
To: Audit, Risk and Scrutiny Board

On: 20 May 2024

Report by: Director of Finance and Resources

Heading: Risk Report, May 2024

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, on entering the new 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.

3. Background

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

Strategic Risks:

- Very High** Economy
- Very High** Reducing inequalities
- High** Migration and asylum related impacts
- High** Global environmental sustainability and route to Net Zero
- High** Strategic sustainable planning for people and assets

Corporate Risks:

- Very High** Successful Cyber Attack
- Very High** Financial sustainability
- High** Asset management
- High** Commercial vehicle & operator's license
- High** Financial Stability
- High** Delivery of the Dargavel solution
- High** Organisational learning from Dargavel
- High** Workforce planning, recruitment, and retention
- Moderate** RAAC and the school estate
- Moderate** Programme and project management
- Moderate** National Care Service -governance and financial implications

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	03	02	05
LT or Imm Corporate Risks:	00	03	06	02	11

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).

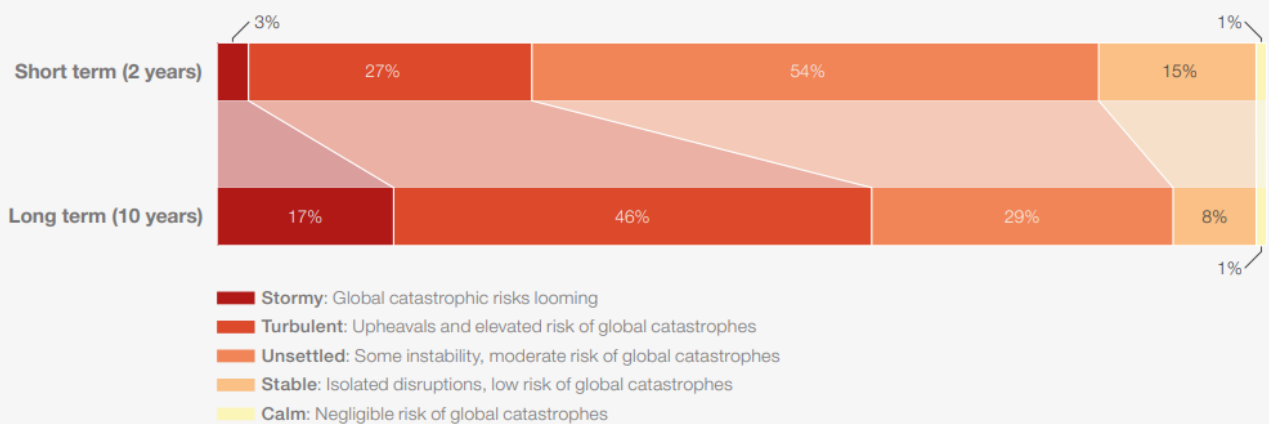
3.4 It was noted in November that all service departments were revisiting their risk profiles, especially following the integration of Housing Services into Environment, Housing and Infrastructure services and that this activity was work in progress, to ensure good visibility of all risks across services. This work continues with current risks captured in Appendix 3.

3.5 It is worth noting (as set out in a [recent key white paper from Zurich Municipal](#)) that “Since 2020, the risk environment in which public services operate has been among the most unpredictable and challenging in recent times. Described by some as being the ‘perfect storm’, the combination of a global pandemic, cost of living crisis, fuel crisis and funding pressures has resulted in inter-related and concurrent challenges. Public service organisations, many of whom are over-stretched and fatigued, are having to manage the demand of competing and sometimes conflicting priorities, with limited ways of answering the questions being asked of them. Many leadership teams have remarked that they are constantly operating in ‘crisis mode’, unable to see a light at the end of the tunnel. There are few signs that the turbulent risk landscape will change or become easier to navigate.”

This ‘turbulent’ position is further supported by findings in the recent [Global Risk Report](#) – see figure A extracted below.

FIGURE A Short and long-term global outlook

"Which of the following best characterizes your outlook for the world over the following time periods?"



Source
World Economic Forum Global Risks
Perception Survey 2023-2024.

Note
The percentages in the graph may not add up to 100% because figures have been rounded up/down.

It is with this context in mind that the Corporate Management Team has approached its regular review of the council's risk profile, and the current risk information is again presented to Board, setting out the key risks as we enter the 2024-25 financial year.

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

- Risks added/ NEW

Strategic (nothing new to report here)

Corporate

- Administering elections (CRR24.04.16 – page 36)

A UK General Election must be called by December 2024 and so with this in mind early preparations are underway. Most council service departments are involved in the administration of electoral events. While administering an electoral event can result in a significant impact in terms of the council's reputation, the overall likelihood associated with the risk is low, given established governance arrangements, project management approach and experience of officers involved. The risk is currently assessed as moderate.


Service – Environment, Housing and Infrastructure

- Collection and disposal of waste upholstered domestic seating/ persistent organic pollutants (EHI 15 – page 39)

New guidance has come into force changing the collection, storage and disposal of waste containing Persistent Organic Pollutants which must be separated and sent for incineration. The impact of this could be both financial and environmental.

- Collection management/ routing software for waste and recycling service (EHI 16 – page 40)


In looking to improve performance and maximise efficiencies in collection management, a new waste & recycling management/ routing system is being procured and there is a risk that during the implementation process the service to customers may fluctuate and customers not be kept as fully informed as we would wish.

- Risks remaining, where scoring has 

Strategic (nothing new to report here)

Corporate (nothing new to report here)

Service (nothing new to report here)

- Risks remaining, where scoring has  (other than de-escalated risks)

Strategic (nothing new to report here)

Corporate (nothing new to report here)

Service

- Last in block properties – from **HIGH to MEDIUM** (EHI 8 – page 38)

Application has been submitted and has now been approved in principle by Scottish Government Minister.

