
To: Audit, Risk and Scrutiny Board

On: 6 November 2023

Report by: Director of Finance and Resources

Heading: Risk Report, November 2023

1. Summary

- 1.1 Each year the Board considers and approves the council's risks.
- 1.2 This paper sets out the latest position in managing the council's risks, midway through the financial year. The appendices attached provide details of:
- 1: longer-term or imminent strategic risks
 - 2: longer-term significant corporate risks
 - 3: service risks
 - 4: assurance levels for business-as-usual risks
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2. Recommendations

- 2.1 It is recommended that the Board approves the report.
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3. Background

- 3.1 The key areas of risk **previously** reported to the Audit, Risk & Scrutiny Board in **May 2023** were:

Strategic Risks:

- Very High-Risk** Economy
- Very High-Risk** Reducing inequalities
- High Risk** Climate, sustainability & adaptability

Corporate Risks:

- Very High-Risk** Financial sustainability
- Very High-Risk** Financial stability
- High-Risk** Cyber attack
- High Risk** Regulatory services/ statutory activities
- High Risk** Commercial vehicle & operator's license
- High Risk** Tree Fall and Ash Dieback
- High Risk** Asset Management

3.2 The strategic and corporate risk profile for the council in terms of its longer-term or imminent risks was as shown by the matrix below:

Evaluation:	Low	Moderate	High	Very High	Total
LT or Imm Strategic Risks:	00	00	01	02	03
LT or Imm Corporate Risks:	00	00	05	02	07

3.3 Risks are evaluated using the Council’s adopted risk matrix; this involves multiplying the likelihood of a risk occurring by its potential impact. Risks are then evaluated as either ‘low’ (green), ‘moderate’ (yellow), ‘high’ (amber) or ‘very high’ (red).

3.4 It was noted that when service departments had reviewed their top ‘significant’ operational risks (i.e., those evaluated as high or very high) all reported that any such risks were already captured by some strategic and/ or corporate risks. In May however, with the integration of Housing Services into the new ‘Environment, Housing and Infrastructure’ service department, a commitment was given to do a deeper dive into the service’s risk profile. This was carried out and has additionally been extended to other service departments too. There is therefore better visibility of some service risks emerging and these are being reflected within Appendix 3 of the attached report. This should be noted however as work in progress.

3.5 The Corporate Management Team has reviewed the risk profile at the mid-year point and the updated risk information is now presented to Board, setting out the key risks as we progress through the 2023-24 financial year.

3.6 **Movement** in risk profile since the previous risk report to Board in May 2023:

- Risks added/ NEW

Strategic

- Migration and asylum related impacts – **high** (SRR.23.02.03, page 14)
The pace at which asylum dispersal and refugee resettlement has taken place in Renfrewshire since 2022 has been significant; beyond anything previously experienced. Partnership governance structures have been established to enable partners to share information and to identify and respond to issues as these emerge. In the short term, these are anticipated to be in relation to potential pressure on local education, health and social care services. There are significant pressures on, homelessness and housing services, given the tightness of the current housing market locally and on children’s social work due to availability of foster care and residential provision.
- Strategic sustainable planning for people and assets – **high** (SRR.23.03.05, page 16)
It is being proposed that the climate, sustainability, and adaptability risk will focus solely on global environmental sustainability and our route to Net Zero, and other sustainability aspects (people and place), should be lifted out to focus on the delivery of sustainable services and longer-term strategic sustainability and sufficiency of the council’s assets. This would incorporate strategic decision making regarding the estate, including the learning estate

and major capital projects, and ensure new assets are fit for purpose for the future. Note: the current asset management risk would therefore now primarily focus on *ongoing* asset management related matters.

Corporate

Delivery of the Dargavel solution – **high** (CRR23.04.11, page 22)

If the Learning Estate is not appropriately adapted on time, then there is a risk of insufficient places to meet pupil numbers associated with the Dargavel Village development, with consequent impact on families, education experience and further significant damage to the council's reputation.

Organisational learning from Dargavel investigation – **high** (CRR23.04.12, page 27)

As reported in a special risk update report to Board on 26 September, this new risk is being added. The recent Independent Review into Dargavel, and the council's response to the Review, highlighted several recommendations and agreed actions. The council must progress the actions as a matter of urgency or there is a risk that without sufficient learning, similar errors to those made in the past could occur again, with further financial implications and significant reputational damage for the council.

- National Care Service (governance and financial implications) – **moderate** (CRR23.04.14, page 33)

There has been recent confirmation that for the proposed new National Care Service, staff will continue to be employed by councils. However, under the terms of a new partnership arrangement, legal responsibility for the service is to be '*shared*' between the health service, councils and Scottish Government, with councils also responsible for buildings and the delivery of support services. The council will need to ensure clear governance arrangements are established otherwise there will be increased risk in terms of liabilities.

- RAAC and the school estate – **moderate** (CRR23.04.16, page 34)

While this report was initially being drafted, RAAC had not been identified as a local issue for us, albeit of national concern. Just prior to submitting this report however, some presence of the material was identified in the gym areas of one school (at the point of writing). It should be noted that while RAAC has been detected there are no concerns about its current condition or structural integrity of the roof. Precautionary assessment continues at other schools, and this will continue to inform the risk assessment in terms of potential impact on schools and any remedial costs that might be necessary. The risk is being added as a new corporate risk, with details provided on page 34 of this paper.

- Risks remaining, where scoring has **↑**

- Successful cyber attack – **high**, now to **very high** (CRR23.04.08, page 19)

The risk has been updated from cyber attack to risk of a *successful* cyber attack as more and more this risk comes closer to home, despite the sophisticated security protocols and cyber architecture in place, and for those organisations who *have* been impacted by successful attacks, we see that the effects are devastating. It is only right that this risk is now considered to be one of the greatest threats to the council's operations.

- Risks remaining, where scoring has ↓ (other than de-escalated risk below)
 - Financial stability – **very high** now to **high** (CRR23.04.07, page 19)
The budget set for 2023/24 includes the planned use of reserve balances and the current year budget monitoring suggests that the level of overspend is broadly in line with the planned use of reserves, therefore the in-year financial position appears stable; however the position will be kept under close review.
- Risks removed or de-escalated to service
 - Tree Fall and Ash Dieback – **high**, now to **moderate**
The risk is now moving from a corporate risk back to Environment, Housing & Infrastructure Services, as a programme of work has commenced to address the risk.
- Risks escalated from 'business as usual' to strategic or corporate
 - Workforce planning, recruitment and retention – **high** (CRR23.04.13, page 32)
Staff resourcing is captured by our model for business-as-usual risk under organisation resilience, however over recent months it has been clear that a live issue is emerging in relation to recruitment and retention challenges, particularly for various professional services. There is a national shortage in the UK labour market. For Renfrewshire Council that is impacting on certain specialist recruitment campaigns. This combined with diminution of salaries, the reality is that there is a risk the council may lose key personnel, it may be very difficult to recruit suitably qualified and skilled officers for compliance, advisory, investigative and assurance work, with significant impact on statutory responsibilities and slippage in professional activity. Note, the former corporate risk relating to Regulatory services/ statutory activities is now reflected within this newly escalated one.
 - Programme and project management – **moderate** (CRR23.04.15, page 33)
While so far, Heads of Service undertaking self-assessment in this area of practice have reported reasonable or substantial assurance, and the governance arrangements in place to support major projects is sound, there is a risk that some minor or externally led projects may not benefit from the council's established project management controls where they could do so, but they are not known to the programme management unit. There is therefore scope to explore how these projects might be captured and so this moderate risk will feature in the corporate risk register until a review of this is complete.
- Risks escalated from service/s to strategic or corporate - nil
- Horizon Scanning and other points of note

While not necessarily included on risk registers, there are always matters that the Corporate Management Team will keep a watching brief on. External sources of rich data include for example the [Global Risks Report](#) – the survey produced annually by the World Economic Forum in partnership with Marsh McLennan and Zurich Insurance Group.

Additionally, there is ongoing consideration internally of other matters that have been raised with the Corporate Risk Management Group that are kept on the radar. Recent examples of this include:

- The Verity House Agreement – Scottish and Local Government have entered into a new Agreement on how we will work together to 1) tackle poverty, 2) transform our economy through a just transition to net zero and 3), deliver sustainable person-centred public services. Risks that already capture these areas of activity should take account of the Verity Agreement without the need for a distinct risk. This is being monitored however for any unintended consequences that may emerge from the Agreement.
- Terror threat levels – under constant monitoring through various channels but not thought to require a distinct risk now, however this will be introduced if/when deemed necessary.
- Preparedness for another major public health incident – not added at this point as this sits within our ‘business as usual’ risk for organisation resilience, but should any intelligence emerge suggesting an increase in threat level, the risk will be reinstated.

3.7 With all of 3.6 in mind, the risk strategic and corporate risk profile is therefore now as follows:

Evaluation:	Low	Moderate	High	Very High	Total
LT or Imm Strategic Risks:	00	00	03	02	05
LT or Imm Corporate Risks:	00	03	06	02	11



3.8 Appendix 1 provides the detail for 05 longer-term or imminent strategic risks. Appendix 2 provides the detail for 11 longer-term or imminent corporate risks. Appendix 3 provides the detail for 15 longer-term or imminent service risks. Appendix 4 provides the assurance levels (to date) for business-as-usual risks.

