

EAST RENFREWSHIRE COUNCIL  
AUDIT AND SCRUTINY COMMITTEE

28 March 2024

Report by Chief Executive

REVIEW OF THE STRATEGIC RISK REGISTER AND RISK MANAGEMENT PROGRESS

**PURPOSE OF REPORT**

1. This report provides the bi-annual update of the Council's Strategic Risk Register and outlines the review conducted to rationalise the risks within.

**RECOMMENDATIONS**

2. The Audit and Scrutiny Committee is asked to consider and note the development of the Council's Strategic Risk Register, noting that this is considered a "live" document. It will be updated and amended by the Corporate Management Team (CMT) as appropriate.

**BACKGROUND**

3. East Renfrewshire Council's approach to risk management is set out in the [Risk Management Strategy 2023 – 2025](#), supported by the [Risk Management Framework](#). The Council maintains a corporate Strategic Risk Register (Appendix 2), which sets out the key strategic risks considered and details the actions identified to manage these risks.

4. The Strategic Risk Register was considered by the Audit and Scrutiny Committee on 26 September 2023. Since then, the CMT have led a significant review, considering the volume of risks and the relationship between Council risk registers.

5. Following the CMT review, there are now 15 risks within the Strategic Risk Register, compared to 36 in the previous report. The Strategic Risk Register will continue to be reviewed and updated as appropriate to reflect the current "live" situation. The Strategic Risk Register included in Appendix 2 is dated 12 March 2024.

6. A summary of the changes to the Strategic Risk Register, following the CMT review is outlined in Appendix 1. This will provide a rationale of changes made to the risks outlined in the 26 September 2023 report to the Committee.

7. Where risk numbers are not sequential, this is as a result of a risk having been removed. Following the January CMT review, a number of risks previously on the Strategic Risk Register have been placed in appropriate Departmental or Project Risk Registers. As part of the regular CMT review of the Strategic Risk Register, Directors and the Chief Executive will discuss emerging and priority risks and changes required to the document. There remains an expectation that Departments and key projects will maintain appropriate risk registers that capture day-to-day or project specific risks – these documents will support the regular CMT consideration of the Strategic Risk Register.

## REVIEW OF THE STRATEGIC RISK REGISTER

8. To support the CMT review, there was consideration of other Local Authorities' approaches. Typically, Councils maintain a dozen high level or high scoring risks on their Strategic Risk Register. These are publicly available and scrutinised by Elected Members.

9. As part of the Strategic Risk Register review, it was recognised that the following core principles should continue to apply:

- The Strategic Risk Register is a “live” document which is reviewed by the CMT and risk owners on a regular basis, and reported as appropriate;
- Relevant risks have been identified and included;
- The significance of each risk is appropriate to its current nature;
- While many risks require close monitoring and scrutiny, there are also long-term risks for the Council to be reflected on our wider risk registers over several years.

10. The CMT review considered the need for continued strong links between the Strategic Risk Register and other Risk Registers across the Council. Departments, Services and / or individual projects maintain appropriate risk registers. Additionally, there is Risk Registers maintained through the Integration Joint Board (IJB), Service Business Planning and within Asset Management Plans.

11. The CMT review considered that a number of the previous items on the Strategic Risk Register had remained static for some time, and some had little to no proposed controls or lower scoring. The intent of the updated Strategic Risk Register is to aid fuller scrutiny and recognises the public facing nature of the document by assisting readers to identify what the Council considers the most significant risk areas.

12. Following the review, where risks are no longer on the Strategic Risk Register, but remain live – these are expected to be held on an appropriate Departmental, Service or Project Risk Register. As part of their routine review of the Strategic Risk Register, the CMT will consider if it is appropriate for risks to be escalated to it. This regular CMT consideration will ensure that the Strategic Risk Register holds the most pertinent, high level risks to the Council at any time.

13. In refining the Strategic Risk Register, the CMT applied the following considerations:

- Medium Risks with a risk score below 8 were considered better reflected on a Departmental / Service / Project Risk Register.
- Risks with a score of 8 or higher should initially remain on the Strategic Risk Register; until any proposed mitigations are complete, lowering the scoring.
- Risks that have been unchanged or are considered unlikely to change within 12 months are considered in depth, with a clear justification required to retain the risk on the Strategic Risk Register.
- Where a risk is replicated on another public facing risk register (for example within Integration Joint Board papers), it should only be held on one source. This will reduce duplication and ensure stronger version control.

14. Following the above, the Strategic Risk Register will become the vehicle for the greatest risks the Council faces as an organisation, and the ones that we are actively seeking to mitigate.

15. As part of the continued review of the Strategic Risk Register, consideration will be given to ensure that:

- The risk description accurately and succinctly sets out the risk;

- Current mitigations are still in place and support mitigation of the risk (and are not a previous wording of the same broad risk);
- Proposed mitigations to “treat” the risk are specific, with a realistic timescale identified.

**OVERVIEW OF STRATEGIC RISK REGISTER**

16. Within the updated Strategic Risk Register, there are 15 risks identified. Of which six are recognised as Medium Risks with a risk scoring of six or above. Eight are recognised as High Risks with a risk scoring of 12 or above. Risks are mapped as following in the Strategic Risk Register:

Likelihood	4		6.29	5.1; 6.7									
	3			2.2; 6.22; 6.26	2.3; 2.4; 2.13; 3.9; 6.1; 6.12; 6.30								
	2			6.6	3.5								
	1												
		1	2	3	4								
Impact													
		<table border="1"> <tr> <th>Risk Score</th> <th>Overall Rating</th> </tr> <tr> <td>11 to 16</td> <td>High – Red</td> </tr> <tr> <td>5 to 10</td> <td>Medium – Orange</td> </tr> <tr> <td>1 to 4</td> <td>Low – Green</td> </tr> </table>				Risk Score	Overall Rating	11 to 16	High – Red	5 to 10	Medium – Orange	1 to 4	Low – Green
Risk Score	Overall Rating												
11 to 16	High – Red												
5 to 10	Medium – Orange												
1 to 4	Low – Green												

17. As part of the regular review of the Strategic Risk Register, there will be consideration of the wording of risks and their controls, to ensure that they are succinct and easy to understand. As part of this process, there will also be consideration that the mitigations to “treat” the risk remain appropriate and have realistic timescales.

18. There has been the addition of a new risk in the period since the CMT review in January 2024; which is Risk 6.30 and outlined below. This has been added to recognise the uncertainty of a date of UK General Election and potential short time-frame for the relevant working if one is called at the minimum notice period of six weeks.

*“A UK General Election is due to be called by 25 January 2025; however there is no date as yet, with only a six week notice requirement. A short notice Election would require an intense need for significant resources across the Council.”*

**RISK APPETITE**

19. “Risk appetite” describes the attitude towards the amount of risk the Council is prepared to accept in trying to achieve outcomes. East Renfrewshire Council’s appetite to risk, as set out in the Risk Management Strategy 2023-2025, is illustrated below.

20. Following discussion at the previous Committee, Cabinet considered raising the level for “reputational risk” from “1” to “2”. This was approved at the 14 December 2023 Cabinet, with updates made as below to the Council’s Risk Management Strategy 2023-2025.

	Unacceptable to take risk						Higher willingness to take risks			
	1	2	3	4	5	6	7	8	9	10
Reputation										
Compliance										
Financial										
People and Culture										
Operational Services										
Major Change Activities										
Environmental and Social Responsibility										

**RISK PROGRESS**

21. The CMT continues to discuss and review the Strategic Risk Register regularly, to ensure that risks and their control measures are reflective of the current situation. Updates will be made to the Strategic Risk Register as a result of these considerations. Additionally, as part of these discussions, horizon scanning will also consider emerging risks or concerns and the threats or opportunities these may present.

22. Scoping will also take place of options for Risk Management Training opportunities for appropriate Council Staff. This will be reported back and progressed through the CMT.

**FINANCE AND EFFICIENCY**

23. The regular review of the Strategic Risk Register offers significant support in ensuring the Council meets objectives detailed in Fairer East Ren, Digital Transformation Programmes and the Outcome Delivery Plan.

**CONSULTATION**

24. The Corporate Management Team and all Corporate Risk Representatives were invited to provide updates to the Strategic Risk Register. Additionally, other Risk Registers across the Council are expected to be regularly reviewed and scrutinised with a view to escalating appropriately significant risks to the Strategic Risk Register through the CMT.

**CONCLUSION**

25. Following significant review of the Strategic Risk Register by the Corporate Management Team rationalisation has taken place to ensure that the document is representative of the most significant and / or actively managed risks for East Renfrewshire Council.

26. Consequently, there are now 15 risks contained on the Strategic Risk Register; all of which score “Medium” or “High”. While a number of risks have been removed from the

document previously considered by the Committee; these remain under consideration on either Department, Service or Project Risk Registers.

27. Regular consideration will be given by the CMT to the risks within the Strategic Risk Register, as well as the controls to ensure that the document is reflective of the current situation. At these discussions, opportunity for escalations from existing other Council Risk Registers will be considered. The regular review will allow for consideration of emerging risks or concerns and the opportunities or threats they present to the Council.

28. Additionally, a review of the training offered to Council Staff on Risk Management will be provided to the CMT. The intent behind this is to identify available training to support staff in having sufficient knowledge and skills to carry out their roles under the Council's Risk Management Framework and Risk Management Strategy.

## **RECOMMENDATIONS**

29. The Audit and Scrutiny Committee is asked to consider and note the development of the Council's Strategic Risk Register, noting that this is considered a "live" document. It will be updated and amended by the Corporate Management Team (CMT) as appropriate.

## **REPORT AUTHOR**

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March 2024

## **BACKGROUND PAPERS**

Appendix 1 Summary of January 2024 Strategic Risk Register Review  
Appendix 2 East Renfrewshire Council Strategic Risk Register\_V6.6\_Updated 12.03.2024

## APPENDIX 1 – SUMMARY OF JANUARY 2024 STRATEGIC RISK REGISTER REVIEW

- i) The following tables summarise the changes that have taken place within the Strategic Risk Register as a result of the January 2024 Corporate Management Team Review.
- ii) This review considered the relationship between Risk Registers across the Council. It sought to ensure that the Strategic Risk Register remains representative of the most substantive and actively managed risks faced by East Renfrewshire Council.

