

To: Audit, Risk and Scrutiny Board

On: 23 November 2020

Report by: Director of Finance and Resources

Heading: Strategic, Corporate and Service Risks

1. Summary

- 1.1 In keeping with 'Risk Matters,' the council's combined risk management policy and strategy, the strategic and corporate risk registers are usually refreshed on an annual basis; led by the Corporate Risk Management Group (CRMG), on behalf of and in consultation with the Corporate Management Team. In addition, each service department maintains its own risk management plan in respect of the operational risks within their areas of responsibility.
 - 1.2 The CRMG was preparing the risks to be put before the Audit, Risk and Scrutiny Board for approval when the UK went into lockdown in response to the global pandemic. Since March 2020, the risk management priority of the organisation has focused firstly on the corporate risk for our Response to Covid-19 and then on our Recovery from Covid-19.
 - 1.3. Over more recent months however, it became clear that rather than have separate risks relating to Covid-19, the more appropriate approach was to review all existing risks for Covid-19 impact, and further, reconsider the council's full risk profile as viewed now through the Covid-19 experience. This work has now been completed, agreed by the Emergency Management Team and it is now presented here for approval. Of specific note, members will see that the council now has 5 very high (red) risks; these go well beyond the council's appetite for risk and ordinarily would be deemed to be 'unacceptable.' Given however that these have largely been driven by external factors outwith the council's control, there is little option but to continue to carefully manage and monitor these.
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2. Recommendations

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

- 3.1 Good risk management enables the delivery of safe and high-quality services for service users, high standards of performance, makes the most of opportunities and provides a safer environment for our employees and our contractors and partners that we deliver services with.
- 3.2 The council's approach to risk management encourages services to be risk aware rather than risk averse and, in this way, seek to reduce instances of harm or loss but also enable innovation and the pursuit of better outcomes.
- 3.3. To assist with understanding how the CRMG has approached its review of the strategic and corporate risk profile and also to help provide a clear audit trail of how we have moved from the former risk profile to the new one, Appendix 1 to this report shows:
- Table 1: the council's strategic and corporate risk profile **pre Covid-19** (as originally planned for submission to ARS Board in May 2020)
 - Table 2: the risks from table 1 but showing the **transition to the new profile**
 - Table 3: **the new risk profile proposed** for agreement.
- 3.4. The **key changes** can be summarised as follows:
- **Reintroduction** of a strategic **Economy risk** (business focus), noting that this is/ will be influenced by Covid-19, Brexit, the major capital investment programmes and City Deal, and the Future Paisley Programme, (previously recorded as individual risks);
 - **Reintroduction** a strategic **Unemployment risk** (social/ community focus), noting that this too is/ will be influenced by Covid-19, Brexit, the major capital investment programmes and City Deal, and the Future Paisley Programme;
 - **Reintroduction** of a corporate **Employee Wellbeing** risk, noting the importance of managing this particular risk well in light of the Covid-19 experience
 - A **new** imminent shorter-term risk for **financial stability**, recognising the immediate financial situation of the council (whereas the medium to longer-term financial position is captured under financial 'sustainability')
 - A **new** imminent shorter-term risk for **regulatory functions/ statutory activities**, recognising the immediate pressures on the resilience of Trading Standards and Environmental Health officers in responding to increasing workload as a result of the pandemic and in view of forthcoming Brexit impacts
 - **Merging** of the **liability for predecessor organisations risk** within the context of the financial sustainability risk
 - **Revision** of the Information and Records risk to focus on **Information Handling**, recognising circumstances of increased working off site due to the pandemic and potential for data breaches due to different working practices

- **Removal** of the risk for delivery of the Community Empowerment Act, since, while the Act is important, compliance with it is not considered to be an issue for now;
- **Removal** of the risk on Governance: internal control and management oversight. There are aspects of this that are challenging in the Covid context but can be picked up in other risks.
- **Removal** of the risk on **Welfare Reform** recognising that this is now managed as part of the Council's normal operations and any aspects relating to caseload increases can be captured within the Financial Sustainability risk instead.
- **Pausing** the risk relating to delivering the benefits of Right for Renfrewshire.

3.5 The outcome of the review is that the council now has 5 strategic risks and 11 corporate risks, **five** of these (**red risks**) being outwith its stated 'appetite' for risk. It is important for the Board to note therefore that at the next review of the council's risky policy and strategy (commencing shortly) the organisation's risk appetite will need to be reviewed and reconsidered.

Strategic Risk Headlines	Corporate Risk Headlines
🚩 Economy	🚩 Financial Stability
🚩 Unemployment	🚩 Financial Sustainability
🚩 Reducing Inequalities	🚩 Organisation Resilience
🚩 Climate, sustainability and adaptability	🚩 Regulatory Services/ Statutory Activities
🚩 Community Safety & Public Protection	🚩 Asset Management
	🚩 Information Handling
	🚩 Administration of Elections
	🚩 Commercial Vehicle & Operator's Licence
	🚩 Protecting internal resources from crime
	🚩 Employee wellbeing
	🚩 Expansion of Early Years Provision

3.6 Additionally, service departments have revisited their operational service-specific risks. It should be noted that when considering their top 'significant' operational risks (i.e. those that are evaluated as high or very high) all reported that any such risks were already captured by a number of strategic and corporate risks, and any remaining risks were only low or moderate. For the purposes of this report there are therefore no significant operational risks to be separately reported on by the service departments.

3.7 For context, the definitions for strategic, corporate and service-specific risks are:

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

3.8 Risks have been evaluated using the council’s standard 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) The new risk profile is shown in the table below:

Evaluation:	Low	Moderate	High	Very High	Total
No. of Strategic Risks:	00	00	02	03	05
No. of Corporate Risks:	00	02	07	02	11

3.9 Last year, risks were sub categorised as being ‘imminent, longer-term and business as usual,’ with longer-term challenges reported in detail and a summary only for business as usual risks. Given the amount of change however arising from this specific review, all risks are presented in their full form (Appendices 2-4), to ensure the Board has the opportunity at this time for full scrutiny of the detail.

3.10 It is believed that appropriate control measures are in place to prevent and/ or mitigate adverse effects of the risks identified and that any further planned action is appropriate to the level of risk. Where no new actions are defined for a risk, this indicates confidence in the current control measures, acknowledgement that developing new controls would not be cost effective and acceptance that the risk will be tolerated or simply monitored for the time being.