3.9 The strategic and corporate risks are aligned with the council plan themes that were approved in 2022.

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

13. **Climate Risk** – not relevant to report recommendations



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Appendix 1: Strategic Risks, longer-term or imminent

- **ECONOMY – building an inclusive, green and resilient economy**


Context	Risk Statement	Owned by	Current Controls	Likelihood	Impact	Evaluation
<p>SRR.23.01.01 Economy</p> <p>The coronavirus pandemic has resulted in significant challenges for economies across the world. The UK and Scottish Governments invested billions to support businesses through lockdowns and furlough in order to keep businesses viable and retain people in employment. Subsequently, the cost-of-living crisis and supply chain issues have meant that economic conditions remain challenging. Renfrewshire's economy has well established strengths in transport (including Glasgow Airport), retail (including Braehead), manufacturing (including significant international exports) and construction and major initiatives such as AMIDs are key to future growth. There is a risk that failure to support economic growth will have a negative impact on residents, businesses, and public services.</p>	<p>Even before the COVID-19 crisis, the Scottish economy was facing several strategic challenges including climate change, Brexit and lower than average productivity. Likewise, Renfrewshire's economy was facing challenges such as: growing the working age population; more closely aligning the education and skills provision with the needs of local employers; and achieving a strong and inclusive economy.</p> <p>The risk therefore is that significant economic improvement and upskilling of local workforce is difficult to progress until the current landscape improves and our investment programmes are completed</p>	<p>Head of Economy and Development</p> <p>Head of Finance & Procurement</p> <p>Programme Director – City Deal & Infrastructure</p>	<p>(1) Economic Recovery Plan</p> <p>(2) Capital investment such as investment in housing and heritage assets; supporting Scotland's</p> <p>(3)</p> <p>(4) investment by identifying and developing opportunities such as AMIDS¹ and supporting local businesses seeking to export to new markets</p> <p>(5) Taking forward measures to counter any education learning loss</p> <p>(6) Developing skills interventions to address the risks of unemployment, in particular those in low-paid employment, and parents.</p> <p>(7) Support for local businesses to bid for council contracts</p> <p>(8) Support for local businesses to become more carbon neutral</p>	05	05	25 V.High
Action Codes	Actions	Assigned To	Date	Status		
CESIP22.01.02	<p>Maximise funding for regeneration of Renfrewshire's places through grant submissions to external sources including UK and Scottish Governments.</p> <p>The Regeneration and Place Team have successfully been able to secure and receive funding through various external sources. Between 21/22 and 25/26 we have been allocated £4.4m from the Place Based Investment Fund for capital regeneration projects. Between 22/23 and 24/25 we have received £1.5m in funding for capital and revenue regeneration spend from the Shared Prosperity fund. We have consistently been successful in RCGF funding applications. Most recent successful application received £800k in funding for the PACE theatre project. Four applications have been submitted this year for the 24/25 allocation. We have now been invited to Stage 2 for two of these applications. Stage 2 applications will be submitted in November, with decisions expected in the new year.</p>	Head of Economy and Development	31-Mar-2026			







¹ Advanced Manufacturing Innovation District



	<p>An application was also submitted this year to the Scottish Governments Vacant and Derelict Land Investment Programme (VDLIP). Again have been successful in progressing to Stage 2, with a further application to be submitted in November.</p> <p>Funding worth £85k has been secured from SEPA to investigate the potential deculverting and environmental enhancement of the Candren Burn in Ferguslie. We have recently secured £35k funding from Visit Scotland to develop a strategic Tourism Infrastructure Development Plan for Clyde Muirshiel Regional Park. Will be looking to make further applications to the Rural Tourism Infrastructure fund in the near future. The Regeneration team will continue to explore external funding opportunities to help deliver our place shaping agenda</p>			
CESDP21 - 01 - 27	<p>Monitor benefits of City Deal Projects, including AMIDS, Clyde Waterfront and Renfrew Riverside and City Region wide employment programmes.</p> <p>Clyde Waterfront & Renfrew Riverside: All required community benefits have been delivered to date, with the rest remaining on track during the project lifespan. Project is advancing with the completion of a new culvert and foundations of bridge structure in place. Fabrication of bridge components is progressing with these due to arrive on site in early 2024.</p> <p>Glasgow Airport Investment Area project is now complete which is enabling the development of AMIDS</p>	Programme Director - City Deal and Infrastructure	31-Mar-2025	
CESDP21 - 01 - 13	<p>The transformation of Paisley on the back of the Action Plan is advancing at pace. Goals such as creating an international culture and heritage destination and acting as a stimulus for property investment, development and re-use has already been realised.</p> <p>There are a number of significant regeneration projects currently under construction nearing completion including the restoration of the Museum, Town Hall and Arts Centre and the creation of a new Culture and Learning Hub in the High Street.</p> <p>The publication of the Paisley Vision document will also act as a further catalyst to inspire future development in and around the town centre. The Liberal Club, which was identified as a key building in the Vision, is currently under restoration, securing its long-term status.</p> <p>The Regeneration Team will be looking to refresh our town centre strategies to reflect changes that have taken place in a post pandemic environment. These Strategies will align with the guidance and principles outlined in NPF4. We await the publication of applicable supplementary guidance. In the meantime, work has been ongoing in respect of outlining potential regeneration priorities and projects. This includes commissioning visioning work in Johnstone, a review of potential projects in Erskine and the submission last year of a bid to the Levelling Up Fund in respect of a project in Renfrew. The team will continue to bring forward regeneration proposals across our town centres. This action carries forward into the new Service Improvement Plan but has been widened in scope.</p>	Chief Economic and Regeneration Manager	31-Mar-2026	
CESIP23 - 01 - 02	<p>Work with the development partner and stakeholders to maximise the potential of AMIDS for Renfrewshire</p> <p>Development partner (Buccleuch) now in place with contracts being signed. Work has already commenced to secure new leads to AMIDS with phase 1 which will deliver the next building on site, beginning the design process.</p>	Programme Director, City Deal and Infrastructure	31-Mar-26	
CP.22.02.01	<p>Develop an Investment Proposition for Renfrewshire that is clear on our economic ambitions for place</p> <p>Two reports have been commissioned to analyse Renfrewshire's Growth Sectors. The first highlighted that there are several opportunities which Renfrewshire needs to capitalise on to support the growth of its economy further. The second report aims to reconcile existing priorities, team capacity and skills engaged in the economic development and regeneration functions of the Chief Executive's Department, with the future opportunities and challenges outlined in the first report and the Council's Economic</p>	Head of Economy and Development	31-Mar-25	




	<p>Strategy. This report highlights that there is a requirement to grow and increase visibility of Renfrewshire’s inward investment proposition to drive future economic growth and development. The development of a web site which signposts the area’s investment portfolio is recommended. Officers are now looking to progress this action in conjunction with the Marketing/Communications team .</p>			
CP.22.02.07	<p>Develop a Community Wealth Building Plan for Renfrewshire</p> <p>Community Wealth Building [CWB] is at the heart of the council’s approach to inclusive economic growth and aims to support a wellbeing economy in Renfrewshire. A new Community Wealth Building Act is expected next year and a council framework/plan is currently being prepared. Key actions to report are: i) Ensuring the Council CWB plan is aligned to a regional approach with Glasgow City Region; ii) Reporting quarterly to the Scottish Government’s Community Wealth Building Policy Manager and liaising directly with colleagues in the SG CWB policy team; iii) Contributing to Economic Development Association Scotland (EDAS) and Centre for Local Economic Strategies [CLES] workshops.</p> <p>As part of a Scottish Government pilot, Renfrewshire Council (Economic Development and Procurement) were one of four local authorities to participate in a CWB project delivered by Scotland Excel. The project involved data analysis of local spend, practice sharing workshops and a Spotlight on Community Wealth Building from the Scottish Government’s Heads of Procurement. Economic Development are working on a draft paper which will provide an overview of CWB practice within the Council and will outline the Council’s key objectives and levers to maximise the impact of CWB at a local level. In order to ensure the paper is aligned to national policy, the draft paper will be revised to reflect the proposed new CWB Bill due to be put forward during the current parliamentary term.</p>	Head of Policy and Partnerships	31-Mar-24	
CESDP21 - 01 - 03	<p>Support and grow supply chain management and knowledge exchange among manufacturing SMEs to supply Scottish / UK businesses and global supply chain</p> <p>A key aim of the recent Growth Sectors report is for the Council to identify opportunities for local supply chain growth and development. For the past 18 months the Economic Development and Procurement teams in the council have been developing and delivering a wide range of new supports to local businesses to encourage them to bid for public sector contracts. This builds on existing work with the Supplier Development Programme and Business Gateway support. The main driver of this is work around the Community Wealth Building agenda and the aim of increasing and sustaining local economic growth and also increasing council, and other public sector spend, in the local area. Further opportunities for local growth and development are also being explored.</p>		31-Dec-2023	

- PLACE - working together to enhance wellbeing across communities
- FAIR - nurturing bright, happy and healthy futures for all

Context	Risk Statement	Owned by	Current Controls	Likelihood	Impact	Evaluation
<p>SRR.23.02.02</p> <p>Reducing inequalities in Renfrewshire</p> <p>The Council plays a key role in tackling inequalities and providing the best possible services to our communities, particularly those who are experiencing the poorest outcomes. As well as our focus on health and wellbeing, we are also committed to support vulnerable individuals, groups or communities through early intervention and prevention, responding to poverty, supporting routes to employment as well as dealing with welfare reforms. The impact of COVID-19 is likely to have exacerbated existing inequalities in terms of for example educational attainment, health, poverty and mental health. There will be a significant focus on ensuring that people receive the economic and wellbeing support that is needed, with a real opportunity to work in a different way, and to tackle some of the existing inequalities across communities as we do this. The current cost of living crisis impacts disproportionately on particular groups in society. In the short term, significant focus is on supporting food insecurity and supporting people on low incomes to maximise income and seek advice with income and debt management.</p>	<p>If we don't have a coordinated approach to tackling inequalities across Renfrewshire (including for example, 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>	<p>Head of Policy & Partnerships</p>	<p>(1) Fairer Renfrewshire Programme (2) Attainment Challenge and Pupil Equity Funding (3) Strong partnership working (e.g. Community Planning Partnership (CPP). Advice Partnership, Empowering Communities Forum, Improving Life Chances, CPP Board (4) Community Plan identifies 'Fair' priorities with associated actions relating to cost of living crisis, addressing the impact of alcohol and drugs, and a just transition to Net Zero. Social Renewal Plan has been developed through a programme of analysis, research, and engagement.</p>	<p>05</p>	<p>05</p>	<p>25</p> <p>V.High</p>
Action Codes	Actions	Assigned To		Date	Status	
CESIP22.03.01	<p>Develop the new Fairer Renfrewshire programme.</p> <p>The Fairer Renfrewshire Sub-Committee has been meeting since August 22 and a Fairer Renfrewshire Officers Group made up of officers from across services is meeting monthly. Work with partners to develop the Fairer Renfrewshire Programme is ongoing. There are four key emerging themes which are shared across all elements of the programme, and these are:</p> <ul style="list-style-type: none"> •Improving financial security •Advancing equality of opportunity •Building community capacity and resilience •Listening to lived experience <p>Funding has been allocated from the Fairer Renfrewshire budget to a number of projects to support residents with immediate Cost of Living increases. These include supports around food, fuel and advice. Work is also ongoing around digital access and supporting residents to get online through the Citizen Voice group, with a new post of Digital Champion in libraries has been recruited.</p> <p>Our Winter Connections programme was set up to support residents over the Winter 22/23 period, and has provided grants to a number of organisations to run activities. The development of a panel of people with lived experience of</p>	Strategic Partnerships & Inequalities Manager		31-Mar-2025		