### Risks Retained on the Strategic Risk Register

Risks Retained on the SRR	
Risk no.	Justification
6.6	While the risk outlined is lower scoring (overall risk score of 6) than other items retained, a number of prominent controls are utilised or proposed to manage the risk.
3.5	The risk outlined is currently high scoring with an overall risk score of 8 (likelihood: 2; impact: 4).
6.29	The risk outlined is currently high scoring with an overall risk score of 8 (likelihood: 4; impact: 2).
2.2; 6.22; 6.26	The risks outlined are currently high scoring with an overall risk score of 9 (likelihood: 3; impact: 3).
2.3; 2.4; 2.13; 3.9; 6.1; 6.12	The risks outlined are currently high scoring with an overall risk score of 12 (likelihood: 3; impact: 4).
5.1; 6.7	The risks outlined are currently high scoring with an overall risk score of 12 (likelihood: 4; impact: 3).

- iii) It should be noted that while the above risks have been retained, there is a recognised need to regularly update these risks or their controls. Where there are risks that are particularly un-changeable or long-term in their nature, consideration will be given on whether they should be recorded in another manner.

### Risks Moved to Alternate Risk Registers

- iv) The following risks have been relocated to either Department, Service or Project Risk Registers; as appropriate.

Risks Relocated from the Strategic Risk Register to an Alternate Risk Register	
Risk no.	Justification
1.1; 1.2; 1.3; 1.5; 2.6; 2.12; 3.1; 3.2; 3.8; 4.2; 5.3; 6.3; 6.4; 6.14; 6.24; 6.28	To be managed through Department / Service Risk Register – Risks were sufficiently low scoring or had long-term proposed controls.
3.7; 6.18; 6.27	To be managed through Council Resilience Management Team Risk Register – Risks are sufficiently long-term / consistently applicable and will be mitigated through Civil Contingencies activity across the Council.
4.1; 4.4; 5.2	These risks are already reported through the Integration Joint Board; accordingly they were removed from the Strategic Risk Register to avoid duplication of reporting.

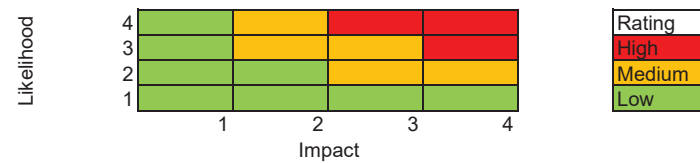
Classification	Official Sensitive
Name	East Renfrewshire Council Strategic Risk Register
Version	V6.6 (12/03/2024)
Date	12/03/2024
Updated by:	Anthony Jenkins: Resilience Coordinator

The risks highlighted within this document are based upon the professional judgement of East Renfrewshire Council Corporate Management Team and officers in East Renfrewshire Council.

The Strategic Risk Register is the property of the Council's Corporate Management Team who will regularly review its contents and scoring.

All risks are currently scored on what is known and based upon information available. Risk scores and controls will be evaluated on an ongoing basis and reflective of developing knowledge.

Risk Scoring is presented based on the risk matrix below







Outcome 2: East Renfrewshire residents are healthy and active and have the skills for learning, life and work

Risk Status S/C/N (Same, Changed, New)	Risk Number	Risk (Threat / Opportunity to achievement of business objectives)	Risk Control Measures (Mitigations) current in place	Likelihood (Probability)	Impact (Severity)	Risk Score	Proposed Risk Control Measures (Mitigations)	Date for completion	Re-scored Likelihood (Probability)	Re-scored Impact (Severity)	Re-scored Risk Score	Risk Owner
C (12/03/2024)	2.2	Increase in the number of children and adults with additional support requirements leading to a rise in demand which impacts on our ability to provide services.	<p>Advanced Practitioner post to improve practice across adult and children services in preparing young people with additional support needs for adulthood.</p> <p>Analysis of demographic changes and increased financial forecasting.</p> <p>Education Resource Group manage specialist resources and admission to specialist provision.</p> <p>Resource Allocation Group (RAG) strengthened membership to include educational psychologist and occupational therapist.</p> <p>New transitions strategy implemented and full team recruited</p> <p>Supporting People Framework (eligibility criteria) developed and approved by IJB 29.03.2023. Eligibility threshold increased to Substantial/ Critical. Nov 2023</p>	3	3	9	Ongoing review of social care eligibility thresholds under the Supporting People Framework Action Plan; reflecting available resources (currently the Supporting People Framework is updated to substantial and critical needs at this time).	Ongoing Activity	3	2	6	Chief Officer HSCP
S (13/03/2023)	2.3	Ensuring sufficient catchment places for East Renfrewshire children and young people across all sectors in light of inward migration including the impact of new residential developments- in particular the Local Development Plan.	<p>Regular review of available and demand for school places.</p> <p>Application of school admission and placing request policies to ensure effective use of school estate.</p> <p>Pupil Product Ratios (PPRs) for ELC, primary, secondary and ASN (Additional Support Needs) sectors are regularly refreshed and analysed to take into consideration changing trends of inward migration. The Council will continue to review school roll projections annually and Pupil Product Ratios (PPRs) at least every 2 years.</p> <p>Adoption of LDP2, adopting strategy of consolidation and regeneration, subsequently reducing potential impact of pressure on school places from additional new developments.</p> <p>On an ongoing basis, Education and Environment Depts continue to review the release of housing via the Housing Land Audit aligned with the pupil product ratios associated with new build homes in East Renfrewshire, to determine projected educational establishment rolls and the consequential infrastructure requirements to meet demand. This will continue and be extended with work towards LDP3.</p> <p>Council's Capital Investment Strategy and the associated future 10-year Capital Plan updated to reflect education estate requirements for all school sectors taking account of operational requirements/timescales.</p> <p>Wider consideration of the condition of school estate to ensure establishments remain operational through the development and application of appropriate maintenance plans.</p>	3	4	12	<p>When required, education statutory consultation to be undertaken in advance and within required timeframes.</p> <p>Education and Environment to collaborate closely about any potential further residential development as LDP3 progresses to ensure sufficiency of places across the education estate and that any new provision is included in future Capital Investment Strategies.</p>	<p>In line with relevant timescales</p> <p>In line with relevant timescales</p>	2	4	8	Director of Education

C (26/02/2024)	2.4	<p>Closure of facilities (related to Trust) as a result of unforeseen failure or management practices resulting in loss of attendance, revenue, damage to reputation and increased management fee.</p>	<p>Current capital plan reflects major new replacement for Eastwood Leisure Centre and provision for repair and maintenance of Culture &amp; Leisure facilities to improve the customer environment. In addition the capital plan includes the intent to renew sports and library facilities for the village of Neilston as part of campus approach to replace outdated local educational provision.</p> <p>Continued monitoring of programme and progress of new culture and leisure projects, reviewed regularly and updated to reflect requirements of facilities to avoid failure in immediate term.</p> <p>Informed major issues report and made case for building new leisure plans as part of LDP2/3.</p> <p>Quarterly meetings take place between the Trust and Property and Technical Services to monitor performance.</p> <p>Business Continuity Plans in place for services.</p> <p>Service Level Agreement (SLA) in place between ERC &amp; ERCL.</p> <p>ERCL represented on ERC corporate asset management group.</p>	3	4	12	<p>Capital Plan reviewed annually and updated to reflect operational requirements of facilities operated by the Trust. This will be ongoing.</p> <p>ERCL to take advantage of any opportunities offered by development of Local Development Plan (LDP) 3 taking account of due process such as planning and consultation in partnership with East Renfrewshire Council and in line with relevant timescales.</p>	Ongoing annual activity.	In line with timescales set out in Capital Plan	3	3	9	Director of Education/Head of Accountancy	
C (04/03/2024)	2.13	<p>Full or partial operational loss or restrictions on the use of school/nursery buildings due to fabric/operational/ maintenance issues, leading to significant disruption to learning and teaching and a wider impact on children and young people.</p> <p>Inability to meet statutory duties around the provision of education/ELC.</p> <p>Inability to provide safe working/teaching environments in line with health and safety requirements.</p>	<p>Maintenance planning arrangements in place, with appropriate oversight of any essential repairs.</p> <p>Programme of planned maintenance to boilers and roofs outlined in Capital Plan.</p> <p>Emergency heating arrangements in place within school/nursery Business Continuity Plans (BCPs), including remote monitoring of temperatures to ensure ongoing Health and Safety compliance</p> <p>Availability of remote learning for short periods of disruption.</p> <p>Introduction of protocol for new fire response procedures and updated Fire Risk Assessments of buildings.</p> <p>Careful selection from framework of agreed contractors who will ensure appropriate preventative expectations are met on ERC sites</p> <p>Updated BCP template for all schools and nurseries - reflecting black start procedures.</p>	3	4	12	<p>Submission of future CPAs to support continued maintenance of school and ELC estate including, replacement of flat roofs and boilers and electrical wiring.</p> <p>Seek to address schools with lowest rated estate through future capital bids and/or other available funding streams.</p> <p>Review of policy and procedure with regards to 'loose parts' in and around school playgrounds due to issues arising from improper/malicious use.</p>	31/01/2025	31/01/2025	30/06/2024	2	4	8	Director of Education

## Outcome 3: East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents

Risk Status S/C/N (Same, Changed, New)	Risk Number	Risk (Threat / Opportunity to achievement of business objectives)	Risk Control Measures (Mitigations) current in place	Likelihood (Probability)	Impact (Severity)	Risk Score	Proposed Risk Control Measures (Mitigations)	Date for completion	Re-scored Likelihood (Probability)	Re-scored Impact (Severity)	Re-scored Risk Score	Risk Owner
S (28/01/2021)	3.5	There is a risk of an internal structural collapse at Braidbar Quarry which could result in the ground surface opening up possibly leading to fatalities if restrictions on access are not maintained. Several residential properties are blighted by this site.	Full fencing of the site completed November 2019. Warning signs erected around the perimeter. Regular inspections are undertaken, with fencing repaired when the Council is notified of breaches. The Council documents its repair regime.  Digitised record inspection records are retained and regularly updated.  No mitigation factors are presently in place for an internal structural collapse other than protection of the public through restricted access.	2	4	8	Remediation of the affected land is the only measure which will completely remove this risk. Achieving this however would be a multi-million pound exercise and would require significant collaboration with land remediation specialists.	Long Term Project	2	2	4	Director of Environment
C (26/02/2024)	3.9	Lack of affordable temporary and permanent accommodation to meet the statutory homeless duties and wider housing need.	Review of housing need and demand information used to inform housing supply targets.  Affordable housing policy embedded in planning process.  Allocation quotas for homeless households.  Section 5 agreements with local housing associations.  Increased supply of temporary accommodation across council, housing association and private sector properties.	3	4	12	Internal review of internal housing policies and procedures to move towards a greater prevention.  A review with all partners to ensure a corporate review of homelessness.  A review of homeless pathways from presentation, to temporary to permanent accommodation to ensure they are fit for purpose.  An ongoing review of the HRA business plan to maximise new supply if possible.	31/03/2025  31/03/2025  31/03/2025  31/12/2024	2	4	8	Director of Environment



