEW	Strategic Partnerships & Equalities Manager	31-Dec-2018	









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Tackling inequality, ensuring opportunities for all

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>Poverty levels in Renfrewshire</p> <p>Context: The Council's Tackling Poverty programme has been delivering since 2015, with an additional £5million allocated at Council in February 2018 to sustain key projects within the programme over a five-year period. Poverty has a wide range of adverse impacts on Renfrewshire residents which can be prevented or mitigated. Low income can cause immediate crisis such as food and fuel insecurity, or homelessness, but the Council also recognising the risks associated with living on a low income, particularly for children and young people. For example, the attainment gap between children from low income households and their better off peers is well documented and a key priority for the Council, and the significant health inequalities associated with living on a low income continue to be a key priority as well. Approaches to help mitigate welfare reform will be delivered to help Renfrewshire residents. Universal Credit is expected to be rolled-out to Renfrewshire in September 2018 and preparation for the new Scottish Social Security arrangements is also underway so that the potential impacts of the next phase of welfare reforms are well-understood across the Council.</p>	If we don't have a co-ordinated approach to tackling the causes and consequences of poverty, this could jeopardise the effort in reducing both the short term impacts on households but also have wider long term consequences on attainment and health for people living on low incomes	<p>Head of Policy and Commissioning</p> <p>Head of Customer and Business Services</p>	<p>Top controls</p> <p>(1) £5 million Council funding allocated to progress range of targeted initiatives and interventions</p> <p>(2) Robust programme management processes in place</p> <p>(3) Governance structure agreed for reporting progress and budgetary monitoring</p> <p>(4) Preparation for the roll out of Universal Credit full service and wider changes across the Scottish and UK Social Security Systems</p> <p>(5) Attainment Challenge Plan for Renfrewshire, including</p> <ul style="list-style-type: none"> • Additional staffing resource to support schools • Monitoring and tracking of data on attainment • Use of standardised assessments • Establishments and services engaging in self-evaluation to improve learning and teaching • Establishment Review Teams monitoring performance and linking to inspection activity • Investing in the Education Workforce plan 	04	05	20 V. High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CE.SIP.17.02.06	Provide strategic leadership for the delivery of the overarching Tackling Poverty Strategy	This action is 95% complete. At Council in March 2018, £5million was allocated to extend key projects within the Tackling Poverty programme based on evaluations. Current focus is on the development of the next five year programme based on key learning.		Strategic Partnerships and Inequalities Manager	31-Mar-2018	
CE.SIP.17.02.07	Manage the delivery of projects within the Tackling Poverty Programme	Projects within the programme continue to be delivered on time and within budget, and with streamlined governance arrangements. The programme won 'Programme of the Year' in the Project Management Awards 2017, recognising the quality of programme management and governance.		Strategic Partnerships and Inequalities Manager	30-Apr-2018	
CE.SIP.17.02.08	Continue service improvements and delivery of long term outcomes as part of an ongoing approach to tackle poverty	Exit strategies for projects across the programme have now been developed, along with a programme wide evaluation document which summarises the key outcomes, achievements and learning from across the programme.		Strategic Partnerships and Inequalities Manager	31-Oct-2017	
CE.SIP.17.02.09	Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reforms	A programme of preparatory work is now underway to prepare for the roll-out of Universal Credit full service, due to go live in Renfrewshire in September 2018. Significant work has also been undertaken to assess the potential financial and service impacts of welfare reforms.		Strategic Partnerships and Inequalities Manager	31-Mar-2018	

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CE.SIP.17.02.10	Deliver a range of interventions to support financial inclusion across Renfrewshire	Renfrewshire's Advice Partnership, Affordable Credit group and the Credit Union Forum continue to deliver key partnership working in financial inclusion. The recommissioning of external advice services in the area is underway, with the new service due to commence from 1st July 2018.	Strategic Partnerships and Inequalities Manager	31-Mar-2018	
CE.SIP.17.02.12	Implement our digital participation plan to support low income families and other disadvantaged groups to benefit from access to the internet	Since this action and its timescales rely on targets linked to national programme of rolling out superfast broadband, deadline has been extended to December 2018 both nationally and locally. Council is also allocating resources to improve connectivity across the area by rolling out public Wifi to 32 public building and three town centres with Johnstone already live and Paisley and Renfrew to follow in June 2018. All other measures including the post of Digital Participation Officer are also being implemented or extended under the Tackling Poverty Programme.	Project Manager (Digital Assistance)	31-Mar-2018	
CE.SIP.18.03.01	Programme of work to tackle inequalities and poverty learning from evaluation of Tackling Poverty programme	NEW	Strategic Partnerships and Inequalities Manager	31-Mar-2021	
CE.SIP.18.03.02	Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reforms	NEW	Strategic Partnerships and Inequalities Manager	31-Dec-2018	
CE.SIP.18.03.03	Deliver a range of interventions to support financial inclusion across Renfrewshire	NEW	Strategic Partnerships and Inequalities Manager	31-Mar-2019	
CHS.SIP.17.02.01	Develop and implement a strategic vision for learning and teaching within and across Early, Primary and Secondary sectors.	Four development officers are now in post and are progressing developments in the four key areas of literacy, numeracy, assessment and transition. Analysis and the depth of the work being progressed is included in the reporting arrangements for the Attainment Challenge Plan.	Assistant Director (Education)	31-Aug-2018	
CHS.SIP.18	Further develop the curriculum, and the opportunities for personal achievement, to maximise school leavers' skills to meet the needs of employers	A more consistent approach is evident in schools in terms of successfully supporting young people into positive and sustainable destinations post school.	Assistant Director (Education)	31-Mar-2021	New Action
CHS.SIP.18	Support and challenge establishments in more effective use of data to assess children's progress and improve learning and teaching.	To support rigour in the monitoring of school performance which leads to improvements in monitoring and tracking at a school level.	Assistant Director (Education)	31-Mar-2021	New Action
CHS.SIP.17.03.03	Further develop reporting of management information to inform policy and practice including meeting the needs of the National Improvement Framework.	A data workstream has been developed as part of our approach to the attainment challenge which brings with it enhanced capacity for gathering and reporting data to support equity and excellence in our schools. Also, two research assistants have been appointed to our educational psychology service to assist the service and schools evaluate the impact of interventions which will be made as part of the attainment challenge.	Assistant Director (Education)	31-Aug-2018	
CHS.SIP.18	Support targeted children and young people at key transitions to close the attainment and achievement gaps	Transition teachers will have a good understanding of curricular transition in order to better support targeted pupils and will cascade best practice.	Assistant Director (Education)	31-Mar-2021	New action
CHS.SIP.17.04.02	Support schools to deliver a Senior Phase to ensure appropriate pathways	Initial discussion and analysis of performance has taken place with all Secondary Heads and deputies to improve understanding of where we are	Assistant Director (Education)	31-Mar-2021	

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	for our young people are giving them the best opportunity to achieve qualifications and awards at the highest level.	and what steps need to be taken to support improvement. Schools have been asked to reflect this in their planning and this will be followed up through forthcoming attainment visits.			
CHS.SIP.17.04.03	Provide children and young people with opportunities to participate in activities which provide a vehicle for wider achievement.	The team continues to target youth work activities to young people in schools and communities and offers a comprehensive youth work programme in support of the action. A recent Youth Assembly enabled young people to identify and focus on key issues and resulted in the creation of a youth commission looking at Bullying and its impacts on Health & Wellbeing.	Assistant Director (Education)	30-Jun-2018	
SRR17.06.07a	Audit Plan - Review of the deployment, accountability and responsibility for targeted funds	Fieldwork is nearing completion	Chief Auditor	30-Jun-2018	
FR.SIP.18	Provide effective support to people affected by the introduction of Universal Credit Full Service by September 2018 onwards	NEW	Head of Customer and Business Services	30-Sep-2018	

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2 Corporate Risks



Reshaping our place, our economy and our future

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Cultural Infrastructure & Regeneration <u>Context:</u> Following the positive impacts of the City of Culture Bid last year, the Council has ambitious plans to develop Renfrewshire's 'cultural assets' to support the regeneration activity across LA area. This £91m investment includes:- <ul style="list-style-type: none"> £42m Paisley Museum £22m Paisley Town Hall £7m Paisley Library £2.5m Paisley Arts Centre £7.5m St James £10m Public realm and transport improvement projects 	The planned £91m of infrastructure investment will 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	Top controls <u>Museum Project</u> (1) 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. An application was submitted to the Scottish Govt Regeneration Capital Grants Fund (RCGF) fund with £4m being approved in March 2018. (2) 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. (3) The Museum Store relocation to High Street was successfully completed in October 2017 with a public opening in December 2017. <u>Other Projects</u> (1) All projects will be managed using the Council's established Project Management Framework (2) Risk registers are prepared and maintained for all capital investment projects. (3) Progress reports are taken to the Infrastructure Board at an officer level and to the Leadership Board to update Members. (4) Procurement strategies have been prepared for each project with the most appropriate procurement route selected.	03	05	15 High
Action Codes	Linked Actions	Latest Note		Assigned	Due	Status
DHRR18.01.04a	Progress the Proposed new Paisley Lending Library in town centre.	No 22 High Street, Paisley property purchased by Council June 2016. Initial site investigations and surveys complete. Design Team appointed through Hub West procurement route received Board approval (March 2018) and feasibility study of development options are being prepared. Detailed risk register prepared for the project.		Head of Regeneration	31-Dec-2020	
DHRR18.01.04b	Identify temporary accommodation and appropriate funding for the decant/recant of the Lending Library.	Options appraisal being undertaken on potential locations for temporary library and Heritage Centre within Paisley Town Centre. Decisions will be taken on preferred options by Paisley Regeneration Board, which is chaired by the Chief Executive.		Head of Regeneration	31-Dec-2018	





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Building strong, safe and resilient communities

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Organisation and ICT Resilience Context: <ul style="list-style-type: none"> Civil contingencies service and organisational capacity to respond to major incidents Dependencies in relation to ICT systems Business continuity during transition to Business World Service business continuity responsibilities to respond to any ICT downtime or disruption (Data centre migration/ Data centre BAU issues/ Cloud based telephony and potential for disruption of critical council service/ Solaris/Oracle migrations from old cluster to new) 	If the council is not a resilient organisation, this could result in a poor response to external disruptive events such as those recorded in the Community Risk Register and/ or internal events such as loss of key employees, facilities or systems (impacting adversely on the community, council employees, services and reputation).	Director of Environment & Communities And Director of Finance & Resources	Top controls <ol style="list-style-type: none"> Council Incident Response Procedures, Council Business Continuity Arrangements and Council Crisis Communication Plan Corporate and service department Resilience Management Teams meeting regularly to review arrangements Generic major incident plans, national and local contingency plans Regular exercising of emergency plans ICT Disaster Recovery Plan All major ICT projects have project risk management principles applied Transition to Business World – <ul style="list-style-type: none"> To Be business processes have been mapped and are under review with the wider Council Additional business resource has been made available to support understanding of the current As Is processes End user training will be tailored to train new business processes alongside the new system User Testing will incorporate the testing of the new business processes alongside the new Business World system Contingency plan is to continue working with existing systems and processes should the project not be ready to launch when planned. 	04	04	16 High
Action Codes	Linked Actions	Latest Note		Assigned	Due	Status
CRSIP17.01.03.05	Fulfil the requirements of the Flood Risk Management Act by developing action plans to address flooding risk in Renfrewshire.	The Council is a member of the Clyde & Loch Lomond Flood Risk Management area. This is a partnership involving Scottish Water, SEPA and 13 local authorities, priorities across the area have been set with regard to detailed study to address future flood risk. The first Flood Risk Management Plan was published in June 2016 and has two cycles covering the period 2016 – 22 and 2022 – 28. Actions currently ongoing and on target include: <ul style="list-style-type: none"> Surface Water Management Plan / Study of Hillington / Cardonald / Penilee area jointly progressing with Glasgow City Council to identify the most sustainable suite of options to manage flood risk from all sources; Integrated Catchment Study of Erskine Waste Water Treatment Works Catchment with Scottish Water to assess catchment flood management needs; Flood risk through effective development planning and management; Maintain a schedule of watercourse assessment and repair; Map watercourses and Sustainable Urban Drainage systems Record flood events. 		Flood Risk Mgt Lead	31-Mar-2019	
CRR17.10.05c	User acceptance testing to confirm suitability of new processes	In terms of UAT there is a further round being planned to take place throughout May to June (initially by project leads but then more widely across services). Payroll parallel runs will continue over the summer with three full parallel runs of each pay run being undertaken before go live in September.		Head of ICT	[30-Sep-2018]	
NEW	Audit Plan – cloud services	NEW		Chief Auditor	30-Jun-2019	

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Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Insider Threat and Corporate Fraud		The council implements a range of measures to prevent and detect insider threat and corporate fraud. Should measures not be implemented and monitored effectively there would be increased threat to resources and security of information.	Director of Environment & Communities; Director of Finance & Resources	Top controls (1) The Integrity Group, chaired by the Head of Public Protection, includes appropriate membership from across service area to review and where necessary strengthen organisational resilience. (2) A corporate counter fraud team is in place, under the management of internal audit, to raise awareness of threats and create an anti-fraud culture, assist with prevention, detect and investigate cases and refer cases to other agencies. (3) Appropriate ICT controls are in place to prevent and detect information assets. Supported by a dedicated Cyber Security officer and an Information Security Group to advise on risk control measures. (4) Employee vetting checks are in place for all new employees.	03	04	12 High
Context: The council needs to protect its business resources (employees, financial and information resource)							
Action Codes	Linked Actions		Latest Note		Assigned	Due	Status
CRR16.03.05d	Audit plan – review of counter fraud and corruption policies and procedures		Draft policy has been prepared for review by management.		Chief Auditor	31-Mar-2018	
CRR17.10.07c	Audit Plan - Revision of counter fraud and corruption policies and procedures		Draft policy has been prepared for review by management.		Chief Auditor	30-Jun-2018	
NEW	Audit Plan – prevention and detection of fraud and corruption		NEW		Chief Auditor	30-Jun-2019	
NEW	Audit Plan – corporate system access		NEW		Chief Auditor	30-Jun-2019	

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Cyber Security		Should cyber security attacks target the council internet, IT network or data communications there is a risk of website defacement; loss of control, integrity or availability of IT resources; loss of confidential data and information assets; and a failure in compliance obligations.	Head of Information and Communications Technology	Top Controls (1) Scottish Government Cyber Resilience Strategy and Public Action Plan (2) IT security scanning and filtering technologies (3) Backup copies of data (4) Incident Management & Response plans (5) Independent IT Health Checks (6) Encrypted devices (7) Encrypted internet based connection to O365 services (8) User access controls including Active Directory services, certificates, passwords, two factor authentication, rights management rules and conditional access rules. (9) Regular review of risk (10)Evolving deployment of technologies to increase protection and decrease risk over time (11)Cyber Essentials accredited	03	04	12 High
Context: Cyber threats have increased over the past decade and continue to rise and as a Government agency, the public sector is specifically targeted by cyber criminals. The ransomware attack of 2017 that brought the NHS to its knees is a prime example of the risk and impact. Traditional security avoidance and prevention strategies may no longer be adequate for stopping advanced persistent attacks. Renfrewshire Council is focused on ensuring cyber risk is appropriately managed in a way that supports innovative working and the safety and security of council systems and information.							
Action Codes	Linked Actions			Latest Note	Assigned	Due	Status

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Tackling inequality, ensuring opportunities for all

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>Welfare Reform</p> <p>Context: Universal Credit (UC) was initially rolled out across Renfrewshire in 2015 for a limited client group. The rollout of the full digital Universal Credit service in Renfrewshire is now scheduled to start in September 2018. Significantly more customers (estimated at 20,000) will be expected to make on-line applications and receive monthly benefit payments once UC is fully rolled out. As a result, the demand for support required to help citizens successfully move on to and maintain claims to UC in areas such as digital access, personal budgeting and housing support will increase significantly.</p> <p>Council areas where the full service is already underway report a range of organisational impacts including increasing rent arrears; in Renfrewshire direct payment of UC to recipients will increase the rent that needs to be collected directly from council tenants from £15M to £28M per year once full rollout is complete in 2022. Other impacts include fewer applications for Council Tax Reduction, impacting on Council Tax revenue, as well as increased demand for both Discretionary Housing Payments and Scottish Welfare Fund crisis grants. This sits alongside reductions in Housing Benefit administration funding that is not expected to be aligned with reductions in workload.</p>	Welfare related legislative changes, including the move to Universal Credit Full Service will increase demand for digital support and advice services across the community as the council looks to support people transition to the new arrangements. UC could jeopardise the viability of the Housing Revenue Account and will increase demand for Scottish Welfare Fund and Discretionary Housing Payments and lead to a reduction in CTR income. It will create additional resource and workforce planning pressures for services.	Director of Development & Housing And Director of Finance & Resources	<p>Top controls</p> <p>(1) The potential impact of the roll out of universal Credit has been modelled across a range of functions and income streams to support effective planning and resource allocation and is updated to reflect any new information from DWP or other parties.</p> <p>(2) A detailed plan of Council activity ahead of go live has been developed and joint planning with DWP is also underway to ensure the plans are aligned and take account of the lessons learnt from earlier adopters.</p> <p>(3) Utilising £0.81M of resources set aside by the council, the development of responsive interventions will be developed and deployed over the short term to assist in managing the impact of UC.</p> <p>(4) Well-developed management arrangements are in place to monitor rent and council tax income and arrears levels.</p> <p>(5) The administration arrangements and spend for Discretionary Housing Payments and Scottish Welfare Fund are monitored and reviewed on an ongoing basis.</p> <p>(6) Workforce planning activities include actions to coordinate and manage the impact of UC and other welfare reform changes on staff resources.</p> <p>(7) The council continues to be represented by senior officers in discussions at a national level on a range of welfare reform issues, including Universal Credit rollout.</p> <p>(8) The Community Planning Partnership ensures cohesive working among partners, and the Advice Partnership Renfrewshire provides a forum for communicating and involving key stakeholders.</p>	04	04	16 High
Action Codes	Linked Actions		Latest Note	Assigned	Due	Status
FR.SIP.18	Monitor the progress of welfare reform and put in place effective controls to ensure the Council is prepared for the impacts	NEW		Head of Customer & Business Services	30-Sep-2018	