	<p>poverty to inform the Council's policy and practice is ongoing. A diverse panel has been recruited and have met formally six times, with test of change being evaluated by Poverty Alliance.</p> <p>In addition, officers are undertaking a 'deep dive' child poverty data exercise, to support the Local Child Poverty Action Plan as well as the wider Fairer Renfrewshire programme</p>			
CESIP22.03.02	<p>Develop the Trauma Informed and Responsive Renfrewshire Programme</p> <p>A coordinator post has been created to lead this programme of work going forward, with the coordinator starting in late October 2022. Further engagement with the Improvement Service and other local authorities has taken place through national networks for trauma champions and trauma leads, and the steering group reconvened in March 2023 to further explore the draft plan for the Programme. Leadership training for the Corporate Management Team was also undertaken in March 2023.</p>	Head of Policy & Partnerships	31-Mar-2024	
CESIP22.03.03	<p>Deliver the Stigma/Language Matters project.</p> <p>The work of the Alcohol and Drugs Commission identified the need for partners to act robustly to eradicate stigma and promote positive conversations around recovery. Although the initial focus for this initiative was focused on alcohol and drug stigma, there is the opportunity to widen its scope to include other existing and emerging priorities, such as The Promise, Tackling Poverty, Trauma Informed and Responsive Renfrewshire and Our Values for example. High level themes and initial actions have been identified, including supporting staff to understand the power of language, be confident in their use of language, and to challenge stigma by speaking up when people make negative or wrong comments; and supporting national campaigns to help people in Renfrewshire understand the power and impact of language. A review of the resources required to deliver this project is currently underway.</p>	Head of Policy & Partnerships	31-Mar-2024	
CESIP22.03.09	<p>Carry out an evaluation of the Tackling Poverty programme and develop a transition plan for mainstreaming this work. Work commenced in Q2 and initial projects identified for evaluation. This work is ongoing with Programme Management Unit support.</p>	Strategic Partnerships & Inequalities Manager	30-Sep-2023	
CP.22.01.09	<p>Develop new options for services and partners to work together more closely across localities to provide advice and support to local people and develop community capacity.</p> <p>We are progressing new connected communities approach - considering how we develop our 'front door' services for people accessing advice and support; exploring family advice services; and developing options for locality working.</p>	Head of Policy & Partnerships	31 Dec 25	
CESIP23 - 01 - 01	<p>Deliver a participatory budgeting framework for the Council</p> <p>This year £1.2M was allocated by Environment & Infrastructure through their #Youdecide programme. The project delivery is well underway, and an evaluation report is being finalised. The updated CONSUL site for Renfrewshire is now ready to be put into use. Arrangements are being put in place for the Data Analytics teams to manage the site in the interim while a permanent host is agreed. A range of services have undertaken training in CONSUL to enable potential future PB projects to take place within their services. The planning of the £25k PB project for Johnstone Christmas event is ongoing with a steering group including residents being formed and the group are currently planning the initial engagement work.</p>	Strategic Partnerships & Inequalities Manager	31-Mar-24	
CP.22.03.08	<p>Take forward the recommendations of the Alcohol and Drugs Commission</p> <p>Services across the Council continue to support and implement work to address the recommendations of the Alcohol and Drugs Commission Report. MyLA (My Life Ahead) launched last year, which provides holistic wraparound support, using</p>	Head of Policy & Partnerships	31-Mar-25	




	<p>many of the elements of the Housing First approach and is delivered by Housing Services, working with Turning Point Scotland. The project has now provided meaningful support for 39 individuals - which exceeds the target number - and there have been very positive indicators emerging in terms of: reduction in alcohol/drug use; people being supported to successfully access the specialist services they require; and, those with a history of non-engagement now working positively with the MyLA team. Children's Services, in partnership with I Am Me Scotland, have developed a digital, interactive and progressive curricular programme in substance use for early years to senior phase aligned to the principles of Curriculum for Excellence, and reflecting the context of drug use within Renfrewshire. Children and young people have led the design and development of the materials, with significant involvement from partners, as well as young people and adults with lived experience, from a variety of different backgrounds. Since its launch in August 2022, the programme has been accessed by 414 Renfrewshire teachers. In the new academic session (23/24), additional training sessions will be offered to ensure that the programme is embedded across all establishments. There has been much interest in our programme from across Scotland. As such, every local authority and a total of 982 teachers have accessed the platform. In addition, there have been access requests from Police Scotland (394), HSCP (18) and others (91) including elected members, Education Scotland, youth groups, disability groups, Crown Office and Procurator Fiscal Service, Public Health Scotland and Respect Me. The programme was put forward by Council for a COSLA award under Category 3: Tackling Inequalities and Improving Health and Wellbeing</p>			
CP.22.03.02	<p>Work with partners to support Renfrewshire residents through the cost-of-living crisis The Community Food Fund has supported community food provision across Renfrewshire and a further allocation of funding was agreed at the June 23 Leadership Board. Three allocations of funding have been made to the Fuel Insecurity Pilot which continues to support fuel vouchers augmented with energy advice and the increase in payment amount and continuation of the Financial Insecurity Winter Payment supports households who are struggling to purchase essentials like food and fuel. In addition the Tackling Poverty programme continues to support an Energy Adviser in the Energy Management Unit. Council Officers have worked with Engage Renfrewshire to produce information on Cost of Living supports held in one easy to access place, with leaflets printed and distributed to help dissemination of this information. The School Support service in all secondary schools commences in August 23, with RCAB providing advice, while Advice Works are providing support to early years and primary locations.</p>	Strategic Partnerships & Inequalities Manager	31-Dec-23	
CESIP22.03.07	<p>Develop mechanisms for supporting individuals with lived experience of poverty to influence policy in this area The development of a panel of people with lived experience of poverty to inform the Council's policy and practice is ongoing with Poverty Alliance and STAR Project being contracted to organise, chair facilitate and support the panel. A diverse panel of 15 people has been recruited and have met formally six times, as well as meeting in-between panel meetings to debrief and develop the work alongside a community artist to create a record of their experience. Initial meetings with Officers and Elected members have been held to commence the panel's input to policy. Work is also underway to plan an event which will bring the Panel together with the Fairer Renfrewshire Sub-Committee to discuss the Panel's deliberations and recommendations. An</p>	Strategic Partnerships & Inequalities Manager	31-Mar-24	

	evaluation of the process has also been carried out by Poverty Alliance to explore how these types of participation processes can inform work going forward, and to inform the development of the model moving forward. Officers are currently undertaking contract arrangements to extend the existing panel arrangements for a further year.			
CESIP23.03.02	Develop the Fair Food Renfrewshire strategy. The Head of Policy and Partnerships has assumed role as officer Food Champion. The first development session of local food partnerships was held on 24 October 2022, with input from Nourish Scotland/Glasgow City Food Partnership and Renfrewshire HSCP Health Improvement Teams. A local partnership will be formed to develop the strategy. Discussions were held with Nourish Scotland and a second Fair Food Renfrewshire event was held in May 2023. The purpose of this event was to further engage with a wider stakeholder group and help shape the Vision, Charter and the work priorities of Fair Food Renfrewshire as suggested by the Sustainable Food Places toolkit.	Strategic Partnerships & Inequalities Manager	31-Mar-24	
CESIP23.03.01	Deliver targeted programmes of community-based adult literacy and numeracy, ESOL, digital, personal and social development, and family learning activities in response to identified need and as set out in Renfrewshire's CLD Strategy 2021-24 (CF) Q1 delivered 52 adult & family learning courses and 8 one-off learning events across Renfrewshire: Adult Literacies 5 x weekly sessions plus 5 short numeracy courses delivered as part of the Multiply initiative ESOL 10 x weekly sessions plus 2 ESL in the Community groups under the Supporting New Scots initiative. Digital beginners and work clubs 12 x weekly sessions Personal development groups x 16 weekly sessions Family Numeracy 2 x weekly sessions delivered as part of the Multiply initiative. One-off learning events include family learning days during school in-service days and activities delivered in partnership with OneRen and CAB.	Community Development Manager	31-Mar-26	
CESIP23.03.03	Continue to deliver new approaches to Building Communities and identify further new opportunities for locality area-based support which builds community capacity. "Take the Lead" was launched in May 2023 to promote responsible dog walking behaviours, primarily to reduce instances of dog fouling within communities. Dog owners who sign the Pledge agree to adhere to good practices such as picking up after their dog. Signatories receive a free lead, mobile dog fouling dispenser, (bags included) and bandana promoting the Campaign. The Green Spaces, Play Parks and Villages Investment Fund has supported 104 community projects since its launch in 2018. In 2023, 16 projects have been supported including gala days, community gardening projects and community murals. Feedback from communities demonstrates the Team's support is appreciated and the funds bring neighbourhoods together, as well as deliver physical improvements.	Community Development Manager	31-Mar-26	

Context		Risk Statement	Owned by	Current Controls	Likelihood	Impact	Evaluation
SRR.23.02.03 Migration and asylum related service pressures		The pace at which asylum dispersal and refugee resettlement has taken place in Renfrewshire since 2022 has been significant, and beyond anything previously experienced. Partnership governance structures have been established to enable partners to share information and to identify and respond to issues as these emerge. In the short term, these are anticipated to be in relation to potential pressure on local education, health and social care services. There are significant pressure on, homelessness and housing services, given the tightness of the current housing market locally and on children's social work due to availability of foster care and residential provision.	Head of Child Care & Criminal Justice	(1) The Migration and Resettlement Strategic Group meets regularly to review and discuss developments across all migration and resettlement programmes. This group is comprised of senior officers from across appropriate council services. (2) Asylum Dispersal meetings are held once every two weeks with senior council officers and representatives from the UK Government Home Office and their agent Mears. (3) The Renfrewshire Community Protection Chief Officer Group receives regular updates on migration and asylum issues and any emerging issues. (4) The Renfrewshire Community Protection Member Officer Group receives regular updates on migration and asylum issues and any emerging issues. (5) Updates are provided, as required, to the Leadership Board of the council.	04	04	16 High
Migration/ Ukraine/ Asylum programmes - this is an area which is developing and could be a potential major issue moving forward. The impact of the conflict in Ukraine is reflected within the Financial Sustainability Risk, but only in relation to pricing volatility and global supply issues. The risk here is wider ranging and includes: <ul style="list-style-type: none"> - Ukrainian Displaced Persons - Home Office Asylum dispersal programme – use of hotel accommodation in Renfrewshire - Unaccompanied Asylum-Seeking Children – new requirement from UK Government for Renfrewshire to provide for children and young people under the National Transfer Scheme - Syrian/ Afghan resettlement programme - Support to ensure effective resettlement to New Scots 			Head of Policy and Partnerships				
Action Codes	Actions				Assigned To	Date	Status
	Ongoing Monitoring						