3.11 Any actions linked to risks that are prefixed by “RR” exist only for the benefit of reducing or containing the related risks, whereas actions with any other prefix reflect improvement activities that lie within the services’ improvement plans that have been linked through to the risk registers for completeness where they have a knock-on benefit to the related risk.

Implications of the Report

1. Financial

Recurring costs associated with the measures in place for each risk are considered proportionate to the level of risk, and new planned actions are also considered to be cost effective.

The financial requirements to support the risks should be met within the budget of each relevant risk owner, nevertheless, any unplanned and unbudgeted cost pressures that arise in relation to any of the risks identified will be subject to review in consultation with the Director of Finance and Resources.

2. HR & Organisational Development – not relevant to report recommendations

3. Community/Council Planning – effective risk management supports the delivery of all community/ council plan outcomes

4. Legal – not relevant to report recommendations

5. Property/Assets – not relevant to report recommendations

6. Information Technology – not relevant to report recommendations

7. **Equality & Human Rights** – not relevant to report recommendations
8. **Health & Safety** – not relevant to report recommendations
9. **Procurement** – not relevant to report recommendations
10. **Risk** – as per the subject matter of this report
11. **Privacy Impact** – not relevant to report recommendations
12. **Cosla Policy Position** – not relevant to report recommendations
13. **Climate Risk** – not relevant to report recommendations

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Appendix 1 Audit Trail of Change from previous risk profile to revised risk profile

TABLE 1: Risk Profile/ Heat Map – just prior to Covid-19 Emergency

(C) = Corporate; (S) = Strategic

Likelihood	Consequent Impact				
	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Extreme
5 Almost Certain					<ul style="list-style-type: none"> • Reducing inequalities in Renfrewshire (S) • Financial Sustainability (C)
4 Likely				<ul style="list-style-type: none"> • Climate, sustainability and adaptability (S) • Delivery of Community Empowerment Act (S) • Preparing for the longer-term impacts of Brexit (S) 	
3 Possible				<ul style="list-style-type: none"> • Serious and Organised Crime (S) • Insider Threat and Corporate Fraud • Cyber Security (C) • ICT Resilience • Organisation Resilience • Expansion of Early Years Provision • Liability for Predecessor Organisations (c) • Right for Renfrewshire (C) 	<ul style="list-style-type: none"> • Community Safety & Public Protection (S) • Delivery of City Deal (S) • Delivery of Future Paisley Programme (S) • Cultural infrastructure and regeneration (C) • Asset Management (C) • Information and Records (C) • Governance – Internal Control and Management Oversight (C) • Commercial Vehicle & Operator’s Licence (C)
2 Unlikely				<ul style="list-style-type: none"> • Welfare Reform Impacts (C) • Administration of Elections (C) 	
1 Remote					

Low (1-3), Moderate (4-9), High (10-16), or Very High (17-25)

TABLE 2: TRANSITION to REVISED Risk Profile Map – in light of Covid-19 Emergency

(C) = Corporate; (S) = Strategic

Likelihood	Consequent Impact				
	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Extreme
5 Almost Certain					<ul style="list-style-type: none"> • Economy (S) [New] • Unemployment (S) [New] • Reducing inequalities in Renfrewshire (S) • Financial Sustainability (C) • Financial Stability (C) [New – imminent]
4 Likely				<ul style="list-style-type: none"> • Climate, sustainability and adaptability (S) • Delivery of Community Empowerment Act (S) [Remove] • Preparing for the longer-term impacts of Brexit (S) [Contextual now for other risks] 	
3 Possible			Employee wellbeing (C) [New/reinstated]	<ul style="list-style-type: none"> • Serious and Organised Crime (S) [Merge community aspect with CSPP risk, and internal with new 'crime' risk] • Insider Threat and Corporate Fraud [Move to the new 'crime' risk] • Cyber Security (C) [Merge community aspect with CSPP risk, and internal with new 'crime' risk] • ICT Resilience [Merge with Org' Resilience] • Organisation Resilience [Include people resilience/ vaccination programme] • Expansion of Early Years Provision [Reduce] • Liability for Predecessor Organisations [Merge with Financial Sustainability] • Right for Renfrewshire (C) [Paused] 	<ul style="list-style-type: none"> • Community Safety & Public Protection (S) • Regulatory functions/ statutory activities (C) [New - imminent] • Delivery of City Deal (S) [Contextual now for Economy risk] • Delivery of Future Paisley Programme (S) [Contextual now for Economy risk] • Cultural infrastructure and regeneration (C) [Contextual now for Economy risk] • Asset Management (C) • Information and Records (C) [Update to new Information Handling risk] • Governance – Internal Control and Management Oversight (C) [Remove] • Commercial Vehicle & Operator's Licence (C)
2 Unlikely				<ul style="list-style-type: none"> • Welfare Reform Impacts (C) [Remove] • Administration of Elections (C) [Increase] 	
1 Remote					

Low (1-3), Moderate (4-9), High (10-16), or Very High (17-25)

TABLE 3: PROPOSED Risk Profile Map – MOVING FORWARD

(C) = Corporate; (S) = Strategic

Likelihood	Consequent Impact				
	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Extreme
5 Almost Certain					<ul style="list-style-type: none"> • Economy (S) [New] • Unemployment (S) [New] • Reducing inequalities in Renfrewshire (S) • Financial Sustainability (C) • Financial Stability (C) [New – imminent]
4 Likely				<ul style="list-style-type: none"> • Climate, sustainability and adaptability (S) 	
3 Possible			<p>Employee wellbeing (C)</p>	<ul style="list-style-type: none"> • Employee wellbeing (C) • Protecting internal resources from crime (C) • Organisation Resilience (C) 	<ul style="list-style-type: none"> • Community Safety & Public Protection (S) • Regulatory functions/ statutory activities (C) [New - imminent] • Asset Management (C) • Information Handling (C) [New] • Administration of Elections (C) [Increased] • Commercial Vehicle & Operator’s Licence (C)
2 Unlikely				<p>Expansion of Early Years Provision (C)</p>	
1 Remote					

Low (1-3), Moderate (4-9), High (10-16), or Very High (17-25)