- Risks escalated from service/s to strategic or corporate
 - Delivering homeless duties (CRR24.04.14 – page 35)
There is a requirement to provide temporary/ settled accommodation for an increased number of homeless applicants, Ukraine and Afghan resettlement programmes, and those asylum seekers living in Renfrewshire receiving positive decisions. It is becoming more difficult to fulfil our statutory duties so breaches may occur with an increase in rough-sleeping and reputational harm.
- Risks escalated from 'business as usual' to strategic or corporate (Nothing new to report here)

- Risks removed or de-escalated to service

Strategic (nothing new to report here)

Corporate (de-escalated back to service)

- Programme and project management
Health checks have provided reassurance regarding our corporate approach to programme and project management. The 'moderate' programme and project management risk has therefore been de-escalated back to Finance and Resource Services for monitoring in relation to arrangements for smaller projects that might sit outside of the programme management unit's awareness.
- RAAC and the school estate
All inspections and checks have been completed and works are underway in Castlehead HS to remediate. The risk is back now with Environment, Housing & Infrastructure Services.

Service (risk removed)

- Change to the Antisocial Behaviour etc. (Scotland) Act 2004, Part 7 (S68 1a)
This is now being actioned as "Business as Usual" for Environment, Housing & Infrastructure Services.
- 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. At this review, some examples included:

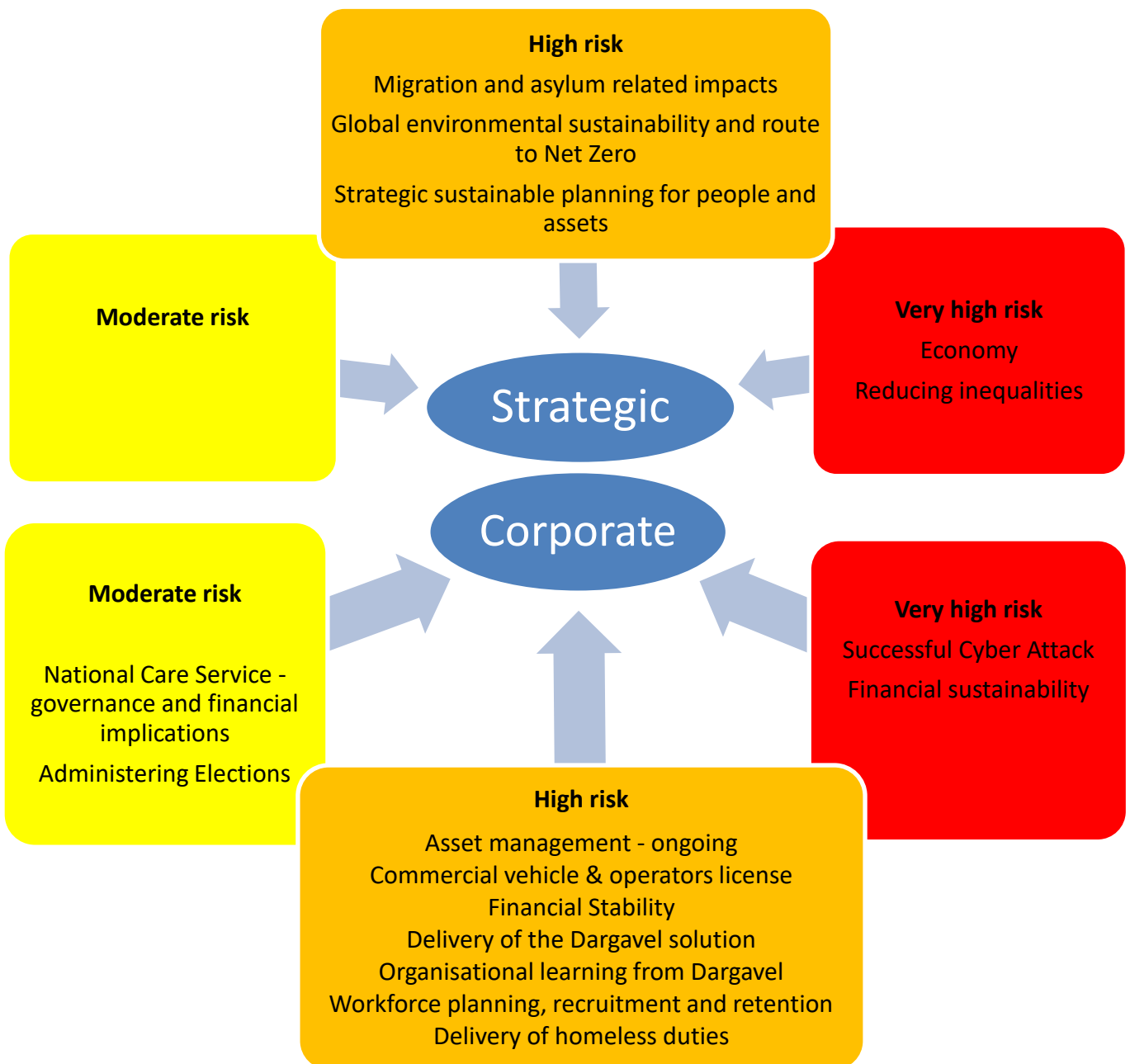
- The increasing use of artificial intelligence (AI)
While AI brings significant benefits in many settings, it can also bring significant risk and challenges. Presently we are seeking to better understand the risks this may pose to council operations and reputation, and this may feature on future risk reports.
- Increasing public interest around the process of council decision making
This has been brought to the Corporate Risk Management Group's attention recently with a petition for judicial review lodged with the Court of Session in

regard to Mirin and Milldale services. The Group will maintain a watching brief to determine if any lessons flow from the review and new risks emerge.

- Emerging duties and current uncertainty around implications
Current examples in scope include the new equalities duty, consumer duties and the United Nations Convention on the Rights of the Child.