• GREEN – leading Renfrewshire to Net Zero







Context	Risk Statement	Owned by	Current Controls	Likelihood	Impact	Evaluation
<p>SRR.23.03.04 Global environmental sustainability and route to Net Zero <i>(Renamed from Climate, Sustainability risk)</i></p> <p>Renfrewshire Council declared a Climate Emergency on 27 June 2019 and established a Climate Change Sub-Committee, now the Planning and Climate Change Policy Board to lead on this work. The actions required are potentially complex and multi-faceted and need to be supported by organisations across all sectors, and in partnership with local communities. Actions include: pledging to work proactively with others towards a net zero Renfrewshire by 2030, taking into account both production and consumption emissions; and assisting communities to become more resilient to the impacts of global warming, particularly to flooding and to drought.</p>	<p>The climate emergency brings a risk to Council and its communities in relation to increased extreme weather as well as food insecurity. We need to focus on mitigation and adaptation and ensure a just transition so no one is left behind and none is disadvantaged in the transition to net zero. The Council would need to take action and support those most disadvantaged. A key risk is that the Council is not in control of all of the levers, and cannot deliver everything required in isolation, so there is a risk that others do not contribute towards the 2030 target.</p>	<p>Head of Climate, Public Protection and Roads</p> <p>Climate Change Working Group</p>	<p>(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</p> <p>(2) Renfrewshire’s Plan for Net Zero has specific objectives to reduce emissions, and these are included in other key documents such as the Council Plan</p> <p>(3) Governance through the Planning & Climate Change Policy Board</p> <p>(4) Launch of the Climate change action fund – to support a range of initiatives/feasibility to test new ways of working and to be ready to lever external funding</p> <p>(5) Climate Panel / Partnership Forum to support engagement and ensure all voices are heard, including traditionally underrepresented groups</p> <p>(6) Community Climate Fund – fund for community organisations to enable behaviour change and local green projects to make our communities more resilient</p>	04	04	16 High
Action Codes	New Actions	Assigned To		Date	Status	
CESIP22.04.01	Complete the District Heating Network at AMIDS, with supplies to NMIS and MMIC. The district heating network is now complete and operational.	Programme Director, City Deal and Infrastructure		31-Mar-23		
CESIP22.04.02	Develop the first stage of Renfrewshire’s Plan for Net Zero The Plan for Net Zero was developed in partnership with other services, stakeholders and our citizens through Renfrewshire’s Climate Panel. The Plan was approved by the Planning and Climate Change Policy Board on 23rd August.	Strategy, Policy & Insight Manager		31-Dec-22		
Forward action linked to Net Zero plan: Climate change action to make Renfrewshire net zero - Renfrewshire Website						



Context		Risk Statement	Owned by	Current Controls	Likelihood	Impact	Evaluation	
SRR.23.03.05 Strategic sustainable planning for people and assets		There is a risk that decisions could be made in the short term, for example to address financial pressures, which may then impact adversely on sustainability goals for the longer term impacting on our communities and organisation.	CMT	(1) Learning Estate Programme Board established (2) 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 (3) The Energy Management Team: 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 (4) Through the Procurement Unit, sustainability and community benefits are considered in the development of all contract strategies	04	04	16 High	
<ul style="list-style-type: none"> - Deliver sustainable person-centred public services (the Verity Agreement) and an engaged sustainable workforce - Ensure infrastructure future-proofing, with investment in solar and wind farms, electric charging networks and public transport, showing that taking the right risks right now, can transform communities - For capital projects, ensure new assets are fit for purpose for the future and have sustainable maintenance and repairs strategies - Strategic decision making regarding the estate, including the condition and sufficiency of the learning estate 								
Action Codes	Linked Actions				Latest Note	Assigned	Date	Status
<p><i>It is recognised that Dargavel Village has a significant amount of housing development yet to be delivered (circa 2000 housing units over a 10-year period) and therefore many of the associated risks that existed at the beginning of the development continue to exist today albeit there is live data to inform future projections from the first circa 2,300 units that have been delivered.</i></p> <p><i>The Council therefore continues to face risk and uncertainty in relation to accurately projecting the scale and timing of future education demand which will continue to have inherent uncertainty and risk. In recognition of this the Council will continue to progress the following actions to manage and mitigate this risk:</i></p>								
SRR.23.03.05a	Securing robust long term demand projections which provide both a core projection, potential upper scenario and a long-term view of the potential scale and timing of short-term peak demand to inform decisions on capacity provision.				Completed	Director of Children's Services	30-Sep-2023	
SRR.23.03.05a	Identify now a range of flexible options that are and will remain available to in future years to deliver, if required additional capacity (both temporary capacity and permanent long-term capacity) to ensure the Council can be reassured of being able to respond appropriately to the potential for upper end demand scenarios and or temporary demand peaks to emerge.				Further updates will be completed in this respect for updated datasets available from November	Director of Children's Services	31-Jan-2024	
SRR.23.03.05a	Establish process and arrangements to support and provide detailed monitoring and updates to projections for updates to actual data sets to facilitate a continual re-assessment of longer-term trend and likely requirements/ decision point required in relation to deployment of potential additional interventions.				registration data and recently released NRS Census data	Director of Children's Services	31-Jan-2024	
Further action TBC								

Appendix 2: Corporate Risks, longer-term or imminent

- LIVING our VALUES – making a difference together

Context	Risk Statement	Owned by	Current Controls	Likelihood	Impact	Evaluation
CRR23.04.06 Financial Sustainability Financial recovery from global events - Anticipated reduced income from NDR/CT over the medium term as full economic implications of the pandemic and cost-of-living crisis hit local businesses and communities - Pricing volatility and global supply issues leading to shortage of labour and materials following Brexit and the outbreak of the Ukraine war Best value report - Recommendation in Best Value report to prioritise how services need to be provided in future to be funded from within available resources. Cost and Income pressures - Future grant settlements and the level of funding available. - Implications of national economic policy choices to protect certain services from real-terms reductions in funding such as the Police and NHS - Future Local Government pay settlements, and non-payroll inflation - Demographics and demand pressures, such as an ageing	If significant cost pressures are not successfully planned for and managed effectively over the medium to longer term, this could jeopardise the financial sustainability of the council and result in a significant impact on availability and quality of front-line services and capital investment resources. Decisions will then be required on the continuity or scope of some services currently offered.	Head of Finance & Procurement	(1) Revised medium- to long-term Financial Outlook reassessed the various risks to the Council’s short, medium- and longer-term financial sustainability. Refreshed report to Council on 28 September 2023 outlined the immediate financial concerns and plans to address these, including R4R savings (see 3 below), financial sustainability workstreams, and utilising flexibilities agreed by the Scottish Government; however, as the position continues to develop and evolve, close monitoring will be required to ensure that the Council manages costs in the short term and fully appreciates the longer term consequences of actions taken to address short-term risks. 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. (2) 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. (3) In conjunction with the medium to longer term financial outlook and the Council’s continued “Right for Renfrewshire (R4R) 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 has been run in conjunction with the Council’s long-term debt smoothing strategy to support the release of planned savings over a number of years; however, the pandemic interrupted the planned delivery of savings under RFR, so the full programme has been reviewed. It remains the case that savings will continue to require be generated at scale in order to ensure the ongoing financial sustainability of the Council. (4) The Council approved a number of Financial Sustainability Workstreams in June 2022. These are led by Directors and look to progress recurring revenue savings.	05	05	25 V.High

<p>population with increased associated service demands, and increases in demand for children’s social care</p> <ul style="list-style-type: none"> - Implications of welfare policies and poverty levels, exacerbated by cost-of-living crisis. - Reductions in income from fee-generating services such as car parking; implications of the national economic recovery and associated risks/uncertainty in economic factors e.g., interest rates and inflation. - Implications of third party provider financial stability, such as childcare providers in current economic climate - Liability for predecessor organisations, in light of the removal of the limitation period for historic child abuse claims 			<p>(5) There is close financial monitoring of the agreed savings to ensure that they are delivered within the agreed timescales or where this is not possible, to understand and reschedule planned delivery to achieve the associated objectives. Monitoring is undertaken via a combination of financial and operational measures, actions and related update reports.</p> <p>(6) 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 e.g., CIPFA DoFs, COSLA and the Scottish Government. This liaison remains critical in ensuring the Council is aware of potential financial developments and is in a position to influence these.</p> <p>(7) Levels of and use of reserves has been a key tool in addressing the costs of the pandemic, therefore the planned use of reserves in the medium term, and the Council’s Capital Investment and Treasury Management Strategy, are key to ensuring ongoing financial sustainability.</p> <p>(8) Reports and publications from Audit Scotland in relation to the Local Government financial outlook, financial planning and related developments and improvements are supplemented with a Renfrewshire context report, with both reports being submitted to the Council's Audit Risk and Scrutiny Board.</p> <p>(9) Energy consumption data and condition surveys are used to identify priority areas for investment in the Council’s estate, support informed investment decisions and formulate the Council’s Capital and Revenue budgets.</p>			
Action Codes	Linked Actions	Latest Note	Assigned To	Due	Status	
CRR22.05.05a	Strategic Property Review and new ways of working / Review of local policy positions	<p>Work on all of the financial sustainability workstreams is being progressed with updates regularly to Council. Agreed budget changes will then be incorporated into the General Fund base budget in future years to capture the recurring savings.</p> <p>Due dates extended from original.</p>	Director of Environment, Housing and Infrastructure	31-Mar-2023		
CRR22.05.05b	Charging, fees and commercialisation / review of Council risk		Director of Finance and Resources	31-Mar-2023		
CRR22.05.05c	Strategic review of procurement		Head of Finance & Procurement	31-Mar-2023		
CRR22.05.05d	Connected Communities		Chief Executive (Head of Policy and Partnerships)	31-Mar-2023		
CRR22.05.05e	Digital Strategy		Director of Finance and Resources	31-Mar-2023		
CRR22.05.05f	Council Tax and Tax Policy		Director of Finance and Resources	31-Mar-2023		