Appendix 2: Strategic Risks

✓ Reshaping our place, our economy and our future

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
SRR.20.01.01 Economy	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 (as illustrated in the Economic Strategy Sept 2019) 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.	Head of Regeneration, Head of Finance	(1) Economic Recovery Plan (2) Capital investment such as investment in housing and heritage assets; supporting Scotland's prospectus for international investment by identifying and developing opportunities such as AMIDS and supporting local businesses seeking to export to new markets (3) Taking forward measures to counter any education learning loss (4) Developing skills interventions to address the risks of unemployment, in particular for those under 25 and making provision for people to re-skill and upskill.	05	05	25 V.High
<p>The coronavirus pandemic has resulted in significant challenges for economies across the world. The UK and Scottish Governments have already taken decisions to invest £billions to support businesses during the lockdown period and (through the furlough scheme) to retain staff in employment as far as possible. Renfrewshire's economy has well established strengths in transport (including Glasgow Airport), retail (including Braehead), manufacturing (including significant international exports) and construction. All these sectors and their wider supply chains have been impacted by the lockdown restrictions which have reduced supply and led to subdued demand for products and services.</p>						
Action Codes	New Actions	Assigned To		Date	Status	
SIP Action	Work with partners to deliver the Advanced Manufacturing Innovation District – Scotland (AMIDS)	City Deal Project Director		31-Mar-2023	▶	
SIP Action	Participate fully in all aspects of the new National Manufacturing Institute Scotland (NMIS) Governance arrangements	City Deal Project Director		31-Dec-2021	▶	
SIP Action	Monitor benefits of City Deal Projects, including Glasgow Airport Investment Area, the Airport Access Project, Clyde Waterfront and Renfrew Riverside and City Region wide employment programmes	City Deal Project Director		31-Mar-2022	▶	
SIP Action	Develop and coordinate the delivery of a Business Case and development opportunities for AMIDS South (Previously Paisley North/GAIA South)	City Deal Project Director		31-Mar-2022	▶	
SRR.20.01.01a	Implement the Economic Recovery Plan	Head of Regeneration		31-Mar-2023	▶	
SRR.20.01.01b	Support growth activity in relation to key sectors, including manufacturing and care.	Head of Regeneration		31-Mar-2023	▶	
SRR.20.01.01c	Expand our enterprise programmes and business support to increase the number of new local business start-ups	Economic Development Manager		31-Mar-2021	▶	
SRR.20.01.01d	Increase business sustainability, productivity, competitiveness and growth through a revised package of incentives, business support, training and advice	Economic Development Manager		31-Mar-2020	▶	
SRR.20.01.01e	Promote international trade and connectivity through supporting those businesses looking to export to new markets	Economic Development Manager		31-Mar-2023	▶	
SRR.20.01.01f	Work with partners to enhance provision, accessibility and take up of business support services and to identify where new services are required	Economic Development Manager		31-Mar-2021	▶	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>SRR.20.01.02 Unemployment</p> <p>Experience from previous recessions demonstrates that some groups of people: those in lower paid jobs; younger people; the self-employed and those on temporary contracts – tend to be more affected than others. This impact can accentuate economic and social disparities that already exist within economies such as Renfrewshire. When fewer jobs are available generally, this results in those groups listed above being furthest from accessing them.</p>	<p>Unemployment is predicted to rise significantly across Scotland and, for vulnerable groups, could be three times higher than the Scottish average. Skills and business support need to change to meet the scale of the anticipated economic challenge.</p>	<p>Head of Regeneration</p>	<p>(1) Job creation programmes and demand led interventions (2) Focus on youth unemployment (3) Community benefit clauses (4) Enhanced and expanded employability services (5) Focused and targeted partnership working to ensure no-one is left behind</p>	<p>05</p>	<p>05</p>	<p>25 V.High</p>
Action Codes	New Actions	Assigned To		Date	Status	
CE SIP Action	Develop and implement a new Inclusive Growth framework and action plan	Economic Development Manager		31-Dec-2022		
CE SIP Action	Deliver bespoke employability services targeted at the needs of inactive and unemployed priority groups (with a key focus around health) to move them closer to work	Economic Development Manager		31-Dec-2022		
CE SIP Action	Reduce skills gaps in the area and respond to growth sectors	Economic Development Manager		31-Dec-2022		
CE SIP Action	Ensure a strong and active local employability partnerships to support all people to be job ready and to access employment	Economic Development Manager		31-Dec-2022		
SRR.20.01.02a	Deliver the UK Governments Kickstart Scheme and Scottish Governments Young Persons Guarantee to significantly reduce youth unemployment across Renfrewshire					
SRR.20.01.02b	Redundancy Support: Design and deliver new services to those being made redundant and to support and advise businesses forced to reduce staff during this time					



Building strong, safe and resilient communities

Context	Risk Statement	Owned by	Current Risk Control Measures/sources of assurance	Likelihood	Impact	Evaluation
<p>SRR.20.02.03 Community Safety and Public Protection</p> <p><u>Context:</u> This is a wide-ranging agenda relating to the protection of vulnerable people, communities, businesses and organisations, encompassing or impacted by the following:</p> <ul style="list-style-type: none"> • Child Protection • Adult Protection • Trading standards • Environmental Health • Covid-19 impact • Brexit impact • Serious and Organised Crime • Cyber security • Counter Terrorism • Human Trafficking • Missing Persons • Exploitation 	<p>There is a risk, should the council not work and communicate effectively with all relevant partners, that people or businesses within the area could come to harm or suffer loss, through a number of areas of activity that we have a duty to address.</p>	<p>Head of Communities and Public Protection and the Chief Social Work Officer</p>	<ol style="list-style-type: none"> (1) Daily Tasking being held daily to allow discussion and disposal of issues to relevant body. This early intervention prevents escalation. Daily Tasking has moved to Microsoft Teams platform since lockdown. (2) Establishment of the Renfrewshire Community Protection (Prevent) Steering Group with key partners to tackle strategic issues and vulnerabilities across the community. (3) Effective Information Sharing Protocol for Public Protection supporting well established and supported governance and tactical response arrangements (4) Establishment of the PMAP and DMAP processes to discuss and safeguard potentially vulnerable people from being radicalised or involved in criminality. (5) Development of Notice-Check-Share partnership approach with related training and awareness raising targeted at relevant organisations and employees. (6) Face-to-face contact between workers and children on the child protection register maintained at least once a fortnight and generally more frequently with (7) Continuation of child and adult protection procedures, with meetings enabled digitally where face to face is not possible due to restrictions (8) Linking of strategic groups e.g. Adult Protection Committee, Child Protection Committee and Community Protection Steering Group into the Chief Officers Group. (9) Review and understand legislative requirements and statutory guidance to allow inspections and visits to minimise the potential transmission of Covid-19 within businesses and the community. (10) Assistance with the Test and Protect programme to assist in locating cases and close contacts. (11) Continuation of front-line services for those involved with criminal justice social work demonstrating highest levels of risk or vulnerability, including MAPPA, MARAC and MATAAC processes (12) Through national SPOC and national groups, ensure messaging around potential scams and frauds by Serious Organised Crime Groups in relation to Covid-19. 	03	05	15 High
Linked Actions			Update	Assigned	Due Date	Status
SRR.20.02.03a	Establish a Prevent/ Divert Subgroup to focus on key issues including Human Trafficking		Planning underway to develop sub-group.	Resilience and Deployment Manager		
SRR.20.02.03b	Establish a Disrupt/ Deter Subgroup to focus on key issues including Serious and Organised Crime		Planning underway to develop sub-group.	Communities and Regulatory Manager		