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

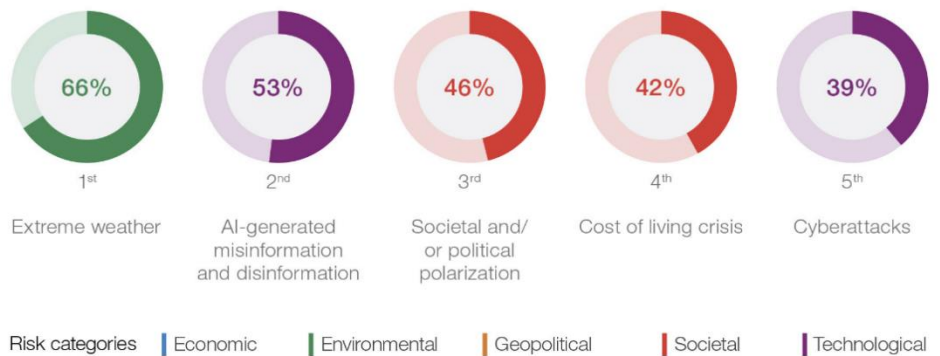
Evaluation:	Low	Moderate	High	Very High	Total
LT or Imm Strategic Risks:	00	00	03	02	05
LT or Imm Corporate Risks:	00	02	07	02	11



3.8 What is reassuring is that in relation to the Global Risk Report – (image extracted to the right), we can see that the top five material risks set out there have been captured within this risk report – either as risks or matters being kept on our radar.

Current risk landscape

"Please select up to five risks that you believe are most likely to present a material crisis on a global scale in 2024."



3.9 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.

3.10 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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05/04/2024
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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
SRR.24.01.01 Economy		<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 and 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) delete?</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
<p>The coronavirus pandemic 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>							
Action Codes	Actions	Latest Note			Assigned To	Date	Status
CESIP22.01.02	Maximise funding for regeneration of Renfrewshire's places through grant submissions to external sources including UK and Scottish Governments.	<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	Monitor benefits of City Deal Projects, including AMIDS, Clyde Waterfront and Renfrew Riverside and City Region wide employment programmes.	<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	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>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	Work with the development partner and stakeholders to maximise the potential of AMIDS for Renfrewshire	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.	Programme Director, City Deal and Infrastructure	31-Mar-26	
CP.22.02.01	Develop an Investment Proposition for Renfrewshire	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,	Head of Economy and Development	31-Mar-25	

	that is clear on our economic ambitions for place	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 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 .			
CP.22.02.07	Develop a Community Wealth Building Plan for Renfrewshire	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. 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. <i>[Due date pushed out – awaiting Bill]</i>	Head of Economy and Development	31-Mar-25	
CESDP21 - 01 - 03	Support and grow supply chain management and knowledge exchange among manufacturing SMEs to supply Scottish / UK businesses and global supply chain	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. <i>[Due date pushed out – awaiting Bill]</i>	Head of Economy and Development	31-Mar-2025	

- 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.24.02.02</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 pandemic is thought to have exacerbated existing inequalities in terms of for example educational attainment, health, poverty and mental health. There is 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</p> <p>(2) Attainment Challenge and Pupil Equity Funding</p> <p>(3) Strong partnership working (e.g. Community Planning Partnership (CPP). Advice Partnership, Empowering Communities Forum, Improving Life Chances, CPP Board</p> <p>(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	Latest Note		Assigned To	Date	Status
CESIP22.03.01	<p>Develop the new Fairer Renfrewshire programme. 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. Our Winter Connections programme was set up to support residents over the Winter 22/23 and 23/24 period, and has provided grants to a number of organisations to run activities. The development of a panel of people with lived experience of poverty to inform the Council's policy and practice is ongoing. A diverse panel has been recruited and meet regularly. 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>		<p>Strategic Partnerships & Inequalities Manager</p>	<p>31-Mar-2025</p>	<p></p>


CESIP22.03.02	Develop the Trauma Informed and Responsive Renfrewshire Programme	Trauma Road map approved by Leadership Board in February 2024 and will now be progressed and implemented on a partnership basis.	Head of Policy & Partnerships	31-Mar-2024	
CESIP22.03.03	Deliver the Stigma/Language Matters project.	I am Me were commissioned to develop a suite of Stigma/Language resources in partnership with local people with lived experienced and wider stakeholders. Work is now underway to develop a campaign to launch these resources over Summer 2024 [Due date amended to 30/09/2024]	Head of Policy & Partnerships	30-Sep-2024	
CESIP22.03.09	Carry out an evaluation of the Tackling Poverty programme and develop a transition plan for mainstreaming this work.	Work has been underway with services to review projects and to transition to Fairer Renfrewshire funding arrangements, 24/25 funding proposals to be presented to Leadership Board on 1 May 2024.	Strategic Partnerships & Inequalities Manager	30-Sep-2023	
CP.22.01.09	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.	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.	Head of Policy & Partnerships	31 Dec 25	
CESIP23 - 01 - 01	Deliver a participatory budgeting framework for the Council	This year £1.2M was allocated by Environment, Housing & 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.	Strategic Partnerships & Inequalities Manager	31-Mar-24	
CP.22.03.08	Take forward the recommendations of the Alcohol and Drugs Commission	Programme continues to be implemented with 12 projects receiving funding to date. Work is now ongoing on a project evaluation with an external partner commissioned to support this work over Summer 2024	Head of Policy & Partnerships	31-Mar-25	
CP.22.03.02	Work with partners to support Renfrewshire residents through the cost-of-living crisis	Fairer Renfrewshire continues to deliver range of supports with partners to respond to the cost of living crisis. This includes Summer Holiday Funding, Winter School Clothing grants, schools advice etc.	Strategic Partnerships & Inequalities Manager	31-Dec-23	
CESIP22.03.07	Develop mechanisms for supporting individuals with lived experience of poverty to influence policy in this area	Fairer Renfrewshire Lived Experience was established over the past 18 months, supported by the Poverty Alliance and Star project. The Panel has a regular programme of meetings and has engaged with services, partners and elected members on issues identified. Officers will continue to work with Panel and ensure there is a strong link to the wider Fairer Renfrewshire programme.	Strategic Partnerships & Inequalities Manager	31-Mar-24	