Context	Risk Statement	Owned by	Current Controls	Likelihood	Impact	Evaluation
CRR23.04.07 Financial Stability	If significant short-term costs and income losses are not closely monitored and understood, this could destabilise the finances of the Council to an extent beyond the financial resilience of the Council, resulting in a need for immediate cost control measures, or short-term savings which have an immediate impact on service delivery.	Head of Finance and Procurement	<ol style="list-style-type: none"> (1) Revenue budget monitoring reports to Policy Boards focus on the forecast year-end outturn position rather than the historic periodic position, so that significant variances are reported early, and any mitigating steps can be taken. This is already highlighting severe price pressures (such as contractual inflation) across different services. The impact of pay inflation is also highlighted through this reporting mechanism. (2) Review of all Right for Renfrewshire programmes has been undertaken in order to recalculate potential cost savings in-year and to reprofile agreed savings, the delivery of which was interrupted by the pandemic (3) Review of Financial Sustainability workstreams following approval of the 2023/24 Revenue Budget to ensure targets remain achievable (4) Clear analysis of the Council's reserves position and potential for reprioritisation or redirection; including the development of plans to rebuild financial resilience of the Council in the medium term (5) Ongoing discussion with directors to understand the financial consequences of the current economic climate for each service and how these will be managed; (6) Review of capital plan and ongoing projects to ensure clear understanding of phasing of potential spend. 	03	05	15 High
<p><u>Context:</u> Imminent shorter-term risk for financial stability, recognising the immediate financial situation of the Council (note: the medium to longer-term financial position is captured under financial 'sustainability')</p>						
Action Codes	Linked Actions	Latest Note		Assigned	Due Date	Status
CRR22.05.07a	Investigate potential of Service Concession Flexibility allowed by Scottish Government	This exercise has now been completed and approved by Council through the Revenue Estimates 2023/24 where annual recurring savings of £1.4m were identified.		Head of Finance and Procurement	31-Oct-2022	
CRR22.05.07b	Report to Council the financial impact of utilising the service concession flexibility	Complete – reported to Council in Financial Outlook in December 2022 and Revenue Estimates report in March 2023		Director of Finance and Resources	31-Dec-2022	



Context	Risk Statement	Owned by	Current Controls	Likelihood	Impact	Evaluation
CRR23.04.08 Successful Cyber Attack	Regardless of the Council's technical preparedness for a cyber attack, the threat remains acute and present, as evidenced by successful attacks on partner bodies, with the risk of significant impact on council operations.	CMT	For security reasons, technical security controls are not published in the public domain.	04	05	20 V.High
<p><u>Context:</u> The risk has been updated from cyber attack to risk of a <i>successful</i> cyber attack as more and more this risk comes closer to home, despite the sophisticated technical security protocols and cyber architecture in place, and for those organisations who have been impacted by successful attacks, we see that the effects are devastating.</p>						






No matter what technology is deployed, the risk is materially impacted by individual employee behaviours – i.e. learning how to recognise a cyber attack and keeping that knowledge up to date by reading cyber updates and doing mandatory cyber training, being alert to phishing attacks and understanding the need for rapid escalation should an error inadvertently be made and criticality of urgently reporting when they have reacted to a phishing email and explaining all actions taken.					
Action Codes	Linked Actions	Latest Note	Assigned	Due Date	Status
As agreed by the Corporate Management Team					

Context	Risk Statement	Owned by	Current Controls	Likelihood	Impact	Evaluation
<p>CRR23.04.09 Commercial vehicle and operator licence compliance</p> <p><u>Context:</u> The council's vehicle fleet, managed by Environment & Infrastructure Services, comprises around 500 vehicles including heavy and large goods vehicles, light vans and cars. The council implements a range of measures to ensure ongoing vehicle operator licence compliance.</p>	Renfrewshire Council requires its fleet of vehicles to be effectively managed, otherwise there could be sustained impact in several areas including community care, housing maintenance and repairs, streetscene operations and waste collection.	Head of Operations and Service Development	<p><u>Governance</u></p> <p>(1) Compliance and Business Lead Officer in post monitoring compliance performance and performing vehicle spot audits to make sure compliance is adhered to.</p> <p>(2) Vehicles services and Maintained within the DVSA roadworthiness guidelines. Tachograph analysis system ensuring monitoring and compliance of driving staff.</p> <p>(3) Operator Licencing Awareness Training (OLAT) conducted for all operational service managers</p> <p>(4) Vehicle Tracking system monitoring vehicle performance and vehicle utilisation for all services. Driver CPC training to enhance driving knowledge for all HGV fleet drivers.</p> <p>(5) Quarterly attendance at Logistics UK (formerly FTA) and APSE Transport boards</p> <p><u>Operational</u></p> <p>(6) Reduction in average age of Council Fleet</p> <p>(7) Workshop equipment and tooling improvements</p> <p>(8) Vehicle User group created with all fleet users to improve operational performance.</p> <p>(9) New Requirement for Fleet Management system – Fit for purpose conducted with IT. (Digital working requirement to improve service for operational departments.)</p>	03	05	15 High
Action Codes	Linked Actions	Latest Note		Assigned	Date	Status
Updating the fleet management system, to create a digital working environment within Fleet Operations for all service users.						




Context		Risk Statement	Owned by	Current Controls	Likelihood	Impact	Evaluation
CRR23.04.10 Asset Management - Ongoing		Effective governance and management of the council's property assets is essential, otherwise there is a significant risk of harm, financial loss, service disruption, non-compliances, fines, rising energy costs and inability to recover losses via insurance proceeds	Director of Environment, Housing & Infrastructure. Head of Economy & Development Services	<u>Corporately:</u> Key responsibilities with regards to the Estate span 2 specific service departments, but they come together through a CAMIS Development Group (Corporate Asset Management Information System) which is taking forward a workplan to more effectively consolidate and oversee asset management risk <u>Heads of Service:</u> Effective asset management in practice on the frontline is included within the new Risk Assurance model which went live on 1 April 2023.	03	05	15 High
<u>Context:</u> GOVERNANCE – roles and responsibilities <ul style="list-style-type: none"> - Estates (Leases – by and from the council, and on behalf of HSCP) - Facilities management (security, housekeeping, statutory duties/ inspection, maintenance, repair, building fire risk assessment) - Property services (capital works, and CAMIS development) - All services (inspection inventories and response, people elements of fire risk assessment) OTHER MATTERS IN SCOPE <ul style="list-style-type: none"> - RAAC – see risk CRR23.04.16 on page 34 - Fluorescent Lights – requiring LED replacement - Action in relation to Unwanted Fire Alarm Signalling and upgrade costs 							
Action Codes	Linked Actions	Latest Note		Assigned To	Due	Status	
CRR22.0 5.10a	New CAMIS Development Group to appoint Joint Chairs/ Heads of Service	Head of Property Services and Head of Facilities Management Services have agreed to co-chair the group		CAMIS Development Group	30-Sep-2022		
CRR22.0 5.10b	Agree Terms of Reference for the CAMIS Development Group	The Terms of Reference have been finalised.		CAMIS Development Group	15-Nov-2022		
CRR22.0 5.10c	Undertake gap analysis to ascertain if any responsibilities in terms of governance are missing or unclear	Organisational changes agreed by Council have streamlined some governance arrangements – specifically that Property Services are now part of the Facilities & Property Services function in Environment, Housing & Infrastructure Services. There is less scope therefore for unclear responsibilities.		CAMIS Development Group	19-Dec-2022		
CRR22.0 5.10f	Develop a workplan for the group and prioritise areas of initial focus	Leads for initial priority activities have been agreed and a workplan is progressing in line with the Group's terms of reference.		CAMIS Development Group	28-Feb-2023		
CRR22.0 5.10g	Agree the workplan for 2023/24	Workplan and meeting schedules are in place, aligned to the Group's terms of reference		CAMIS Development Group	31-Mar-2023		
CRR22.0 5.10d	Undertake gap analysis to identify activities that take place outside of the CAMIS environment and consider if these can be brought into CAMIS by way of system development	Due to competing demands, development work on CAMIS has moved to virtual environment and slower than initially planned. Work still being undertaken to assess what sits outside CAMIS and what can be brought in. Discussions with other Local Authorities that use CAMIS to see what can be added with Health and Safety module being reviewed. Due date therefore amended to June 2024		CAMIS Development Group	30-Jun-2024		





CRR22.0 5.10e	Explore data and status monitoring	Whilst CAMIS is noted to be a good repository for data, development work is required to improve the data and how it can be easily accessed. Due to resource requirements elsewhere in the Council, this has been delayed. However, conversations continue virtually to assess what can be done to improve CAMIS for users to ensure robust, up to date data is stored within the application. Due date therefore amended to June 2024	CAMIS Development Group	30-Jun-2024	
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Context	Risk Statement	Owned by	Current Controls	Likelihood	Impact	Evaluation
CRR23.04.11 Delivery of the Dargavel solution	If the Learning Estate is not appropriately adapted in time , then there is a risk of insufficient places to meet pupil numbers associated with the Dargavel Village development, with consequent impact on families, education experience and further significant damage to the council's reputation	Director of Children's Services	(1) Effective programme and project governance established (2) Project risk management workshop delivered to the project management team	03	05	15 High
The newbuild Dargavel Primary school was delivered under a Section 75 agreement with the development company building a substantial housing development at Dargavel Village. The capacity of the new school was, and is, not sufficient for accommodating forecasted pupil numbers. The council needs to expand the learning estate in this area to ensure sufficient capacity for local education. The Independent Review into Dargavel resulted in 4 specific recommendations to be addressed to deliver the solution. <ul style="list-style-type: none"> ▪ Recommendation 1 - Build a more robust model of primary school need for Dargavel ▪ Recommendation 2 - Reconsider catchment areas ▪ Recommendation 3 - Produce robust supplementary guidance on developer contributions ▪ Recommendation 4 - Seek to work cooperatively with BAE 						
Action Codes	Linked Actions	Latest Note		Assigned To	Date	Status
For Rec 1						
CRR23.04.11-1a	Complete Council modelling through to the anticipated end date for the housing development (2033/34) based on assumed 4,300 units and available live data.	Completed October 2022		Director of Children's Services	31-Oct-2023	
CRR23.04.11-1b	Engage and appoint Edge Analytics to deliver enhanced modelling approach for both Dargavel primary requirements as well as PMHS out to 2033/34 and updated live datasets.	Completed February 2022 including additional upper forecast scenarios for Dargavel non-denominational requirements to support management of risk associated with long term yield remaining at similar level to 2023/24. Informed reports to Education and Children's Services Board in March and May 2023		Director of Children's Services	28-Feb-2023	