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Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Education Reform <u>Context:</u> The ongoing review and reform of educational governance, which will be set out in the Education Act expected to be in draft by summer 2018.	All indications are that the reform will pose risks to: <ul style="list-style-type: none"> Financial governance and control arrangements Workforce planning and recruitment policy 	Director of Children's Services	Top controls (1) Engagement with the Scottish Government and all consultation relating to the reforms (2) Engagement with schools on possible reforms and preparation on possible future arrangements	03	03	09 Moderate
Action Codes	Linked Actions	Latest Note		Assigned	Due	Status
Actions to follow detailed proposals						




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Creating a sustainable Renfrewshire for all to enjoy

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Climate change, sustainability and adaptability	If the council does not make the most of opportunities associated with climate change, sustainability and adaptability, there is a risk of missed opportunities for maximising savings and the potential for financial penalties.	Director of Finance & Resources	Top controls (1) The Council has used the Climate Change Assessment Tool – helps public sector organisations in Scotland self-evaluate their performance under the public sector duties of the Climate Change (Scotland) Act 2009 (2) The Carbon Management Plan has specific objectives to reduce emissions and these are included in other key documents such as the Council Plan (3) Implementation of the Corporate Asset Management Strategy ensures that property assets are managed effectively and efficiently through the provision of relevant management and performance information (4) The Energy Management Team: <ul style="list-style-type: none"> ensure energy management initiatives are aligned to the capital investment programme and corporate asset strategy to optimise use of property estate and reduce overall running costs and energy consumption levels promote reductions in energy usage and advise employees and residents about energy efficiency (5) Through the Procurement Unit, sustainability and community benefits are considered in the development of all contract strategies	02	04	8 Moderate
Context: <ul style="list-style-type: none"> Protecting and enhancing the Green Belt and strengthening landscape character in Renfrewshire Stabilising Renfrewshire's population Protecting and sustaining human health and enhancing human wellbeing. Ensuring better integration between transport and land use planning and increasing the proportion of trips undertaken by walking, cycling and public transport Protecting and enhancing the water environment and promoting sustainable flood risk management Improving air quality and reducing the level of airborne pollutants Reducing green-house gas emissions Reducing Renfrewshire's carbon foot print Increasing energy efficiency 						
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CRSIP17.01.04.14	Ensure a residual waste treatment and disposal facility is fully operational by 2019 as part of the Clyde Valley Waste Management solution	The contract for residual waste treatment and disposal has been finalised and plant build has commenced. Discussions are now taking place regarding delivery of commissioning tonnage to the new plant prior to the formal contract commencing. This ambitious collaborative project remains on target to be fully operational by 2019. Primary Treatment works are ongoing at Viridor Clyde Valley at Bargeddie, North Lanarkshire. The secondary treatment plant at Dunbar is still in construction phase, but still on schedule to allow contract deliveries including commissioning waste to commence. The Linwood Waste Transfer station refurbishment works will now commence on 2 April 2018, with an estimated completion date of late June / early July.		Amenity Services Manager (Waste)	31-Mar-2019	
CRSIP17.01.04.14	Ensure a residual waste treatment and disposal facility is fully operational by 2019 as part of the Clyde Valley Waste Management solution	Contract for the treatment and disposal facility is on schedule with the contract commencing on 1 December 2019. The service is developing options for interim waste disposal solutions to allow the Council to manage its residual waste in advance of the facility going 'live' in 2019. The transfer station at Linwood requires a level of refurbishment to allow residual waste to be handed to a contractor to service the bulking up and transfer of waste. Works commenced in September and is due for completion at year end.		Amenity Services Manager (Waste)	31-Mar-2019	

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FRSIP17.04.03	Meet the Scottish Government's targets and expectation on Carbon Reduction measures	Work is ongoing to meet the targets on Carbon Reduction measures.	Head of Property Services	31-Mar-2020	
FRSIP17.04.04	Increase focus on Carbon and Financial standings through monitoring and targeting.	Work is ongoing to increase focus on carbon and financial standing through monitoring and targeting.	Head of Property Services	31-Mar-2020	
NEW	Audit Plan – energy management	NEW	Chief Auditor	30-Jun-2019	







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Working together to improve outcomes


Context	Risk Statement	Owned by	Current Risk Control Measures	L'hood	Impact	Eval
<p>Financial Sustainability</p> <p>Context: Best value report</p> <ul style="list-style-type: none"> Recommendation in Best Value report to prioritise how services need to be provided in future to be funded from within available resources. <p>Cost & Income pressures</p> <ul style="list-style-type: none"> Future grant settlements and the level of funding available. Implications of national economic policy to protect certain services from real terms reductions in funding such as the Police and NHS Future Local Government pay settlements and non-payroll related inflation Demographics & demand pressures, such as an ageing population with increased associated service demands Implications of welfare reform & poverty levels. Reductions in council income from fee generating services such as local planning and parking, Implications of the national economic recovery and associated risks/uncertainty in economic factors e.g. interest rates. 	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	<p>Top controls</p> <ol style="list-style-type: none"> An updated Medium to Longer Term Financial Planning Strategy assessed the various risks to the council's short, medium and longer term financial sustainability. The results are communicated throughout the council in various related reports such as the "Financial Outlook 2018-2020 Report" presented to the Leadership Board on the 12/12/2017. Committee reports of this nature cover a wide range of current and future financial and economic factors e.g. Strategic Economic and National Policy Context, Cost Pressures, Pressures on Income and Mitigation Strategies to deal with such uncertainties. 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 robust and transparent decision making and incorporates an escalation process with regards budget management issues which may arise. In conjunction with the medium to longer term financial outlook and the councils continued "Better Council Change Programme" Renfrewshire Council has been pro-active in planning for the future by identifying and agreeing a planned release of resources. This is required to meet emerging budget pressures and is utilised in conjunction with the Council's long term debt smoothing strategy to support the release of planned savings over a number of years There is close financial monitoring of the agreed savings to be achieved and this is to ensure they are delivered within the agreed timescales and achieve the associated objectives. Monitoring is undertaken via a combination of financial and operational measures, actions & related update 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. Levels of and use of reserves and the Council's Capital Investment and Treasury Management Strategy. <p>Other controls</p> <ol style="list-style-type: none"> 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. 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 its related costs. Improving asset management planning, asset utilisation and energy consumption has clarified priority areas for investment in the council's estate and this has supported and informed the council's investment decisions and the formulation of the council's capital & revenue budgets. 	05	05	25 V.High

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Action Codes	Linked Actions	Latest Note	Assigned	Due	Status
CRR17.10.04a	Audit Plan - Review of programme management arrangements, focusing on the pace and effectiveness of the change programme	Work on this audit is being carried forward to 18/19, work has been contracted and will commence in April 2018.	Chief Auditor	30-Jun-2018	
CRR17.10.04b	Audit Plan - Review of workforce planning arrangements	Fieldwork has commenced.	Chief Auditor	30-Jun-2018	
CRR17.10.04c	Audit Plan - Review of the arrangements for client charging and payments	Fieldwork ongoing	Chief Auditor	30-Jun-2018	
CRSIP17.03.09.34	Develop customer engagement plans to involve our customers and actively seek their buy-in and support for service provision.	Environment & Communities has played a leading role in developing a corporate approach to Empowering Communities. The service is developing proposals to create a new relationship between the Council and its communities based on building community capacity in 'natural' communities; transferring control of service delivery and assets to communities; developing decentralised budgets and participatory budgeting proposals and sharing more power more equally between communities, individuals and professionals.	Regulatory and Enforcement Manager	31-Mar-2019	
NEW	Audit Plan – home care contract management	NEW	Chief Auditor	30-Jun-2019	
BVAR Action Plan (rec 5)	Continue to implement the agreed medium term financial strategy which will focus on delivering required savings through the Better Council Change Programme, debt smoothing and effective workforce planning	NEW	Chief Executive/ Director of Finance & Resources (in consultation with Elected Members	31-Mar-2020	

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Governance - Internal control and management oversight		Recent trends suggest that assurance is becoming more challenging and combined with opportunities for improvement around management oversight there is an emerging risk to systems of internal control	CMT	Top controls (1) Annual Internal Audit Plan prepared in consultation with Service managers and designed to support the Chief Auditor’s annual opinion on the control environment. (2) Audit Panel arrangements provides oversight at CMT. (3) Improved Audit, Risk and Scrutiny Board reporting arrangements agreed including escalation process for outstanding actions.	03	05	15 High
<u>Context:</u> ▪Reduction in the workforce and an increase in scale and pace of change ▪More challenging environment beginning to emerge for oversight and assurance							
Action Codes	Linked Actions		Latest Note		Assigned To	Due Date	Status
NEW	Regular meetings to take place with Service directorate managers to focus on internal control issues and actions outstanding.		NEW		Chief Auditor	31-Mar-2019	
NEW	Audit Plan – key financial controls		NEW		Chief Auditor	30-Jun-2019	



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Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Asset Management <u>Context:</u> <ul style="list-style-type: none"> Property services Community asset transfer Facilities management Compliance Environmental infrastructure such as roads, lighting, bridges, reservoirs and flood risk management (drainage/ gullies etc) 	There are many opportunities, statutory and insurance obligations in relation to the council's physical assets which require efficient management otherwise there could be financial, physical and reputational risk for the council and/ or service users.	Director of Environment & Communities And Director of Finance & Resources	Top controls (1) Property Services – <ul style="list-style-type: none"> Renewing our Corporate Asset Strategy Managing and reporting 'Condition' and 'Suitability' PIs for property Delivering on our Carbon Management Plan (2) Community Asset Transfer – Implementing (and reporting on) the Community Empowerment (Scotland) Act 2015 including Community Asset Transfer requests (3) Facilities management - there is statutory inspection guidance that defines roles and responsibilities for inspection and follow-up, and planned statutory compliance inspections of assets are undertaken by trained personnel (4) Compliance – in addition to 3 above use of the CAMIS system aids keeping track of compliance activity (5) Environmental infrastructure and flood risk management <ul style="list-style-type: none"> Inspection of roads, structures and lighting by trained employees LED street lighting programme - greatly improved reliability of street lamps across Renfrewshire, the LED conversion programme will save over 60% of energy consumption compared to the current situation and reduce maintenance. All LEDs are now complete. (6) Contracts are out for drainage inspection, clearing and repair where required	03	05	15 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
NEW	Audit Plan – Roads inspection and monitoring	NEW		Chief Auditor	30-Jun-2019	



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Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Information and Records		If information (in whatever format), is not managed and handled effectively and in line with legislative requirements, there is an increased financial and reputational risk for the council as well as risk to service deliver and organisational decision-making	Director of Finance & Resources	Top controls (1) Roles and responsibilities for information governance and information management are defined and established (for individuals, teams and groups) (2) A full suite of policies and guidance is in place around how information is handled and shared securely and how data is protected, with many training and development requirements and opportunities for employees, such as DP, information security, and records management modules on iLearn (3) There are technical ICT controls in place to protect the information handled by the council (4) There is an established incident management procedure in place for identifying, reporting, investigating and monitoring lessons learned from any information security incidents or near misses (5) Records Management Plan (approved by Council), which covers all the organisation's records.	03	05	15 High
Context: 1) Information as a resource for business intelligence 2) Protection of data and preparations for compliance with the General Data Protection Regulation ahead of the 25 May 2018 enforcement date 3) ICO powers to administer significant monetary penalties 4) The Records Management Plan that requires full implementation							
Action Codes	Linked Actions		Latest Note		Assigned	Due Date	Status
FRSIP17.10.26	Progress Records Management Plan (RMP) Action Plan, in particular the Business Classification Scheme		It was anticipated that an invitation would be received start of April from the Keeper of Records to submit update plan by May 2018. No formal invitation has been received, as yet, from the Keeper. Discussion with CMT 1 May 2018.		Records Manager	31-Dec-2017	
FR.RR16.10.08g	Develop disposal procedures for line of business applications		A new Records Disposal Policy has been drafted and submitted to the Records Working Group for approval in preparation for submission to CMT with a target of having it approved by May 2018		Records Manager	31-Jul-2019	
FR.RR16.10.08c	Revise and implement the Information Management Strategy		An Information Management Strategy suite of documents including Information Management Principles has been drafted and is with the Head of ICT to discuss approval with the SIRO. Once approved this will be cascaded through the organisation.		Enterprise Architect	31-Jan-2018	
FR.RR16.10.08d	Develop a range of practical data and information management guidance to allow individuals, team and services management their information assets more effectively		A practical information management guidelines document has been drafted as part of the suite of documents making up the Information Management Strategy, and is with the Head of ICT to discuss approval with the SIRO. Once approved this will be cascaded through the organisation. An Information Classification Policy has been drafted and with the Head of ICT to present to the CMT for approval.		Enterprise Architect	31-Jan-2018	
NEW	Ensure all actions on the GDPR Action Plan are completed timeously to support compliance in time for the enforcement date.		Preparations by the Managing Solicitor (DPO) are ongoing, including staff training and awareness raising via training sessions, the launch of the mandatory GDPR iLearn module and regular bulletins to staff from the SIRO. Policies, procedures and guidelines will also be fully updated by 25 May, following approval of the revised DP policy by Board in March 2018.		Managing Solicitor (DPO)	25-May-2018	
NEW	Audit Plan – GDPR compliance		NEW		Chief Auditor	30-Jun-2019	
NEW	Audit Plan – Educational establishment/ information security		NEW		Chief Auditor	30-Jun-2019	

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Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Better Council Programme		The ongoing transformational change agenda makes for a highly complex and challenging business environment which, if not co-ordinated and managed effectively across all aspects of the council's business, could result in benefits not being delivered and impact significantly on future service delivery and the longer term effectiveness of the organisation	CMT	Top controls (1) Programme management approach adopted. (2) Monthly programme boards held as part of CMT agenda. (3) Effective budget tracking and monitoring (4) Regular reporting on progress to the Leadership board (5) Effective joint working with between PMU staff and service leads (6) Special development sessions held with all managers to third tier to assist in prioritising areas for further development and possible inclusion in the second phase of the programme. (7) A workforce planning strategy has been developed by HR & OD, aligned to the Organisational Development strategy and BCCP and the individual actions identified within this are being progressed. (8) Directors are being supported by HR&OD to implement highly effective workforce planning approaches to effectively scenario plan to deal with any major uncertain shifts in the Council's internal or external environments. (9) A range of learning and development solutions to support managers specifically on areas of change management and workforce planning has been delivered through the Leaders of the future programme.	03	04	12 High
<u>Context:</u> (1) Successfully deliver Phase 3 of the Better Council Change programme and implement the agreed budget and savings options (2) Implementation of a significant programme of transformational change (3) Increased efficiency (4) Third phase of the programme to facilitate identification of additional savings areas. (5) Addressing capacity challenges (financial and workforce) to deliver change and improvement							
Action Codes	Linked Actions		Latest Note		Assigned To	Due Date	Status
CE.SIP.16.04.02	Successfully deliver Phase 2 of the Better Council Change Programme		The ERP solution (Business World) which will replace systems including Resourcelink and e5 is behind schedule. The project is in managed delay and is due to go live in Sept 2018. Monthly reporting on progress is being managed through the Better Council Programme Board.		Strategic Change Programme Manager	[30-Sep-2018]	
FRSIP17.10.32	Lead on Better Council Programme projects phase 3		The Better Council Change Programme has expanded significantly in Phase 3 and now includes 34 projects split across 5 key themes including; Commercialisation, Customer Experience & Digital, New Delivery Models, Optimising the use of our assets and Organisational Change.		F&R SMT	31-Mar-2019	

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Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Business World <u>Context:</u> As the ERP project moves towards implementation, the new Business World environment will be operational for managers and employees to access a range of ICT, HR and financial services. Realising the outcomes and benefits of this new way of working will now be the focus of this risk as Business World becomes business as usual.	The introduction of Business World requires the redesign of several key internal processes and when operational, employees and managers will need to fully engage with the range of ICT, HR and financial services, otherwise there is a risk that the council will not maximise the full range of anticipated benefits.	CMT	Top controls (1) Through the governance structures for the project there is wide engagement with council services and partners to ensure they have visibility of where the project is at and what can be delivered (2) Information provided from (1) above covers the deliverability of benefits which are dependent on the implementation and associated business process changes.	03	04	12 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CRR17.10.05b	Establish benefits realisation plan and trackers	With the go live date now being September 2018 the due date for this action has been revised as benefits cannot be generated prior to this. It will also take some time for benefits to accrue as we fully learn to exploit the efficiencies possible from the system.		Strategic Change Programme Manager	[30-Sep-2019]	
CRR17.10.05e	Audit Plan - Review key financial controls in order to provide an opinion on the financial internal control environment in place for those systems included within the roll out of ERP	Work due to commence in the latter part of the year.		Chief Auditor	[31-Dec-2018]	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Governance (BV) and Leadership <u>Context:</u> The best value report published in August 2017 noted good leadership in the council. Recommendations made however included: ▪ Councillors improving cross-party working ▪ Councillors taking advantage of training & development that the council provides to ensure they have the necessary skills and knowledge to perform their role effectively	Effective governance and leadership is essential otherwise there is an increased risk to the business and reputation of the council and to important decisions that will need to be made in future.	CMT	Top Controls (1) Comprehensive induction and ongoing development programme in place for elected members. (2) Members are offered the opportunity to develop focussed individual development plans. (3) Cross Party Sounding Board established	02	04	08 Moderate
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
BVAR Action Plan (rec 1)	Embed Cross Party sounding Board and identify opportunities for all elected members to work together on issues of common interest and importance for the council and the Renfrewshire area.	NEW		All Elected Members	31-Mar-2019	
BVAR Action Plan (rec 2)	Undertake a review of the current training and development programme through engagement and consultation with elected members, to identify potential opportunities to further support attendance and participation levels.	NEW		Chief Executive and Elected Members	31-Dec-2017	