CESIP23.03.02	Develop the Fair Food Renfrewshire strategy.	A new Strategy Group was formed in 2023 which is chaired by the Head of Policy and Partnerships. Work is underway to map current provision and wider opportunities which would be prioritised through a strategy <i>[Date amended 31/3/24 to 31/12/24]</i>	Strategic Partnerships & Inequalities Manager	31-Dec-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)	61 courses and activities delivered across Renfrewshire between Jan-March 24, with the following delivered weekly: <ul style="list-style-type: none"> • 12 numeracy courses for adult learners and families with Fun With Numbers and Talk, Learn & Do delivered in 2 primary and 6 early years campuses. • 10 New Scots groups working on their languages skills and integration into the community through Beginners ESOL classes and conversation sessions, including a new Craft, Culture and Conversation group established for older Ukrainian refugees in Gallowhill. • 7 adult literacies sessions for people needing help with reading, writing, spelling or numbers both in-person and online. • 18 groups for learners wanting to build confidence, skills and self esteem with a range of activities including crafting, sewing, singing, gardening and growing and lively discussion-based sessions including an evening tabletop gaming sessions for autistic adults from the Lived Experience group. • 10 digital learning groups including Get Safe Online, Digital Beginners and Digital Life Skills supporting people access technology. • 4 family Play and Learn events were held in February on school in-service days for parents and younger children to have fun together with games and creative activities in Southend Action Centre, Bargarran CLD Centre and Glenburn Learning Centre. 	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
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<p>SRR.24.02.03 Migration and asylum related service pressures</p>	<p>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.</p>	<p>Head of Child Care & Criminal Justice Head of Policy and Partnerships Head of Housing Services</p>	<p>(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) Liaison Meetings with Migrant Help are held approximately once every six weeks with senior council officers and other partner organisations such as Police Scotland and HSCP. (4) The Renfrewshire Community Protection Chief Officer Group receives regular updates on migration and asylum issues and any emerging issues. (5) The Renfrewshire Community Protection Member Officer Group receives regular updates on migration and asylum issues and any emerging issues. (6) Updates are provided, as required, to the Leadership Board of the council.</p>	<p>04</p>	<p>04</p>	<p>16 High</p>
<p>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.</p> <p>The risk here is wider ranging and includes:</p> <ul style="list-style-type: none"> - Ukrainian Displaced Persons - Home Office Asylum dispersal programme – use of hotel accommodation in Renfrewshire - increase in volume and speed of decision making - 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 						
<p>Action Codes</p>	<p>Actions</p>	<p>Assigned To</p>	<p>Date</p>	<p>Status</p>		
	<p>Ongoing Monitoring</p>					

- GREEN – leading Renfrewshire to Net Zero

Context		Risk Statement	Owned by	Current Controls	Likelihood	Impact	Evaluation
<p>SRR.24.03.04 Global environmental sustainability and route to Net Zero <i>(Renamed from Climate, Sustainability risk)</i></p>		<p>A key risk to the Council is that it may not achieve its target to become net zero by 2030 in both its own operational emissions and Renfrewshire’s area-wide emissions. Decarbonising our domestic and non-domestic properties and fleet alone will require significant capital investment. In terms of reducing Renfrewshire’s area-wide emissions there are challenges around influencing behavioural changes, and a risk that others do not contribute towards the 2030 target.</p> <p>The climate emergency also brings a risk to the Council in terms of increased frequency of severe weather events may lead to more instances of damage to Council infrastructure and property, interruptions to service delivery and increased demands on services, often with little notice. There is risk to life, transport disruption and pollution to the local environment, as well as impact adversely on the local economy if businesses are unable to operate. The Council has a requirement to provide immediate response and manage the adverse effects of more frequent and severe weather emergency situations, including support to local communities and businesses.</p>	<p>Head of Climate, Public Protection and Roads</p>	<p>(1) 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>(2) Governance through the Planning & Climate Change Policy Board</p> <p>(3) Development of Costed Delivery Plans and a Climate Delivery Action Plan.</p> <p>(4) Sustainable Communities Fund – to support local people to develop sustainable projects that will promote or improve community collaboration, health and wellbeing, local spaces, economic development, biodiversity and the environment.</p> <p>(5) Use of an emissions modelling tool to quantify the impact of actions, inform future targets and present emissions data.</p> <p>(6) A Project and Carbon Footprint Register</p>	<p>04</p>	<p>04</p>	<p>16 High</p>
<p>Climate change is expected to continue and worsen in the future if no action is taken, with increases to mean global temperatures, sea level rises and the increasing frequency and severity of weather events such as floods, heatwaves, droughts and storms. More frequent and intense heavy rainfall events increase the risk of soil erosion and flooding. Severe weather is already affecting public services across Scotland, with operational, reputational, financial and legal consequences. There is also an ongoing impact of severe winter weather including snowfall and freezing temperatures which impact service delivery and the integrity of our roads open space and buildings infrastructure. This shift in weather patterns caused by climate change is also affecting biodiversity across Scotland.</p> <p>Renfrewshire Council declared a Climate Emergency in 2019 and approved the target to work towards being net zero, for both Council estate emissions and area – wide emissions by 2030. In 2022 the Council approved RenZero, the first stage of Renfrewshire’s Plan for Net Zero. This Plan sets out the strategic framework required to work towards our climate change targets. The Planning and Climate Change Policy Board oversee this work. Actions include: leading by example by decarbonising our estate and fleet, publishing our Local Heat and Energy Efficiency Strategy and Delivery Plan, maximising the carbon absorption potential of our natural environment and supporting communities to become more resilient to the impact of extreme weather events.</p>							
Action Codes	New Actions	Assigned To			Date	Status	
SRR.24.03.04a	Continue to report transparently on our emissions to ensure that Renfrewshire’s emissions baseline is clearly understood.	Head of Climate, Public Protection and Roads			31-Mar-25		