CRR23.04.11-1c	Extend Edge engagement to deliver an enhanced model projecting out to 2038 to provide longer term forecast to assess the full impact on the secondary sector and allow identification of likely timing and scale of peak demand encapsulating any relevant updates to live datasets.	Modelling completed which has identified an anticipated peak period in both primary and secondary sectors and will be reported to Education and Children's Services Board in November 2023.	Director of Children's Services	30-Sep-2023	
CRR23.04.11-1d	Provide update to November Education & Children's Service Policy Board.		Director of Children's Services	30-Nov-2023	
CRR23.04.11-1e	Update Edge Analytics modelling for newly released national Census data and expand across the whole school estate and establish modelling dashboard to support ease of updating and rapid re-assessment of revised projection that will be utilised on an ongoing basis over future years, both for Dargavel / PMHS but also as part of the strategic Learning Estate programme.		Director of Children's Services	31-Jan-2024	
For Rec 2					
CRR23.04.11-2a	Complete assessment of anticipated P1 intake from Dargavel catchment and assess against revised DPS capacity availability, establish planned P1 intake capacity cap and anticipated P1 intake requiring accommodation at Bishopton Primary School.	Planned use of Bishopton Primary School along with planned capped entry levels to Dargavel Primary School reported an approved at Education and Children's Services Policy Board in August 2023. There will be a requirement to annually monitor anticipated and actual P1 intakes carefully to assess adequacy of short-term capacity provision across both Dargavel and Bishopton Primary Schools to meet demand pending the second primary school in Dargavel coming on stream.	Director of Children's Services	31-Aug-2023	
CRR23.04.11-2b	Complete an exercise to assess the timing, scale and range of potential demand level scenarios, in particular understanding the scale and timing of the peak demand and likely settled long term demand. This information will be used to inform the assessment of how Bishopton Primary School could, if required, potentially be utilised as an option in the longer term.	Completion of the updated work with Edge Analytics has provided a view of the likely timing and length of the peak demand period – with peak primary demand being forecast in 2033/34 which will fall over the second half of the 2030s to a more settled level. Further work is being progressed to update this information for the recently released 2023 census information and November registration data to inform an overall assessment.	Director of Children's Services	31-Jan-2024	

CRR23.04.11-2c	Complete financial analysis to understand the potential financial context of utilising Bishopton Primary School Capacity	<p>Bishopton PS is a predominantly 1960s construction and is more than 60 years old. This building will, along with the whole school estate, undergo an updated condition survey over coming months. Notwithstanding, given the underlying age of the building it will inevitably have a limited remaining lifespan before being considered for replacement.</p> <p>Existing surplus capacity if used permanently to reduce the required size of a second Dargavel primary school, will require to be replaced as part of a renewal programme. The determination of the timing of that will be subject to work progressed as part of the strategic learning estate programme.</p> <p>Consequently, it has been assessed that any financial advantage from utilising Bishopton PS will be restricted to a temporary time value of money benefit and consequently will be relatively limited.</p> <p>In addition, there is also a risk that utilising Bishopton PS permanently removes its availability to provide supporting capacity to manage both a temporary peak that may arise from upper end educational demand scenarios and longer-term upper end demand. There could be the risk that in such circumstances if Bishopton capacity was no longer available this would lead to higher overall costs over the longer term for the Council.</p> <p>The financial considerations and risks will be incorporated into the overall assessment scheduled to be reported as part of the Education & Children’s Services Board report in January.</p>	Director of Finance and Resources	31-May-2023	
CRR23.04.11-2d	Set out overview in a report to the Education and Children’s Services Policy Board in respect to the potential long-term utilisation of Bishopton Primary School which will be subject to detailed consideration at an appropriate point in future years as actual long term demand trends increasingly emerge.	Work to allow appropriate recommendation to be made is progressing in line with plans and scheduled to be reported to Board in January 2024	Director of Children’s Services	31-Jan-2024	




For Rec 3					
CRR23.04.11-3a	Undertake a desk top review of other local authorities across Scotland and identify key best practice councils to engage.		Head of Economy and Development	30-Jun-2023	
CRR23.04.11-3b	Complete detailed engagement with identified best practice councils arising from desk top research	Detailed engagement completed with Fife, Falkirk and West Lothian councils.	Head of Economy and Development	31-Aug-2023	
CRR23.04.11-3c	<p>Complete data analysis exercise of a range of datasets of mixed historic sites across Renfrewshire to provide empirical evidence to support actual pupil yields to inform establishment of appropriate yield factors to be used in future contribution policy.</p> <ul style="list-style-type: none"> • Refresh % capacity of all schools (vs school rolls) • Sample research of Pupil Product Ratio (PPR) for developed housing sites (< 10 units) [min 10 site sample] • Sample research of PPR for developed housing sites (> 100 units) [min 10 site sample] • Sample research of PPR for established / mature housing development to provide longer term perspective (e.g. 15 years old) (> 100 units) [min 4 site sample] • Identify individual schools where pupil capacity is above notional threshold (85%) • Identify all known undeveloped housing sites in individual school catchments • [Subset of 5] identify all housing sites with current "live" planning application <p>Identify schools where it is anticipated intervention would be required to increase capacity based on potential future housing to be delivered over next 10 years to inform likely future developer discussions.</p>	Updated datasets (e.g. census data released by NRS) now available to allow detailed data analysis to be completed. Resource challenges have slowed the pace of some of this workstream but prioritisation expected to still allow for this to be completed during October.	Head of Economy and Development	31-Oct-2023	



CRR23.04.11-3d	Incorporate into the development of the draft contributions policy targeted to be presented to the Planning and Climate Change Policy Board in January 2024.	This remains the targeted date but it will be informed by complexity of any additional work that may be identified from the data analytics workstream.	Head of Economy and Development	31-Jan-2024	
For Rec 4					
CRR23.04.11-4a	Secure with BAE agreement on Heads of Terms for allow for mutual governance approval from each organisation to inform detailed legal agreement drafting and final sign off	This was completed and approved by ILE Board end of August	Chief Executive	31-Aug-2023	
CRR23.04.11-4b	Secure completed and signed legal missives to deliver in full the objectives outlined above to provide certainty and timing of availability of remediated and infrastructure proofed land to support wider school delivery planning and consultation arrangements that will be progressed by the Council team.	Legal missives concluded mid-September	Chief Executive	31-Aug-2023	
CRR23.04.11-4c	Proposed revisions to S.75 negotiated with BAE Systems were approved by ILE. Revised S.75 signed off by both the Council and BAE Systems to legally conclude matters.	Approved by planning and Climate Change Board end of August	Head of Economy & Development	31-Aug-2023	






Context	Risk Statement	Owned by	Current Controls	Likelihood	Impact	Evaluation
CRR23.04.12 Organisational learning from Dargavel investigation	The council must progress the actions as a matter of urgency or there is a risk that without sufficient learning, similar errors to those made in the past could occur again, with further financial implications and significant reputational damage for the council	CMT	(1) Corporate leads identified to ensure recommendations are taken forward.	02	05	10 High
The recent Independent Review into Dargavel, and the council's response to the review, highlighted several recommendations and agreed actions. The first 4 recommendations related to the delivery of the solution for Dargavel specifically and the other						
<ul style="list-style-type: none"> ▪ Recommendation 5 - Corporate working and organisational culture ▪ Recommendation 6 - Risk management ▪ Recommendation 7 - Role of members ▪ Recommendation 8 - Public confidence 						
Action Codes	Linked Actions	Latest Note		Assigned To	Date	Status
For Rec 5						
CRR23.04.12-5a	Undertake a health check assessment on major capital programmes to provide reassurance in respect to all aspects of governance, control, reporting and management of programmes.	Health check will be completed by end of October with any identified improvement actions considered by CMT.		Chief Executive supported by CMT	31-Oct-2023	
CRR23.04.12-5b	Put in place arrangements to deliver a comprehensive Leadership Development Programme (circa 12 months + programme) for chief officers and senior managers which amongst other things will cover any key areas referenced in the Bowles report in respect to governance, accountability, risk management, collaborative working, member officer relations etc.	Contract engagement in place and resources secured from SOLACE Enterprises to support co-designed and co-delivered programme. Initial Chief Officer programme launch event occurred on 3rd October with focusing on personal resilience with the following Learning Development events scheduled: - October – Effective Communications and Elected Member Relations November - Governance and Risk Management December – Programme Management, Leading and Navigating Strategic Change January – Transformational Leadership February – Delivering Corporate/Team Values and Vision Delivery of wider tier of management / leadership cohort to commence early 2024.		Director of Finance & Resources and Head of HR & OD	30-Sep-2023	
CRR23.04.12-5c	Design and undertake an evaluation process of the Leadership Development Programme for Chief Officer cohort to inform required changes			Head of HR and OD	31-Mar-2024	

	/ adjustments to programme delivery for next management cohort.				
For Rec 6					
CRR23.04.12-6a	A review of risk profiles across all service departments to ensure visibility of all risks and confirmation of where certain risks are being monitored if outwith the standard Risk Reports to the Audit, Risk and Scrutiny Board (i.e., Health and Safety Planning Groups, Service Improvement Plans etc)	Initial report to CMT w/c 9/10/23 to update on progress, with planned final report to ARSB on 6/11/23	Director of Finance and Resources	31-Oct- 2023	
CRR23.04.12-6b	A review of the 'service risk representative' roles in each service department to ensure the representatives who sit on the Corporate Risk Management Group are sufficiently involved in risk matters within the service, to feed this into the Corporate Risk Management Group and that they also have authority within the service to provide challenge as a 'critical friend.'	New update – action completed. CMT agreed (10 Oct), that each Director will nominate a Head of Service and one other colleague to support the Head of Service in the role going forward.	Director of Finance and Resources	31-Oct- 2023	
CRR23.04.12-6c	Delivery of a project risk management workshop specific to the planned new primary school in Dargavel (complete)	Workshop delivered covering nature of project risks, risk changes over lifecycle of the project; reminder of Council PM framework and PMU support; key issues re good governance	Director of Finance and Resources	31-Aug-2023	
CRR23.04.12-6d	Delivery of project risk management training with all PMU colleagues (in a train the trainer format) so colleagues are delivering this as part of project kick-offs to support a more risk focused culture in the organisation.	Training delivered	Director of Finance and Resources	30-Sep-2023	
CRR23.04.12-6e	Undertaking a 'health check' of project management arrangements across the council to ensure governance, management, reporting and risk management is appropriate to the scale of the project.	Compliance review of all PMU supported projects underway with aim to complete by end November; model and approach to be more widely applied to other significant Council projects	Director of Finance and Resources	30-Nov-2023	
CRR23.04.12-6f	An update to the risk management course on iLearn and consideration of whether it should be a mandatory course.	Work underway, decision on mandatory nature tbc by CMT	Director of Finance and Resources	30-Nov-2023	