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Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Workforce Planning (BV) <u>Context:</u> The best value report published in August 2017 highlighted areas for improvement with regards to workforce planning, most of which have been progressed already and are now reflected within the current control measures. The current risk evaluation is therefore moderate	Recommended improvements in workforce planning arrangements should be implemented otherwise there will be an increased risk to how future services are delivered.	Director of Finance & Resources	Top controls (1) The Council Workforce Plan 2017-2020 (approved in August 2017) (2) Each service department has its own workforce plan with associated priorities aligned to the 5 key themes of the Council Workforce Plan (3) All services have embedded workforce planning into their Service Improvement Plans (4) A Strategic OD & Workforce Planning Board is now well established (5) A dedicated resource for workforce planning is in place to support monitoring and progress of service and Council workforce planning actions (6) Engagement with and reporting to a wide range of stakeholders including CMT, Policy Boards, Services, Trades Unions and Staff Panels (7) Managers are being developed in workforce planning. 233 managers are currently on development programmes with an anticipated 600 planned up until 2019. (8) The Renfrewshire Health and Social Care Partnership (HSCP) also has its own Workforce Plan and Oversight Group with representation of senior managers from HSCP and Council. (9) Children's Services has a workstream specifically focused on teacher recruitment	02	04	08 Moderate
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
NEW	Progress the Council Workforce Plan's next 6 months' priorities		NEW	Head of HR and Change	30-Sep-2018	
NEW	Roll out workforce planning training for all staff (awareness)		NEW	Head of HR and Change	31-Mar-2019	
BVAR Action Plan (rec 4)	Roll out performance development and review programme across the council		NEW	Director of Finance & Resources	31-Mar-2019	
BVAR Action Plan (rec 4)	Implement new management arrangements to integrate existing HR, organisational development and programme management resources within one function to further strengthen the council's approach to managing change		NEW	Director of Finance & Resources	31-Mar-2019	




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Appendix 3 Top Service Risks




Chief Executive Services



Reshaping our place, our economy and our future

Context	Risk Statement	Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
Renfrewshire Events Strategy	If the council doesn't support all local activity to maximise the benefits from the legacy of the 2021 bidding process, we won't be able to attract new visitors and to change the reputation of Paisley and Renfrewshire.	Head of Marketing and Communica-tions	Top controls (1) A Multi Agency Events Group meets on a monthly basis. Our multi agency partners include Police Scotland, Scottish Fire and Rescue, Ambulance Scotland. A number of internal departments represented; Events, Health and Safety, Civil Contingencies, Community Resources - street scene, roads and occasional representation from Members Services when required. The remit of the group is to plan and deliver safe and successful events. The group primarily review council run events but also consider community events jointly plan that could have implications for any of the service represented. A contingency manual is prepared for each council run event, circulated to all members of the group for comment and feedback. The document contains timelines, key contacts, site maps, permissions and is designed to provide event control room with a single document containing all strategic information required to inform decisions on the day. Each event is supported by a consumer marketing and media campaign that enables up-to-the minute event information to be provided to event goers and visitors. The group also review all events on completion and log any issues in a lessons learned to inform planning and development for future events. (2) Events Guidance Manual in operation (3) Considerable pre-event liaison with in house teams and the emergency services (4) The events team and in-house specialists have considerable experience and a good track record in organising and managing events (5) Suppliers procured in accordance with Contract Standing Orders, with indemnity limits agreed and insurance covers checked. Other controls Accredited and experienced stewards are employed and Paramedic and trained first aiders are on site at all large scale events. There is events cancellation insurance cover in place for higher cost events		03	04	12 High
Our approach includes leading on the implementation of the Renfrewshire Visitor Plan 2018-2021 and coordinating the progress of the action plans for the seven strategic projects which teams across the council and partners are responsible for delivering. The key element of that will be to lead on the provision of an events management service for the Council and the delivery of the Renfrewshire Events Strategy including bidding for new national events and designing, commissioning and delivering a programme of events and festivals across Renfrewshire.							
Action Codes	Linked Actions		Latest Note	Assigned To	Due	Status	
CE.SIP.18.01.05	Deliver a range of diverse and exciting events to increase visitor numbers to our town centre and grow local event attendances		NEW	Head of Marketing and Comms	31-Mar-2021		
CE.SIP.18.01.06	Implement the Renfrewshire Visitor Plan		NEW	Head of Marketing and Comms	31-Mar-2021		
CE.SIP.18.01.09	Deliver the events strategy to 2022. This will include bidding for new events and delivering an enhanced events programme on an annual basis as part of the Paisley 2021 Legacy plan		NEW	Head of Marketing and Comms	31-Mar-2021		

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Context		Risk Statement	Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
Public affairs and marketing		If the council doesn't engage with local citizens and communities to enhance awareness and understanding of the Council and the services, we won't be able to promote and enhance the council's reputation and celebrate our achievements.	Head of Marketing and Communications	Top controls (1) Head of Marketing and Communications and the Marketing Manager and Corporate Communications Manager liaise with Services/ Senior Management Teams on the co-ordination and timing of information communications, communication strategies, action plans and key milestones (2) Head of Marketing and Communications is full member of Corporate Management Team (3) Media protocol in place (4) Communications database (Gorkana) is used to track and manage media enquiries (5) Council information channels such as; website, social media, magazine are used effectively to promote council initiatives (6) All content on website and intranet have review dates set so that checks can be made on currency of information (7) Crisis Communications Strategy and on call rota in place (8) All employees are required to comply with council guidelines when using approved social media applications such as Facebook and Twitter (9) The Communications team monitors all social media accounts		03	04	12 High
The service is leading on producing high quality campaigns and promotional materials which position Renfrewshire positively in digital and traditional media. Campaigns will be designed to raise awareness of council services, policy changes and promote positive behavioural change leading to improved lives. The risk will also be managed through the provision of professional marketing and graphical design services, the development and implementation of the Council's marketing strategy and provision of external communications, media and public relations to protect the council's reputation, reinforce the corporate vision and build the profile of the council nationally.								
Action Codes	Linked Actions		Latest Note		Assigned To		Due Date	Status
CE.SIP.18.01.04	Implement our destination marketing plan		NEW		Head of Marketing and Comms		31-Mar-2021	
CE.SIP.18.01.07	Create a positive destination brand to drive positive perceptions of Paisley and Renfrewshire as a great place to live, work and visit, and implement the destination marketing strategy		NEW		Head of Marketing and Comms		31-Mar-2021	
CE.SIP.18.01.08	Establish a commercialisation model that reconnects the Paisley Pattern to Paisley		NEW		Head of Marketing and Comms		31-Dec-2020	

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Children's Services



Working together to improve outcomes

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>Workforce planning: Recruitment of teachers</p> <p><u>Context:</u></p> <ul style="list-style-type: none"> Workforce planning: structural change and having a flexible, motivated and skilled workforce Organisational development: management development, individual personal / employee development and performance management Leadership and culture 	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	<p>Top controls</p> <p>(1) Representation on the Council's Workforce Development & Equality Group (WDEG) which is tasked on an ongoing basis with reviewing competency requirements for all job roles.</p> <p>(2) iLearn system in place providing online access to learning and development.</p> <p>(3) Dedicated training staff in place within the service.</p> <p>(4) Literacy Development Programme being rolled out.</p> <p>(5) Proactive work to attract and retain teaching professionals to roles in Renfrewshire</p>	04	03	12 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CHS.SIP.17.02.03	Support and strengthen the professional capacity of staff through leadership and professional development.	<p>A number of staff involved in the aspiring leaders programme have been appointed to substantive head teacher posts within Renfrewshire during the first quarter of 2017/18, and have taken up these posts. Professional learning programme for academic session 2017/18 has been established with enrolments demonstrating high levels of aspiration amongst staff, indicating a real desire for leadership input and opportunity.</p> <p>A social work supervision policy has been developed to support the new fitness to practice competencies required by the registering body SSSC. This is being rolled out on a phased basis.</p>		Director of Children's Services	31-Mar-2020	
CHS.SIP.17.07.02	Ensure there is an appropriate level of staffing to deliver on the requirements of emerging policy developments relating to for example the Attainment Challenge, Pupil Equity Fund, and increasing early years provisions.	<p>Staffing levels in social work services are regularly monitored at regular management meetings.</p> <p>Staffing in schools remains challenging in relation to the availability of suitably qualified staff. An extensive recruitment exercise has been undertaken in order to secure teachers to permanent contracts wherever possible. Vacancies are monitored on an ongoing basis.</p>		Assistant Director (Education)	31-Mar-2020	

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Development & Housing



Reshaping our place, our economy and our future

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Advanced Manufacturing and Innovation District Scotland (AMIDS)	Failure to maximise the impact of the National Manufacturing Institute of Scotland (NMIS) would be a missed opportunity to create skilled jobs and economic growth on a large scale resulting in reputational damage and less positive impact on the area's levels of poverty and deprivation.	Director of Development & Housing Services	Top controls <ol style="list-style-type: none"> (1) The GAIA City Deal project will support the delivery of the infrastructure required to support the AMIDS. (2) The Council are working closely with partners including the Scottish Government, Scottish Enterprise and the University of Strathclyde to meet the programme for NMIS delivery. (3) The Renfrewshire City Deal team is leading on the Infrastructure, Planning & Building workstream for the delivery of NMIS. (4) The Renfrewshire City Deal team, with partners, is developing an overarching programme for the delivery of GAIA enabling infrastructure, NMIS delivery, other potential inward investments and the wider AMIDS – taking into account all partner requirements and interdependencies to ensure all stakeholders requirements are met with minimal impact on each other. (5) Leadership Board agreed to seek authority from the City Region Cabinet at its April 2018 meeting to materially review the existing business case for the CWRR project to maximise the economic potential and impact of the existing GAIA project, following the December 2017 announcement by the Scottish Government that the National Manufacturing Institute for Scotland (NMIS) was to be located within the Glasgow Airport Investment Area (GAIA). (6) A Planning Permission in Principle (PPIP) application for the development of GAIA will be submitted by the City Deal project team. The purpose of the PPIP application is to help deliver the vision of creating an internationally recognised centre for innovation, research and advanced manufacturing by addressing as many of the common planning, environmental and other statutory requirements as possible and assist in de-risking the delivery of NMIS and future investment opportunities. 	02	05	10 High
Context: The National Manufacturing Institute of Scotland (NMIS) will be located on the key GAIA/AMIDS site, giving Renfrewshire the opportunity to build on this success to create an Advanced Manufacturing District creating many skilled jobs, significant investment and economic growth						
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
NEW	Assist in meeting NMIS construction milestone through commissioning of advanced works associated with AMIDS PPIP	NEW		Head of Regeneration	31-Mar-2019	
NEW	Submit PPIP for AMIDS	NEW		Head of Regeneration	31-Mar-2019	

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Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Unemployment and economic growth <u>Context:</u> Funding availability, Brexit and other economic conditions could have an impact on the activity areas below: <ul style="list-style-type: none"> • Loss of EU funding to support Council initiatives. • . Staffing implications if Council or EU funding is not continued • Supporting local Businesses and start-ups • Employability initiatives. • Maximising external funding. • . • Other public focused issues that may emerge from the Council Plan / SOA indicators. 	The Economic climate has recovered significantly, however the impact of Brexit and other economic challenges 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.	Director of Development & Housing Services	<p>Top controls</p> <p><u>Invest in Renfrewshire</u></p> <ol style="list-style-type: none"> (1) The business and employability teams are experienced in delivering similar programmes. (2) Administrative processes and awards of grants have been audited and checked by legal services. (3) Partnership agreements are signed with all companies involved with the programme. (4) A sound procurement process is in place for the programme. <p><u>Employability Initiatives</u></p> <ol style="list-style-type: none"> (1) 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. (2) 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. <p><u>Business Gateway /Growth /Start Ups, etc Retail Improvement Scheme</u></p> <ol style="list-style-type: none"> (1) These schemes initiatives support new and existing businesses to invest in their business, create additional employment opportunities, and help fulfil their ambitions for growth. 	03	05	15 High
Action Codes	Linked Actions	Latest Note		Assigned	Due Date	Status
	Continue to deliver the Renfrewshire Employability Partnership Programme as the Council's response to the shared services agenda.	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. The initiative has exceeded targets set and work is underway to consider new regional approaches to youth unemployment.		Economic Development Manager	31-Mar-2019	
	Develop the Invest in 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. A new sectoral approach is being developed to ensure that impacts are maximised across growth sectors.		Economic Development Manager	31-Mar-2019	
	Deliver Business Gateway (BG) 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-2019	

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Building strong, safe and resilient communities

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
House building and community regeneration <u>Context:</u> • 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.	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	Top controls <u>House building and encouragement of investment</u> (1) Promotion/Marketing of Renfrewshire as a place to invest. (2) Consultation on the new draft Strategic Housing Investment Plan 2017/18 - 2022/23 was carried out in September 2017. (3) 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. (4) The Renfrewshire Local Housing Strategy 2016-2021 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> (1) The Council has identified a number of priority regeneration projects in local residential communities through the SHIP process. These include:- • Paisley West End • Ferguslie Park Regeneration Plan • Orchard Street housing regeneration. • Johnstone Castle. • Bishopton. <u>Community Regeneration</u> (1) 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. (2) The Local Housing Strategy 2016-2021 provides the policy context for ongoing investment and interventions. (3) Regular consultation and liaison with Scottish Government. (4) The Planning & Housing Section with the Service has been augmented and work programme aligned to ensure that resources are available to address the consultation, monitoring and delivery of regeneration activity.	03	04	12 High
Action Codes	Linked Actions	Latest Note		Assigned	Due Date	Status
	Consult on proposals for the regeneration of the Tannahill area of Ferguslie Park	Following the request by Council to develop further options for residential development and investment in the Tannahill area of Ferguslie Park. These options are in the final stages of development and will be presented to Board in May 2018.		Head of Regeneration	31-Mar-2019	
	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. . The second CPO will now be promoted.		Head of Regeneration	31-Mar-2019	
	Promote the use of CPO to facilitate the regeneration of Paisley West End Masterplan	To ensure the successful delivery of the Paisley West End Masterplan a CPO will be promoted for the area within the masterplan boundary		Head of Regeneration	31-Mar-2019	

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Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>Housing Investment</p> <p><u>Context:</u> The Energy Efficiency Standard for Social Housing (EESH) was introduced in April 2015 with the first milestone set for 31 December 2020. Scottish Government carried out a mid term review of EESH during 2017 and the next milestone is expected to be announced during 2018. It is the Council's position that EESH will be achieved through the capital funding plans for planned investment programmes, together with Government sourced supplementary funding (e.g. HEEPS:ABS) and other external funding sources such as ECO. There is also uncertainty over what recommendations will be made regarding investment in multi storey (high rise) blocks as a result of the inquiry into the Grenfell disaster which could involve significant funding challenges.</p>		<p>Delivery of the EESH standard will require access to external funding sources to supplement the Council's capital funding. If the council does not secure sufficient funding to deliver all these measures, some properties may not meet the required standard.</p> <p>The current uncertainty around what recommendations may be made by Scottish Govt in relation to multi storey fire safety improvements mean it is difficult to plan for these from a funding and procurement perspective.</p>	<p>Director of Development & Housing Services</p>	<p>Top controls</p> <p><u>Energy Efficiency Standard for Social Housing (EESH)</u></p> <p>(1) The opportunities to secure external grant funding for energy improvements are being maximised, with over £11.6M HEEPS:ABS funding been secured over the last 5 years with a further £1.5M expected in 2018/19</p> <p>(2) The Scottish Government has carried out a mid term review during 2017 to assess landlords' progress towards compliance with the 2020 milestone</p> <p>(3) Temporary exemptions may be possible where it can be demonstrated that the costs associated with meeting the standard are excessive and where external funding sources are not available to support the Council's capital programme</p> <p>(4) As a result, where EESH measures cannot be applied in the short to medium term, some properties may not meet the required standard. This may cause issues for tenants of those properties in terms of higher costs to heat their homes</p> <p><u>Multi Storey Investment</u></p> <p>(1) Since Grenfell, the Council has chaired regular meetings with a group of key officers, including representatives from Scottish Fire & Rescue Service to review fire safety measures and agree any actions that may enhance the fire safety arrangements in the future</p> <p>(2) Communal Area fire alarm systems are in place in each of the 14 blocks</p> <p>(3) Fire Risk Assessments are in place for each of the 14 blocks, with an additional independent fire safety audit currently underway</p> <p>(4) The fire safety role carried out by the concierge and caretaking staff is under review with consideration of enhancing the cover provided by extending the hours that blocks are staffed</p> <p>(5) Fire rated doors which were previously installed in all council owned properties have now been offered to those private owners whose door did not meet the required fire safety standard and installations are underway</p> <p>(6) A programme of upgrades to smoke and heat detectors within each council property is underway</p> <p>(7) Regular update reports are presented to the Communities, Housing and Planning Policy Board</p>	<p>04</p>	<p>03</p>	<p>12 High</p>
Action Codes	Linked Actions		Latest Note		Assigned	Due Date	Status