SRR.24.03.04b	Develop the Local Heat and Energy Efficiency Strategy Delivery Plan.	Head of Climate, Public Protection and Roads	31-Mar-25	
SRR.24.03.04c	Identify opportunities for Partnership Delivery Models for clean energy projects such as solar and battery storage	Head of Climate, Public Protection and Roads	31-Mar-25	
SRR.24.03.04d	Prioritise actions in relation to the biggest emissions sources, where we have the most influence, through project pathfinder approaches for decarbonisation of domestic and non-domestic properties and vehicles to bring scale and pace to emissions reduction.	Head of Climate, Public Protection and Roads	31-Mar-25	
SRR.24.03.04e	Continue to work with stakeholders to articulate the potential costs and skills required to reach our net zero target.	Head of Climate, Public Protection and Roads	31-Mar-25	
SRR.24.03.04f	Continue to develop our adaptation measures, as we are aware that mitigation alone will not protect communities from the impact of climate change.	Head of Climate, Public Protection and Roads	31-Mar-25	
SRR.24.03.04g	Develop a Zero Waste Strategy to minimise waste generation and encourage reuse and recycling to support a more sustainable and circular economy.	Head of Climate, Public Protection and Roads	31-Mar-25	
SRR.24.03.04h	Explore opportunities for expansion of carbon sinks and other carbon capture technologies.	Head of Climate, Public Protection and Roads	31-Mar-25	
SRR.24.03.04i	Explore the options around developing a carbon budget for the Council.	Head of Climate, Public Protection and Roads	31-Mar-25	
SRR.24.03.04j	Continue to work with communities to ensure a holistic approach to tackling climate change is taken and to ensure no community is left behind.	Head of Climate, Public Protection and Roads	31-Mar-25	

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.24.03.05 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.				Further updates will be completed in this respect for updated datasets available from November registration data and recently released NRS Census data	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.				Based on data and a range of scenarios, flexible additional capacity options have been outlined and shared with relevant boards.	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.					Director of Children's Services	31-Jan-2024	

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
<p>CRR24.04.06</p> <p>Financial Sustainability</p> <p>Financial recovery from global events</p> <ul style="list-style-type: none"> 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 <p>Best value report</p> <ul style="list-style-type: none"> Recommendation in Best Value report to prioritise how services need to be provided in future to be funded from within available resources. <p>Cost and Income pressures</p> <ul style="list-style-type: none"> 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 population with increased associated service demands, and 	<p>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.</p>	<p>Director of Finance and Resources; and Head of Finance and Procurement</p>	<p>(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 14 December 2023 outlined the immediate financial concerns and plans to address these, including R4R savings (see 3 below), financial sustainability workstreams, and managed use of reserve balances; 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.</p> <p>(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. The Council agreed the 2024/25 budget on 29 February 2024.</p> <p>(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 proactive in planning for the future by identifying and agreeing a planned release of resources. 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.</p> <p>(4) The Council approved a number of Financial Sustainability Workstreams in June 2022. These are led by Directors and continue to progress recurring revenue savings.</p> <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</p>	05	05	25 V.High




<p>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>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) Managing the level 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><i>[Some due dates extended from original to 2025 as certain workstream targets were phased across financial years]</i></p>	Director of Environment, Housing and Infrastructure	31-Mar-2025		
CRR22.05.05b	Charging, fees and commercialisation / review of Council risk		Director of Finance and Resources	31-Mar-2025		
CRR22.05.05c	Strategic review of procurement		Head of Finance and Procurement	31-Mar-2023		
CRR22.05.05d	Connected Communities		Chief Executive (Head of Policy and Partnerships)	31-Mar-2025		
CRR22.05.05e	Digital Strategy		Director of Finance and Resources	31-Mar-2025		
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
CRR24.04.07 Successful Cyber Attack <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. 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.	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
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
CRR24.04.08 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	<ul 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 2024/25 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></p> <p>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
Ongoing monitoring						




Context	Risk Statement	Owned by	Current Controls	Likelihood	Impact	Evaluation
<p>CRR24.04.09</p> <p>Commercial vehicle and operator licence compliance</p> <p><u>Context:</u> The council's vehicle fleet, managed by Environment, Housing & 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>	<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, Neighbourhood Services and waste collection.</p>	<p>Head of Operations and Service Development</p>	<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 too.</p> <p>(2) Vehicles serviced 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) Driver Certificate of Professional Competence (CPC) and driving hours of HGV employees monitored daily on the Vision system and reported to operational departments.</p> <p>(6) Quarterly attendance at Logistics UK (formerly FTA) and APSE Transport boards</p> <p>(7) HAVS (Hand-Arm Vibration Syndrome) working group set up with operational departments to introduce new working practices and monitor risk.</p> <p>(8) Fleet Services have introduced specific Fleet risk assessments that will be shared with operational departments.</p> <p><u>Operational</u></p> <p>(9) Reduction in average age of Council Fleet</p> <p>(10) Workshop equipment and tooling improvements</p> <p>(11) Vehicle User group created with all fleet users to improve operational performance.</p> <p>(12) New Requirement for Fleet Management system – Fit for purpose conducted with IT. (Digital working requirement to improve service for operational departments.)</p> <p>(13) New fleet management system in progress of being procured as upgrade has been approved</p>	03	05	15 High
Action Codes	Linked Actions	Latest Note	Assigned To	Due	Status	
CRR24.04.09a	Updating the fleet management system, to create a digital working environment within Fleet Operations for all service users.	A supplier has recently been appointed to provide a new Fleet Management System. A project timeline and milestones, which will include work around data transfer and employee training in the new system, will be finalised shortly.	Head of Operations and Service Development	30-Apr-2025		