CRR23.04.12-6g	Embed and deliver risk management training into the new leadership development programme that is currently under development, particularly in relation to commercial risk	Risk management session programmed for delivery 8/11/23, including internal and external subject matter experts	Director of Finance and Resources	30-Nov-2023	
CRR23.04.12-6h	Reviewing governance documents to ensure delegations in relation to liability caps are clear and unambiguous.	Potential minor additions/revisions to the council's scheme of delegation and contract standing orders being considered, with formal approval by Council in due course	Director of Finance and Resources	31-Dec-3023	
CRR23.04.12-6i	Deliver a targeted risk management development day for Chief Officers <ul style="list-style-type: none"> • Project risk management (and risk simulation exercise) • Risk horizon scanning and sustainability (the Global Risk Report) • Liability caps and their implications 	Programme being developed delivered by internal leads with support from appropriate external experts, with delivery planned early December	Director of Finance and Resources	31-Dec-2023	
For Rec 7					
CRR23.04.12-7a	Undertake a health check assessment on major capital programmes to provide reassurance in respect to extent to which elected member involvement has been appropriately secured through formal governance reporting as well as via other appropriate informal engagement routes.	Health check will be completed by end of October with any identified improvement actions considered by CMT.	Chief Executive supported by CMT	31-Oct-2023	
CRR23.04.12-7b	Support Council Leader and other nominated elected members to determine a review remit, progress the review and develop suitable recommendations.	TBC pending initial meeting	Head of Corporate Governance	---	---
CRR23.04.12-7c	Carry out an assessment of the Audit Risk and Scrutiny Board against CIPFA's published good practice guide for audit committees and identify any recommendations for change in remit or operational arrangements.	Report outlining proposed approach to self assessment and wider full ARSB development day to be discussed at ARSB 6/11/23. Timescales for any revisions to ARSB remit or approach tbc depending on self-assessment outcomes.	Director of Finance and Resources	31-Dec-2023	
For Rec 8					
CRR23.04.12-8a	Develop a communication and engagement strategy to meet the following objectives:	This plan supported and guided all initial comms and engagement in the initial months of the issue being reported and has guided the following key activities:	Head of Marketing and Comms	30-Nov-2023	


	<ul style="list-style-type: none"> • Improve the flow and regularity of information to parents and carers and the wider Dargavel community, so they are first to hear about decisions impacting their community. • Ensure parents and carers have access to all projection data available to the council. • Introduce direct communication channels with Dargavel residents, enabling all sections of the community to engage on matters that are important to them and making sure the latest information is accessible and easy to find. • Provide residents with a feedback loop to enable them to ask questions of the council in relation to the development and have questions answered quickly. • Include the community in formal planning and design of a new primary school and high school extension. 	<p>Hosting two parent and carer meetings, attended by council officers and more than 220 parents or carers, Establishing a dedicated enquiries email inbox and encouraged residents to contact us with any questions and concerns, Attending several parent council meetings with all primary schools and PMHS to support direct engagement, discussion on key activities, immediate estate decisions in respect to deployment of modular classrooms and post occupancy adjustments at Dargavel Primary, sharing and discussion of revised projection data and modelling, key council decision points, independent review outcomes etc Attending several community meetings from community council, Community Liaison Group as well as supporting coordination and delivery of wider community representative round table session to maintain ongoing engagement, sharing of information and data sharing etc. Issuing 12 letters/updates to impacted parents and carers at Dargavel Primary School Issuing 9 updates to Bishopton Community Council Issuing 3 media releases or proactive statements and responding to almost 50 media enquiries Issuing 11 elected member briefings and 8 MP/MSP briefings to support members in their engagement with local families. Monthly updates to the council website</p>			
CRR23.04.12-8b	Post Review, deliver a revised comms and engagement strategy to re-establish trust and confidence across the Dargavel community.	Complete. As above.	Head of Marketing and Comms	31-Aug-2023	
CRR23.04.12-8c	Establish a new parent council liaison group to provide a single PC forum (at the request of PC chairs) to provide a streamlined opportunity for consistent engagement and communication with the whole PC community for all schools associated with Dargavel / Bishopton and PMHS and all feeder primaries.	Group has been established and has met following school summer break with positive feedback from Parent Council Chairs with engagement to date.	Head of Education	31-Aug-2023	
CRR23.04.12-8d	Establish regular opt-in digital community newsletter to facilitate regular communication	Take up of opt-in digital channel newsletter is currently sitting at 309 users and it is expected that this will continue to grow in the	Head of Marketing and Comms	31-Aug-2023	

	updates direct to interested members of the community.	coming months as school delivery and design engagement commences more significantly.			
CRR23.04.12-8e	Establish and track key indicators of community sentiment.	We track public feedback, website traffic, social media commentary, engagement and sentiment, media OTSH and the volume of media enquiries and FOI enquiries. Assessment of the metrics suggest an ongoing interest in Dargavel albeit across the wider community this beginning to settle into the formalised engagement routes focusing increasingly on the range of solutions identified for delivery by the Council. There remain some ongoing aspects of concern expressed from some community representatives in relation to the new school and planned expansion to PMHS which may continue to be an issue raised through ongoing engagement and future consultation arrangements.	Head of Marketing and Comms	Ongoing	
CRR23.04.12-8f	Develop, deploy (at appropriate key points post formal consultation period) and evaluate a community survey to understand the impact of engagement with the community.		Head of Marketing and comms	Expected April/May 2024	

Context		Risk Statement	Owned by	Current Controls	Likelihood	Impact	Evaluation
CRR23.04.13 Workforce planning, recruitment and retention		There is a national shortage in the UK labour market. For Renfrewshire Council that is impacting on certain specialist recruitment campaigns. This combined with diminution of salaries, the reality is that there is a risk the council may lose key personnel, it may be very difficult to recruit suitably qualified and skilled officers for compliance, advisory, investigative and assurance work, with significant impact on statutory responsibilities and slippage in professional activity.	Director of Finance & Resources	<ul style="list-style-type: none"> (1) Data analytics to look at areas of risk, trends both recruitment and attrition. (2) Ensuring we hire the right people in the first place by having solid recruitment methods (3) Offering workplace flexibility which can help enhance work life balance, and burnout (4) Creating opportunities for to development (5) Partnering with employability, community, and further education programmes to support the Council as an employer of choice 	04	04	16 High
Workforce planning risk is captured by our model for business-as-usual risk, however over recent months it has been clear that a live issue is emerging in relation to recruitment and retention challenges, particularly for various professional services. Note, the former corporate risk relating to Regulatory services/ statutory activities is now reflected within this newly escalated one.							
Action Codes	Actions				Assigned To	Date	Status
CRR23.04.13a	Agreed to introduce a working group focussed on workforce planning, the purpose of this is to look at new and innovation ways to support the recruitment, retention and upskilling of the Councils workforce.				Head of People and OD	31-Oct-2023	
CRR23.04.13b	Review our recruitment training for managers with a focus on supporting onboarding, induction, and development support.				Head of People and OD	31-Dec-2023	
CRR23.04.13c	Develop a Equality, Diversity and Inclusion strategy, this aim of this is to enable colleagues to have equity of opportunity within the council during the whole employee lifecycle				Head of People and OD	31-Dec-2023	
CRR23.04.13d	Introduce a programme that enables our colleagues voice and provides platform for recognition				Head of People and OD	31-Mar-2024	
CRR23.04.13e	Continue the roll out of our Health & Wellbeing strategy, ensuring colleagues can have the best experience at work				Head of People and OD	31-Dec-2024	

Context		Risk Statement	Owned by	Current Controls	Likelihood	Impact	Evaluation
CRR23.04.14	National Care Service – governance and financial implications	The council will need to ensure clear governance arrangements are established otherwise there will be increased risk in terms of liabilities, with financial impacts	Director of Finance & Resources	(1) Maintaining a watching brief through various professional networks	03	03	09
There has been recent confirmation that for the proposed new National Care Service, staff will continue to be employed by councils. However, under the terms of a new partnership arrangement, legal responsibility for the service is to be ‘shared’ between the health service, councils and Scottish government, with councils also responsible for buildings and the delivery of services.							Moderate
Action Codes	Actions				Assigned To	Date	Status

Context		Risk Statement	Owned by	Current Controls	Likelihood	Impact	Evaluation
CRR23.04.15	Programme and project management	Where some projects might sit outside of the programme management unit’s knowledge/ awareness, there is a risk that those projects fail either in timescales, quality, or costs or even if successfully concluded, do not deliver the intended outcomes.	Director of Finance and Resources	(1) Self-referral approach currently in place where advice and professional support from project management professionals can be requested. (2) Portfolio management approach adopted by the CMT for key priorities and projects meaning these are identified and monitored	03	03	09
Some minor or externally led projects may not benefit from the council’s established project management controls where they could do so, but they are not known to the programme management unit. There is scope to explore how these projects might be captured and so this moderate risk will feature in the corporate risk register until a review of this is complete.							Moderate
Action Codes	Actions				Assigned To	Date	Status
CRR23.04.15a	Explore a number of ideas, within the resources available, for corporate identification, triage and monitoring of projects that might not otherwise be visible corporately.				Strategic Change Manager	31-Mar-2024	

Context		Risk Statement	Owned by	Current Controls	Likelihood	Impact	Evaluation
<p>CRR23.04.16 RAAC and the school estate</p> <p>The Council's RAAC assessment involved checking the construction of schools and early learning and childcare facilities built between 1950 and 1980, which was then extended to schools built between 1930 and 1990 by Scottish Government. This was carried out in 2021 by structural engineers and covered 43 schools. The construction of all schools and childcare and early learning centres within this timeline was examined. 23 schools were assessed using available information and data on construction techniques and materials. Where additional information was required, physical and intrusive inspections took place (21 schools). At the conclusion of this exercise, no RAAC was identified.</p> <p>Follow-up precautionary checks commenced (and are ongoing) to provide additional validation of initial assessments and inspections. External structural engineers were appointed to carry out independent checks of schools that were part of the initial desk top assessments and physical inspections.</p> <p>During the check at Castlehead High School, structural engineers identified the presence of RAAC limited to the school gym halls. The inspection concluded that our analysis of the construction materials of the main school building was correct, but that different material, RAAC, had been used in the construction of the gym halls.</p> <p>It should be noted that while RAAC has been detected there are no concerns about its current condition.</p> <p>It should also be noted that in other follow-up checks conducted to date [27 Oct], no RAAC has been identified.</p>		<p>The detection of RAAC material in the school estate may lead to a risk of disruption to school operations with financial impact to resolve.</p>	<p>Director of Children's Services; Director of Environment, Housing & Infrastructure</p>	<p>(1) We have a matrix that details all school estate buildings built within the 1930 to 1990 timeframe, and information on the assessment/ inspections undertaken at each.</p> <p>(2) The methodology used by the council [for the 2021 RAAC investigation], aligns with that outlined by the Institute of Structural Engineers and was agreed by the Scottish Heads of Property Services. It also enabled the council to respond directly to the requirements of Scottish Government. This is being validated by external consultants.</p> <p>(3) Although there are no concerns about the current condition of the roof structure at Castlehead High School (as confirmed by independent engineers), the gym has been closed for remedial works.</p> <p>(4) The council's general school property condition assessments are underway and will continue to will further assess the condition of the school and early learning estate.</p>	03	03	09 Moderate
Action Codes	Actions	Assigned			Date	Status	
CRR23.04.16a	Further checks of gym/ assembly hall building roof structures at some primary schools are underway as a precautionary measure. This will supplement desktop analysis and inspections already completed. This is for reassurance purposes only, given our experience at Castlehead High School.	Head of Facilities and Property Management			15-Nov-2023		