Outcome 5: Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives												
Risk Status S/C/N (Same, Changed, New)	Risk Number	Risk (Threat / Opportunity to achievement of business objectives)	Risk Control Measures (Mitigations) current In place	Likelihood (Probability)	Impact (Severity)	Risk Score	Proposed Risk Control Measures (Mitigations)	Date for completion	Re-scored Likelihood (Probability)	Re-scored Impact (Severity)	Re-scored Risk Score	Risk Owner
C (12/03/2024)	5.1	Increase in frail older people, particularly very old, due to demographic changes leads to an over demand on certain services and failure to meet legislation, overspend and negative publicity.	<p>Outcome Delivery Plan (ODP) and HSCP strategic plans build on foundation of wider council prevention and early intervention strategy for older people.</p> <p>Unscheduled Care Delivery Plan approved by IJB in March 22.</p> <p>Annual budget setting takes account of demographic pressures, however any increase in demand need to be funded within existing resources.</p> <p>New front door model manages level of demand launched Summer 22 making significant positive impact on waiting list for assessment</p> <p>Talking Points diverting people to community resources and building own assets.</p> <p>Supporting people framework implemented April 23. Eligibility threshold increased to Substantial/critical - Nov 2023</p> <p>Project to support Care at Home redesign now live Monitoring includes analysis of waiting lists, reviews, completed, savings achieved, admissions and incidents.</p>	4	3	12	<p>Ongoing review of social care eligibility thresholds under the Supporting People Framework Action Plan; reflecting available resources (currently the Supporting People Framework is updated to substantial and critical needs at this time).</p> <p>Strengthen management oversight of resource allocation and equipment requests</p>	<p>Ongoing Reviews</p> <p>31 May 2024</p>	3	3	9	Chief Officer HSCP

Our Strategic Outcomes: Customer, Efficiency and People												
Risk Status S/C/N (Same, Changed, New)	Risk Number	Risk (Threat / Opportunity to achievement of business objectives)	Risk Control Measures (Mitigations) current in place	Likelihood (Probability)	Impact (Severity)	Risk Score	Proposed Risk Control Measures (Mitigations)	Date for completion	Re-scored Likelihood (Probability)	Re-scored Impact (Severity)	Re-scored Risk Score	Risk Owner
C (05/03/2024)	6.1	Reduced central government funding and challenging grant conditions leading to failure to support the current level of service provision leading to public discontent and negative effect on the Council's reputation and increased pressure to draw down council reserves on future years' budgets.	Budget Strategy Group Corporate Ownership Treasury Management Strategy Ongoing monitoring of Council reserves 3 Year budget arrangements Change to financial planning timetable to allow earlier budget deliberations and a realignment of budget with council outcomes. Close monitoring of expenditure/income against budget throughout the year. Close monitoring of teacher numbers given specific grant conditions and bid for newly qualified teachers maximised by Education Department to contribute to the requirement to maintain teacher numbers at 2023 census level. Prioritisation of Digital Transformation Programme and continual review of projects to ensure effective progress and business cases. Budget aligns with conditions set out in Scottish Government settlement letter. Updated settlement figures received from Scottish Government. Long term budget and scenario planning. Outline Financial Plan, reserves and Council Tax level reviewed annually by Council. Education resources reviewed in context of school empowerment and carry forward limit agreed.	3	4	12	Review reserves and consider options for future years' utilisation/reclassification to assist with meeting budget pressures if required. Reintroduction of 3 year national settlements from 2025/26. Avoid all non-essential spend if required. Continue to utilise new Service Concession flexibility. Establishment of Education Assurance Board	31/10/2024 31/12/2024 31/03/2024 31/03/2024 Subject to national timescales	3	3	9	Head of Accountancy
		Failure to effectively manage the Council's information assets may lead to a risk of inadequate data handling, not adequately preventing loss of data and unlawful sharing of data may result in non-compliance with legislation, in particular Data Protection Act 2018 (including GDPR), Freedom of Information Scotland Act (2002) and Records Management Public Services Act 2011	Review of processes and procedures to ensure compliance with the General Data Protection Regulations and the Data Protection Act 2018 completed. Records Management Plan updated in line with Audit review and through ongoing revision. Retention schedule under ongoing review and revision. Review of policies and procedures is now complete and work is ongoing to ensure that policy and guidance is update to date and reflective of good practice. Guidance has been created and published in respect of Redaction to reduce the risk that personal data is inadvertently published. Data Protection Policy has been revised to reflect the role of a dedicated Data Protection Officer (DPO). Service Privacy Notice Template updated and exercise in place to ensure that these are regularly reviewed. Annual Data Protection reporting mechanism to CMT established alongside engagement with Departmental Management/Leadership Teams. DPIA training course has been developed and delivered to				Roll out additional technical controls, as appropriate, to enhance the security and management of sensitive data, including: sensitivity classification/encryption, sharing and data access controls, linking data access to Active Directory. Assessment of requirements for storage of hard-copy records to be considered.	31/12/2024 31/12/2024				Director of Business Operations & Partnerships Chief Executive

<p>C (05/03/2024)</p>	<p>6.6</p>	<p><b>Failure to incorporate information governance elements through a privacy by design approach into procurement, project management, process and technologies</b></p> <p><b>Inability to recognise the value of our information assets may result in lost opportunities to use data to inform decision making, transform services, support increased performance, enhance customer service and promote transparency and information quality assurance</b></p>	<p>nominated employee across the Council and are scheduled on the corporate training calendar on an annual basis.</p> <p>Breach reporting procedures have been created, published and are kept under review.</p> <p>Revised guidance for Subject Access Requests (SAR) and a new process are in place and meet all Code of Practice requirements.</p> <p>Self-assessment update on the Council's Records Management Plan was submitted to The Keeper of the Records of Scotland and was fully approved.</p> <p>Document sharing defaults have been set to named people to help ensure that only appropriate individuals have access to sensitive information.</p> <p>A cross departmental group responsible for coordinating implementing information governance duties and policies has been established to embed a positive information governance culture through targeted activities, technical controls, training and communications that supports a pragmatic and risk based approach to ensuring the confidentiality, integrity and availability of information assets whilst focusing on citizen and employee safety, business transparency, and legislative compliance.</p>	<p>2</p>	<p>3</p>	<p>6</p>		<p>1</p>	<p>3</p>	<p>3</p>	
<p>S (02/08/2023)</p>	<p>6.7</p>	<p><b>Interruption to service or total inability to provide ICT services, resulting in impact to Council business, due to the loss of the Barrhead Data Centre and/or other critical infrastructure components due to fire, vandalism, equipment malfunction (including environmental controls).</b></p>	<p>Robust data back-up and protection schedule for data is in place. Perform complete review of all current back-up arrangements to optimise resilience.</p> <p>Ensure that the Council reviews Business Continuity Plans at least annually.</p> <p>Equipment is regularly maintained and replaced as required.</p> <p>Ensure supplier(s) contracts support recovery activities.</p> <p>Undertake independent review of core infrastructure design and architecture to gain validation and assurance of both security and operational capability</p> <p>Improve monitoring and alerting of hardware and environmental systems to provide a proactive response.</p> <p>Co-located Data Centre secured to increase resilience and provide necessary service continuity.</p> <p>Information Security training is mandatory to raise employee awareness of cyber threats and handling information securely. Policy and communications now in place.</p> <p>Critical Impact Assessments across all ICT delivered services to define priority for availability/recovery completed.</p>	<p>4</p>	<p>3</p>	<p>12</p>	<p>Plan and perform regular audited disaster recovery tests and rehearsals. Target updated from 31/05/23 to 30/04/24 to enable final documentation update and tests to be completed. Desktop exercise has been completed and successful switchovers have been achieved during major ICT incidents. However, planned documented tests have yet to take place due to staff availability and ongoing work priorities.</p> <p>Develop an approach to adding out-of-hours monitoring and response for critical infrastructure to the ICT Service.</p>	<p>30/04/2024</p> <p>01/06/2024</p>	<p>2</p>	<p>2</p>	<p>4</p> <p>Director of Business Operations &amp; Partnerships</p>

<p>C (26/02/2024)</p>	<p>6.12</p>	<p><b>Loss of data or interruption to service due to cyber attack from internal or external malicious actors, or indiscriminate malicious programmes, deriving from both Council operations and those of its supply chain.</b></p>	<p>ISO27001 range of technology, policy, procedures, standards and training exists across the council which is reviewed regularly to ensure it remains consistent with changes in technology, working practices and emerging threats.</p> <p>The CMT agreed that Information Security training should be mandatory and undertaken annually to raise employee awareness of cyber threats and handling information securely. Policy and communications now in place.</p> <p>Security standards are reviewed and revised using a risk management approach.</p> <p>The Council is a member of several Information / Cyber Security groups to monitor emerging threats and risk and share security alerts.</p> <p>Ensure the security architecture follows layered approach as defined by best practice.</p> <p>Adopt and implement Scottish Government Cyber Resilience Action Plan which will result in Cyber Essentials Accreditation.</p> <p>Information Security Schedule included within all procurement exercises establishing minimum security requirements supported by operational Data Sharing and Processing Agreements.</p> <p>Programme of Phishing tests in place for all staff. Results reported to CMT and additional refresher training for those that click on the test phishing email.</p>	<p>3</p>	<p>4</p>	<p>12</p>	<p>Due to heightened tensions as a result of the conflict in Ukraine, the Information Security Officer will liaise with Scottish Local Authority Information Security Group, CISP and other national bodies to ensure the Council defences are updated timeously on receipt of specific threat intelligence. Target date extended further from 31/12/23 to 31/03/25 due continuing conflict.</p> <p>Communications continue among all parties. ERC responds quickly to any threat intelligence provided. ERC has also signed up as the first Scottish Local Authority to take direct intelligence feeds into our firewall appliances.</p>	<p>31/03/2025</p> <p>Ongoing Activity</p>	<p>3</p>	<p>3</p>	<p>9</p>	<p>Director of Business Operations &amp; Partnerships</p>
<p>C (27/02/2024)</p>	<p>6.22</p>	<p><b>Our major works capital programmes (including City Deal projects) face unanticipated challenges as a result of external factors, during the lifespan of projects. These challenges have a detrimental impact on the planned capital plan and Gross Value Add of any project. Challenges may be caused by external factors such as inflation.</b></p>	<p>The Capital Asset Management Group (CAMG) performs robust appraisal of all new capital bids.</p> <p>The CAMG regularly meets, allowing projects to be tracked - with concerns reported and appropriate interventions considered.</p> <p>Members approval would be sought through the budget monitoring reports of any minor changes to the approved plan and that a separate report would be submitted to Cabinet for approval should there be any substantial changes.</p> <p>Economic situation monitored via Directors of Finance network/ Liaison with Scottish Government via COSLA to keep up to date with likely developments on UK/Scottish settlements.</p> <p>There is prudent budgeting and ongoing monitoring of reserves - including monitoring the effects of Brexit, Covid-19 and construction inflation on costs, availability of labour and changes to safe working practices.</p> <p>Regular review of Government budgets and subsequent Council budgets takes place, to consider impacts on major projects.</p> <p>The price of goods / services is reviewed by appropriate officers within Departments, with concerns raised at an early stage against significant increases. Business Continuity planning considers alternative suppliers to ensure key service continuity.</p> <p>Roads keep an adequate stock of cold lay material for urgent/emergency repairs &amp; are placing bitumen orders at as early a juncture as possible.</p> <p>Re-profiling of 10 Year Capital Plan has taken place for 2023/24 with a view to identifying significant variations that should significant variations occur or are likely to occur in a single financial year.</p> <p>Review/reprioritisation of 10 year Capital Plan has taken place for the 2023/24 financial year.</p>	<p>3</p>	<p>3</p>	<p>9</p>	<p>Value engineering of current and future projects to remain within budget.</p> <p>Virement from other projects.</p> <p>Rescheduling of projects into future financial years.</p> <p>Re-profiling of 10 Year Capital Plan to take place for the 2025/26 financial year, with a view to identifying any significant variations that have or may well occur.</p> <p>Review/reprioritisation of 10 year Capital Plan to reflect the above for the 2025/26 financial year.</p> <p>Complete the Get to Zero Action Plan to assess the potential costs and timeline for climate action. Date amended to reflect Cabinet consideration of the plan taking place in February 2024..</p> <p>Pursue 3rd party funding (including Scottish Government) for climate change action to supplement investment via Council's own capital/revenue budgets.</p>	<p>Ongoing Considerations</p> <p>31/03/2025</p> <p>31/03/2025</p> <p>31/03/2025</p> <p>Ongoing Consideration</p>	<p>2</p>	<p>3</p>	<p>6</p>	<p>Director of Environment &amp; Head of Accountancy</p>