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Creating a sustainable Renfrewshire for all to enjoy

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Regeneration of Renfrewshire's Town centres <u>Context:</u> *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.	Director of Development & Housing Services	<u>Town Centre Regeneration</u> <ul style="list-style-type: none"> 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. In Sept 2017 stage 1 HLF funding of £4.9m was approved for the redevelopment of Paisley Museum with a Round 2 bid being developed for submission in 2019. An application was submitted to the Scottish Govt Regeneration Capital Grants Fund (RCGF) with £4m being approved in March 2018. £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 and agreed by Board. <u>Paisley Town Centre Heritage Asset Strategy (PTCHAS)</u> <ul style="list-style-type: none"> 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 completed in Summer 2017. £4.5m funding for Phase 2 approved by HLF / HES for further townscape heritage priority projects in Paisley Town Centre. Building purchased at No.22 High Street, Paisley for the Learning & Cultural Hub incorporating the relocation of Paisley Central Library and £1.5m Scot Govt RCGF funding was secured. 	03	04	12 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
	Deliver the Paisley Town Centre Action Plan 2016-2026.	Engagement continues with key stakeholders.		Head of Regeneration	31-Mar-2019	

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Environment & Communities



Building strong, safe and resilient communities

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
FAI/Cemeteries Context: Many memorials and headstones within our cemeteries and churchyards have been erected many years ago. Although modern construction techniques are applied now, many of these have been erected without suitable foundations and dowling that connects the pieces of a memorial together. Even when these have been included, many of them will have failed over the course of time, compounded by the natural deterioration of the materials originally used. Although the memorial stones remain the sole property of the legal lair holder, Renfrewshire Council has a statutory duty to ensure the safety all of visitors, staff, funeral directors and contractors visiting and operating within our cemeteries and churchyards. In many cases, the legal 'owner' of the memorial or headstone will be deceased.	If large memorials in cemeteries are not checked at an appropriate frequency, there is an increased risk of potential accidents/ injuries. If repairs are not carried out to large memorials within an appropriate timescale when defects are noted, there is an increased risk of potential accidents/ injuries to members of the public visiting Renfrewshire cemeteries.	Head of Amenity Services	Top controls (1) Staff presence and visits to all of our operational cemeteries who will report anything that requires further inspection. (2) Routine/ programmed inspections of Renfrewshire cemeteries and churchyards to ascertain the condition of memorials, headstones, crypts, mausoleums and associated structures. Where defects are found, memorials are made safe by laying down. (3) Attempts are made to contact the last known lair holder that we have taken action to make the memorial safe.	03	05	15 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
NEW	Environment & Communities will work with the Scottish Government and Scottish Burials Benchmarking Group (SBBG) to implement any guidance and actions arising from the fatal accident inquiry into the death at Craigton Cemetery.	NEW		Head of Amenity Services	31-Mar-2019	
NEW	On publication of the guidance - undertake a robust training needs analysis to identify any skills gap and any additional staff resources in meeting the published guidance requirements - Identify and deliver suitable and sufficient staff training.	NEW		Head of Amenity Services	31-Mar-2019	
NEW	Develop and implement a suitable software package for recording finding. This will be required to link into the cemeteries management software suite.	NEW		Head of Amenity Services	31-Mar-2019	
NEW	Continue to review and amend processes and continue to work with SG and SBBG on best practices and any subsequent amendments to the guidance.	NEW		Head of Amenity Services	31-Mar-2019	



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Creating a sustainable Renfrewshire for all to enjoy

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Roads Highway Code of Practice Context: New code of practice for highways - coming into effect in October 2018, requiring revised arrangements to be timeously implemented	Arrangements to support risk-based categorisation and inspection of highways (roads and footways), require to be implemented timeously or there may be an increased financial risk for the council.	Head of Amenity Services	Top controls (1) Dedicated team and resources in place to prepare for and transition to new arrangements	03	05	15 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
NEW	Arrange risk management training for assessors, for applying the new risk based methodology agreed by SCOTS	NEW		Head of Amenity Services	31-May-2018	
NEW	Risk assess and re-classify the highway network in line with the new methodology agreed with SCOTS	NEW		Head of Amenity Services	15-Jul-2018	
NEW	Revise inspection policy and submit to Board for approval	NEW		Head of Amenity Services	07-Aug-2018	
NEW	Go live with new procedures in October 2018	NEW		Head of Amenity Services	31-Oct-2018	

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Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Air Quality <u>Context:</u> Local authorities have a statutory duty to assess local air quality and, where necessary, declare Air Quality Management Areas (AQMA) and develop and Air Quality Action Plan	If council is not seen to be effectively working towards meeting statutory limit values for NO2, there is a risk of reputational damage and the potential for financial penalties, depending on UK and Scottish Government decisions on how to apportion EU fines should they be imposed on the UK for failing to comply with the EU Air Quality Directives.	Head of Public Protection	Top controls (1) A network of monitoring to measure Air Quality is undertaken throughout Renfrewshire. (2) The approved 2014 Paisley Town Centre Air Quality Action Plan is being updated and supplemented to produce a Renfrewshire wide Action Plan; reflecting the additional Air Quality Management Areas declared by the Council in 2016 (3) Effective action plan measures are implemented to address air quality issues within all the Air Quality Management Areas (4) Funding applications to the Scottish Government are submitted annually to assist with implementation of additional monitoring and action plan measures, where necessary	04	03	12 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CR.RR17.04.14a	Develop an Air Quality Action Plan for the 3 Air Quality Management Areas within Renfrewshire to improve air quality.	Three Air Quality Management Areas have now been declared for Renfrewshire. The draft Air Quality Action Plan has been developed to introduce measures to improve Air Quality in these areas. The draft action plan was presented to the Infrastructure, Land and Environment Policy Board on 24 January 2018 highlighting the next steps regarding the consultation of the document. Once the consultation is complete, a further report will be taken to Board for approval with appropriate measures being introduced.		Regulatory and Enforcement Manager	31-Mar-2019	
CR.RR17.04.14b	Work with partners in Renfrewshire to implement the ECO Stars Fleet recognition scheme.	Work continues with the Eco Stars award scheme and there are now 13 stakeholders assessed and been granted the award.		Regulatory and Enforcement Manager	31-Mar-2019	

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Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Linwood Moss landfill site <u>Context:</u>	Failure to adequately manage the Linwood Moss Landfill Site could result in environmental impacts, reputational damage and failure to comply with licensing conditions.	Head of Amenity Services	Top controls (1) Regular monitoring of leachate and gas from the site (2) Manual inspection of all infrastructure and telemetric system to monitor leachate levels in place (3) Procurement of consultants to work with SEPA (Environmental Regulator) on the discharge of leachate and gas	03	04	12 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CR.RR17.04.15a	Work with consultants and SEPA to assess if leachate can be discharged to watercourse	Tripartite meetings continue with SEPA and consultants (Atkins) and the Amenity Services – Waste Manager. Data on waterflow within the site is still being collected and analysed with SEPA requiring 2 years' worth of data before any decision is made on where the water will be discharged to.		Amenity Services (Waste) Manager	31-Mar-2018	
CRRR1617.02a	Continue to monitor Linwood Moss landfill site and rectify any faults found	Equipment on site and some materials (amoniacle nitrogen and iron levels) being removed. Tankering of leachate has been undertaken throughout 2017/2018 to ensure there is no overspill. Monitoring of Linwood Moss landfill site is undertaken on a daily basis.		Amenity Services (Waste) Manager	31-Mar-2018	

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Finance & Resources



Working together to improve outcomes

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation	
Oversight of induction procedures		If people who are new to the council, or who are moving into new positions internally, are not aware/ reminded of key messages, information and expectations, then there is a risk of breach of council policies and procedures	Head of Organisational Change and Workforce Planning	Top controls (1) First impressions - I learn induction course available to all staff, and incorporates all the mandatory information. (2) New start's Line manager carries out local induction and sends to Customer and Business Services to upload to Anite file (3) New starters induction checklist in use	03	04	12 High	
Context: ▪ Finance & Resources have responsibility for monitoring compliance with induction procedures								
Action Codes	Linked Actions			Latest Note	Assigned To		Due Date	Status
NEW	First impressions will be refreshed, updated and re-launched			NEW	Head of Organisational Change and Workforce Planning		30-Jun-2018	
NEW	Monthly corporate induction for frontline staff will be reintroduced			NEW	Head of Organisational Change and Workforce Planning		31-Aug-2018	
NEW	New process will commence – a monthly report will be run on all new starts inviting them to complete either 'First impressions' or the new 'monthly corporate induction'. There will be quarterly progress reports provided to services and the CMT through the Organisational Development and Workforce Development Plan.			NEW	Head of Organisational Change and Workforce Planning		31-Dec-2018	
NEW	New indicator will be introduced to the Service Improvement Planning highlighting the number of new starts vs number of inductions completed			NEW	Head of Organisational Change and Workforce Planning		30-Apr-2019	

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
Insurance cover for predecessor organisations		With insurance gaps identified for some predecessor organisations, and recent legislative changes relating to limitation periods, there is an increased financial risk arising from possible uninsured claims	Director of Finance & Resources	Top controls (1) Register of policies for Renfrewshire’s predecessor organisations allow relevant insurers to be identified and notified wherever possible (2) An insurance archaeologist also undertook further work to identify insurers for known gaps (3) Where the council believes an insurer is ‘on risk’ they are put on notice timeously	03	04	12 High
<u>Context:</u> ▪Long tail industrial related disease claims ▪Limitation (Childhood Abuse) (Scotland) Act 2017							
Action Codes	Linked Actions		Latest Note		Assigned To	Due Date	Status
No new actions/ continue to monitor							

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To: Audit, Risk and Scrutiny Board

On: 29 May 2018

Report by: Director of Finance and Resources

Heading: Local Scrutiny Plan for Renfrewshire Council (2018/2019)

1. Summary

- 1.1 This paper provides the Audit, Risk & Scrutiny Board with an overview of the key points in the Local Scrutiny Plan for 2018/19 for Renfrewshire Council. The Local Scrutiny Plan is attached as Appendix 1 to this covering report.

2. Recommendations

- 2.1 It is recommended that the Audit, Risk and Scrutiny Board:
- Notes that no scrutiny risks have been identified for 2018/19 which require specific scrutiny by the Local Area Network; and
 - Notes the planned external scrutiny activity for 2018/19, set out in Appendix 1 of the Local Scrutiny Plan.

3. Background

- 3.1 The Local Scrutiny Plan, which was previously the Assurance and Improvement Plan, has been published annually by the Council's Local Area Network since June 2010. Local Area Networks have met annually to carry out a shared risk assessment process to identify risks. "Risks" in this context refer to risks that will trigger scrutiny work and not inherent risk, for example as in the risk of harm to an individual. The

aim of the shared risk assessment is to focus external scrutiny activity where it is most needed.

- 3.2 The Local Area Network consists of representatives from all the main scrutiny bodies that engage with the Council: Audit Scotland; the Care Inspectorate; Education Scotland; and the Scottish Housing Regulator. The network meets annually to carry out a shared risk assessment and decide whether the Council requires external scrutiny in any specific areas for the year ahead. The risk assessment also determines scrutiny risks in relation to the Integration Joint Board.

4. Key messages

- 4.1 Following the most recent shared risk assessment, the Local Area Network have not identified any additional risk areas where specific scrutiny is required, other than that which is nationally directed or part of an ongoing work programme by scrutiny bodies. Audit and inspection work will also continue to take place at a specific service level, such as ongoing inspection of schools and care establishments.
- 4.2 The report in particular commends the “increasingly strong strategic leadership in Children’s Services in Renfrewshire” with “appropriate governance in place to ensure that educational provision is well-organised and well-led”. Whilst it is not noted in the report, it is anticipated that Children’s Services will be inspected as an Attainment Challenge Authority.
- 4.3 The Local Area Network however has agreed that several areas should continue to be subject to oversight and monitoring, most specifically relating to the financial sustainability of the Council through the local financial audit work.
- 4.4 The Local Scrutiny Plan contains a table on Page 6 of the Audit Scotland report, which highlights the national level scrutiny activity which may impact on the Council, including a new programme of inspection for children services and national review of arms-length organisations undertaken by Audit Scotland, amongst others.
- 4.5 Members of the board will be aware that Audit Scotland were appointed in 2017 for a period of 5 years as the Council’s external auditors. The team undertake both financial and best value audit activities, following the implementation of new national arrangements in 2017, which also

saw the publication of a Best Value Assurance Report for Renfrewshire Council.

- 4.6 The Local Scrutiny Plan notes that in terms of best value activity in 2018/19, the focus will be on following up the recommendations of the Best Value Assurance Report for Renfrewshire Council, particularly in relation to leadership, governance and scrutiny. The report also notes that ongoing best value activity will be reported through the Annual Audit Report.
- 4.7 A report on progress made by the Council in terms of implementing the local Best Value Improvement Plan, was reported to the Leadership Board in April 2018.

Implications of the Report

1. **Financial** – None
2. **HR & Organisational Development** – None
3. **Community/Council Planning** – None
4. **Legal** – None
5. **Property/Assets** – None
6. **Information Technology** – None
7. **Equality & Human Rights**

- (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report, as it has been prepared for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety** – none.
9. **Procurement** – none.
10. **Risk** – Shared Risk Assessment is a proportionate and risk-based approach to assessing Scottish Councils.
11. **Privacy Impact** – none.
12. **Cosla Policy Position** – none.

List of Background Papers

- (a) n/a

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Renfrewshire Council

Local Scrutiny Plan

2018/19



April 2018

Renfrewshire Council

Local Scrutiny Plan – April 2018 to March 2019

Introduction

1. This local scrutiny plan sets out any scrutiny risks identified by the local area network (LAN), proposed scrutiny responses and expected scrutiny activity for Renfrewshire Council during the financial year 2018/19.
2. The scrutiny risks and responses are based on a shared risk assessment undertaken by a local area network (LAN), comprising representatives of all the scrutiny bodies who engage with the council. The shared risk assessment process draws on a range of evidence with the aim of determining any scrutiny risks in the council and the Integration Joint Board (IJB).
3. Expected scrutiny activity across all councils in Scotland informs the National Scrutiny Plan for 2018/19, which is available on the Audit Scotland website.

Scrutiny risks

4. The 2018/19 shared risk assessment process has not identified, from its assessment for Renfrewshire Council, any additional risk areas where specific scrutiny is required, other than that which is nationally directed or part of ongoing work programmes by Scrutiny Bodies. However, the following areas were identified by the LAN as requiring oversight and monitoring.
5. **Financial Sustainability:** - The council is currently projecting a breakeven position in 2017/18 but continue to face significant financial challenges going forward. To achieve a breakeven position requires £20 million of savings, the majority of which are sought through the debt smoothing strategy. Financial pressures are expected to continue in the medium term. The council has an agreed balanced budget position for 2018/19 which includes approximately £15 million of temporary spending but is estimating a residual budget gap of £9 - £10 million in 2019/20. Meeting these savings targets is expected to require changes to the way the council delivers services. To support the achievement of financial balance the council must ensure that the financial control environment is strong and that financial information is reliable and up to date. The local audit team will report on the council's progress in managing the savings plans as part of the annual audit.
6. The following areas, while not identifying any scrutiny risk, summarise the ongoing work with the link inspector at Scottish Housing Regulator, Education Scotland and the Care Inspectorate respectively.
7. **Housing and Homelessness:** To assess the risk to social landlord services, the Scottish Housing Regulator (SHR) has reviewed and compared the performance of all Scottish social landlords to identify the weakest performing landlords. SHR has assessed that no additional

scrutiny is required in Renfrewshire Council during 2018/19, beyond statutory and ongoing work.

8. **Education and Children's Services:** Education Scotland has not undertaken any strategic scrutiny at Renfrewshire Council since 2016. The LAN's findings are therefore based on national performance data and link inspector contact.
9. There is increasingly strong strategic leadership in Children's Services in Renfrewshire Council. The council has appropriate governance in place to ensure that educational provision is well organised and well led. Scrutiny outcomes, including inspections, have been positive in recent years. Outcomes for children and young people in many areas are above the national averages and Virtual Comparator. The approach taken to quality improvement within education is new and working well.
10. Overall there are no particular concerns with Renfrewshire's Council's educational provision and therefore there will be no additional scrutiny in 2018/19 beyond the general inspection programme. Renfrewshire Council is a Scottish Attainment Challenge authority. Schools in Renfrewshire have Pupil Equity Funding plans in place and these are being progressed. Education Scotland will continue to liaise with establishments as appropriate.
11. **Social Care Services:** - The Care Inspectorate carries out its ongoing programme of inspections of regulated services in the Renfrewshire Partnership area.