Context		Risk Statement	Owned by	Current Controls	Likelihood	Impact	Evaluation
CRR24.04.10 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 - 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 - Fluorescent Lights – requiring LED replacement. We continue to work through this and spot replacements will be on a like for like basis, however, larger complete renewal is being considered for Renfrewshire House. - Action in relation to Unwanted Fire Alarm Signalling and upgrade costs. Ongoing action to replace signalling equipment across the estate including changes to any activations/protocols to ensure this is being managed appropriately (responsible of duty holder on site)							
Action Codes	Linked Actions	Latest Note			Assigned To	Due	Status
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 , 2025.			CAMIS Development Group	30-Jun-2025	
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 , 2025.			CAMIS Development Group	30-Jun-2025	



Context		Risk Statement	Owned by	Current Controls	Likelihood	Impact	Evaluation
CRR24.04.11 Delivery of the Dargavel solution 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 		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
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.	Two update reports were taken to the November ECSPB: 1. Learning Estate 2. Dargavel Housing Development – Impact on Denominational Education Provision Link	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.	The Edge Analytics modelling for newly released national census data was completed last year. A modelling dashboard was also designed last year with further discussions to take place on how this is used to inform the wider learning estate. Edge have been commissioned to expand the model to include the whole estate and we are expecting a data output in 6-8 weeks. A schedule has been developed which outlines reassessment and monitoring timescales.	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	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	Director of Finance and Resources	31-May-2023	







		<p>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>			
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. A paper was presented 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>	Work on this is now complete, agreed new draft planning guidance presented to March 2024 PCC Board.	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.	Work on this is now complete, new draft planning guidance presented to March 2024 PCC Board	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
<p>CRR24.04.12 Organisational learning from Dargavel investigation</p> <p>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</p> <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 <p>The Accounts Commission has also issued a Section 102 Report in January 2024.</p>	<p>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</p>	CMT	(1) Corporate leads identified to ensure recommendations are taken forward.	02	05	10 High
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.	City Deal and Infrastructure Health Check report was submitted to CMT on 21 November 2023. Other programmes to be reported to CMT through regular scheduled portfolio update sessions.		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 / adjustments to programme delivery for next management cohort.	Initial feedback was requested as part of the final workshop of this first programme. An evaluation request, designed in partnership with SOLACE, will be sent out to each of the participants asking if their knowledge has increased, if they feel more confident and informed and what changes, if any, would participants suggest for the next cohort. The formal evaluation will be sent out w/c 20/02/24 and will have a 2-week completion window. There will a further evaluation on what changes have been made as a result of the programme will also be carried out 6 months each cohort completion.	Head of HR and OD	31-Mar-2024	
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)	Reviewing service risk profiles is now business as usual via the 6-monthly risk report To Board	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.'	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.	This was completed on 12/10/2023. PMU staff received a 'train the trainer' session to enable them to cover running risk awareness sessions at project kick-offs to support a more risk focussed culture in the organisation.	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 complete. All projects demonstrated a satisfactory level of risk governance and management.	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.	This action is now complete. The new online risk management course is now live on the new learning management system and CMT have advised that the course will be mandatory (one-off) for all staff on GR9 or above.	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 was delivered in line with the programme , 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.	Consultation with Head of Corporate Governance concluded that governance documents do not require amendment, but rather, more training would be required on what was expected within existing delegations. The training was delivered to CMT on 28 November 2023. Governance refresher training sessions have been delivered to every department senior management team in January.	Director of Finance and Resources	31-Dec-2023	
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 	The training session has been prepared and was delivered to CMT on 28 November 2023.	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.	City Deal and Infrastructure Health Check report was submitted to CMT on 21 November 2023. Other programmes to be reported to CMT through regular scheduled portfolio update sessions.	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.	The Cross Party Working Group has been established and met five times. A report was submitted to the Council Meeting on 29 February 2024 setting out the findings of the review.	Head of Corporate Governance	31-Mar-2024	
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.	The self assessment is complete with recommendations for improved clarity of roles and remits agreed by the ARSB, with a further report to Council in May 2023 seeking agreement of these recommendations.	Director of Finance and Resources	[31-Dec-2023]	
For Rec 8					
CRR23.04.12-8a	<p>Develop a communication and engagement strategy to meet the following objectives:</p> <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>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:</p> <p>Hosting two parent and carer meetings, attended by council officers and more than 220 parents or carers,</p> <p>Establishing a dedicated enquiries email inbox and encouraged residents to contact us with any questions and concerns,</p> <p>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</p> <p>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.</p> <p>Issuing 12 letters/updates to impacted parents and carers at Dargavel Primary School</p> <p>Issuing 9 updates to Bishopton Community Council</p> <p>Issuing 3 media releases or proactive statements and responding to almost 50 media enquiries</p> <p>Issuing 11 elected member briefings and 8 MP/MSP briefings to support members in their engagement with local families.</p> <p>Monthly updates to the council website</p>	Head of Marketing and Comms	30-Nov-2023	


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 updates direct to interested members of the community.	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 coming months as school delivery and design engagement commences more significantly.	Head of Marketing and Comms	31-Aug-2023	
CRR23.04.12-8e	Establish and track key indicators of community sentiment.	Over 800 people submitted formal responses to the Statutory Consultation on a proposed new primary school for Dargavel and over 150 individuals attended events that were part of the consultation programme. Exit surveys were provided at all events included in the programme to understand if engagement was helpful. General feedback indicates the flexibility of events was helpful and being able to ask questions of officers was useful, but community concerns about ensuring the right solutions are delivered remain. This will take time to significantly change. We continue to provide regular updates to the community through a variety of channels – including face-to-face forums, monitoring reach, engagement and feedback. We continue to grow membership of our opt-in community newsletter. From qualitative analysis of the statutory consultation, parts of the community continue to express frustration at the council's previous error and carry concern about current planning and projections. This will require ongoing and steadfast commitment to information sharing and using established community forums for ongoing engagement.	Head of Marketing and Comms	Ongoing	
CRR23.04.12-8f	Develop, deploy (at appropriate key points post formal consultation period) and evaluate	The Consultation Institute is supporting the service to carry out a thorough assessment of the effectiveness of the council's	Head of Marketing and comms	Expected April/May 2024	