C (01/02/2024)	6.26	<b>Resettlement of displaced persons from any area (for example Ukraine and Afghanistan) and unaccompanied asylum seeking children overwhelm the availability of resources in East Renfrewshire, impacting upon already stretched availability for housing, facilities (eg school provision, GP access, etc.), Young Persons Services, Council Services and the Third Sector.</b>	Regular engagement on Resettlement with COSLA, the Asylum Partnership Board and with the UK and Scottish Governments - this will include highlighting the issues and challenges faced.  An East Renfrewshire Resettlement group has been established and can be escalated where there is urgent support or information sharing needs.  Available Scottish Government funding has been utilised to enhance available resources - including the recruitment of a further Client Advisor, recruitment of an ESOL tutor.	3	3	9	Explore avenues of Scottish Government capital support to enhance the availability of accommodation solutions.  As UK & Scottish Government funding models and opportunities are available, explore further ways to improve and enhance on services; reflecting ongoing resettlement work and funding available from UK & Scottish Government for Ukrainian resettlement.	Ongoing / Long Term Consideration  Ongoing Consideration	3	3	9	Chief Executive, Director of Environment & Chief Officer HSCP
C (12/03/2024)	6.29	<b>Due to increased demand for health and social care services and associated capacity challenges, the Integration Joint Board (IJB) may require to approach the Council to seek additional funding to support service delivery</b>	Ongoing reporting to IJB on management plans as part of the revenue monitoring reporting process.  Savings, Recovery and Renewal Programme in place to monitor all change activity and capture savings.  Financial Recovery & Budget Setting update provided to IJB in January 2024.  Use of earmarked reserves.  Projected HSCP overspend included within Council's general fund	4	2	8	Development & regular review of management plans by HSCP Heads of Service to contain projected overspend and identify additional savings.  Development of dashboard for reporting progress on the supporting people framework and invest to save proposals to support capacity to deliver this.	Ongoing Action  31/05/2024	3	2	6	Head of Accountancy & HSCP Chief Officer
N (06/02/2024)	6.30	<b>A UK General Election is due to be called by 25 January 2025; however there is no date as yet, with only a six week notice requirement. A short notice Election would require an intense need for significant resources across the Council.</b>	Experience from previous elections among key staff.  Procedures from previous elections can be adapted to the circumstances.  Standalone risk register is maintained by the Core Election Team for key standalone risks and is updated weekly.  Communication has went out in the Intranet seeking volunteer staff.  Significant national guidance and training is available through the Electoral Commission.	4	3	12	Training will be provided for all staff for key roles.  Further communication will be issued for staff - including externally for some key roles (e.g. POs).  Potential review of Electoral Commission guidance on distancing and maximum staff capacities (as last procedures were during Covid Restrictions).	Dates to be relevant to when Election is called	4	2	8	Chief Executive

Strategic Risk Register - Change Log						
Version	Date	Risk Number	Broad details of change/updates made	Explanation and justification (if required) for amendments	Responsible Person (Name & Role)	Further comments
V0.1 - 0.8	10/02/2021	3.3	Risk description updated:  Potential breaches of State Aid compliance leads to lengthy investigations, suspension of works leading to costly delays and financial penalties. <b>This risk is complicated by the potential changes to UK State Aid guidance and procedures as a result of Brexit and the EU-UK Trade Agreement in December 2020.</b>	To reflect changes due to Brexit	Andy Corry	Email of 27/01/2021 from Anthony Jenkins
	10/02/2021	6.16	Risk description updated:  <del>A Brexit with no further agreement between the UK and EU leads to significant disruption to Council operations and the services we provide, including front line and support services.</del>  <b>A Brexit with no further agreement between the UK and EU leads to significant disruption to Council operations and the services we provide, including front line and support services.</b>	To reflect changes due to Brexit	Andy Corry	Email of 27/01/2021 from Anthony Jenkins
	10/02/2021	6.17	<u>Risk description updated</u>  The UK significantly diverges from existing EU legal and regulatory provisions, leading to significant disruption to Council operations and services provided. This may include changes enacted through the Internal Market <del>Bill</del> <b>Act</b> .	To reflect changes due to Brexit	Andy Corry	Email of 27/01/2021 from Anthony Jenkins
	12/02/2021	6.18	Risk description updated: The re-emergence, escalation or further waves of Covid-19 (or any other emerging pandemic) result in an increased <del>requirement for testing among employees and residents, as well as the potential for controls and restrictions to be being</del> implemented within East Renfrewshire.  This may impact on provision of services through: employee availability; supply chain issues; increased demands for services; financial and service planning upheaval.	Update to reflect current position due to Covid-19.	Andy Corry	Email on 12/02/2021 from Anthony Jenkins
	15/02/2021	6.21	New Risk Added:  <b>Failure to ensure proper plans, resources and sufficient suitable staff are in place to conduct the Scottish Parliamentary Election on Thursday 6th May 2021 result in missed deadlines, a potential breach of legislation, a lack of coordination, no consistent voter experience and an inability to conduct the Poll or a delay in announcing the election result.</b>	Additional risk to reflect Scottish Parliamentary Election to be held in May 2021.	Chief Executive	Request from Chief Executive.
0.9		6.17	Risk score updated: Likelihood reduced from 4 to 3. Overall score remains red.	Updated to reflect Brexit situation.	Murray Husband	Email on 16/02/2021 from Anthony Jenkins
		6.4	All dates for proposed risk control mitigations changed to 31/10/2021		Louise Pringle	Email on 16/02/2021 from Louise Pringle
		6.6	Risk mitigation information updated. Risk likelihood reduced from 3 to 2 but overall risk remains "medium".		Jamie Reid	Email on 16/02/2021 from Jamie Reid
		6.14	Risk description updated:  <del>Failure to implement a new Finance/HR/Payroll System within planned timescales leading to the anticipated benefits and savings not being delivered for the Council to achieve anticipated benefits and savings from the Finance/HR/Payroll System would lead services short of capacity and risk service delivery.</del>	Updated to reflect implementation of new Finance/HR/Payroll System position.	Sharon Dick	Email on 16/02/2021 from Sharon Dick
		6.8	Risk description updated:  Failure to pay invoices, <b>Covid related payments and specific Educational Benefits Payments</b> , within a specified timeframe (Local Government Benchmarking Framework indicator/Government requirements) or failure to pay <b>said types of payments</b> correctly (either through fraud or error), which could lead to cessation of supplies; risks to delivery of critical services; inappropriate payments; loss of funds to the Council; reputational damage to Council; issues with insurers; <b>detrimental business/personal financial impact</b> and possibly, legal action.  Risk control mitigations updated.	Revised to reflect Covid related impacts. Incorporates all Covid risks impacts.	Louise Pringle	Email from Robert McArthur on 16/02/2021
		6.15	Risk description updated:  Failure to ensure adequate insurance cover is in place which cover includes (i) <b>Cyber, Employer, Engineering, Motor, Property, Public Liability &amp; Travel</b> and (ii) <b>potential Covid (or similar pandemic) impacts where changes to Councils services are required, normal business is disrupted which may result in the Council incurring financial loss (additional expenditure) and reputational damage.</b>	Revised to reflect Covid related impacts. Incorporates all Covid risks impacts.	Louise Pringle	Email from Robert McArthur on 16/02/2021
		4.2	Risk description updated:  <del>The establishment of a cross-departmental working group to develop actions to raise awareness amongst Council and Trust+Co23ation.</del>  <b>Acts of harassment, violence or intimidation, directed at particular religious or minority groups, impact on individuals and communities, resulting in harm and reduced confidence in being able to live safely and without fear within East Renfrewshire.</b>			
		6.7	Risk mitigations updated and new proposed risk control measure added.		Murray Husband	Email from Murray Husband on 16/02/2021
		6.12	Risk mitigations updated to reflect current situation		Murray Husband	Email from Murray Husband on 16/02/2021