Scrutiny activity

12. Any expected scrutiny activity between April 2018 and March 2019 is shown in Appendix 1. For some of their scrutiny activity in 2018/19, scrutiny bodies are still to determine their work programmes and which specific council areas they will cover. Where a council is to be involved, the relevant scrutiny body will confirm this with the council and the appropriate LAN lead.
13. In addition to specific work shown in Appendix 1, routine, scheduled audit and inspection work will take place through the annual audit process and the ongoing inspection of school and care establishments by Education Scotland and the Care Inspectorate respectively. The outcomes of this work will help to inform future assessment of scrutiny risk.
14. The Accounts Commission agreed the overall framework for a new approach to auditing Best Value in June 2016. Best Value will be assessed over the five year appointment, as part of the annual audit work. In addition a Best Value Assurance Report (BVAR) for each council will be considered by the Accounts Commission at least once in this five year period. The Renfrewshire BVAR report was published in August 2017. Future Best Value audit work will be reported in the Annual Audit Report.
15. Audit Scotland also plans to undertake performance audit work in a range of areas covering local government during 2018/19. These include Health and social care integration, and Children and young people's mental health services. Any engagement with individual councils is still to be determined. In addition, Audit Scotland will publish the findings of a performance

audit relating to Arms Length External Organisations (ALEOs). Details of future audit work are available on the Audit Scotland [website](#).

16. SHR may carry out thematic inquiries during 2018/19 or it may carry out survey or on-site work to follow up on published thematic reports. SHR will also review the Scottish Social Housing Charter data submitted by landlords and carry out data accuracy visits during the second quarter of 2018/19. Where councils are to be involved in a thematic inquiry, any follow up work to a published thematic inquiry, or a data accuracy visit, the SHR will confirm this directly with the council and the LAN lead.
17. From April 2018, Scottish ministers have asked the Care Inspectorate to lead another programme of joint inspections of service for children and young people, with scrutiny partners Education Scotland, Healthcare Improvement Scotland and Her Majesty's Inspectorate of Constabulary in Scotland.
18. They have asked partners to provide assurance about how community planning partners are protecting and meet the needs of children and young people who have experienced, or at risk of, abuse and neglect, and how they are working together to improve outcomes for children and young people who are subject to corporate parenting requirements.
19. The Care Inspectorate intends to carry out five joint inspections in 2018/19. It was agreed with ministers that, for the duration of this programme of inspections, the inspectorate will incorporate an area of specific enquiry each year, with the aim of identifying key lessons and best practice which all partnerships could use to support their own continuous improvement. An overview report will be published at the end of each year. The Care Inspectorate will inform the council if Renfrewshire Council is selected as one of the five joint inspections in 2018/19.
20. The Care Inspectorate will carry out a thematic review of self-directed support during 2018/19. The aim is to build on the key findings of Audit Scotland's progress report, published in 2017, particularly to explore the ability and confidence of front line staff to implement self-direction support legislation by offering choice and control and making decisions with people about their support.
21. Inspections will be conducted in up to six areas across the country with the aim of identifying factors which support effective implementation of the legislation and barriers which require to be overcome. The Care Inspectorate will provide feedback on each area and publish an overview report which will be disseminated more widely, with the expectation that all areas will then use these findings to evaluate their own practice and make improvements where necessary. The Care Inspectorate will inform the council if Renfrewshire Council is selected as one of the six council areas for inspection in 2018/19.
22. As noted in the 2016/17 Local Scrutiny Plan, The Care Inspectorate, along with Healthcare Improvement Scotland, carried out a joint strategic inspection of adults' services in the Renfrewshire Council area in the third quarter of 2017/18. A key focus of the inspection included reviewing progress made by the partnership in its approach to strategic planning and commissioning. On site activity was completed in January 2018 and the expected publication

date for the local report is late Spring 2018. A national report will be published by the Care Inspectorate in Autumn 2018.

23. Education Scotland's inspection of the council's Community Learning and Development service was recently completed and will be reported to the council soon.

March 2018

Appendix: Scrutiny activity


Scrutiny body	Scrutiny activity	Date
Audit Scotland (as external auditor)	Best Value (BV) audit work planned in this year will focus on the follow up of the recommendations made in the 2016/17 BVAR. The audit team will also review leadership, governance and scrutiny arrangements within the council.	Ongoing in 2018.
Audit Scotland	Audit Scotland plans to undertake performance audit work on Health and social care integration progress update, and children and young people's mental health services. The findings of a performance audit of Arms Length External Organisations (ALEOs) will be published in Spring 2018.	Dates to be determined.
Care Inspectorate (CI)	Joint inspections (with scrutiny partners Education Scotland, Healthcare Improvement Scotland and Her Majesty's Inspectorate of Constabulary in Scotland) of service for children and young people.	CI to inform council if selected for inspection in 2018/19.
	Thematic review of self-directed support.	CI to inform council if selected for inspection in 2018/19.
Education Scotland	No specific scrutiny work planned.	N/A
Scottish Housing Regulator	The Scottish Housing Regulator (SHR) may carry out thematic inquiries during 2018/19 or it may carry out survey or on-site work to follow up on published thematic reports. The SHR will also review the Scottish Social Housing Charter data submitted by landlords and carry out data accuracy visits during the second quarter of 2018/19. Where councils are to be involved in a thematic inquiry, any follow-up work to a published thematic inquiry, or a data accuracy visit, the SHR will confirm this directly with the council and the LAN lead.	Q2 2018/19.

Renfrewshire Council

Local Scrutiny Plan 2018/19



A summary of local government strategic scrutiny activity

This report is available in PDF and RTF formats,
along with a podcast summary at:
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To: Audit, Risk and Scrutiny Board

On: 29 May 2018

Report by: Director of Finance and Resources

**Heading: Audit Scotland report, 'Local Government in Scotland:
Challenges and performance 2018'**

1. Summary

- 1.1 Each year Audit Scotland prepares a report on behalf of the Accounts Commission which provides a high level, independent view on the challenges facing Councils in Scotland and how they are performing. The 2018 report was published on 5 April and is attached as Appendix 1 to this covering paper.
- 1.2 Audit Scotland's report highlights the key challenges facing local authorities in Scotland in relation to issues such as the reduction in public sector budgets, increased demand on services relating to a growing ageing population, exit from the European Union, as well as the pace of public sector reform. It considers the need for comprehensive and accessible financial information and long term financial planning to help members understand the financial position of the council, support the decision-making process and enhance performance scrutiny.
- 1.3 Members will be aware that the Best Value Assurance Report on Renfrewshire Council which was published by the Accounts Commission in August 2017, provided independent assurance that the organisation performed well and was well placed to face the challenges ahead. The scale of the Council's financial challenge is significant, as

detailed in the Financial Outlook report submitted in December 2017 to the Leadership Board by the Director of Finance and Resources. As the December 2017 report notes, the Council has a strong track record of delivering transformation programmes and of achieving significant savings through for example the Better Council Change programme.

- 1.4 This report outlines the key messages and issues highlighted by Audit Scotland along with the summary position within Renfrewshire Council.
- 1.5 Audit Scotland also published a supplementary paper for elected members, to consider in conjunction with the 2018 Performance and Challenges report. The supplementary paper includes a scrutiny tool checklist for elected members, which has been designed to provide councillors with examples of questions they may wish to consider to help better understand the Council's position and to scrutinise performance. The supplementary paper for elected members is attached as Appendix 2 to this covering paper.
-

2. Recommendations

- 2.1 It is recommended that members note:
- the key messages contained in Audit Scotland's - 'Local Government in Scotland: Challenges and Performance 2018' report which is attached as Appendix 1;
 - Renfrewshire Council's position in relation to the key messages and recommendations set out in the Audit Scotland report; and
 - the content of the supplementary paper and scrutiny toolkit for elected members, attached as Appendix 2 to this report.
-

3. Background

- 3.1 In April 2018, Audit Scotland published its annual 'Local Government in Scotland: Challenges and Performance report for 2018. The report provides a high level, independent view of the challenges facing councils in Scotland, how Councils are responding to these challenges and the impact this is having on council services. It also provides a series of recommendations which it is suggested that councils should consider implementing if they are to remain sustainable.
- 3.2 The key findings within the report are summarised as follows:

- An acknowledgement that local government in Scotland continues to operate in a complex and changing environment that involves increasing levels of uncertainty. The report cites the impact of Brexit and the Scottish Government's scale and pace of public sector reform as major contributors to this uncertainty. This, against a backdrop of substantial reductions in public spending alongside increasing demand for public services presents further challenges for councils;
- Transformational change must be an essential part of the improvement agenda for councils if they are to respond to these challenges. Delivering savings is becoming increasingly critical, with funding gaps in some councils higher than current levels of reserves. Where councils have properly scoped, resourced and managed their transformational work, they are more likely to successfully deliver sustainable change. The report recommends that Councils need to have cohesive, decisive leadership which brings officers, councillors and their communities together to address the major challenges councils face;
- Changes in population and changes in the age profile of populations are having a significant impact. The report acknowledges that under current funding arrangements, some councils can expect their funding to fall further than others either because their total population is declining, or that the population profile is changing and placing more demand on key services such as social care. Councils are also implementing significant policy and legislative changes from central government, some of which increase the duties of councils; and
- The report recognises that councils have already undertaken a significant amount of work to manage the impact of continued budget reductions. The report notes that whilst some performance information suggests that Councils are maintaining or improving services, there is also evidence that budget cuts are reducing levels of satisfaction in other service areas and that quality of service may also be declining. Audit Scotland suggest that smaller services, which often provide important regulatory functions, have been most impacted by funding reductions whilst services such as education and social care are protected.

3.3 The report recommends that as councils continue to make difficult choices, they need to continue to work with communities so that they understand the impact of reduced spending on services.

4. The challenges for councils

4.1 The report acknowledges that the allocation of revenue funding to Councils from the Scottish Government has fallen in real terms by 9.6 per cent between 2010/11 and 2018/19. Audit Scotland indicates this

reduction in funding, coupled with the local implementation of significant national policy changes, have continued to put pressure on the resources and capacity of councils. The report notes that single year settlements from the Scottish Government make it more difficult for councils to undertake longer-term financial planning which is likely to be exacerbated by reduced levels of national funding in future years. The report suggests that it is critical that councils are involving local communities and empowering them to design and deliver services which address local needs; as well as the importance of having regular discussions with communities about service priorities and what level of service the council can afford to provide in the future.

- 4.2 Audit Scotland estimates that without service redesign or policy changes councils could potentially spend 80% of their budgets on education and social care by 2025/26. Renfrewshire is one of seven council areas where the projected population increase is made up entirely of an increase in population of older people. One obvious implication of this is that there will be fewer working age people generating taxation and spend in the local economy.

5. How councils are responding to the challenges

- 5.1 In the second section of the report, Audit Scotland highlights the significant changes to workforce and budgets across councils during 2011-17 and notes that councils have generally achieved savings through reducing their workforce. Given the changes in the workforce to date and the expected new demands on councils, Audit Scotland recommends that robust workforce planning is essential to ensure councils have the right people, who have the right training and skills, to deliver their priorities.
- 5.2 The report notes that councils have also been increasingly using their reserves to mitigate their funding gap. Acknowledging that this is not a sustainable position, councils need to ensure they have a focus on medium and long-term financial planning if they are to remain financially viable.
- 5.3 Audit Scotland suggests that transformational change is increasingly important in terms of responding to budget reductions. The success of transformation programmes rely on them being properly scoped and resourced. These programmes, together with digitisation, potentially offer councils opportunities to make their services more efficient and accessible, while also delivering savings.

6. Impact on council services

- 6.1 In the third part of the Audit Scotland report, data is provided on trends in performance measures and outcomes for the last ten years across

key areas such as health, education, employment, environment and community safety. Whilst in some cases, performance on a national level looks broadly positive despite declining budgets, the linkage between decreased spend and quality of key services, as well as falling levels of public satisfaction, suggests that the impact of cuts is now beginning to become more obvious and should be closely monitored.

- 6.2 One of the key sources of data that Audit Scotland uses to assess the performance of councils is the Local Government Benchmarking Framework (LGBF). The LGBF contains a suite of indicators by which the performance of each local authority can be assessed and compared with that of others. Elected members will be aware that a report outlining Renfrewshire Council's performance in relation to the Local Government Benchmarking Framework was submitted to the Audit Risk and Scrutiny Board on 19 March 2018.

7. Audit Scotland recommendations and Renfrewshire Council's position

- 7.1 The section below outlines Audit Scotland's recommendations and provides a local update on the Renfrewshire position in relation to each of these.
- 7.2 In terms of recommendations the report suggests that "councils should ensure they are continuously improving their work in key areas by:

1. Looking to the future:

- continuing to improve understanding on how the landscape within which their council operates may change, by considering its demographics, the public spending environment and policy changes;
- using this information to inform council priorities;
- developing long-term financial and scenario planning that takes these factors into account and considers the impact on all their services and their users; and
- considering how to make the most of new technology, for example streamlining processes and communicating differently with service users.

Renfrewshire position

In September 2017, Council approved the Renfrewshire Council Plan 2017-2022 and Renfrewshire's Community Plan (or Local Outcome Improvement Plan) 2017-2027. These plans were developed in tandem through an extensive consultation process which was informed by a comprehensive strategic needs assessment.

The Council is continuing to develop its analytical capacity, building on the role of the Data Analytics and Research team to support focused development work across service areas. Greater and more intelligent

use of data is beginning to have an impact on the Council's work in relation to its key priorities, for example in relation to educational attainment.

The Council's strategic plans have been informed by robust financial planning processes, as recognised by Audit Scotland in the Best Value Assurance Report for Renfrewshire Council which noted that "Renfrewshire Council has effective financial planning and management arrangements in place. Budgets are clearly linked to strategic priorities".

A Financial Outlook report to the Leadership Board on 12 December 2017 outlined the Council's current and forecast financial position over the medium term. An updated medium term financial strategy will be presented over the course of 2018 along with further phases of the change and transformation programme.

The Council also is progressing an ambitious digital agenda which is improving the access to, and the provision of, services; development of the customer portal; systems to improve the efficiency of Council processes and services, increasing access to wifi and fibre broadband to communities as part of the wider digital strategy and new street lighting technology.

2. Working with communities:

- so that they are actively involved in decision making, know the effect decisions are expected to have on services and communities and see the impact of community empowerment

Renfrewshire position

The Council is committed to maximising the opportunities for both communities and the organisation itself through community empowerment legislation. A review of local area committees has been progressed which has involved an extensive programme of consultation with all key stakeholders. Work is also being progressed to consider opportunities to enhance the support the Council can offer community groups and organisations and to provide access to funding to support the growth and development of local groups and organisations.

Several new funding streams were approved as part of the Council's budget in March 2018 which will aim to support and empower communities in Renfrewshire to progress with issues such as asset transfer requests.

3. Focusing on the delivery of priority outcomes through:

- working with communities to understand their needs;
- establishing effective cross-party relationships to work together and make the sometimes difficult decisions needed to achieve the council's priorities; and
- clearly linking budgets to plans and outcomes

Renfrewshire position

In Renfrewshire Council's Best Value Assurance Report, Audit Scotland recommended that further work should be undertaken to develop cross party working. Good progress has been achieved through the establishment of the Cross Party Sounding Board which has met on three occasions since May 2017 to inform the development of the Community Plan and Council Plan, the review of local governance arrangements and the development programme for elected members.

In terms of working with communities to understand need and to identify outcomes, as noted above, a significant programme of work is underway. Following on from the approval of the Community Plan in September 2017, an outcomes and performance framework has been developed which sets out the key outcomes to be targeted and the key performance indicators which the Partnership will use to assess the impact of joint work.

Following on from the approval of the framework, work is now also underway to develop and embed the new community planning governance structure and to establish key priorities and work programmes across the key thematic areas.

A key priority within Renfrewshire's Community Plan 2017-2027 is to develop a Community Planning Partnership that is sustainable and connected. Partners regularly discuss areas of resource pressure and it is proposed that members of the Partnership use the group to address areas of particular resourcing pressure.

The Council also continues to make strong links between its improvement planning process and budgets. For several years, the Council's savings programme has not only delivered savings to meet the requirements of a balanced budget but has also enabled redirection of budgets and reinvestment in key priority areas such as tackling poverty and regeneration.

4. Establishing robust change strategies and developing realistic plans for transforming services, which incorporate:

- effective leadership and good governance arrangements;
- robust options appraisal;
- strong financial management; and
- properly scoped and resourced plans.

Renfrewshire position

As noted above, the Better Council Change Programme is a key element of supporting the delivery of sustainable budget savings which contribute to addressing the medium-term objective to reduce the Council's cost base and close the budget gap whilst supporting the release of resources to support investment in priority areas aligned to the Council's key strategic outcomes.

5. Ensuring change strategies are supported by:

- realistic savings plans with long-term implications and mitigation against unintended impact on other services and communities;
- effective workforce planning to retain and recruit people with the right skills to deliver sustainable future services;
- income generation plans; and
- workforce and member support, training and development

Renfrewshire position

The Better Council Change Programme has been an important element of the Council's approach to transformation and supporting longer term financial sustainability.

In the Council's financial outlook reports, most recently presented to the Board on 30th January 2018, the need for the Council to appropriately plan to sustainably address significant anticipated budget gaps that are expected to emerge over the medium term has been highlighted by officers. In this context, the importance of the Council continuing to proactively progress the Better Council Change Programme has been reinforced as a key strategic challenge to support the delivery of sustainable changes in service delivery and associated savings.

An update on the Better Council Change Programme was reported to the Finance, Resources and Customer Service Policy Board on 28 March 2018. The report provided members with an update on progress on the programme more generally with specific updates in relation to

the Digital First programme, regulatory services and workforce planning amongst other areas of activity.

Significant progress has been achieved in terms of developing the Council's workforce planning arrangements. The Council's Workforce Plan was approved by Finance, Resources and Customer Service Policy Board in November 2017, with service level workforce plans being prepared by all Council services. The Council has enhanced its training and development activities for employees, launching managerial and leadership development programmes and refreshing the training programme which all staff can access.