	<p>a community survey to understand the impact of engagement with the community.</p>	<p>engagement strategy with the Dargavel community (Bishopton and wider Park Mains High School community) so far. This includes: Development of a process based on tCI's Certificate of Consultation Readiness to assess the current Dargavel process and produce a report making recommendations on what to do in future consultations based on that process – this involve desk research and is underway. Following this, in May, we will launch a community pulse survey, to understand if our engagement approach is helping to improve public trust and a more positive relationship between the council and the Dargavel community. This timeline was confirmed to first allow the Statutory Consultation on a proposed new primary school for Dargavel to conclude and be reported. The results of the analysis and opinion survey, with recommendations for our future strategy will be reported to Audit and Scrutiny Board in September. Our agreed plan has been shared with the council's auditors to inform their update report to the Accounts Commission in June.</p>			
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Context		Risk Statement	Owned by	Current Controls	Likelihood	Impact	Evaluation
CRR24.04.13 Workforce planning, recruitment and retention		There is a national shortage in the UK labour market for certain trades and professional services. 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	(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 development (5) Partnering with employability, community, and further/higher 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 trades and professional services . Particular pressure points at April 2024: <ul style="list-style-type: none"> • Soft FM and building services • Hard FM and property services • Legal and Registrars • Social services • Others, as being identified/ confirmed 							
Action Codes	Actions	Latest Note			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.	Workforce planning group now formed and an initial meeting held, further meeting dates have been scheduled. Work streams have been identified.			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.	Training has been reviewed and updated in line with the new policy provisions. Ongoing and induction processes are being updated. <i>[Date amended 31/12/23 to 31/8/24]</i>			Head of People and OD	31-Aug-2024	
CRR23.04.13c	Develop an 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	Complete, EDI plan was approved at the FARS board in February 2024.			Head of People and OD	31-Dec-2023	
CRR23.04.13d	Introduce a programme that enables our colleagues voice and provides platform for recognition	Partially complete within some council services, work continues to drive this across the organisation. Development of employee recognition is in the early stages. <i>[Date amended 31/12/23 to 31/12/24]</i>			Head of People and OD	31-Dec-2024	
CRR23.04.13e	Continue the roll out of our Health & Wellbeing strategy, ensuring colleagues can have the best experience at work	The H&WB plan was approved at the FARS board in February 2024. There is ongoing work underway to drive the 4 themes identified within the plan and target specific work groups. We have trained more mental health first aiders to support the workforce.			Head of People and OD	31-Dec-2024	

Context	Risk Statement	Owned by	Current Controls	Likelihood	Impact	Evaluation
CRR24.04.14 Delivering homeless duties	It is becoming more difficult to fulfil our statutory duties for providing accommodation so breaches may occur with an increase in rough-sleeping and reputational harm.	Director of Environment, Housing & Infrastructure	<ul style="list-style-type: none"> (1) Monitored at weekly Housing SMT meetings with Head of Service and senior housing managers (2) Reports to Communities and Housing Policy Board (latest May 2024) (3) The Council's stock of furnished properties being used to provide temporary accommodation for those who have nowhere to stay has been increased on a stepped basis to 276 (4) Additional staffing resources have been appointed within Homeless Services, with 3 x Accommodation Officer and 2 x Housing Options Adviser posts now filled on a temporary basis to support the Councils response to the increase in homelessness. Also, extension of 2 temporary posts to improve access to support, housing options advice and advocacy for tenants in the private rented sector (5) Two additional Housing Support Officer posts have now been created and filled on a temporary basis to help ensure the legal duty to assess the support needs of those who are homeless and ensure these needs are met can be complied with (6) Attendance at regular multi-agency meetings regarding utilisation of temporary hotel accommodation 	04	04	16 High
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.						
Action Codes	Actions			Assigned To	Date	Status
CRR24.04.14a	In response to the increase in the level of homelessness over the last two to three years, The Council has increased its target to provide 55% of general lets to homeless applicants in 2024/25 and this was approved by the Policy Board in March 2024.			Head of Housing Services	31/03/2025	
CRR24.04.14b	Deliver the key initiatives detailed in Renfrewshire's Rapid Rehousing Transition Plan, including, the provision of adequate temporary accommodation, increasing the number of lets to homeless in order to meet needs, provide assistance to help new tenants settle, and upscaling the provision of wraparound support initiatives such as Housing First.			Homeless & Housing Support Services Manager	31/03/2025	

Context	Risk Statement	Owned by	Current Controls	Likelihood	Impact	Evaluation
CRR24.04.15 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 Moderate
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. **29 FEB 2024 UPDATE ** Parliament approved the general aims of the National Care Service (Scotland) Bill at Stage One. Significant amendment to follow however at Stage Two.						
Action Codes	Actions			Assigned	Date	Status
	Monitoring only					

Context	Risk Statement	Owned by	Current Controls	Likelihood	Impact	Evaluation
CRR24.04.16 Administering elections	Administering an electoral event carries a significant responsibility. Each event must be carefully planned for in accordance with statutory procedures, and all risks identified with appropriate responses/ mitigations, otherwise there is a risk to delivery of election results within the required timeframe.	Chief Executive	(1) Experienced elections office team to support the Returning Officer and Deputy Returning Officers re election integrity (2) Experienced wrap-around services for all logistics (3) Project management discipline applied (4) Fully risk assessed (using both EMB guidance and internal methods) (5) Comprehensive contingency pack developed for each and every electoral event	02	04	08 Moderate
A UK General Election must be called by December 2024 and so with this in mind early preparations are underway. Most council service departments are involved in the administration of electoral events. While administering an electoral event can result in a significant impact in terms of the council's reputation, the overall likelihood associated with the risk is low, given established governance arrangements, project management approach and experience of officers involved. The risk is currently assessed as moderate.						
Action Codes	Actions			Assigned	Date	Status
CRR24.04.16a	Deliver on all aspects of the project plan			EO Manager	TBC	