Tackling inequality, ensuring opportunities for all

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>SRR.20.03.04 Reducing inequalities in Renfrewshire</p> <p>The Council plays a key role in tackling inequalities and providing the best possible services to our communities, particularly those who are experiencing the poorest outcomes. As well as our focus on health and wellbeing, we are also committed to support vulnerable individuals, groups or communities through early intervention and prevention, responding to poverty, supporting routes to employment as well as dealing with welfare reforms. The impact of COVID-19 is likely to have exacerbated existing inequalities in terms of for example educational attainment, health, poverty and mental health. There will be a significant focus on ensuring that people receive the economic and wellbeing support that is needed, with a real opportunity to work in a different way, and to tackle some of the existing inequalities across communities as we do this. In the short term, significant focus is on supporting food insecurity and supporting people on low incomes to maximise income and seek advise with income and debt management.</p> <p>NOTE: At the time of assessment, the Council area has been placed into "Level 3" of the SG Covid Strategic Framework and this could impact on education services</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 & Commissioning</p>	<p>(1) Tackling Poverty Programme (2) Attainment Challenge (3) Strong partnership working (e.g. Community Planning Partnership (CPP). Advice Partnership, Empowering Communities Forum, Improving Life Chances, CPP Board (4) CPP have identified priorities e.g. Alcohol and Drugs, Social isolation etc. (5) Social Renewal Plan which is being developed through a programme of analysis, research, and engagement. (6) Mechanisms such as the community food network established in response to COVID19 (7) Neighbourhood hubs in place to support local needs on a partnership basis in response to COVID</p>	<p>05</p>	<p>05</p>	<p>25 V.High</p>
Action Codes	New Actions	Assigned To	Date	Status		
CE SIP Action	Work with communities to develop local action plans to tackle the issues people care about most	Strategic Partnerships and Inequalities Manager	31-Mar-2021			
CE SIP Action	Work with local equalities led community groups and employees to deliver progress against the six equalities outcomes	Strategic Partnerships and Inequalities Manager	31-Mar-2023			
CE SIP Action	Develop and publish Local Child Poverty Action Report	Strategic Partnerships and Inequalities Manager	30-Jun-2020			
CE SIP Action	Promote ethical procurement and work with our suppliers to ensure that they do not use exploitative labour	Strategic Commercial and Procurement Manager	31-Mar-2023			
CE SIP Action	Implement the recommendations of the Renfrewshire Alcohol and Drugs Commission	Head of Policy & Commissioning	31 Mar 2023			
CE SIP Action	Promote fair working practices including payment of the living wage across the Council's supply base. Include Fair Work as a standard agenda item at supplier review meetings to be considered alongside all other contract management matters	Strategic Commercial and Procurement Manager	31-Mar-2021			
SRR.20.03.04a	Develop the Social Renewal Plan, including a Community Impact Assessment, and reviewing existing work around poverty through work with Poverty Alliance/Get Heard programme of engagement	Head of Policy & Commissioning	31-Mar-2023			
SRR.20.03.04b	Support Digital Inclusion, as part of the Digital Strategy	Head of Policy & Commissioning	31-Mar-2023			



Creating a sustainable Renfrewshire for all to enjoy

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>SRR.20.04.05 Climate, Sustainability & Adaptability</p> <p>Renfrewshire Council declared a Climate Emergency on 27 June 2019 and agreed to establish a cross party working group to explore options and to make recommendations to Council by the end of financial year 2019/20. The actions required are potentially complex and multi-faceted, and need to be supported by organisations across all sectors, and in partnership with local communities. Actions include: pledging to work proactively with others to make Renfrewshire carbon neutral by 2030, taking into account both production and consumption emissions; and assisting communities to become more resilient to the impacts of global warming, particularly to flooding and to drought.</p>	<p>If the Council does not make the most of opportunities associated with climate change, sustainability and adaptability, there is a risk of missed opportunities for maximising savings and the potential for financial penalties.</p>	<p>Head of Policy & Commissioning (Climate Change Working Group)</p>	<p>(1) The Council has used the Climate Change Assessment Tool – helps public sector organisations in Scotland self-evaluate their performance under the public sector duties of the Climate Change (Scotland) Act 2009</p> <p>(2) The Carbon Management Plan has specific objectives to reduce emissions and these are included in other key documents such as the Council Plan</p> <p>(3) Implementation of the Corporate Asset Management Strategy ensures that property assets are managed effectively and efficiently through the provision of relevant management and performance information</p> <p>(4) 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</p> <p>(5) Through the Procurement Unit, sustainability and community benefits are considered in the development of all contract strategies</p>	04	04	16 High
Action Codes	New Actions	Assigned To	Date	Status		
CE SIP Action	Lead the coordination of Council-wide efforts to respond to the climate emergency and support the work of the Climate Emergency Working Group	Head of Policy & Commissioning	31-Mar-2021			
FARS SIP Action	Continue to meet the Scottish Government's targets and expectation on Carbon Reduction Measures	Head of Property Services	31-Mar 2020			
SRR.20.03.05a	Take forward the key recommendations from the Climate Emergency Working Group, including developing an adaptation plan, establishing a Leadership Board Subcommittee etc., and identify opportunities to secure green investment funding	Head of Policy & Commissioning	31-Mar-2023			
SRR.20.03.05b	Implement the new Council's Carbon Management Plan commencing in April 2020.	Head of Property Services	31-Mar 2022			