		1.1	Risk description updated: <del>Failure to deliver 1,140 hours of free early learning and childcare (ELC) beyond August 2020: —</del> Inability to deliver <b>East Renfrewshire Council's</b> preferred or at least an acceptable model of <b>1,140 hours of free early learning and childcare (ELC) beyond August 2021 which locally addresses</b> the principles of quality, flexibility, accessibility and affordability.  Current risk control measures and proposed risk control measures updated.  Risk Score reduced from 3 x 4 = 12 to 2 x 4 = 8	Revised to reflect current position.	Graeme Hay	Email from Graeme Hay on 17/02/2021
		2.4	Risk score updated: 2 x 4 = 8 revised to 3 x 4 = 12	Revised to reflect current position.	Graeme Hay	Email from Graeme Hay on 17/02/2021
		2.7	New Risk Added:  Changes in SQA certification processes in 2020/21 detrimentally impacts upon exam results of young people in the 2020/21 exam diet with a subsequent negative impact on the Council's reputation			
		2.8	New Risk added:  Covid-19 pandemic changes ERCL customers' behaviours and expectations and affects demand, combined with reduced capacity from continued social distancing and SG guidance/legislation results in loss of attendance, revenue, damage to reputation and increased management fee.			
		2.9	New Risk added:  Lack of appropriately skilled teacher workforce due to a combination of students and newly qualified teachers having experienced interrupted placements in school as a result of covid. This leads to a reduction in the ability to adequately fill teacher vacancies and a reduction in quality of teaching and learning which in turn places an increased pressure on existing experienced teaching staff workload.			
		2.10	New risk added:  Significant rates of positive Covid-19 testing within an East Renfrewshire community necessitates enhanced local Community testing, particularly for Asymptomatic residents.			
		2.11	New Risk added:  The Covid-19 Pandemic results in additional deaths, which stretch the capacity of existing mortuary storage. This impacts on the NHS requiring the Council to provide additional facilities			
		2.12	New Risk added:  Challenges with the Council supporting the NHS for the Covid-19 Vaccination programme result in delays in East Renfrewshire residents receiving their vaccine.			
V1.0	20/02/2021		Version for CMT discussion	CMT discussion on 23/02/2021	Gill Darbyshire	
V1.1	22/02/2021	4.2	Proposed mitigation and date updated.		Murray Husband	Email on 22/02/2021 from Murray Husband
	22/02/2021	1.4	Additional proposed mitigation added and dates added for others.		Graeme Hay	Email on 22/02/2021 from Graeme Hay
	22/02/2021	2.60	August 2021 added for proposed mitigation control		Graeme Hay	Email on 22/02/2021 from Graeme Hay
V1.2	23/02/2021	All	Discussion at CMT			
	24/02/2021	1.01	Proposed and current mitigation and date updated.	CMT discussion on 23/02/2021	Graeme Hay	
	24/02/2021	1.02	Proposed and current mitigation and date updated.	CMT discussion on 23/02/2021	Graeme Hay	
	24/02/2021	1.03	Proposed and current mitigation and date updated.	CMT discussion on 23/02/2021	Graeme Hay	
	24/02/2021	1.04	Proposed and current mitigation and date updated.	CMT discussion on 23/02/2021	Graeme Hay	
	24/02/2021	2.03	Proposed and current mitigation and date updated.	CMT discussion on 23/02/2022	Graeme Hay	
	24/02/2021	2.06	Proposed and current mitigation and date updated.	CMT discussion on 23/02/2023	Graeme Hay	
	24/02/2021	2.07	Proposed and current mitigation and date updated.	CMT discussion on 23/02/2024	Graeme Hay	
	24/02/2021	2.09	Proposed and current mitigation and date updated.	CMT discussion on 23/02/2025	Graeme Hay	
V1.3	25/02/2021		Spell checker & format changes across entire document.		Gill Darbyshire	
	03/03/2021	5.2	current mitigation updated to include commissioning work, care home assurance work and establishment of community hubs. majority of actions from independent review now complete	to reflect current work and progress on action plan from independent learning review	Pamela Gomes	
	04/03/2023	5.3	Amended due dates as service pressures within care at home in relation to vaccination and roll out of regular testing have delayed progress against these actions			
V1.4	03/03/2021		Updated Version for Audit & Scrutiny Committee Blue Papers			
	05/03/2021	6.1	Updating proposed mitigations and dates.		Margaret McCrossan	Email from Margaret McCrossan on 05/03/2021
		6.9	Risk rescored from high to medium. Update proposed mitigation and date.		Margaret McCrossan	Email from Margaret McCrossan on 05/03/2021
V1.5	10/03/2021	2.1	Risk score reduced from 12 to 8 and mitigations updated.		Chief Executive	Email from Chief Executive on 10/03/2021
V1.6	11/03/2021		Updated version for Audit & Scrutiny Committee White Papers			
		2.2	Moved "Council continues to contribute to funding to demographic cost pressures" to in place as this is ongoing			
		2.2	Removed "HSCP/Education to meet to look at strengthening transition arrangements" as decision taken not to progress with principles into practice trial. Added "Conclude work currently being undertaken by Children's and Adult Services reviewing the Transitions Pathway to enable a smoother transition for young people transitioning to adult services"			
		4.1	Removed review of quality assurance framework for ASP and 'engagement with social workers not yet vetted to NPPV status. as these actions have been completed	action complete		

		4.1	Added "Process in place for annual review of quality assurance framework for ASP activity" and "Training delivered to managers within adult services on supervision policy, quality assurance framework, management oversight." to measures in place			
		4.4	Removed "Manager's briefing session taking place on 24/11/20 re key learning from the s21 work" as this has taken place. No further mitigation due to historical nature	completed		
		4.4	updated wording of risk as S21 submission complete			Previously stated "Capacity to meet the demands of the S21 notice and the possibly increased demand of access to records and potential claims against the Council as Inquiry work progresses."
		5.1	Moved "Continue Council funding for demographic cost pressures" to mitigation in place as this is ongoing			
		5.1	Updated dates against actions as these have not been concluded due to pandemic pressures			
V1.7	11/03/2021		Changes made to confirm previous updates due to ICT issue with Teams not updating.		Gill Darbyshire	
	16/03/2021	6.9	Risk score after mitigation changed to 2 x 3 (previously 3 x 4) in line with risk score being reduced previously.	Error noted in Audit Committee papers	Gill Darbyshire	
V1.8	23/03/2021	6.10	Risk score reduced from 12 (high) to 6 (medium) and proposed mitigation updated to reflect current situation.		Sharon Dick	Email from Sharon Dick on 23/03/2021
V1.9	24/03/2021		New version for Cabinet blue papers		Gill Darbyshire	
V2.0	31/03/2021		New version for Cabinet white papers			
V2.1	20/04/2021	6.10	Removed Risk. "Impact of Living Wage on the council salary scales with continuing pressure on the lower grades of the scale. Not maintaining differentials between grades."  Reason: Removed from SRR as fully implemented from 31/3/2021.	Confirmation from Sharon Dick (via Teams Chat) that this risk should be removed.	Sharon Dick	
V2.1	26/04/2021	6.15	Minor change (removed reference under measures to review of Premium payment process - now complete.	Removed to be consistent with Operational Risk register	Robert McArthur	
	20/05/2021	6.16	Update of Controls, Proposed Controls and scoring for the risk associated with impacts to Council services as a result of EU Exit - overall risk now a high amber, rather than red as a result of engagement with COSLA on longer term risks / mitigation & work to increase awareness of the EU Settlement Scheme.	Scoring has been lowered to reflect that changes due to Brexit appear to be tied into wider economic concerns, rather than more instant disruptions to service.	Anthony Jenkins - Brexit Coordinator	
		6.17	Update of Proposed controls, primarily the date for these controls to be met.	Recognises that the UK Government and Scottish Government have not made significant legislative changes following EU Exit of late.	Anthony Jenkins - Brexit Coordinator	
		6.18	Update of Proposed Controls and the date for these to be met.	Recognises the May 2021 surge in cases experienced in East Renfrewshire and the need to identify any best practice emerging from this response.	Anthony Jenkins - Brexit Coordinator	
		6.20	Update of the Controls and Proposed Controls (including date).	Recognises updates to both the Vaccination & Testing Programmes with a view to longer term solutions for staffing being in place.	Anthony Jenkins - Brexit Coordinator	
V2.2	20/05/2021	6.10	Proposed mitigation 6.1 "Potential for additional funding to come from finalisation of Scottish and UK Government 2021/22 budgets in March 2021." moved to current mitigations.	Request from Margaret McCrossan (via chat)	Margaret McCrossan	Chat message on 19/05/2021
		6.21	Removed Risk -  "Covid-19 impacts on ability of the Returning Officer to conduct the Scottish Parliamentary Election for the Eastwood Constituency on Thursday 6th May 2021 resulting in reputational damage to the Council.  Reason: Election completed and successfully delivered.		Lorraine McMillan	Updated by Gill Darbyshire on 21/05/2021
		3.10	Update of Controls & Proposed controls, to reflect regular City Deal Governance Group engagement and the June 2021 Cabinet Report.		Anthony Jenkins - Brexit Coordinator	
		2.11	Update of controls and proposed controls.		Anthony Jenkins - Brexit Coordinator	
V2.3	28/06/2021		Spelling checked and updated			
V2.4	05/07/2021	6.4	Update on Records Management Plan moved from "proposed mitigations" to "in place".		Gill Darbyshire	Updated by Gill Darbyshire on 05/07/2021
	06/07/2021	6.18	Update of proposed control date & wording to reflect ongoing high number of cases carried on through June and July 2021.		Anthony Jenkins - Brexit Coordinator	
	13/08/2021	6.18	Update of Controls, reflecting regular reporting of EU Exit issues as appropriate and risk level reduced from 4 x 4 to 4 x 3 (12).		Anthony Jenkins - Brexit Coordinator	
	17/08/2021	3.1, 3.2 & 3.3	Update of Controls, moving any complete proposed controls to existing controls columns. In the case of 3.1 - scoring has been updated in light of the moving of proposed controls into existing controls.		Anthony Jenkins - Brexit Coordinator	
	18/08/2021	4.2, 6.6, 6.12	Update of mitigation actions and completion dates to reflect current position			
	23/08/2021	6.22	Addition of new risk (6.22) to reflect the ongoing challenges faced in relation to the price and availability of goods - particularly in how it impacts on construction & capital projects.	Impacts arising from Covid and EU Exit, among other issues have seen significant price increases for raw materials and in relation to construction - coupled with limited availability.	Anthony Jenkins - Brexit Coordinator	
V2.5	18/08/2021					
	24/08/2021	1.2	Update of controls and proposed mitigation dates revised.			
		1.3	Risk description updated:  Removed - As a consequence of COVID-19, there is an increase in the number of requests from parents and carers for children to defer their entry to school leads to insufficient places being available and increased costs to ensure provision can be made.  Replaced with: An increase in the number of requests from parents and carers for children to defer their entry to school prior to the 2023 policy implementation date leads to insufficient.			