Appendix 3: Service Risks

Risk (Cause and effect)	Risk Capture <input type="checkbox"/> Service RR <input type="checkbox"/> Project RR <input type="checkbox"/> H&S PLAN	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	Any new update?
(2) <u>AMIDS does not achieve Investment Zone status</u> Would dampen placeshaping ambitions and weaken local economy	Project RR	Moderate	Board Risk-Reporting	Any new update?
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

Risk (Cause and effect)	Risk Capture <input type="checkbox"/> Service RR <input type="checkbox"/> Project RR <input type="checkbox"/> H&S PLAN	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
				contractor if fault is not able to be fixed by back-office support.
(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 have been produced for each project and are regularly reviewed to identify, manage and mitigate 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	Moderate	Board Report	Risk register has been produced and shared with Scottish Government. Application has been submitted and now been approved in principle by Scottish Government Minister.
(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. Monthly project teams meetings have been scheduled and risk registers for each programme are being developed.
(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	We carry out test samples prior to our resurfacing programme, and any that are found to be positive will be removed from resurfacing programme and placed on the surface treatment / recycling programme. This ensures

Risk (Cause and effect)	Risk Capture <input type="checkbox"/> Service RR <input type="checkbox"/> Project RR <input type="checkbox"/> H&S PLAN	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
				that potentially hazardous material is left in-situ and doesn't require to be disposed off.
(13) <u>Implementation of Local Heat and Energy Efficiency Strategy</u> Key risk is reputational damage if the Council does not deliver on their Local Heat and Energy Efficiency Strategy and Local Heat and Energy Efficiency Delivery Plan. Work is currently underway to develop the delivery plan.	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.
(14) <u>RAAC in the learning estate</u> 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.	Service RR	Moderate	Board Risk-Reporting	Estate wide inspection/check for RAAC has concluded. Only Castlehead HS had a positive result and works are underway to remediate.
(15) <u>Collection and Disposal of Waste Upholstered Domestic Seating (WUDS) / Persistent Organic Pollutants (POP's)</u> From 31st January 2024 new guidance came into force that changed the collection, storage and disposal of waste containing Persistent Organic Pollutants (POP's) which must be separated and sent for incineration. The impact of this could be both financial and environmental.	Project RR	Moderate	Project Board	From 1st February 2024 we have allocated additional resources to assist at the Household Waste Recycling Centres (HWRC's) to ensure that WUDS/POP's waste does not contaminate other waste streams as set out in the Changes to Upholstered Furniture Collection, Storage and Disposal approved by the ILE Board on 24th January 2024. A separate Special Uplift squad has been formed, as part of the Council's Special Uplift Service, to manage the collection of WUDS and POPs. Linwood Household Waste Recycling Centre (HWRC) is the only Council site which accepts POP's waste. We will monitor waste trends/patterns over the coming year. However, until a full years' data that identifies seasonal demands is available the scale of financial and service risks are difficult to determine.

Risk (Cause and effect)	Risk Capture <input type="checkbox"/> Service RR <input type="checkbox"/> Project RR <input type="checkbox"/> H&S PLAN	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
(16) <u>Collection Management / Routing Software for Waste and Recycling Service</u> The Service is looking to improve performance and maximise efficiencies by procuring and implementing a new Waste & Recycling Management/Routing system. This will assist in the setup and day-to-day management of the waste and recycling collection service. There is a risk that during the implementation process the service to customers may fluctuate and they are not kept fully informed.	Project RR	Moderate	Project Board	A Project team is being assembled, with cross-service representation to ensure the effective procurement and implementation of the new Waste and Recycling Management System. The project team will be responsible for the planning and implementation of a comprehensive communication strategy at each stage of the project. The service will liaise with colleagues from Customer Services Unit to share information and ensure this is available to customers timeously.
Finance and Resources Services				
(17) <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
(18) <u>Programme and project management</u> 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.	Service RR	Moderate	Board Risk-Reporting	This risk had been on the corporate risk register but recent health checks have provided reassurance regarding our corporate approach to programme and project management. The risk has therefore been de-escalated back to Finance and Resource Services for monitoring in relation to arrangements for smaller projects that might sit outside of the programme management unit's awareness.

Appendix 4: Business-as-Usual Risks

The council has 12 areas of risk now monitored via the new risk assurance model introduced in April 2023. Each Head of Service (and three other officers who report directly to a Service Director), must undertake an annual 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. The results shown are **system outputs**, and for transparency these are presented with some caveats. Not all responses are captured by the system; in some instances data has been manually passed to the Chief Auditor. In a couple of instances, Heads of Service repeated completion of modules with different levels of self-assurance and PowerBI counted two returns instead of accepting the latter and discounting the first. These anomalies are being addressed for year 2 going live on 15 April. It is important to recognise that the quality of responses underpinning self-assessment is the focus of separate reporting by the Chief Auditor, with the data being the foundation for her annual discussions with Service Directors in relation to the annual governance statement. It is also worth remembering that year 1 is a marker in the ground, with the aim being to see incremental improvement over time.

For 2024/25, some specific points of note going forward:

- Using feedback from Year 1 debrief sessions and an extensive review of the question sets, by the Chief Auditor and her team, modules have been updated ready for Year 2 to commence
- A 'corporate gap' tracker has been established from Year 1 responses and the Risk Manager will now monitor progress against the actions.
- In line with revised risk management KPIs, the Corporate Risk Management Group will monitor % of modules with assurance ratings equal to or greater than reasonable assurance.

Modules completed by Assurance and Year



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 7 below. Aspects of these risks are reflected not only within the risk assurance model **but are also** reflected in 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 planning and performance monitoring	Customer engagement Public/ stakeholder engagement KPI 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 End]