Appendix 3: Corporate Risks

Working together to improve outcomes

Context	Risk Statement	Owned by	Current Controls/ Sources of Assurance	Likelihood	Impact	Evaluation
<p>CRR20.05.01 Financial Stability</p> <p><u>Context:</u> New 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>	<p>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</p>	<p>Head of Finance</p>	<ol style="list-style-type: none"> (1) Initial cost/income loss information across both general fund and HRA collated to inform national position across local government has been built on and refined over a number of iterations, and continues to be updated as informed by national developments (2) Cost data gathered has included key partners in Renfrewshire Leisure and the Renfrewshire IJB, as well as smaller bodies and other delivery partners (3) Budget monitoring reports to Policy Boards have been adapted to include costs and income loss specific to the pandemic in order to highlight costs incurred and those expected over the remainder of the current financial year. Budget reports have also been adapted to focus on the forecast year end outturn position as opposed to the historic periodic position (4) Fundamental review of Phase 1 of the Right for Renfrewshire programme has been undertaken in order to recalculate potential cost savings in year and to reprofile agreed savings, the delivery of which has been interrupted by the pandemic (5) Expert treasury management advice sought in relation to the potential for the debt smoothing strategy to deliver any further savings in the short term which would support the Council's immediate financial stability; along with consideration of other technical accounting measures which may be utilised following agreement with the Scottish Government and COSLA (6) Clear analysis of the councils reserves position and potential for reprioritisation or redirection; including the development of plans to rebuild financial resilience of the Council in the medium term (7) Ongoing discussion with CMT to agree the financial consequences of the pandemic for each service and how these will be managed; including the use of financial flexibilities permitted by the Scottish Government in the use of existing allocated resources (8) Review of capital plan and ongoing projects to ensure clear understanding of phasing of potential spend; and to enable the development of criteria for the potential reprioritisation of agreed capital projects. 	<p>05</p>	<p>05</p>	<p>25 V.High</p>
Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status	

Context	Risk Statement	Owned by	Current Controls/ Sources of Assurance	Likelihood	Impact	Evaluation
<p>CRR20.05.02</p> <p>Financial Sustainability</p> <p>Financial recovery from Covid19</p> <ul style="list-style-type: none"> - Rebuilding of financial resilience following unprecedented costs incurred in responding to the pandemic - Anticipated reduced income from NDR/CT over the medium term as full economic implications of the pandemic hit local businesses and communities <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 & Income pressures</p> <ul style="list-style-type: none"> - Future grant settlements and the level of funding available. - Implications of national economic policy to protect certain services from real terms reductions in funding such as the Police and NHS - Future Local Government pay settlements and non- payroll related inflation - Demographics & demand pressures, such as an ageing population with increased associated service demands - Implications of welfare reform & poverty levels, including growth in Council Tax Reduction caseload. - Reductions in council income from fee generating services such as local planning and parking, Implications of the national economic recovery and associated risks/uncertainty in economic factors e.g. interest rates. <p>Liability for predecessor organisations</p> <ul style="list-style-type: none"> - Removal of limitation period for historic child abuse - Redress for Survivors (Historical Child Abuse in Care) (Scotland) Bill 	<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.</p>	<p>Head of Finance</p>	<ol style="list-style-type: none"> (1) Revised Medium to Longer Term Financial Planning Strategy reassessed the various risks to the council's short, medium- and longer-term financial sustainability. Initial report to Council on 24 September 2020 outlined the immediate financial concerns and initial plans to address these, utilising full flexibilities available as agreed by the Scottish Government; however as the position continues to develop and evolve close monitoring will be required to ensure Council manages costs in the short term and fully appreciates the longer term consequences of actions taken to address short term risks. Committee reports of this nature cover a wide range of current and future financial and economic factors e.g. Strategic Economic and National Policy Context, Cost Pressures, Pressures on Income and Mitigation Strategies to deal with such uncertainties. (2) A well developed and embedded budget planning, budget setting and budgetary control system is in place throughout the organisation and this informs members and officers regarding financial performance and stability. This facilitates robust and transparent decision making and incorporates an escalation process with regards budget management issues which may arise. (3) In conjunction with the medium to longer term financial outlook and the councils continued "Better Council Change Programme" Renfrewshire Council has been pro-active in planning for the future by identifying and agreeing a planned release of resources. This is required to meet emerging budget pressures and is utilised in conjunction with the Council's long term debt smoothing strategy to support the release of planned savings over a number of years, however the pandemic has interrupted the planned delivery of savings under RFR, so the full programme requires both reassessment and reinvigoration to ensure savings will continue to be generated at scale (4) There is close financial monitoring of the agreed savings to ensure they are delivered within the agreed timescales or where this is not now possible, to understand and reschedule planned delivery to achieve the associated objectives. Monitoring is undertaken via a combination of financial and operational measures, actions & related update reports. (5) 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. (6) Levels of and use of reserves has been a key tool in addressing the costs of the pandemic, therefore the planned use of and rebuilding of reserves in the medium term, and the Council's 	<p>05</p>	<p>05</p>	<p>25</p>

		<p>Capital Investment and Treasury Management Strategy, will be key to ensuring ongoing financial sustainability.</p> <p>Other controls</p> <p>(7) Reports and publications from Audit Scotland in relation to local government's financial outlook, financial planning and related developments & improvements are supplemented with a Renfrewshire context report with both reports being submitted to the Council's Audit Scrutiny & Petitions Board. Audit Scotland representatives have an open invite to these policy board meetings.</p> <p>(8) Utilisation and energy consumption has clarified priority areas for investment in the council's estate and this has supported and informed the council's investment decisions and the formulation of the council's capital & revenue budgets.</p>		
Action Codes	Linked Actions	Assigned To	Due Date	Status
(Continual Monitoring)				