		2.6	Risk description updated:  Original  Replaced with: An increase in the number of children and young people disengaging with learning as a consequence of ongoing Covid-19 impacts and subsequently requiring specialist			
		2.7	Risk removed:  Changes in SQA certification processes in 2020/21 detrimentally impacts upon exam results of young people in the 2020/21 exam diet with a subsequent negative impact on the Council's reputation.			
		2.8	Risk Description updated:  Original - Covid-19 pandemic changes East Renfrewshire Culture & Leisure Trust (ERCLT) customers' behaviours and expectations and affects demand, combined with reduced capacity from continued social distancing and SG guidance/legislation results in loss of attendance, revenue, damage to reputation and increased management fee.  Replaced with: Covid-19 pandemic changes East Renfrewshire Culture & Leisure Trust (ERCLT) customers' behaviours and expectations and affects demand, combined with reduced capacity from continued social distancing, SG guidance/legislation and use of buildings as vaccination centres results in loss of attendance, revenue, damage to reputation and increased management fee.  Risk control measures updated.			
		2.10	Risk description updated:  Replaced with: Significant rates of positive Covid-19 testing within an East Renfrewshire community necessitates enhanced local Community testing, particularly for Asymptomatic residents. Residents unable to access prompt PCR testing with subsequent impact on requirements to self-isolation and access to services and education.			
V2.6	26/08/2021					
V2.7	31/08/2021	6.22	Update of risk wording to "Our major works capital programmes face significant pressures as a result of raw material costs, supplier costs, supply chain or contractor difficulties. This will have a detrimental impact on the costs and/or timescales related to the delivery of projects"	Update of wording to better clarify the risk and its impacts.	Anthony Jenkins - Resilience Coordinator	
		6.20	Update of Likelihood Scoring to 4 (from 3) to reflect the high levels of COVID in East Renfrewshire during August 2021 and the backlog to services caused by COVID-19. Update	Reflection of the backlogs faced by services and the high prevalence of Covid-19 in terms of positive tests.	Anthony Jenkins - Resilience Coordinator	
		6.9	Update of likelihood scoring, increasing the overall risk score.	Reflection of the challenges faced in terms of increased costs to goods and materials, but also the uncertainty of funding avenues that will be available.	Anthony Jenkins - Resilience Coordinator	
		6.18	Update of Impact scoring, increasing the overall risk score.	Reflection of the challenges being faced in staffing services in light of increased absences, as well as the need to cover Critical Covid activity (e.g. Isolation Support Calls) with existing resources.	Anthony Jenkins - Resilience Coordinator	
		3.1	Update of Risk Controls & Proposed Controls	Reflecting that the Proposed Controls have been introduced.	Anthony Jenkins - Resilience Coordinator	
		2.24	New Risk Added :  High workloads with additional work as a result of the Covid-19 pandemic coupled with business as usual may lead to employees experiencing increased stress and poor wellbeing and also may impact on project delivery resulting in delayed deadlines which could damage the Council's reputation.	To reflect current working situation given Covid and other pressures.		Risk developed in conjunction with Sharon Dick
	15/06/2021	4.1	Date for new adult performance reporting schedule remains ongoing - this will be reviewed again Dec-21			
	15/06/2021	5.1	Added "Review of front door arrangements to ensure fit for purpose in terms of recovery"			
	15/06/2021	5.1	Development of frailty pathway as part of wider UCC work - date for completion extended to Mar 22			
	15/06/2021	5.2	Actions from learning review implemented - moved to current			
	15/06/2021	5.3	Single base agreed for Care at Home - moved to current			
		2.2	Removed older mitigations in place i.e. inclusive support, childrens services and fit for the future redesigns			
	08/09/2021	6.12	Date updated			
		6.7	Generator activity updated			
V2.9	14/11/2021	2.24	New Risk added:  The COVID-19 Pandemic reduces community activity and diverts staff resources away from being able to identify, plan and deliver Participatory Budgeting (PB) opportunities resulting in the Council failing to meet its goal of 1% of spend being via PB.	Added to reflect current situation.	Jamie Reid	Added by J Reid directly
	14/9/21	5.2	Amended risk description to include reference to staff recruitment and selection	providers currently experiencing staffing difficulties due to pandemic		
	14/09/2021	2.2	Concluded work to review transitions and new strategy developed. Added implementation of strategy to proposed column			
	14/09/2021	5.3	Amended risk description - removed reference to enforcement activity now that service has been re-inspected and graded as 'good'. Removed mitigation which was in relation to CI recommendations which have all been met. Added mitigation in response to current service pressures as a result of pandemic and increased demand			
V3.0	15/09/2021					
	14/12/2021	2.10, 2.12, 6.18, 6.20	Update of Covid-19 related risks to reflect current developments, particularly in relation to the Omicron variant and the resultant high case level arising from it.		Anthony Jenkins - Resilience Coordinator	

	14/12/2021	6.9, 6.16, 6.17	Update of EU Exit related risks, reflecting the ongoing uncertainty.		Anthony Jenkins - Resilience Coordinator
	15/12/2021	6.25	Reflection of experience in light of the Omicron variant - where isolation requirements were strengthened and changed nationally, potentially impacting on the available workforce.		Anthony Jenkins - Resilience Coordinator
v3.1	13/01/2022	2.7- 2.9- 1.2-	SQA risk added back to SRR in light of SG comments re assessment Additional mitigation inserted for Omicron Update to proposed control mitigations for risk due to Covid related delays		Graeme Hay Graeme Hay Graeme Hay
	25/01/2022	6.16 & 6.17	Combination of risks into a single entity.		Anthony Jenkins - Resilience Coordinator
	04/03/2022	2.10 & 2.12	Removal of Risk 2.12 - combining it with Risk 2.10 to have a single risk in relation to vaccinations and testing - seeking to reflect the Scottish Government's planned removal of restrictions on 21 March.		Anthony Jenkins - Resilience Coordinator
	04/03/2022	3.3, 6.18, 6.20 & 6.25	Refresh and update of information.	Seeking to reflect updated information, including the planned removal of Covid Restrictions by the Scottish Government on 21 March 2022.	Anthony Jenkins - Resilience Coordinator
v3.2	17/03/2022	6.8	No changes to Risk description and existing controls. Revised mitigating action plans including new completion date	Reflects action taken to help mitigate key person dependency. Also to reflect ongoing changing environment relative to different payment types arising (Government/Covid)	Robert McArthur, Compliance Officer
v3.2	17/03/2022	6.19	Removal of risk relating to "new Council Tax and Benefits System"	This risk was introduced following a range of challenges arising from the introduction of the "new" CT & Benefits System. System now	Robert McArthur, Compliance Officer
	17/03/2022	2.11	Removal of risk relating to Covid-19 additional deaths and mortuary requirements.	The risk requiring additional mortuary storage from Covid-19 specifically has been lessened. However, a general risk in relation to	Anthony Jenkins - Resilience Coordinator
	21/03/2022	6.16	Rework of risk to reflect the wider gambit of political / current events that could impact on Council activity.	The risk has evolved to reflect the situation in Ukraine, as well as including residual EU Exit elements.	Anthony Jenkins - Resilience Coordinator
	22/03/2022	6.7, 6.12	Update of target dates due to delays incurred and new task for out of hours, plus last Remediation completed and new task added to reflect tensions in Ukraine. Removed duplication of mitigatin actions between both 6.7 and 6.12	Due to ongoing work associated with the email outage at the start of the year, these tasks have been delayed, Reports are now available to managers through iTrent for all completed courses. New task added as a result of the increased threat from tensions around the Ukraine conflict.	Murray Husband, Head of Digital
	22/03/2022	1.1, 1.2, 1.3	Update of mitigations to reflect ongoing changes to ELC processes in place across the department	Additional mitigations and updates added in due to policy changes to ELC provision.	Graeme Hay
	22/03/2022	2.6,	Update to include impact of absence figures in school	Impact of Covid has seen attendance rates amongst some pupil groups fall - ongoing work across the department to support improvement.	Graeme Hay
	22/03/2022	2.9,	Updated risk to include potential challenges around CDO recruitment in ELC sector		Graeme Hay
	22/03/2022	2.12	New Risk:		
V3.3	22/03/2022	5.3	Removed Fortnightly updates being provided to Care Inspectorate. Reviewed dates for proposed mitigation	Updates no longer required. No successful candidates from previous recruitment - interviews taking place end March. Expect to remobile service redesign and conclude work on shift patterns end April.	
		5.3	Added onboarding of new staff and improvements in data availability and reporting		
		5.1	Changed "Council funding for demographic cost pressure continues" to "Annual budget setting takes account of demographic projections.". Added board-wide Unscheduled Care delivery Plan which has now been approved. Score reduced to 9	Following significant investment from Scottish Government in terms of winter funding we have strengthened our response in care at home, interim care and multidisciplinary team working. This in turn has reduced the current score from 12 (high) to 9 (medium).	
		5.2	Date for strategic commissioning plan extended to Sep-22	Due to pressures we have been unable to progress the development of our strategic commissioning plan and have extended the deadline for this. Now that we have finalised our HSCP Strategic Plan 2022-25 we will work towards the development of the commissioning plan alongside our market facilitation plan.	
		4.4.	Noted that The Inquiry will begin to take evidence from Jun-22 onwards – it is unclear at this point whether ER will be cited to court. Reduced score	The current risk score has been reduced from 12 (high) to 9 (medium) as the risk appears to be lower than previously reported due to the size and scale of East Renfrewshire in terms of identified individuals. No further mitigations are proposed due to the historic nature of this risk.	
		4.1	Removed some of the older detail and condensed current mitigation. Extended due date for professional registration reporting. Safe Together to be rolled out across Council	Unnecessary detail. Due to pressures we have had to delay our work around reporting on professional registrations however a short life working group has been established to progress this over the next few months.	
		2.2	Updated proposed mitigation	Transition strategy to presented for sign off prior to implementation	
V3.5	29/03/2022	6.22	Change to risk Description:  "Our major works capital programmes face significant pressures as a result of raw material costs, supplier costs, supply chain or contractor difficulties as a result of Covid, Brexit and the war in Ukraine. This will have a detrimental impact on the costs and/or timescales related to the delivery of projects"	CMT discussion on SRR ahead of Audit & Scrutiny Committee.	CMT - updated by G Darbyshire
		2.80	Updated Trust risk	to reflect changes to national guidance with regards to Covid	Graeme Hay
		6.22	Risk increased from 3 x 3 (9) to 4 x 3 (12) to reflect the current position and costs being identified.	CMT discussion on SRR ahead of Audit & Scrutiny Committee.	CMT - updated by G Darbyshire
	16/05/2022	6.16	Change to risk description and update of Risk Control Measures. This is to provide softer language on EU Exit, as well as reflecting on broader political & economic factors currently being experienced.		Anthony Jenkins - Resilience Coordinator