Appendix 3: Service Risks

Risk (Cause and effect)	Risk Capture <input type="checkbox"/> Service RR <input type="checkbox"/> Project RR	Evaluation <input type="checkbox"/> Low <input type="checkbox"/> Moderate <input type="checkbox"/> High <input type="checkbox"/> Very High	Means of Monitoring <input type="checkbox"/> Board Risk-Reporting <input type="checkbox"/> SIP <input type="checkbox"/> Project Board <input type="checkbox"/> H&S Planning Group	Notes
Chief Executive's Service				
(1) <u>Discontinuation of Shared Prosperity Fund</u> If there is a change in government and the SPF ceases, funding for current economic development and place-based initiatives would be reduced by £5-6m.	Service RR	Moderate	Board Risk-Reporting	
(2) <u>AMIDS does not achieve Investment Zone status</u> Would dampen placeshaping ambitions and weaken local economy	Project RR	Moderate	Board Risk-Reporting	
Children's Services				
(3) <u>Portfolio Management</u> Unintended delays in progress in each of the three portfolios listed below will impact on our ability to ensure that children and young people thrive, learning and achieve: 1. Curriculum, learning, teaching and assessment; 2. Inclusion; and 3. Families and Communities	Project RR	Moderate	Project Board	Effective governance arrangements are in place with oversight, leadership and direction being provided by the Portfolio Governance Board which meets on a monthly basis. The three portfolio groups provide updates to the Board.
(4) <u>Availability of Alternative Care Placement</u> (Foster Care and Residential Care) This could result in a higher level of risk being managed within the community.	Service RR	Moderate	Board/Committee Risk-Reporting	Case managed by Social Work Management Teams with contingency plans in place.
Environment, Housing and Infrastructure Services				
(5) <u>Review of electric vehicle (fleet) infrastructure</u> Risks associated with the installation of charging facilities were managed during the related installation projects. There is however a need to review any residual risks that remain in relation to the siting, inspection, and maintenance of the facilities, to further reduce any risks to people or property within their vicinity.	Service RR	High	Board Risk-Reporting	Electric Vehicle fleet comprises around 116 vehicles. The council implements a range of measures to ensure vehicles are roadworthy and serviced accordingly. The EV Charging Infrastructure is electrically tested at final commissioning stage by a competent EV contractor. EV Chargers are serviced annually as part of warranty/ maintenance contract. Chargers are also monitored remotely by ChargePlace Scotland for any faults and site attended by contractor if fault is not able to be fixed by back-office support.

Risk (Cause and effect)	Risk Capture <input type="checkbox"/> Service RR <input type="checkbox"/> Project RR	Evaluation <input type="checkbox"/> Low <input type="checkbox"/> Moderate <input type="checkbox"/> High <input type="checkbox"/> Very High	Means of Monitoring <input type="checkbox"/> Board Risk-Reporting <input type="checkbox"/> SIP <input type="checkbox"/> Project Board <input type="checkbox"/> H&S Planning Group	Notes
(6) <u>Tree Fall and Ash Die Back & Larch Infection</u> With the emergence of Ash Die back in the UK there is now an increased potential for public injury and property damage, awards against the Council, reputational damage and statutory notices	Service RR	High	Board Risk-Reporting	The main trigger for this risk was a significant outbreak of Ash Dieback in the UK which is resulting in a significant number of trees within Renfrewshire having to be felled. Work is underway.
(7) <u>Housing Regeneration and Renewal Programme</u> Risks associated with delivering £100m regeneration and renewal programme.	Project RR	High	Project Board	Risk registers are produced for each project to identify and manage known risks associated with the programme.
(8) <u>Last in Block Properties</u> Initial discussions have commenced with Scottish Government officials on the feasibility of 'last in the block' properties being repaired and used for the resettlement of UDP's, and a further report will be submitted to the Communities and Housing Policy Board providing an update on progress.	Project RR	High	Board Report	Risk register has been produced and shared with Scottish Government
(9) <u>Housing IT System Replacement Programme</u> Ensuring replacement system procured fulfils all requirements and is delivered within target.	Project RR	High	Project Board	Renewal of main system dealing with Housing Services, Housing Asset Management and Homeless Services.
(10) <u>Housing Investment Programme</u> Risk of delivering approved capital investment programmes and ensuring stock complies with statutory and regulatory standards.	Project RR	High	Project Board	As part of governance arrangements, a new project board is being established. Risk registers will be produced for each programme.
(11) <u>Delivering Homeless duties</u> The risk is of breaching a statutory duty to provide accommodation and would be likely to lead to an increase in rough-sleeping and reputational harm.	Project RR	High	Board Report	We are at risk of being unable to provide temporary/ settled accommodation for the increased number of homeless applicants, Ukraine and Afghan resettlement programmes, and those asylum seekers living in Renfrewshire receiving positive decisions.
(12) <u>Disposal of Coal Tar</u> Coal tar is now classed as hazardous waste material. There is consequently a knock-on risk to the council's resurfacing scheme with some moderate delays in only a few locations as alternative solutions are developed.	Service RR	Moderate	Board Reporting	Officers have engaged with the commercial market and have identified the use of an innovative solution to recycle the material on site whilst ensuring the road surface received treatment to address the road defects present.
(13) <u>Change to the Antisocial Behaviour etc. (Scotland) Act 2004, Part 7 (S68 1a)</u>	Service RR	Moderate	SIP	The change has come into force in September 2023 and discussions and advice is taking place with legal services and licencing in relation to enforcement processes etc.

Risk (Cause and effect)	Risk Capture <input type="checkbox"/> Service RR <input type="checkbox"/> Project RR	Evaluation <input type="checkbox"/> Low <input type="checkbox"/> Moderate <input type="checkbox"/> High <input type="checkbox"/> Very High	Means of Monitoring <input type="checkbox"/> Board Risk-Reporting <input type="checkbox"/> SIP <input type="checkbox"/> Project Board <input type="checkbox"/> H&S Planning Group	Notes
The change now means that the scope of the legislation extends to holiday let notices with a risk of increased demand on service as it will be responsible for enforcing notices.				
(14) <u>Development of Local Heat and Energy Efficiency Strategy</u> Key risk is reputational damage if the Council does not publish their first Local Heat and Energy Efficiency Strategy and Local Heat and Energy Efficiency Delivery Plan on or before 31 December 2023.	Project RR	Moderate	Board Reporting	The Scottish Parliament passed the Local Heat and Energy Efficiency Strategies (Scotland) Order in May 2022. The LHEES Order places a duty on local authorities to prepare, publish and update a Local Heat and Energy Efficiency Strategy and Delivery Plan.
Finance and Resources Services				
(15) <u>PCI certification</u> Certification is required for taking credit and debit card payments. If certification is not consistently achieved, there is a risk of significant financial penalties applied by our Acquiring Bank and/ or removal of our ability to accept credit & debit cards completely. This would have a significant impact on Customers, Council income and the Council's digital aspirations.	Service RR	High	Board Risk-Reporting	To accept credit and debit card payments the Council is contractually obligated to comply with the Payment Card Industry Data Security Standards (PCI). This must be proven by submitting annual Self-Assessment. Questionnaires that match payment forms taken. Security & Compliance Mgr responsible for PCI compliance across Council. Internal procedures for applying compliance standards to card payment services. Annual independent audit of card payment procedures against PCI standards. PCI Governance Group to be established consisting of representatives from all Services who deliver 'pay for' services in the community. Training for staff handling card payments

Appendix 4: Business-as-Usual Risks

The council has 12 areas of risk that it now monitors via the new risk assurance model introduced in April 2023. Each Head of Service (and two other officers who report directly to a Service Director), must undertake self-assessment against a set of questions for each risk and indicate what level of assurance they are able to provide in relation to how they and their teams perform in these areas. **This is only the midpoint of year one**, so the dashboard below needs to be viewed in that context. However, it is hoped that elected members will find this new approach helpful. Some early feedback from people using the model is that it has been helpful in generating good discussion on topics and highlighting opportunities to take simple but effective action quickly.



Risk Assurance Model

Financial Year
2023-2024

Modules completed by Assurance and Year



Interpreting the pictograph

- Deep green = Substantial assurance
- Pale green = Reasonable assurance
- Amber = Limited assurance
- Red = No assurance

The digit in the lower left section of the boxes show how many Heads of Service and direct reports have completed each module with a specific level of assurance to date.

Taking Health & Safety, Adverse Events as an example, a total of 6 Heads of Service have completed this module to date: 1 self-assessing with limited assurance, 3 with reasonable assurance and 2 with substantial assurance.

If a module is completed by everyone, the total number for each module would be 16.

The Chief Auditor and the Risk Manager are monitoring engagement with the model on an ongoing basis, to support Directors on having a sound evidence base to underpin their annual assurance statements.

A reminder of what each model covers is on the following page.

While these are the council's business-as-usual risks, where there is recognised need for specific corporate action in any of these aspects of risk, these are escalated from time to time to the corporate risk register. An example of this is nos. 2 and 6 and below. Aspects of these risks are reflected not only within the risk assurance model **but are also** escalated to the corporate risk register.

BAU RISK AREA	ENCOMPASSING	BAU RISK AREA	ENCOMPASSING
1. Community & public safety	Child and adult protection Serious and organised crime (external)	2. Asset management	Statutory compliance Arrangements for void properties Fleet and other infrastructure ICT hardware and software assets and responsibilities
3. People wellbeing & development	Staff health and wellbeing Training and development Corporate and local induction	4. Information handling	GDPR compliance Information asset management Information security Records management
5. Health, safety & managing adverse events	Staff incident recording RIDDOR arrangements Incident monitoring and trends analysis	6. Programme and project management	Governance Compliance with industry standards/ adopted methods
7. Organisation resilience	Business continuity: - Staffing resource - ICT and/ or power outages - Facility issue - Cyber security	8. Partnership management	Partnership registers Agreements Liabilities
9. Financial control and governance	Authorities and delegation Budgeting and accounting Conflict and whistleblowing Insider threat and crime Counter fraud	10. Service performance monitoring	Trends analysis Links to risk management and service improvement
11. Procurement and contract management	Standing orders Roles and responsibilities Monitoring & Performance Mgt	12. Complaints, comments and claims handling	Compliance Trends analysis Links to service improvement

[Item 10 End]