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR20.05.03 Organisation Resilience Context: <ul style="list-style-type: none"> • Council's role as per Civil Contingencies Act. • Responsibilities in relation to Risk Preparedness Statements (national resilience requirements) • Resilience in terms of: <ul style="list-style-type: none"> ○ The organisation – being mindful of Scottish Government strategies ○ Employees ○ ICT capability • Concurrent risks of EU exit/end of transition period, Covid-19 and disruptive weather events <p>NOTE: At the time of assessment, the Council area has been placed into "Level 3" of the SG Covid Strategic Framework and this could significantly impact on workforce availability</p>		<p>If council resources in the broader sense are not sufficiently robust and agile then there is a risk that our resilience will be compromised affecting our ability to deliver services and meet partner expectations</p>	<p>Head of Communities and Public Protection</p> <p>Head of Transformation, HR and OD</p> <p>Head of ICT</p>	<ol style="list-style-type: none"> (1) Civil Contingencies and Risk Preparedness Assessments (RPA) <ul style="list-style-type: none"> • Business Continuity Plans • Site specific and incident specific planning (linked to the RPAs) • Rest centre arrangements updated for Covid implications (2) Organisation resilience <ul style="list-style-type: none"> • Recovery Workstream leading on lessons learned from the pandemic and planning ahead for more effective recovery • Offices, Risk assessments and HAZID and revised working practices • PPE Group in place (3) Employee resilience <ul style="list-style-type: none"> • HR and OD support for policies, practice and procedure • Flu vaccination programme (4) Using a range of methods to validate arrangements as fit for purpose, i.e. exercising and training on scenarios (5) ICT capability <ul style="list-style-type: none"> • Technology solutions are in place which provide secure, agile (any location) connection from managed devices (laptops/desktops/smartphones) to Council on-premise and cloud hosted systems and data. The secure connectivity solutions in place are robust and scalable to accommodate future anticipated requirements. • Sufficient failover solutions are in place for on-premise hosted systems which could accommodate a full outage at the Council's primary data centre - enabling the continued provision of critical ICT services from a secondary data centre. • Cloud (3rd party) hosted systems are commissioned based on adequate technical solutions providing continuity of service with 99.99% availability. • Collaboration and communication solutions are best of breed (Microsoft O365) with additional partner support available if required. • The ICT Service is capable of working from any internet connected location (including from home) continuing to provide the required levels of consultation, development and support services. 	04	04	16 High
Action Codes	Actions	Latest Note			Assigned To	Due Date	Status
CRR20.05.03a	CCS joint 4-Council concurrent risks workshop	2020 has already brought significant challenges; primarily through the Covid-19 pandemic, which continues to have considerable impact. Additionally, the end of the Transition Period between the UK & EU is approaching; and a period where disruptive weather is more prevalent. It is therefore more likely than at any other time that we will be required to respond to multiple disruptive events at the same time. In order to review the risks we face and consider responses to them, a CCS joint four Council concurrent risks workshop will take place at on 17 November 2020. The intention of the workshop is to allow participants to discuss the Council's response to a number of risks being realised at the same time; while providing an opportunity to share learning and experience across a number of Local Authorities.			Civil Contingencies Manager	30-Nov-2020	
[Other ongoing actions actively managed via the CMT/ Recovery Workstream]							

Context	Risk Statement	Owned by	Current Risk Control Measures/sources of assurance	Likelihood	Impact	Evaluation
<p>CRR20.05.04 Impact on Regulatory Services due to Covid-19 and EU withdrawal.</p> <p><u>Context:</u> Increased demands have been placed on Regulatory Services (Environmental Health and Trading Standards) due to Covid-19 and EU withdrawal.</p> <p>Resource and funding will be required to meet the current demands and ensure that statutory duties are not impacted.</p>	<p>There is a risk, due to the shifting legislative landscape and rapidly increasing demands on Regulatory staff arising from COVID-19 and the EU Exit on 1 January 2021 that statutory duties may not be able to be met.</p>	<p>Head of Communities and Public Protection.</p>	<p>(1) Continue with the Service restructuring as part of the Right for Renfrewshire programme. In particular, the re-modelling to ensure a strong and resilient workforce moving forward. This will also support the retention of skilled and qualified employees within the service.</p> <p>(2) Additional resource requested as part of financial planning process to support the service restructure process. This includes the request for £250k "unavoidables" to allow retention of key qualified employees to cover both Brexit and Covid duties.</p> <p>(3) Working with REHIS, Society of Chief Environmental Health Officers for Scotland and University West of Scotland, Renfrewshire Council will take on a student in September 2021 as part of the first cohort of new trainees under a new Environmental Health course. This will lead to a larger number of EHOs to come through and replace an ageing workforce.</p> <p>(4) Full complement of staff who are authorised to work on all aspects of Covid-19.</p> <p>(5) Derogation from Food Standards Scotland for deviation from the Food Law Code of Practice to minimise inspections on businesses. This is due to end October 2020.</p> <p>(6) Wider staff being trained in functions to release EHO/TSO to focus on Covid-19 or EU withdrawal work at Airport.</p> <p>(7) Discussions with Glasgow Airport to understand impacts of changes at Glasgow Airport from EU withdrawal.</p> <p>(8) Discussions with DEFRA and Food Standards Scotland on Import/Exports duties</p>	03	05	15 High
Linked Actions			Update	Assigned To	Due Date	Status
CRR20.05.04a	Training and authorisation of staff for Covid-19 related activity		On-going training and updates following changes to legislation and guidance.	Communities and Regulatory Manager		
CRR20.05.04b	Sitting on EU withdrawal working group (Imports and Exports) with regards to Export Health Certificates and impacts		On-going meetings and updates on changes.	Communities and Regulatory Manager		