		6.18	Change to risk Description: "The re-emergence, escalation or waves of any emerging human health disease (including the Covid-19 pandemic) result in increased controls and restrictions being implemented within East Renfrewshire.  This may impact on provision of services through: staff availability, supply chain issues, increased service demand, financial and service planning upheaval. "	Updated to be more reflective of wider human health concerns, rather than focussed entirely on Covid-19	Anthony Jenkins - Resilience Coordinator	
	09/06/2022	6.12	Slight change to wording under current measures to reflect changes in Cyber Essentials certification	Change from CE+ to CE		
	22/06/2022	5.2	Added further mitigation - "Increased monitoring by Commissioning and Contracts service" to be reviewed in September			
	22/06/2022	5.3	Removed "(vacancies and absence)" from risk description as its all capacity . Current score reduced from 12 to 8. Manager and onboarding of new staff removed from proposed mitigation. extended remaining deadlines to Aug	no longer have increased risk around CI grades. new manager and staff in post		
V 4.1	25/08/2022	6.26	Addition of new risk to reflect the increased working on Resettlement taking place across the Council and area.	Reflection of the increased workload for the Council and partners arising from the volume of displaced persons seeking accommodation in Scotland / the UK	Anthony Jenkins - Resilience Coordinator.	
	08/09/2022	6.15	Removal of risk relating to Insurance arrangements	Risk was previously introduced to the SRR due to potential changes to insurance arrangements arising from different "services" provided by ERC during Covid. Now being managed on BAU basis		
	08/09/2022	6.16	Removal of risk relating to EU Exit	Risk was primarily EU Exit related and it is felt this can be revisited as part of horizon.	Anthony Jenkins (Resilience Coordinator)	
	31/08/2022	4.1	Extended deadline for review of professional registrations to 31/12/22	Working group continues to meet		
	31/08/2022	5.2	Increased contract monitoring remains in place - reviewed Sep-22	Reviewed Sep-22 - no change		
	31/08/2022	5.1	Review of front door complete and talking points embedded in community led support programme therefore moved to 'in place'. Talking Points approach to be reviewed as part of winter planning - oct 22	new model launched Summer and making significant positive impact on waiting list for assessment		
	31/08/2022	2.2	delayed presentation of transitions strategy to childrens services partnership group until Dec 22			
	12/09/2022	4.10	Removed proposed mitigation to introduce 3yearly rolling review of PVG as this is no longer required by Care Inspectorate	CI stated: you no longer need to routinely review PVG Scheme membership every three years. However, where an existing employee is moving into a new role, you should risk assess this and consider whether there is a specific need to get a PVG update		
	13/09/2022	1.1-	Updated control measures and proposed measures	In line with changing context and SG policy	Graeme Hay	
		1.2-	Updated risk and control measures	Reflecting updated SG position	Graeme Hay	
		1.3-	Updated risk in line with changing SG policy		Graeme Hay	
		1.4-	Changed the Covid risk	Reflecting introduction of deferral policy nationally from August 2023	Graeme Hay	
		2.6-	Updated mitigations	Greater focus on legacy issues rather than ongoing response	Graeme Hay	
		2.70	Removed risk	Reflecting new policy across the dept	Graeme Hay	
		2.8-	Removed risk		Graeme Hay	
		2.9-	Updated risk		Graeme Hay	
		2.12	New risk		Graeme Hay	
		2.10	Removed Risk	New issue emerging within the dept - see Joe McCaig for detail		
		2.11	Removed Risk			
V4.5	20/09/2022	6.1	Additional proposed risk mitigations added. No change to risk score.	Added to reflect budget.	Margaret McCrossan	Email on 19/09/2022 from Margaret McCrossan
V4.6	27/09/2022	6.3	Proposed mitigations updated to reflect current situation.		Louise Pringle	Email on 27/09/2022 from Louise Pringle
V4.7	12/10/2022	3.9	Additional risk (3.9) included - "Lack of affordable temporary & permanent accommodation to meet the statutory homeless duties and wider housing need."	Added to reflect the pressures being faced on available & suiting accommodation.	Anthony Jenkins - Resilience Coordinator	
	13/10/2022	6.7	One activity completed, two remaining targets extended		Murray Husband	
		6.12	Activity target extended	Continuing conflict in Ukraine	Murray Husband	
		5.30	Removed reference to "Payment of carried over annual leave made to increase staff availability" as no longer applicable. Added "Implementation of a new scheduling and monitoring system solution to maximise efficient resource usage"			
	25.10.2022	6.80	Risk action removed "Ongoing challenge to resource processing of Self-Isolation Support Grant in particular where spikes arise in Covid levels. This is being mitigated through support from other teams within ERC and external support". Due at end of October 2022.	SISG's volumes have reduced significantly and expected to be "closed" from end of October 2022. Waiting Government confirmation, however currently very low numbers	Robert McArthur Compliance Officer	
V4.9 (25.10.2022)	28/10/2022	6.22	Risk description updated:  ...This, <b>together with rising interest rates</b> , will have a detrimental impact.....  "Review/reprioritisation of 10 year Capital Plan" added to proposed mitigations and risk likelihood increased to 4 (therefore overall residual risk at 12).	To reflect current financial situation and rising interest rates.	Margaret McCrossan	Email of 28/10/2022 from Margaret McCrossan following CMT discussion
V5.0 (20.12.2022)	20/12/2022	6.27	Addition of new risk: "Significant and prolonged disruption to the Electricity Network impacts on normal service delivery and heightens vulnerabilities within our communities. Prominent risks include National Electricity Transmission System (NETS) Failure or planned Rota Load Disconnection."	New Risk added to take account of CMT Reporting on 13 December and heightened consciousness of Power Resilience.	Anthony Jenkins - Resilience Coordinator	
V5.2 (13.03.2022)	13/02/2023	3.3	Risk description and control wording updated to reflect the UK Subsidy Control Regime (taking over from State Aid):  Potential breaches of UK Subsidy Control compliance leads to lengthy investigations, suspension of works leading to costly delays and financial penalties. This risk is complicated by the newly introduced UK Subsidy Control (previously State Aid) regime; with updated guidance and procedures.	To reflect changes arising from the change from State Aid to Subsidy Control within the UK	Anthony Jenkins - Resilience Coordinator	
	16/02/2023	6.28	Added new risk to cover Ofcom analogue telephony switch off.	This risk is time bound between now and 2025, with Council service delivery at risk.	Murray Husband	
	22/02/2023	6.20	Update of Proposed Controls.	To reflect that the current position for the vaccination programme is that an update is awaited from the JVC; which will then in turn impact the requirement for facilities & impacts upon Council, HSCP and Culture & Leisure Trust	Anthony Jenkins - Resilience Coordinator	

	28/02/2023	3.7 & 3.8	Update of Proposed Controls, reflecting the Get To Zero Action Plan & consequent actions that will arise from this	Updated proposed controls to more accurately reflect the impacts and potential learning from the Get To Zero Action Plan, which is under development in 2023	Anthony Jenkins - Resilience Coordinator	
V5.3	08/03/2023	6.7	Update to target date of testing target date	Further revision of document and final tests required before sign off	Murray Husband, Head of Digital and Community Safety	
		6.12	Update to target date due to continuing Ukraine conflict	Mitigation action is ongoing while increased threat from Ukraine conflict remains	Cathie Fraser, Information Security Officer	
		4.2	Update to target date to reflect additional self assessment task from Scottish Government	Self Assessment requires to be completed before work plan is finalised	Murray Husband, Head of Digital and Community Safety	
	13/03/2023	6.22	Update of Risk Description to make clearer the risk - as well as broadening the potential external factors to include Get to Zero.  Re-scoring has been updated to reflect the changes to controls and proposed controls; reflecting the work that has been carried out in relation to the Capital Programme		Anthony Jenkins - Resilience Coordinator	
	13/03/2023	6.27	Review of risk controls; updating to reflect approval of the Power Resilience Plan through the Council Resilience Management Team during March 2023. Proposed controls to be considered as part of the winter 2023/24 preparations at the Council Resilience Management Team.		Anthony Jenkins - Resilience Coordinator	
	13/03/2023	1.1-	Review of risk and control measures	Updated to reflect current risk and context	Graeme Hay	
	13/03/2023	1.2-	Review of risk and control measures	Updated to reflect current situation in light of reviewed sustainable rate	Graeme Hay	
	13/03/2023	1.3-	Review of risk and control measures	Updated to highlight changes to deferral process as a result of SG legislation	Graeme Hay	
	13/03/2023	2.4-	Increase in risk score	Increase in risk as a result of decisions around the future of Eastwood Park Leisure Centre, previously marked as in 'imminent risk of failure'.	Graeme Hay	
	13/03/2023	2.6-	Reviewed risk and control measures	Updated risk description and control measures to reflect current practice and measures in place	Graeme Hay	
	13/03/2023	2.3-	Updated risk mitigations	Updated to reflect current context	Graeme Hay	
	14/03/2023	6.10	Updated Risk Description:  Reduced central government funding <b>and new grant conditions</b> leading to failure to support the current level of service provision leading to public discontent and negative effect on the Council's reputation and increased pressure to draw down council reserves on future years' budgets.	Request from Education to reflect Grant Conditions - change proposed by M McCrossan and agreed with G Hay. (Email to G Darbyshire on 14/03/2023)	Head of Accountancy	
V5.4	15/03/2023	5.20	Monitoring remains in place. Strategic Commissioning Plan extended to June - draft plan being shared at PAC in March			
	15/03/2023	5.10	Care at home project went live Dec'22. Budget savings will have significant impact on ability to meet demand therefore we need to develop a prioritisation framework to ensure we continue to meet statutory demand			
	15/03/2023	2.20	Transitions service full recruited and strategy implemented			
	15/03/2023	5.3	Total mobile scheduling system now in place. Full implementation continues as this is dependent on staff returning from absence. Care at home project went live Dec'22 and proposed model being developed			
	21/03/2023	6.3	Updates to current mitigations.	Email from Sharon Dick requesting change.	Sharon Dick	Email of 21/03/2023 from Sharon Dick to Gill Darbyshire
	21/03/2023	6.14	Proposed mitigation date revised from 31/03/2023 to 31/03/2024	Email from Sharon Dick requesting change.	Sharon Dick	Email of 21/03/2023 from Sharon Dick to Gill Darbyshire
	21/03/2023	6.8	Risk mitigations updated to reflect current position and risk score revised to 2 x 3 = 6 (from 2 x 4 = 8) as final proposed mitigation has been implemented.	Email from Louise Pringle requesting change.	Louise Pringle	Email of 21/03/2023 from Louise Pringle to Gill Darbyshire
	21/03/2023	6.7	Wording changed in mitigation actions to show policy and awareness now in place			
	21/03/2023	6.12	Wording changed in mitigation actions to show policy and awareness now in place, Risk score revised to 3x3 and 3x3 respectively due to further risks reported to CMT around phishing. Additional phishing mitigation action added.	Feedback from CMT	Murray Husband	
V5.6	21/03/2023	4.1	Short-life working group looking at registrations now concluded - recommendations to be implemented by June 2023			
	21/03/2023	2.2	Risk description updated to more accurately reflect that any increase impacts not only on demand but the ability to provide service. Transitions service now in place which has reduced score to 9. further mitigation will be provided through supporting people framework			
	22/03/2023	6.4	Risk description updated:  The drive to deliver our ambitious change programme has an adverse impact on our employees as they strive to balance a relentless pace and scale of change with day to day responsibilities, leading to slower delivery of benefits and/or lower performance as services go through change.  <b>Our ambitious change programme may be affected by prioritisation of resource due to budgets and service reductions. This may have an adverse impact on the pace and scale of change and our ability to deliver change, digital transformation and enable future efficiencies. This may lead to slower delivery of benefits and affect the development of our core ICT systems</b>	Following discussion at CMT request to change from Director of BOP	Louise Pringle	Teams Chat request for change from L Pringle on 21/03/2023
	22/03/2023	6.4	Proposed mitigation updated			
	26/05/2023	5.1	Supporting People Framework developed and approved to moved to 'in place' and updated proposed to reflect time/work to full implementation			
	26/05/2023	2.2	Supporting People Framework developed and approved to moved to 'in place' and updated proposed to reflect time/work to full implementation			
	26/05/2023	5.3	Proposed service model which was to be presented to DMT for approval has been delayed until end May, therefore due date amended to 31/5/23			
	10/07/2023	3.3	Update of proposed controls to reflect that the Council is still awaiting confirmation on Subsidy Control training dates.		Anthony Jenkins - Resilience Coordinator	
	11/07/2023	6.18	Update of controls and proposed controls to enhance these.		Anthony Jenkins - Resilience Coordinator	
	11/07/2023	3.9	Update of proposed controls to reflect collaborative work and updated reporting schedules for Housing.		Anthony Jenkins - Resilience Coordinator	