A comprehensive review of the Council's member development programme has been undertaken, in consultation with elected members. Feedback gathered through the process has informed changes to the existing annual programme to include more evening events and external speakers. A focused week of development activity also took place w/c 16th April, with the programme being structured around the key areas suggested by elected members. A review of the impact of the development week is underway.

6. Evaluating and reporting:

- the impact that significant budget reductions, savings, workforce changes and service redesign are expected to have and have had on service delivery and quality and;
- using the data collected and monitored to report publicly on the quality of services, as well as user satisfaction with those services.

Renfrewshire position

The Best Value and Assurance report published by Audit Scotland in August 2017 commended Renfrewshire Council for its evidence of improving performance given the complex and challenging local government climate. It highlighted that the Council has effective financial plans and a record of sound management, and encouraged the continuation of the positive work undertaken. The Council also undertakes benchmarking activity through the Local Government Benchmarking Framework which highlighted that the majority of our performance indicators have improved or remained the same since last year.

As noted in Section 6.2 above, the Council's performance in terms of the Local Government Benchmarking Framework was reported to the Audit Risk and Scrutiny Board on 18 March 2018. Of the 64 indicators for which data was available at that point:

- 39 indicators had improved since last year;

- 20 indicators had declined in performance; and
- 5 indicators had remained relatively unchanged;

Overall it was reported that the Council is in the top quartile for sixteen indicators and in the bottom quartile for ten.

8. Conclusion

- 8.1 The Audit Scotland report's recommendations articulate well with the transformation programme of Renfrewshire Council, with many of the recommendations in the report already in progress, particularly our approach to longer term financial planning and our Better Council change programme. In addition, recent developments including the implementation of the recommendations from our Best Value Report; the elected member development programme; the establishment of a cross party sounding board; our commitment to community empowerment; digital expansion and workforce development should provide assurance that the Council is very well aware of the challenges ahead.

Implications of the Report

1. **Financial** – The report outlines the financial pressures facing Scottish local authorities over the medium term, the progress of the Council in addressing these and requirement to continue with transformation programme.
2. **HR & Organisational Development** – The report highlights the importance of workforce development in terms of ensuring the right people with the right skills are in place to deliver the Council's priorities.
3. **Community/Council Planning** – The report highlights the importance of focusing on priority outcomes and working with local communities to deliver on these.
4. **Legal** – None
5. **Property/Assets** – None
6. **Information Technology** – The report highlights the opportunities presented by the digital agenda to facilitate savings and improve the customer experience.

7. **Equality & Human Rights**

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

8. **Health & Safety** – none.

9. **Procurement** – none.

10. **Risk** – Audit Scotland's report outlines the risks if Scottish councils do not adapt and change the way in which they work to deliver services to address future financial challenges.

11. **Privacy Impact** – none.

12. **Cosla Policy Position** – none.

List of Background Papers

- (a) Appendix 1 – Audit Scotland, 'Local government in Scotland – Challenges and performance 2018'
- (b) Appendix 2 – Template for elected members

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To: Audit, Risk and Scrutiny Board

On: 29 May 2018

Report by: Director of Finance and Resources

Heading: Absence Statistics – 2017/18 Quarter 4

1. Summary

- 1.1 The purpose of this report is to advise the Audit, Risk and Scrutiny Board of the absence statistics for the period 1st January 2018 to 31st March 2018. The report details the absence statistics by service and by category of staff.
- 1.2 The report provides information in relation to absence targets and how services have performed against them. An analysis of the reasons for absence has also been compiled and details are included within the report. Information is also provided on supporting attendance activity and the costs of sick pay.
-

2. Recommendations

- 2.1 It is recommended that the Board notes the content of this report and that this report reflects the absence statistics for the period 1st January 2018 to 31st March 2018.
-

3. Background

- 3.1 The Scrutiny Board agreed that absence levels will be reported on a quarterly basis. It was agreed that the report will include the following information relating to supporting attendance: -
- Absence statistics broken down by service and category of staff.
 - Reasons for absence broken down by service and category of staff.

- Progress made by services in relation to their supporting attendance action plans.

4. Absence Statistics - Quarter Ending 31^s March 2018

4.1 Service and Council overall absence performance for the quarters are detailed in the table below. In line with the reporting requirements for Scottish Councils, absence is expressed as a number of work days lost per full time equivalent (FTE) employee.

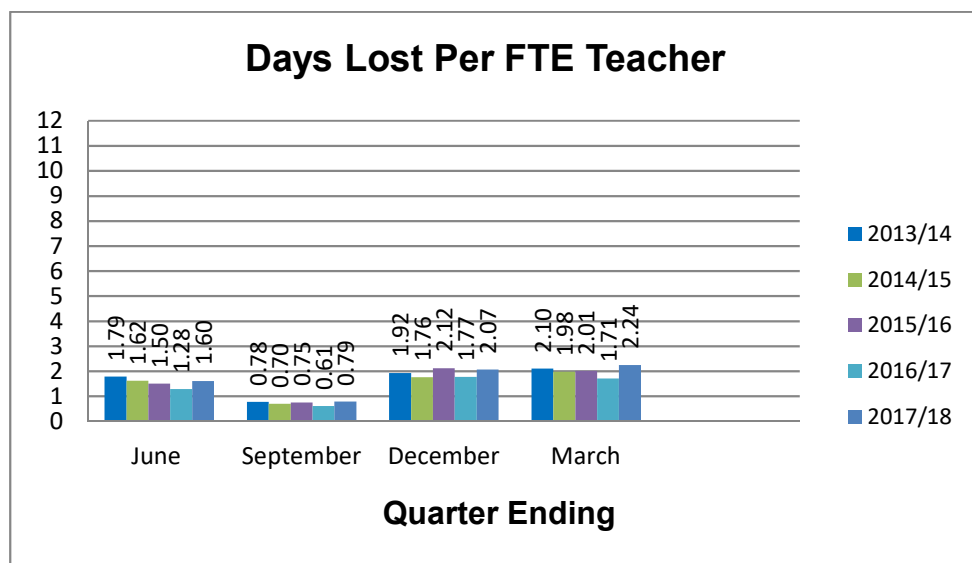
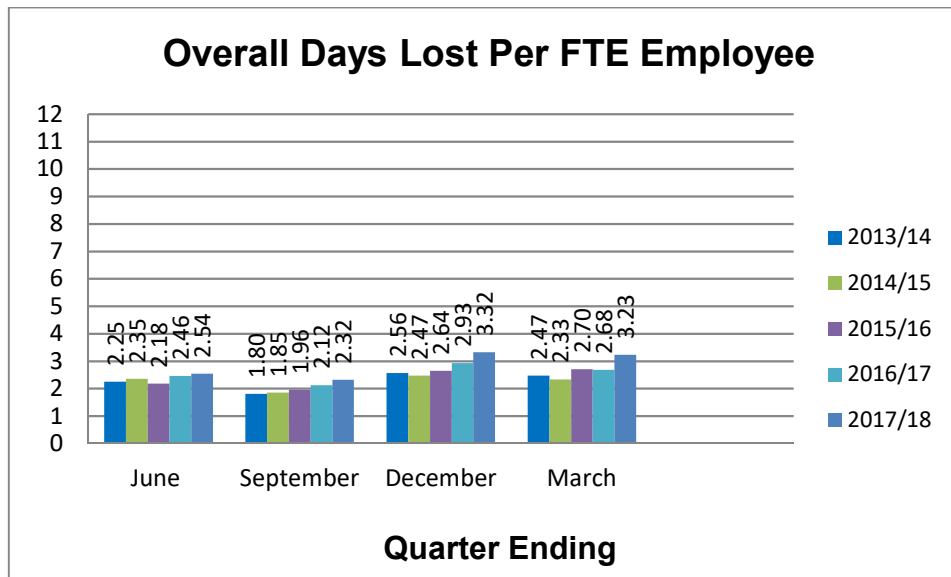
Service/Area	Quarter Ending 23 March 2016	Quarter Ending June 2016	Quarter Ending September 2016	Quarter Ending December 2016	Quarter Ending March 2017	Quarter Ending June 2017	Quarter Ending September 2017	Quarter Ending December 2017	Quarter Ending March 2018
Chief Executive's Services	0.77	1.17	1.82	1.72	3.41	1.78	2.90	2.16	2.78
Children's Services	2.50	1.85	1.16	2.29	2.17	2.07	1.35	2.35	2.71
Environment & Communities	2.79	2.96	2.49	3.75	3.34	3.67	3.28	4.33	4.49
Finance and Resources	2.73	2.02	2.29	2.59	2.37	2.29	2.16	2.20	2.59
Development and Housing Services	1.93	1.79	2.78	1.75	2.18	1.73	2.40	2.63	1.88
Health and Social Care Partnership	3.68	4.29	3.95	5.03	3.65	2.36	3.88	5.13	4.34
Council Overall	2.70	2.46	2.12	2.93	2.68	2.54	2.32	3.32	3.23
Council Overall targets	2.69	1.79	1.79	2.69	2.69	1.79	1.79	2.69	2.69

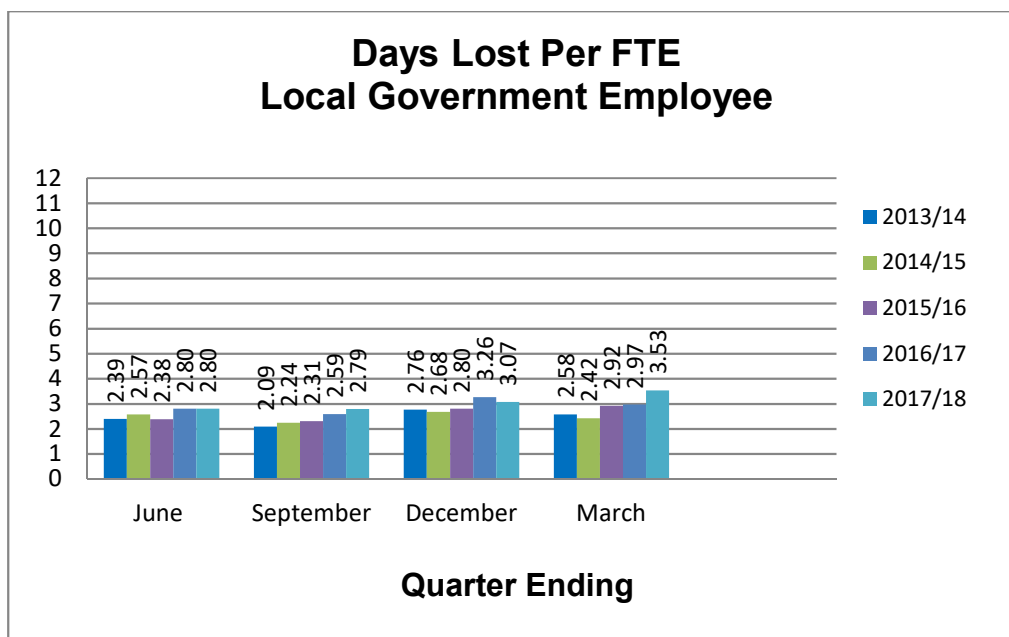
5. Analysis and Trends - Quarter Ending 31st March 2018

5.1 The number of days lost per FTE employee due to absence is as follows: -

Quarter ended	Days lost per FTE	Quarter ended	Days lost per FTE	Variance
March 2016	2.70	March 2017	2.68	- 0.02
June 2016	2.46	June 2017	2.54	+0.08
September 2016	2.12	September 2017	2.32	+0.20
December 2016	2.93	December 2017	3.32	+0.39
March 2017	2.68	March 2018	3.23	+0.55

- 5.2 The following tables detail the percentage absence levels by employee category for the quarter ending 3^{1st} March 2018 namely: overall, teachers and local government employees.





6. Absence Targets Analysis: Quarter 3, ending 31st March 2018.

- 6.1 **Appendix A** details the absence performance of services, the Council overall and employee groups against the set absence targets for quarter ending 31st March 2018.
- 6.2 The Council has recorded an overall absence rate of 3.23 days lost per FTE employee, which is 0.54 days **above** the target figure of 2.69 days.

In addition, the Teacher absence level of 2.24 days lost per FTE employee is 0.06 days below the target of 2.30 days.

The absence performance of Local Government employees at 3.53 days lost per FTE employee is 1.61 days **above** the target of 1.92 days.

7. Reasons for Absence overview

- 7.1 The illness categories with the highest level of absence, compared to the same quarter in the previous year are as follows:

Quarter Ending	Illness categories
March 2017	Psychological (non work related) – 22.1% Musculoskeletal and Joint Disorders – 18.2%.
March 2018	Psychological (non work related) – 22.4% Musculoskeletal and Joint Disorders -19.4%

7.2 To address Psychological (non work related) absences the Council continue to provide a range of support services that employees can be referred to at an early stage for assistance. 'timefortalking', the Council's employee counselling service provider, continues to be utilised. The service operates a flexible approach to appointments offering telephone consultations in the early mornings or evenings as well as throughout the day and face to face sessions at their offices in Paisley. Some of the presenting issues to the service relating to Psychological (non work related) include;

- Loss/Bereavement
- Stress/anxiety/panic
- Depression/Self-worth
- Family Relationships

If an employee suggests to their manager that they are experiencing Psychological (non work related) issues then they should be provided with the timefortalking service information.

Further to this, the Council are using timefortalking to continue to deliver mindfulness courses. Courses are open to all employees and have been planned until June 2018. Further dates will be agreed. Feedback from those employees who have attended the courses has been very positive.

There are also Council policies, guidance and training to assist managers and employees that are specific to stress related issues.

HR and OD continue to investigate the practical options for further training and interventions available, which could be offered to employees as a proactive measure or for those who are currently experiencing non-work-related stress. One such area is to deliver the Scottish Mental Health First Aider courses, these will start in line with the new course planner.

HR and OD continue to promote the NHS Choose Life team, who offer safeTalk and ASIST on suicide awareness and prevention.

HR and OD continue to work with our NHS colleagues to promote the "doing well" service which helps people with depression and low moods.

7.3 In relation to addressing musculoskeletal and joint disorders the Council offers a physiotherapy service through the Council's Occupational Health Provider, and this service can be accessed by all employees.

As part of the Council's Health and Safety Management system, occupations which include manual handling activities as part of the role, the task risk assessments are reviewed on an ongoing basis to ensure that safe working practices are maintained.

HR and OD continue to investigate the practical options for further training and interventions available that may reduce the impact of musculoskeletal and joint disorders.

8. Supporting Attendance Activity

8.1 Recent and planned actions to improve absence performance include the following: -

- HR operational teams continue to work closely with service's management teams on supporting attendance activity, HR operational teams continue to proactively contact and support managers who have absence cases of 2 to 4 weeks in duration, to monitor action taken to date and proposed next steps.
- A review of the current supporting attendance policies covering all staff, including teachers continues. Meetings have taken place with the respective trades unions to ensure this is a fully collaborative process.
- Continued delivery of supporting attendance training at a corporate level for managers, with the provision of tailored training for managers and employees at a service level on request;
- Ongoing health promotion activities aimed at raising employee awareness of health issues continue.
- Ongoing work to improve the absence information available to managers and to streamline supporting attendance related processes to facilitate prompt absence reporting, recording and updating of relevant systems;
- Meetings continue with Directors and their management teams to discuss their service's supporting attendance performance.

9. Costs of Sick Pay

9.1 The costs associated with sick pay are provided to the Audit, Risk and Scrutiny Board. The table outlines the costs of sick pay by employee groups and overall:

Quarter/Year	Teachers (includes Supply Teachers)	All Other Employees	Overall
Quarter 1 of 2017/2018	£519,866	£1,323,694	£1,843,560
Quarter 2 of 2017/2018	£204,165	£1,128,009	£1,332,175
Quarter 3 of 2017/2018	£538,635	£1,470,938	£2,009,573
Quarter 4 of 2017/2018	£646,473	£1,909,304	£2,555,777
Overall	£1,909,139	£5,831,945	£7,741,084

Implications of this Report

- 1 **Financial Implications** - Improvement in attendance impacts on the financial costs of absence.
- 2 **HR and Organisational Development Implications** - HR and Organisational Development Practitioners will continue to work with service managers and consult with the Trade Unions, on the implementation of the Supporting Attendance at Work Policy and Guidance and initiatives detailed in this report.
- 3 **Community Planning**

Children and Young People - none.

Jobs and the Economy - none.

Community care, health and wellbeing - provides for continuous improvement in health and attendance.

Safer and Stronger - provides for improved service performance across the Council.

Greener - none.

Empowering our Communities - none.
- 4 **Legal Implications** - none.
- 5 **Property/Asset Implications** - none.
- 6 **Information Technology Implications** - none.
- 7 **Equality and Human Rights Implications** - none.

- 8 **Health and Safety Implications** - it is integral to the Council's aim of securing the health and well-being of employees.
- 9 **Procurement Implications** - none.
- 10 **Risk Implications** - Without continued effective supporting attendance focus, there is a risk that sickness absence levels will adversely impact on the Council both financially and in terms of service delivery. Consequently, supporting attendance activities are monitored via the Corporate Risk Register.
- 11 **Privacy Impact Implications** - none.
12. **Cosla Policy Position** - none

List of Background Papers - none.