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR20.05.05 Asset Management		There are many opportunities, statutory; insurance and compliance obligations in relation to the council's physical assets which require efficient management otherwise there could be financial, physical and reputational risk for the council and/ or service users.	Director of Environment & Infrastructure; Director of Finance & Resources	<ul style="list-style-type: none"> (1) Facilities management - there is statutory inspection guidance that defines roles and responsibilities for inspection and follow-up, and planned statutory compliance inspections of assets are undertaken by trained personnel (2) Compliance – in addition to 1 above use of the CAMIS system aids keeping track of compliance activity (3) Property Services – <ul style="list-style-type: none"> •Renewing our Corporate Asset Strategy •Renewing our Corporate Office Accommodation Strategy •Managing and reporting 'Condition' and 'Suitability' PIs for property •Managing carbon/energy through the Climate Emergency Working Group. (4) Community Empowerment (Scotland) Act (2015) (5) Implementing (and reporting on) the obligations including Community Asset Transfer requests (6) Environmental infrastructure and flood risk management (7) Inspection of roads, structures and lighting by trained employees (8) LED street lighting programme - greatly improved reliability of street lamps across Renfrewshire, the LED conversion programme will save over 60% of energy consumption compared to the current situation and reduce maintenance. All LEDs are now complete. (9) Contracts are out for drainage inspection, clearing and repair where required (10) ICT hardware – robust asset management processes are in place to ensure that assets are tracked through their full lifecycle (11) ICT software – the council entered a partnership in 2019 with a Software Asset management partner to ensure that all software assets are managed such that compliance is achieved and software investment is optimised. 	03	05	15 High
<p>Context:</p> <ul style="list-style-type: none"> •Property services •Community Empowerment Act •Facilities management •Environmental •infrastructure such as roads, lighting, bridges, reservoirs and flood risk management (drainage/ gullies etc) •ICT hardware and software •Compliance and Repairs <ul style="list-style-type: none"> ○ Planned maintenance impacted by Covid-19 ○ General building repairs prioritised due to Covid ○ Uncertainty surrounding further lockdown/ restrictions could compound both maintenance and repairs ○ Increased risk that critical repairs may not get reported ○ Further changes to the Scottish Government or building maintenance industry guidance may have further resource or financial impacts. For example; Carbon Monoxide detection is currently being considered for the education sector and the costs/ implications for this possible roll out are unknown at this point. 							
Action Codes	Linked Actions	Latest Note			Assigned	Due Date	Status

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR20.05.06 Information Handling <ul style="list-style-type: none"> • ↑ working off site due to Covid-19 pandemic • ↑ Potential for increased risk of data breach due to different working practices • Greater potential for poor/varied approaches to information and records management 	<p>As a higher proportion of employees now work from home, there is a potentially increased risk of data breach and consequent ICO fines, compensation claims and reputational impact for the Council.</p> <p>There is also a risk that given that staff are encouraged to work electronically where at all possible, information management practices will vary across the Council.</p>	Senior Information Risk Owner (SIRO)	<ol style="list-style-type: none"> (1) Council's Information-Handling-Policy covers any circumstances in which Council information, both paper and electronic, needs to be accessed remotely or removed from Council premises, such as home working. (2) Annual IG awareness week used to reinforce key messages to all employees, with a focus on home working practices. (3) The Council's Records Management Plan (4) Information Management Strategy & good practice promoted through IMGG. (5) Revised ICT Acceptable Use Policy, modernised to cover new ways of working (Board approval to be sought Nov 2020) (6) Renewed guidance on O365 sharing/collaboration technologies distributed throughout lockdown (7) Implementation of increased Cyber Security controls (SafeLinks & Attachments) on O365 platform to protect emails and attachments from malicious code (8) Lockdown in 2020 and increased working from home has significantly reduced paper printing and also staff mobility with both physical and electronic information leading to reduced risk of physical loss 	03	05	15 High
Action Codes	New Actions	Assigned To	Date	Status		
CRR20.05.06a	Production of user-friendly guidance on secure destruction and disposal of information whilst working off-site. Guidance on naming conventions for records.	Records Manager	31-Oct-2020			
CRR20.05.06b	Message from SIRO/DPO to all staff six months from start of lockdown reinforcing key messages and further signposting to relevant policies and procedures.	Data Protection Officer	31-Oct-2020			
CRR20.05.06c	Factsheet on basic information management, including management and storage of emails and other electronic information	Enterprise Architect Manager	31-Oct-2020			
CRR20.05.06d	Update of IMGG Terms of Reference to reflect new ways of working and ensure most effective operation of corporate governance group to which relevant Working Groups (Data Protection, Records Management and Information Security Groups)	Data Protection Officer; Enterprise Architect Manager	30-Nov-2020			
CRR20.05.06e	Further implementation of O365 security modules (Cloud Application Security) to reduce risk of accessing malicious websites.	Enterprise Architect Manager	30-Apr-2021			
CRR20.05.06f	Cyber Security training – Phishing campaign to raise staff awareness	Enterprise Architect Manager	31-Dec-2020			

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>CRR20.05.07 Administration of Elections</p> <p><u>Context:</u> Scottish Parliamentary Elections May 2021 and the potential for by-elections (while Covid-19 conditions persist). Challenges include:</p> <ul style="list-style-type: none"> ensuring a covid-safe environment for staff, candidates and electorate potential higher levels of absence across the Election Management Team and polling staff due to illness or requirements to self-isolate Legislative changes likely which will have a significant impact on the conduct of elections 	Administering elections in the context of a global pandemic brings specific challenges that if not carefully managed could impact on the ability to meet deadlines and provide a covid-safe environment.	Elections Management Board	<ol style="list-style-type: none"> Guidance from the Electoral Management Board for Scotland to be followed closely Contingency Management Packs developed as standard for all electoral events Continual collaboration between Elections Management Team, Civil Contingencies, Risk Management and Health and Safety Teams to anticipate and plan for required mitigations Dynamic Risk Assessment where required Capacity of supply chain monitored 	03	05	15 High
Action Codes	Linked Actions	Latest Note		Assigned To	Date	Status
To be determined as legislative changes emerge						

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>CRR20.05.08 Commercial vehicle and operator licence compliance</p> <p><u>Context:</u> The council's vehicle fleet, managed by Environment & Infrastructure Services, comprises around 500 vehicles including heavy and large goods vehicles, light vans and cars. The council implements a range of measures to ensure ongoing vehicle operator licence compliance.</p>	Renfrewshire Council requires our fleet of vehicles to be effectively managed, otherwise there could be sustained impact in several areas including community care, housing maintenance and repairs, streetscene operations and waste collection.	Head of Operations and Infrastructure	<p><u>Governance</u></p> <ol style="list-style-type: none"> Training and Compliance Officer in post monitoring compliance performance and linking to inspection activity Monitoring and tracking of vehicle servicing Tachograph analysis system ensuring monitoring and compliance of driving staff Operator Licencing Awareness Training (OLAT) conducted for all operational service managers Full compliance audit report focusing on Operator Licence and Compliance completed in 2019 by Freight Transport Association (FTA) Regular monitoring of Driver and Vehicle Standards Agency (DVSA) updates and controls Quarterly attendance at Logistics UK (formerly FTA) and APSE Transport boards <p><u>Operational</u></p> <ol style="list-style-type: none"> Reduction in average age of Council Fleet Workshop equipment and tooling improvements 	03	05	15 High
Action Codes	Linked Actions	Latest Note		Assigned To	Date	Status
Monitoring only						

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>CRR20.05.09 Protecting internal resources from crime</p> <p>Cyber threats have increased over the past decade and continue to rise and as a Government agency, the public sector is specifically targeted by cyber criminals. The ransomware attack of 2017 that brought the NHS to its knees is a prime example of the risk and impact. Traditional security avoidance and prevention strategies may no longer be adequate for stopping advanced persistent attacks. Renfrewshire Council is focused on ensuring cyber risk is appropriately managed in a way that supports innovative working and the safety and security of council systems and information. Fraudsters, both organised and opportunistic will take attempt to gain access to benefits, reliefs and government stimulus packages, put in place to support individuals and business during the response to Covid 19, where they have no entitlement.</p>	<p>Council resources (employees, financial and information resource) need to be protected from organised criminals, insider threats and fraudsters. Should cyber security attacks target the council internet, IT network or data communications there is a risk of website defacement; loss of control, integrity or availability of IT resources; loss of confidential data and information assets; and a failure in compliance obligations. Fraudsters seek to gain advantage from council resources to which they are not entitled. Should measures to deter and detect these attacks not be implemented and monitored effectively there would be increased threat to resources and security of information.</p>	Chief Auditor	<ol style="list-style-type: none"> (1) Scottish Government Cyber Resilience Strategy and Public Action Plan (2) IT security scanning and filtering technologies (3) Backup copies of data (4) Incident Management & Response plans (5) Independent IT Health Checks (6) Encrypted devices (7) Encrypted internet based connection to O365 services (8) User access controls including Active Directory services, certificates, passwords, two factor authentication, rights management rules and conditional access rules. (9) Regular review of risk (10) Evolving deployment of technologies to increase protection and decrease risk over time (11) PSN and Cyber Essentials compliance accreditations (12) Alignment to Scottish Digital Office Cyber Resilience program (13) A corporate counter fraud team is in place, under the management of internal audit, to raise awareness of threats and create an anti-fraud culture, assist with prevention, detect and investigate cases, share information and refer cases to other agencies. (14) Appropriate ICT controls are in place to prevent and detect information assets. Supported by a dedicated Cyber Security officer and an Information Security Group to advise on risk control measures. (15) Employee vetting checks are in place for all new employees. 	03	04	12 High
Linked Actions				Assigned To	Due Date	Status
Monitoring only						

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR20.05.10 Employee Wellbeing	The council needs to be alert to the impact of changes on colleagues as we adapt to different ways of working. Measures need to support mental and physical wellbeing or there could be an impact on wellbeing, attendance and thereafter service delivery.	CMT/ Recovery Workstream	(1) Collaboration with HR/OD and Comms to ensure key messages are issued at appropriate times, so that employees have timely access to information and services to support their health and wellbeing (2) Variety of channels used for access to/ dissemination of information. (3) Targeted campaigns in use, such as DSE requirements and mental wellbeing (4) Health promotions including for example flu vaccinations (5) Occupation Health and employee counselling support (6) Organisational Recovery Group addressing returning to work matters such as increased anxiety and thermal comfort	03	03	09 Moderate
Context: •Council duty to ensure employees are safe and healthy whilst working (mental and physical wellbeing). •Heightened risk of isolation while working at home •Increase in risk from sedentary working •Increased impact on thermal comfort for employees on site where ventilation required to be increased •Potential anxiety for employees returning to offices after a longer period working from home		Head of Transformation, HR and OD				

Linked Actions	Assigned To	Due Date	Status
Monitoring only			

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR20.05.11 Expansion of Early Years Provision	The expansion of early years will see an increase in hours from 600 to 1140 per year for eligible children, with flexible options for parents. This brings some challenges around staffing, infrastructure, independent provision, hard and soft FM for the council. The impact of Covid on infrastructure timeline and risk around independent and third sector sustainability is currently unknown.	Head of Quality and Curriculum	(1) Programme Board meets every six weeks to review current risks and issues. (2) Tendering documents will set out expected quality standards to ensure all partner agencies are aware and able to comply. (3) Ongoing programme of engagement with independent providers. (4) Promotion of early learning and childcare as a career option. (5) Professional learning and development for local authority and providers in place. (6) Communications plan for all stakeholders in place. (7) Tracking of data relating to phasing, demand for places and capacity of providers. (8) Increased hourly rate to providers and commitment to delivering 1140 in funded providers settings despite the delay in the legislative requirement to provide 1140 hours. (9) Procurement routes which minimise our dependency on any one particular approach (SEMP, negotiated price with internal DLO, measured term contracts (10) Project programme for infrastructure fully developed and revised milestones identified in light of Covid. (11) Scottish Government has removed the original implementation deadline due to unavoidable delays arising from Covid-19 and has not provided a revised date.	02	04	08 Moderate

Action Codes	Linked Actions	Assigned To	Due Date	Status
Monitoring only				

Appendix 4: Significant Service Risks

Chief Executive Services

All significant service risks are reflected in strategic or corporate risks. Other service risks are either low or moderate in evaluation

Children's Services

All significant service risks are reflected in strategic or corporate risks. Other service risks are either low or moderate in evaluation

Communities, Housing & Planning Services

All significant service risks are reflected in strategic or corporate risks. Other service risks are either low or moderate in evaluation

Environment & Infrastructure Services

All significant service risks are reflected in strategic or corporate risks. Other service risks are either low or moderate in evaluation

Finance & Resources Services

All significant service risks are reflected in strategic or corporate risks. Other service risks are either low or moderate in evaluation