The contact officer within the service is Steven Fanning, Principal HR and OD Adviser, telephone 0141 618 7284, e-mail steven.fanning@renfrewshire.gov.uk

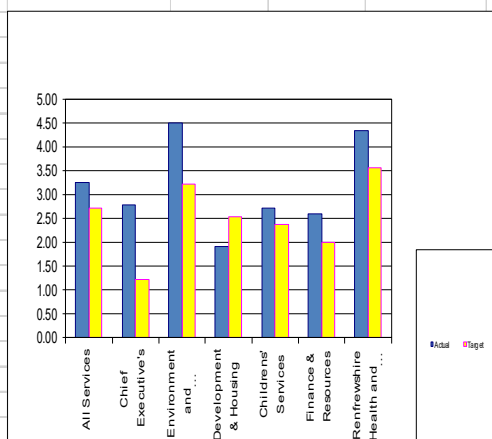
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e-mail steven.fanning@renfrewshire.gov.uk

Index of Appendices

- | | |
|------------|---|
| Appendix A | Graphs detailing trends in service, Council overall and employee group absence levels against targets for 2017/18 |
|------------|---|

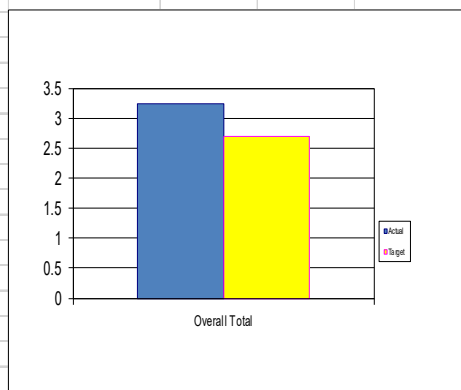
PERFORMANCE V TARGETS 2017/2018

Quarter 4 January 2018 - March 2018



	Actual	Target	Difference
All Services	3.23	2.69	0.54
Chief Executive's	2.78	1.20	1.58
Environment and Communities	4.49	3.22	1.27
Development & Housing	1.88	2.53	-0.65
Children's Services	2.71	2.35	0.36
Finance & Resources	2.59	2.00	0.59
Renfrewshire Health and Social Care Partnership	4.34	3.54	0.80

Quarter 4 January 2018 - March 2018



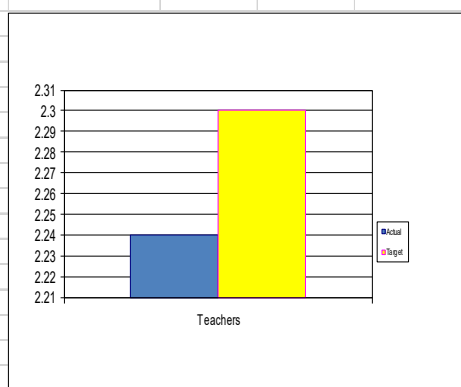
	Actual	Target	Difference
Overall Total	3.23	2.69	0.54

Quarter 4 January 2018 - March 2018



	Actual	Target	Difference
Local Government	3.53	1.92	1.61

Quarter 4 January 2018 - March 2018



	Actual	Target	Difference
Teachers	2.24	2.3	-0.06



To: Audit, Risk & Scrutiny Board

On: 29 May 2018

Report by: Director of Finance and Resources

Heading: Council Tax Briefing Paper

1. Summary

- 1.1 It was agreed at the Audit Risk and Scrutiny Board on 28th August 2017 that it would be helpful to Members if a briefing paper was prepared to outline Council Tax discounts and exemptions
 - 1.2 This paper was to include information about exemptions and discounts and also highlight the new ways of providing customers with information, including the new customer portal.
 - 1.3 It was agreed that the paper would allow members of the Board the opportunity to ask questions and make suggestions,
-

2. Recommendations

- 2.1 To note the attached Briefing Paper
-

3. Background

- 3.1 At the Audit Risk and Scrutiny Board on 28th August 2017 it was suggested that as the Council does not list all Council Tax exemptions and reductions available to residents when issuing Council Tax Notices It was suggested that a review was to be undertaken because a number of exemptions are not

known or readily available. E.g. many carers are not aware of possible exemptions and can end up paying many years of tax which is not refundable by back dated application, before they are told about any possible exemption.

- 3.4 The Board agreed that a Council Tax Briefing Paper be prepared and that this should include information about exemptions and discounts and also highlight the new ways of providing customers with information, including the new customer portal.
- 3.5 A Briefing Paper has been prepared by officers and is attached as appendix 1 for Members' review.
- 3.6 The paper details discounts and exemptions available for Council Tax purposes and how Renfrewshire Council makes its Council Tax payers aware of potential reductions that may be available to them. A summary table of all discounts and exemptions has been included.
- 3.7 The paper also details the proactive work that the Council undertakes to ensure residents are receiving the reductions to which they are entitled and provides clarity and assurance to members in relation to back dating.

Implications of the Report

1. **Financial** – None
 2. **HR & Organisational Development** - *none*
 3. **Community Planning** –
none
 4. **Legal** - *none*
 5. **Property/Assets** - *none*
 6. **Information Technology** - *none*
 7. **Equality & Human Rights**
(a) N/A
 8. **Health & Safety** - *none*
 9. **Procurement** – *none*
 10. **Risk** - *none*
 11. **Privacy Impact** - *none*
-

Author: *Emma Shields ext 6880*

Briefing Paper

To: Audit Risk And Scrutiny Board – 29 May 2018

Subject: Council Tax - Discounts & Exemptions

1.0 Background

The purpose of this paper is to detail discounts and exemptions available for council tax purposes and how Renfrewshire Council makes its Council Tax payers aware of potential reductions that may be available to them. Section 7 provides this information in a summarised table.

The paper also details the proactive work that the Council undertakes to ensure residents are receiving the reductions they are entitled to.

In section 6 the paper outlines the position in relation to backdating.

2.0 Council Tax Annual Billing

Each March, annual Council Tax Notices are issued to all households across Renfrewshire to advise customers of the Council Tax and Water and Sewerage charges that they are due to pay from the 1 April for the new financial year.

Enclosed with all Council Tax Notices is a council tax information booklet. The purpose of the booklet is to provide households with further information regarding to how the council tax charge is calculated and explains the different payment options available.

Also detailed with the Notice is information in relation to Housing Benefit, Council Tax Reduction, Second Adult Rebate.

3.0 Discounts and Exemptions

Listed in section 3 are all Council Tax discounts and exemptions detailed within the booklet. These reductions are the most common discounts and exemptions that are awarded however the booklet also confirms that other reductions may be available for other reasons.

The booklet provides contact details and also the council's website should residents require any further information and advises that applications for discounts or exemption can be made through the online with MyAccount.

3.1 Discounts

3.1.1 Single Person Discount

If only one person over 18 lives in a property a 25% single person discount is applicable.

Briefing Paper

To: Audit Risk And Scrutiny Board – 29 May 2018

Subject: Council Tax - Discounts & Exemptions

There may still be a 25% discount if other people live in the property as well, but are all disregarded (not counted) for Council Tax purposes. These include:

- Full time student, student nurses and apprentices
- Long term patients in hospital or residential homes
- Care leavers aged 18 to 25 who were looked after by a local authority
- Unoccupied and unfurnished properties for a period of 6 months following an unoccupied and unfurnished exemption

3.1.2 Council tax Reduction

Council Tax Reduction (CTR) was introduced from 1 April 2013 to replace Council Tax Benefit (CTB), which has been abolished by the UK Government as part of its welfare reform programme.

CTR works by comparing the amount of income a person has with the amount that a person needs to live on (their 'applicable amount'). If their income is less than the applicable amount, they may be entitled to a reduction of 100%.

If their income is above the applicable amount, entitlement to CTR is reduced by 20p for every £1 of income above the applicable amount.

CTR is applicable to Council Tax charges only, not Water and Sewerage charges.

3.1.3 Second Adult Rebate

Second Adult Rebate is an alternative to Council Tax Reduction. Council Payers can apply if they are responsible for paying the Council Tax and share their home with other adults, who are 18 or over and have a low income.

3.2 Exemptions

Exemption to Council Tax charges apply in the following circumstances:

3.2.1 Properties wholly occupied by someone who is;

- under 18 years old
- Full time student, student nurses and apprentices
- Severally mentally impaired
- Care leavers aged 18 to 25 who were looked after by a local authority

Briefing Paper

To: Audit Risk And Scrutiny Board – 29 May 2018

Subject: Council Tax - Discounts & Exemptions

3.2.2 Empty properties that:

- are still being built (exempt for 12 months)
- that have a closing or compulsory purchase order
- are unfurnished (exempt for up to 6 months); or
- that were previously occupied by someone who has died

3.3 Disabled banding relief

If a resident in a household is disabled and one or more of the following statements is true they may qualify for a reduction in Council Tax:

- An additional bathroom, required for meeting the disabled persons needs
- An additional kitchen, required for meeting the disabled persons needs
- The use of a wheelchair, by the disabled person, inside the house
- A room, other than a bathroom, kitchen or lavatory, which is used predominately (whether for providing therapy or otherwise) by the disabled person, and required for meeting their needs.

The reduction takes the form of a drop in valuation band from, for example, C to B. If it's a band A property, the reduction will be approximately 17% of the council tax charge

4.0 MyAccount

MyAccount is an online customer account which provides free 24 hour access to some council services.

In relation to Council Tax the services available include:

- applying for council tax discount, exemption or reduction (those described in section 3 above)
- making an online payment
- uploading documents to support a claim
- checking council tax balance and payments
- setting up a direct debit
- advising of a change of address, household details or circumstance

Briefing Paper

To: Audit Risk And Scrutiny Board – 29 May 2018

Subject: Council Tax - Discounts & Exemptions

5.0 Pro-active awards of discounts and exemptions

The arrangements outlined below have been implemented to ensure the Council is using the information it holds in order for the maximum level of reductions to be applied where appropriate.

Importantly, the approaches described reduce the requirement for applications to be made by a customer, or their family, at what may be a very stressful time for the family and results in accounts being updated in a more timeously manner.

- 5.1 Single person discount is automatically awarded when a customer advises the Revenues Team through MyAccount when they have moved house and are a single occupant. There is no requirement for an application to be signed. If a customer has not fully completed the house change form through MyAccount, the Revenues Team will contact the customer to ask how many residents are living in the property to ensure the discount is awarded, if only 1 adult resident.
- 5.2 Renfrewshire Council has a data sharing agreement with University of West of Scotland that enables the university to pass details of students onto the Revenues Team to ensure the relevant discount or exemption is awarded without the requirement for a further application form to be completed. All students are required to do is opt-in through the university website and the details will be passed to the council. If the student has recently moved house or into Renfrewshire, they will have to notify the council of their house move but their student discount/exemption will be automatically awarded.
- 5.3 Information in relation to residents who are in the process of being admitted to residential care through Renfrewshire Health & Social Care Partnership are now passed to the Revenues Team to enable automatic awards of in care or severely mentally impaired exemptions or discounts depending on the number of adults in the residents previous home and the medical information provided at the point of admission. These cases do not require any additional paperwork to be completed and the award is made automatically.
- 5.4 Similar to above, links are also in place between the Adults with Incapacity Team within Renfrewshire Health & Social Care Partnership and the Revenues Team to ensure any residents that have a severe mental impairment are highlighted to the Revenues Team in order for the relevant reductions to be granted without the requirement for any application to be completed. This applies to those residents who require care at home and lack capacity.

Briefing Paper

To: Audit Risk And Scrutiny Board – 29 May 2018

Subject: Council Tax - Discounts & Exemptions

- 5.5 When a resident notifies the Revenues Team that their property has become empty, checks are made online to establish if the property is being advertised for sale or let. If this confirmation can be obtained online, the appropriate reduction of unoccupied and unfurnished exemption will automatically be awarded without the requirement for an application to be completed.

6.0 Backdating of Discounts and Exemptions

Councils must grant discounts and exemptions for a past period if the appropriate conditions are met, and any relevant evidence has been provided, as there is no time limit on backdating.

If a resident has paid their Council Tax in full, and is then awarded with a backdated discount or exemption, a refund is issued for the total amount the liable party is in credit for.

The rules in relation to Council Tax reduction backdating differ from discounts and exemptions rules as backdating is restricted to a maximum of 6 months, in line with Housing Benefit.

7.0 Table Summary

Single Persons Discount	Is granted automatically when a change of address has been notified to the Revenues Team. The team will contact customers if any information is required to ensure the discount is awarded. Information on single persons discount is detailed within the council tax booklet, MyAccount and website.
Empty Property	Where appropriate, this is awarded automatically once confirmation of sale or let is obtained online. Applications can also be made through MyAccount. Information on empty properties is detailed within council tax booklet, MyAccount and website.
Students	Data sharing agreement in place with UWS to capture student information without the need for any application to be made. Applications can also be made through MyAccount and in paper format for students studying elsewhere.

Briefing Paper

To: Audit Risk And Scrutiny Board – 29 May 2018

Subject: Council Tax - Discounts & Exemptions

Foreign Student Spouses	Revenues team is proactive to identify cases where evidence of a student has been received and appears a foreign spouse also stays in the property. Applications can be made through MyAccount or by paper application.
Severely Mentally Impaired/Care Workers	Awarded automatically with links in place with HSCP for residents going into residential care or through engagement with AWI team only. All other applications for exemption under this category require an application. Information on SMI detailed within council tax booklet, MyAccount and website.
In Residential Care/Hospital	Awarded automatically with links in place with HSCP. Information on in care detailed within council tax booklet, MyAccount and website. Applications can be made through MyAccount and by paper application.
Deceased	Is automatically awarded on receipt of death notification from registrar.
In Detention	Paper applications can be made as form is stamped by detention establishment.
Under 18 Years Old	Awarded automatically if CTR application has been made as evidence already received. Information on 'under 18' detailed within council tax booklet, My Account and website. Applications can be made through MyAccount.
Resident aged 18 for whom child benefit is payable	Awarded automatically if CTR claim in place as evidence already held on file. Paper applications can also be requested.
Care Leavers	New reduction implemented from 1/4/18. Discussions currently place with Children Services to ensure awards are made automatically where possible.
Last Occupied by Students	Awarded automatically to landlords where their empty properties were last occupied by students.

Briefing Paper

To: Audit Risk And Scrutiny Board – 29 May 2018

Subject: Council Tax - Discounts & Exemptions

Charitable	Awarded automatically when we are aware property owned by charity is vacant. Paper applications can also be made.
Repossession	Application can be made through MyAccount.
Structural Repair	Applications can be made through MyAccount. Information on empty properties is detailed within MyAccount and website.
Disabled Band Reduction	The reduction takes the form of a drop in valuation band from, for example, C to B. If it's a band A property, the reduction will be approximately 17% of the council tax charge Applications can be made through MyAccount.
Second Adult Rebate	Second Adult Rebate is an alternative to Council Tax Reduction. Council Payers can apply if they are responsible for paying the Council Tax and share their home with other adults, who are 18 or over and have a low income. Applications can be made through MyAccount.
<p>All further discounts or exemptions below are uncommon however can be applied for contacting the Revenues Team.</p> <ul style="list-style-type: none">• Prohibited by law• Occupation by a minister of religion• Last occupied together with certain agricultural lands• Property held by a trustee in bankruptcy• Dwelling difficult to let separately• Apprentice/Youth Trainee• Member of international headquarters & defence organisations• Members of visiting forces <p>Members of religious communities</p>	



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

On: **29 May 2018**

Report by: **Lead Officer**

Heading: **Fly tipping in the countryside and at known fly tipping spots**

1. Summary

1.1 On 6 November 2017 the Board agreed the scope of the review. On 22 January 2018 the Board received information from the research available concerning the extent of fly tipping in Scotland and in Renfrewshire as well as the causes of, and motivations towards fly tipping. On 19 March the Board then heard from council officers regarding the council's approach to prevention and detection of fly tipping, as well as hearing from residents regarding their experiences of fly tipping where they live.

1.2 The report presented today focuses on fly tipping prevention and detection activities carried out by others; neighbouring local authorities and partner organisations including Zero Waste Scotland, SEPA and Police Scotland.

2. Recommendations

2.1 The Board is asked to:

- note the matters arising from the previous meeting and subsequent actions undertaken;
 - note the fly tipping prevention and detection activities carried out by others; and,
 - note information presented by key partner organisations.
-

3. Background and progress since previous meeting

3.1 On 6 November 2017 the Board agreed the scope of the fly tipping review. On 22 January 2018, the Board received information from the research available concerning the extent of fly tipping in Scotland and in Renfrewshire as well as the causes of, and motivations towards fly tipping. On 19 March the Board heard from the Head of Amenity Services and the Head of Public Protection regarding the council's approach to prevention and detection of fly tipping, as well as hearing from residents regarding their experiences of fly tipping where they live.

3.2 Following on from the 19 March meeting the Head of Public Protection circulated further information to the Board on 29 March to clarify some matters that had been discussed during the presentation that he and the Head of Amenity services had given. The Head of Service informed that the £200 fine for fly tipping is the maximum that can be issued by Officers as a fixed penalty notice, however where there are repeat offences or where the fly tipping is of a particularly serious nature, offenders can also be reported to the Procurator Fiscal with the recommendation that they are prosecuted for the offence. Where a person is found guilty, the courts can impose fines of up to £40,000 or custodial sentences of up to six months. These options for tackling fly tipping are available to both the Scottish Environment Protection Agency (SEPA) and local authorities. The Head of Service further clarified that enforcement powers relating to fly tipping offences rest with both SEPA and local authorities and there is no definitive demarcation between which body would investigate incidents. It is generally the case that SEPA would investigate larger scale commercial/ industrial incidents. A matrix developed several years ago by a Fly Tipping Stakeholder Forum to provide guidance to the public around this issue was also circulated by the Head of Service; for completeness for this review, the matrix is attached in Appendix 1.

4. Fly tipping prevention and detection activities carried out by others

4.1 This section covers the final aspect of the review in accordance with the scope previously agreed by the Board; it covers information gathered in relation to fly tipping prevention and detection activities carried out by neighbouring local authorities and it introduces presentations and information submitted by partnering organisations.

4.2 In terms of background however, in January 2018 the Board was introduced to the May 2017 Zero Waste Scotland Report (ZWS), since the paper to Board at that time provided information on factors motivating households, commercial businesses or organised offenders to fly tip. That same ZWS report also gave information on how fly tipping could be addressed. Some of the key areas of activity highlighted by ZWS have been summarised below and this is useful contextual information to keep in mind when looking at the related activities undertaken by some councils and partner organisations:

- Data capture – for example, to support public reporting (such as through smartphone apps), to enable systematic local evaluation of the effectiveness of the measures put in place, to match to intelligence data held by SEPA or the police to track and catch persistent offenders, to

gain insights into whether gate fees for white van carriers are a cost-effective method.

- Infrastructure – for example, the use of physical barriers such as gates, fences, boulders and bunds to restrict vehicular access to known fly tipping sites, CCTV for monitoring, intelligent data extraction systems to enable image, data and document analysis to support law enforcement investigations and quickly identify environmentally critical fly tipping locations, and geographical information systems to categorise fly tipping zones and enable more efficient surveillance.
- Education and awareness – for example, increasing public awareness of what constitutes fly tipping and how to report it, communication campaigns to ensure people understand that using an intermediary to dispose of their waste does not remove their responsibility to ensure the waste is legally disposed of, and promoting services such as *Dump Dumpers* and *Crime Stoppers*. [Lead reviewer observation here is that surprisingly the ZWS report appears to be silent in relation to education and awareness raising in schools].
- Specific to organised offending - increasing the difficulty, increasing the risk of being caught, reducing reward, reducing provocation and removing excuses for offenders. This involves targeting hot-spots, individual registration of vehicles as waste-carriers, charging offenders with ‘tax evasion,’ introducing a reward scheme to encourage fly tipping reporting by the public, and direct billing of fly tippers for the cost of clean-up and disposal. From an ‘infrastructure’ perspective it is also thought that “measures could include the simplification of the administrative burden to waste carriers. This would address the finding by St John (2013) on the behaviour of white van carriers that higher compliance might be achieved if the paperwork of the waste reporting system was simplified and better communicated. Moving towards electronic waste transfer notes might be a crucial step in this direction.”

4.3 Information in respect of neighbouring local authority activities

- 4.3.1 The Lead Reviewer identified neighbouring local authorities of comparable profile and identified information that was considered would be of interest to the Board; this was around methodologies for public reporting of fly tipping, volumes of fixed penalty notices issued over one calendar year, management/ team arrangements for fly tipping activities, and approaches to fly tipping prevention and detection activities. A table was developed for input by the relevant local authorities and this is provided in Appendix 2 with the information returned at the time of writing this report. The Lead Reviewer wishes to record her thanks to the officers within the local authorities for their participation in this exercise. Any further responses received will be included within the final report at the end of the review.
- 4.3.2 From the information set out in Appendix 2 a couple of observations can be made. It would look to be the case that the local authorities are all engaged in very similar activities either currently or are developing these further. One clear point of note is the significant number of fixed penalty notices issued by North Ayrshire Council compared with all others. A footnote in the table provides some additional explanation for this.

4.4 Information from Zero Waste Scotland

The Board will receive a presentation from Mr Charlie Devine, Head of Resource Management, Zero Waste Scotland. A copy of the slides is included in Appendix 3. The key points highlighted in Mr Devine's presentation cover:

- information about Zero Waste Scotland, their mission and current plans;
- reviewing evidence to inform policy;
- the FlyMapper reporting mobile app;
- the Revised Code of Practice on Litter & Refuse; and,
- a look at new approaches to addressing fly tipping.

4.5 Information from Scottish Environment Protection Agency (SEPA)

4.5.1 As reported previously to the Board an invitation had been extended to SEPA to attend the Board meeting and provide information on the organisation's role in relation to fly tipping in Scotland. Unfortunately, SEPA did not confirm their availability for the meeting and so alternatively the Lead Reviewer has reviewed details on their website to provide information to the Board.

4.5.2 As Scotland's principal environmental regulator, SEPA regulate activities that could lead to pollution or environmental damage and help regulated operators and individuals to understand and comply with environmental regulations. Specifically, SEPA regulate:

- activities that may pollute water and/ or air;
- activities that may contaminate land;
- waste storage, transport, treatment and disposal; and
- the keeping and disposal of radioactive materials

4.5.3 Fly tipping is an activity that could impact on most of the above depending on the type of materials being dumped, the volumes and the locations involved.

4.5.4 In Scotland, the main legislation concerning fly tipping prohibits the disposal of waste without the necessary permit. Commercial waste carriers or brokers must apply to SEPA for a permit to legally carry or dispose of waste. SEPA maintain a [register of licensed waste carriers and brokers](#) which anyone can access to ensure any company being used is sufficiently compliant.

4.5.5 As advised by the Head of Public Protection (3.2 above), enforcement powers relating to fly tipping offences rest with both SEPA and local authorities and there is no definitive demarcation between which body would investigate incidents. It is generally the case that SEPA would investigate larger scale commercial/ industrial incidents.

4.6 Information from Police Scotland

4.6.1 As reported previously to the Board an invitation had been extended to Police Scotland, specifically the local liaison officer, to attend the Board meeting and provide information on Police Scotland's role in relation to fly tipping in Renfrewshire. Unfortunately, Police Scotland did not confirm their availability for the meeting and so alternatively the Lead Reviewer has

discussed their role with representatives from Environment & Communities services.

- 4.6.2 The main role for Police Scotland in relation to fly tipping locally is the referral of cases onto the council for investigation and where possible enforcement. Police Scotland only become involved in a more detailed way where cases are significant and involve serious organised crime.

5 **Next steps**

- 5.1 In line with the review timetable agreed by Board (Appendix 4), a draft report will now be prepared for the 27 August Board meeting which covers all information reviewed to date and will set out conclusions and recommendations for the Board's consideration.

Implications of the Report

1.	Financial	- none
2.	HR & Organisational Development	- none
3.	Community Planning	- none
4.	Legal	- none
5.	Property/Assets	- none
6.	Information Technology	- none
7.	Equality & Human Rights	- none
8.	Health & Safety	- none
9.	Procurement	- none
10.	Risk	- none
11.	Privacy Impact	- none
12.	COSLA implications	- none

List of Background Papers

- (a) Audit, Risk and Scrutiny Board Annual Programme approved 28/08/2017
- (b) Lead Officer Report – Fly Tipping, Report 01, 06/11/2017
- (c) Lead Officer Report – Fly Tipping, Report 02, 22/01/2018
- (d) Lead Officer Report – Fly Tipping, Report 03, 19/03/2018

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

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Lead Reviewer
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Karen.Locke@renfrewshire.gov.uk




Appendix 1 Matrix for reporting of Fly Tipping Waste Types




Fly tipped waste	Contact Local Authority?	Contact Environment Agency?	Report to Police?	Consider removing it yourself?	Comments
Animal carcasses	Yes	Yes - if in/near water	Yes	Seek advice from the Environment Agency on disposal options. Carcasses may be diseased and health and pollution hazards.	Some carcasses may be buried or disposed of through a licensed knacker's yard or hunt kennel authorised incinerator or rendering plant.
Fibrous asbestos	No	Yes	Yes	No	Contact the Environment Agency using the emergency hotline number (0800 807060). Fibrous asbestos is dangerous. Stand up-wind and wet the waste if possible (that is to say, wet it as long as you do not put yourself in danger).
Asbestos board/cement	Yes	Yes – but only to ensure that removal is covered by consignment notes.	Yes	No	Use registered carriers for asbestos removal
Batteries: wet lead acid	Yes	Yes - if more than five to ensure that removal is covered by consignment note.	Yes	No	Battery acids are strong corrosives. May emit irritant fumes, especially on reaction with water. Return to supplier. Contact the Environment Agency emergency hotline (tel: 0800 807060) immediately if watercourses are threatened.
Batteries: dry Ni/Cd, mercury, alkaline	Yes	Yes - if in/near water (also to ensure removal is covered by a consignment note).	Yes - if large quantities	Yes - take to recycling centre	Damaged batteries may react with other substances. Explosive reaction if water is added. Return to suppliers or take to recycling facility
Bottles	Yes	No	Yes - if large quantities	Yes - take to recycling centre	
Builders' rubble (including cement, stone, concrete, aggregates, sand)	Yes	Yes – if more than 50m ³ or if polluting a watercourse.	Yes	Yes - if clearly inert and in small quantities to landfill or civic amenity site.	Bricks can be re-used if clean (clean means free from polluting matter e.g. plaster board). N.B. also can be used as construction material – if you want to do this please contact the Environment Agency. On no account should polluting materials be used e.g. any form of asbestos.
Cans (steel, aluminium)	Yes	No	Yes - if large quantities	Yes - take to recycling centre	
Chemicals (including pesticides and wood preservatives)	No	Yes	Yes	No	These can present particular problems in the water environment - contact the Environment Agency emergency hotline (tel: 0800 807060) immediately; Be aware of fumes.

Fly tipped waste	Contact Local Authority?	Contact Environment Agency?	Report to Police?	Consider removing it yourself?	Comments
Clinical and sanitary waste	No	Yes	Yes	No	May include blood-contaminated products, syringes, needles and materials contaminated with faecal material. Contact the Environment Agency emergency hotline (tel: 0800 807060) immediately.
Drums	Yes	Yes - if leaking or in poor condition	Yes	No	Always seek advice on contents - labels may not indicate contents - be wary of fumes
Electrical goods (e.g. fluorescent tubes, computer waste, TVs)	Yes	Yes - if large quantities	Yes	Yes - if small - to civic amenity site	Fluorescent tubes contain toxic compounds requiring special care
Fabrics	Yes	No	Yes	Yes - if small take to civic amenity site	Do not disturb blood stained clothing call the Police immediately
Fire extinguishers	Yes	No	Yes	Yes - return to suppliers or civic amenity site	Many suppliers will take back abandoned fire extinguishers free of charge
Furniture (household or office, including carpets, mattresses, chairs, sofas)	Yes	No	Yes	Yes - for disposal at civic amenity site	
Garden waste (grass cuttings, tree or shrub loppings, etc)	Yes	Yes	Yes	Yes - for composting on own land or civic amenity site	Composting on site needs to be registered with the Environment Agency. Phone 0645 333111 to register.
Gas cylinders	Yes	Yes - if many or if in/near water	Yes	No - unless clearly identifiable and can be returned to a vendor	Return to suppliers or vendors - the Liquid Petroleum Gas Association can provide advice on these (tel: 01425 461612/ fax: 01425 471131).
Household bin bags	Yes - if large quantities	No	Yes - if large quantities	Yes - take to civic amenity site	
Litter	No	No	Yes - if large quantities	Yes - take to civic amenity site	
Metal (other than drums)	Yes	No	Yes	Yes - if small to civic amenity site or scrap yards	Some metals may be contaminated with chemicals - handle with care.
Oils (e.g. engine oil, lubricating and hydraulic oils, collected oil pollutants (oil/water mixes)	Yes	Yes - if in/near water or where more than 5 litres to ensure that the removal is covered by a consignment note.	Yes	No - except for small individual cans (less than 5 litres) which should go to recycling centres	Oils can present particular problems in the water environment - contact the Environment Agency emergency hotline (tel: 0800 807060) immediately if watercourses are threatened.
Packaging waste	Yes	No	Yes - if large quantities	Yes - if small to civic amenity site	

Fly tipped waste	Contact Local Authority?	Contact Environment Agency?	Report to Police?	Consider removing it yourself?	Comments
Plastic	Yes	No	Yes	Yes - if small - to civic amenity site	
Solvents (e.g. solvent-based paints, paint thinners, antifreeze, degreasers)	Yes	Yes - if in/near water (also to ensure that removal is covered by a consignment note)	Yes	No - except small numbers of paint cans etc	Solvents can present particular problems in the water environment contact the emergency hotline (tel: 0800 807060) immediately if watercourses are threatened.
Timber (including preservative treated timber)	Yes	Yes - if in/near water	Yes	Yes - if small quantities for re-use, or to civic amenity site	Untreated timber can be used for firewood. This is not to say that the wholesale disposal of waste by burning is generally acceptable. Do not burn treated timber.
Tyres	Yes	Yes - if many or in water	Yes	Yes - if small quantities to civic amenity site	Tyres should not be burned.
Vehicles which have been abandoned	Yes - duty to remove if on any land	Yes - if in/near water	Yes duty to remove if on the highway or verge	No	Lubricating oils, brake fluids, battery acids, antifreeze and other vehicle related fluids may present particular problems - especially in the water environment. Contact the Environment Agency emergency hotline (tel: 0800 807060) immediately if watercourses are threatened
White goods (including refrigerators, cookers washing machines)	Yes	Yes - if danger of CFC leak	Yes	Yes - if single items to civic amenity site or scrap yards	

Appendix 2 Overview of arrangements in nearby Local Authorities

Authority	Methods of reporting			Fly Tipping Fixed penalty notices		Roles		Approach		
				£ per notice	No. issued in 2017	Team/s	Management	Main prevention activities	Most recent developments	Future plans
Renfrewshire	✓	✓	x	£200	5	Rapid Response Team (RRT) and Community Wardens Streetscene	Head of Amenity Services and Head of Public Protection	Visiting fly tipping hot spots to implement specific measures (Barriers, Signage, Overt and covert CCTV); Visit all fly tipping complaints to assess for evidence of source	Team Up to Clean Up campaign with dedicated area for information about littering and fly tipping .	More RRT; Introduce "Report-it" App; Introduce Flymapper: (ZWS) App; Progress Permit Scheme proposal for householders
North Ayrshire	✓	✓	✓	£200	140***	Dedicated Environmental Enforcement Team for investigation and enforcement. Rapid Response for removal.	Fly Tipping Officer and StreetScene Strategy Manager	Visit every fly tipping complaint to assess for evidence of source; Regular patrols of known hotspot areas; Use of FlyMapper; Promotion of positive outcomes through social media including penalties and responsibilities; Attending community group meetings for intel; "White van man" initiative, making waste producers aware of section 34 offences and preventing the use of no-licensed waste carriers; Interacting with private landlords and holding them responsible for waste from their properties	Pilot scheme to introduce covert cameras The use of body-worn cameras to capture evidence from sites etc.	Increase areas covered by CCTV Use media and social media to promote results and penalties Continue to work with groups for 'as it's happening' info Improve our escalation process
East Ayrshire	✓	✓	x	£200	35	Corporate enforcement unit Environmental health pollution control team	Regulatory services manager	Media articles Posters Overt and covert CCTV FPNs and prosecution reports	Large case is being sentenced in June at court	Preventative and reactive work conducted by CEU and partners such as police
Inverclyde	✓	✓	✓	£200	9	Trading Standards and Enforcement along with the Community Warden Service	Head of Environment and Public Protection Services	Visit every fly tipping complaint to assess for evidence of source. Make use of Public CCTV systems to monitor hotspots. Dumb dumpers signage in hotspots to discourage offences but also for	Heat mapping of issued FPNs/ reports to offer visual representation of current areas of	Further development of Heat Mapping. Education of young people through school visits.

Authority	Methods of reporting			Fly Tipping Fixed penalty notices		Roles		Approach		
				£ per notice	No. issued in 2017	Team/s	Management	Main prevention activities	Most recent developments	Future plans
								reporting. Contact land owners to close off open sites to reduce fly-tipping.	interest, can be filtered for certain periods of time. Zoning of LA's area so that teams can focus on specific areas.	
East Renfrewshire	✓	✓	x	£200		Env Health/ Community Wardens/ Cleansing	Head of Environment Department	Signage/ CCTV/ Moveable covert camera		None at the moment

***At North Ayrshire the enforcement team was created in April 2016 and spent the first year or more tackling historic issues as well as new ones. Prior to the introduction of the enforcement team no-one was specifically tasked with this issue, hence the larger volume of notices issued in 2017. The numbers are starting to fall now as fly tipping prevention and detection activities progress further.


Appendix 3 Presentation from Zero Waste Scotland



Renfrewshire Council
29th May 2018

Fly Tipping Update

zerowastescotland.org.uk
@zerowastescot



About Zero Waste Scotland


Our Mission

We help reduce waste, increase energy efficiency and promote responsible water use – all as part of a journey towards a low-carbon, sustainable economy




What's Coming Up

- About Zero Waste Scotland
- Our aims and objectives
- Our work so far
- A different approach
- Open discussion



Review Evidence & Inform Policy

- How much flytipping takes place in Scotland;
- What waste types flytipping is made up of;
- What flytipping costs Scottish society;
- What the known drivers of flytipping are;
- How flytipping is perceived by the public;
- Evidence on effective countermeasures.



Evidence Review of Flytipping Behaviour
Prepared by: Zero Waste Scotland
Date: May 2017

FlyMapper



- Mobile app to log incidents;
- Website mapping:
 - Hotspots;
 - Priority materials;
 - Potential sources;
- Report production
- Export to other systems

Revised Code of Practice on Litter & Refuse

- Due to be laid in Parliament May 2018
- Focused on preventative activities
- Extended to all relevant land owners
- A new and different way of using a code of practice

A Different Approach

- Community-based action
- Attempt to re-establish local pride
- Using local people and tailor made messages
- Using Zero Waste Town Partnership

Appendix 4 Review Timetable

Date of Board Meeting	Stage of Review	Progress
06 November 2017	Commencement of review	✓
22 January 2018	Continuation of review	✓
19 March 2018	Continuation of review	✓
29 May 2018	Continuation of review	✓
27 August 2018	Draft report to Board	▶
27 September 2018	Final report to Council	▶

Key:



Completed



On target