	12/07/2023	6.26	Update of proposed controls to better reflect the need for joined up, nationally led approaches that offer sustainable accommodation for resettled communities.		Anthony Jenkins - Resilience Coordinator	
	25/07/2023	3.7 & 6.22	Update of proposed controls to reflect that the likely Cabinet consideration of the Get To Zero plan will be in November 2023.		Anthony Jenkins - Resilience Coordinator	
	01/08/2023	3.2 & 6.22	Deletion of risk 3.2, combining it with 6.22 to have an overall Capital Programme risk, encompassing City Deal and other capital projects.	To put similar risks & controls into a combined single entity.	Anthony Jenkins - Resilience Coordinator	
V6.0	02/08/2023	6.8	Risk removed	To be monitored as Operational Risk	Louise Pringle	
	07/08/2023	6.4	Change of Risk Owner from Chief Executive to Director of BOP	Request by Director of BOP	Louise Pringle	
		2.2	Removed reference to monitoring of covid support as funding no longer provided. Updated working around SPF implementation			
		4.1	Added proposed mitigation and removed reference to SSSC registrations as should sit here	h		
		4.4	Changed wording of current mitigation - replaced 'court' with 'inquiry'			
		5.1	Reworded current mitigation and removed reference to SG resources and reporting. Added Care at Home redesign project which is now live			
		6.29	New risk added - "Due to increased demand for health and social care services and associated capacity challenges, the IJB may require to approach the Council to seek additional funding to support service delivery"			
		5.20	Risk description updated to include 'contractual status'. The commissioning plan has been agreed so this has moved from proposed to in place and a new action added regarding implementation of the plan	Strategic Commissioning Plan approved by IJB on August - the HSCP leadership team will progress implementation which will include the redesign of care services locally. This will affect the increased score due to the increasing demand and complexity, particularly within our older population and the resultant increased in		
		5.10	Current score increased to 12. Added mitigation in relation to equipment process	Increased score due to the increasing demand and complexity, particularly within our older population and the resultant increased in		
		5.30	Removed reference to pharmacy support as this was from 2020, and noted that recruitment for winter underway. Proposed model agreed so moved from proposed to in place and added that programme board established for oversight. Work to realign work patterns is underway but extended to September and added action to conclude service redesign by April 24	Redesign work has been recommenced with oversight from a programme board chaired by the Chief Officer.		
		5.30	Score reduced - this was reduced in June on the IJB SRR	Service more stable therefore reduced score to 8 as the likelihood of service disruption has reduced.		
	11/09/2023	6.18	Move of proposed control re Public Health Protection Plan to Existing Controls	Reflecting that the NHS document was considered at Cabinet in August 2023.	Anthony Jenkins - Resilience Coordinator	
	11/09/2023	6.27	Update of dates on some proposed controls	To reflect ongoing discussions through Civil Contingencies forums on appropriate information to share and learning from 2023 UK Wide Exercise	Anthony Jenkins - Resilience Coordinator	
	13/09/2023	1.1-	Update to recognise upcoming challenges in relation to achieving outcome 1. Widened to include ELC provision and not just the delivery of the 1140 programme	Reflects upcoming challenges in relation to ELC provision	Graeme Hay - Education Snr Manager	
	13/09/2023	1.2-	Risk description updated to reflect context	Includes increasing pressures on Education budget due to increases in partnership funding for ELC provision	Graeme Hay - Education Snr Manager	
	13/09/2023	1.4-	New risk included on OOSC provision	Introduced gives recent announcements from the First Minister in the Scottish Government's Programme for Government in relation to out of school care provision	Graeme Hay - Education Snr Manager	
	13/09/2023	2.6-	Updated risk description	Widened to broaden scope beyond Covid	Graeme Hay - Education Snr Manager	
	13/09/2023	6.3-	Updated mitigations to include teaching staffing challenges	Mitigations now include actions previously included in removed risk	Graeme Hay - Education Snr Manager	
	08/11/2023	4.1	Changed proposed mitigation as recommendations now rec'd from Joint Inspection report	4 minor recommendations from the Joint inspection of Adult Support and Protection (ASP) have been incorporated into our ASP Improvement Plan. Therefore the proposed mitigating action has been updated to reflect the implementation of the wider improvement plan. It is anticipated that all actions within the plan will be implemented by March 2025.		
	08/11/2023	5.2	Proposed mitigation updated - increased monitoring continues. removed "Review outcome of Care Inspectorate improvement notice and tailor HSCP support accordingly (Establishment E)"	Enhanced monitoring of Establishment E, involving a multi-disciplinary team ended on 8th November and we have reverted to regular monitoring through the commissioning and contracts team.		
	08/11/2023	5.2	Added "Use of intermediate care beds to allow discharge from hospital Enhanced management oversight of hospital discharge" to mitigation in place and changed date to conclude work pattern realignment to end Nov	All new care at home frontline posts are being advertised with the new work patterns and the majority of existing staff have also migrated to the new pattern.		
V6.5	08/01/2024	1.1, 2.6, 2.12, 3.1, 3.3, 3.7, 3.8, 4.1, 4.2, 4.4, 5.2, 5.3, 6.3, 6.4, 6.14, 6.18, 6.24, 6.27, 6.28	Risks removed and captured on Department / Service / Project Risk Register (as appropriate) - following CMT Review on 8 January 2024.	SRR Review - CMT Decision		CMT Discussion 05/01/2024
V6.6	01/02/2024	6.26	Amendment of risk description and controls.  Risk description amended to be better encompassing of resettlement work and the potential for it to be broader than Ukrainian and Afghanistani cohorts.  Risk control updated to include reference to the Asylum Partnership Board and the Council's involvement with this.	Update to better reflect the risk faced and controls carried out.	Resilience Coordinator - A Jenkins	Engagement on 31 January with Change & Governance Manager and Resettlement Programme Manager
	06/02/2024	6.30	Addition of new risk: "A UK General Election is due to be called by 25 January 2025; however there is no date as yet, with only a six week notice requirement. A short notice Election would require place an intense need for significant resources across the Council."	To reflect current uncertainty on the date of the next UK General Election & the potential for only six weeks notice.	Resilience Coordinator - A Jenkins	Engagement on 6 February with Democratic Services Manager
	26/02/2024	6.1	Reference to national requirement to maintain teacher numbers as per grant conditions. Inclusion of Education Assurance Board as proposed risk control measure - this will be subject to establishment by the Scottish Government and timescales remain unknown at present.	National grant conditions.	Graeme Hay	
	26/02/2024	2.3	Proposed control measure moved to current	Capital plan approved in budget process.	Graeme Hay	
	26/02/2024	6.22	Update of Proposed Controls.	Noting that 2024/25 Capital Plan / Approaches will be considered through 28 February Council budget & proposed controls will now impact 2025/26 financing.	Resilience Coordinator - A Jenkins	

26/02/2024	6.12	Update of Proposed Control dates	Recognition that the Russia - Ukraine conflict remains ongoing and that cyber attacks remain a risk as a result of this.	Resilience Coordinator - A Jenkins	
26/02/2024	3.9	Update of Proposed Control dates	Recognition that proposed controls are still in progress.	Resilience Coordinator - A Jenkins	
26/02/2024	2.4	Update of Proposed Control dates		Resilience Coordinator - A Jenkins	
04/03/2024	2.13	Update of proposed control measures	Recognition that the Capital Plan for the Trust is annually updated / considered and recording this as an ongoing / annual control.	Graeme Hay - Education Senior Manager	Alerted to A Jenkins - Teams 4th March
05/03/2024	6.1	Update of proposed control measures & dates	Reflecting agreement of works through Council capital plan - agreed through budget at end of February	Resilience Coordinator - A Jenkins	Advised by B Clark on 5 March
05/03/2024	2.3	Update of control measures and proposed control measures	Update to note that 24/25 budget has passed and reflect the need for 25/26 financial planning.	Graeme Hay - Education Senior Manager	
07/03/2024	2.40	Update of control measures	Update to reflect changes to Capital plan etc	Graeme Hay - Education Senior Manager	Consulted with Anthony McCreavy
12/03/2024	6.29	Added proposed mitigation Development of dashboard for reporting progress on the supporting people framework and invest to save proposals to support capacity to deliver this	Update to reflect capital plan	Lesley Bairden, HSCP	
12/03/2024	5.1	Update of Risk wording from "Increase in older people, particularly very old, due to demographic changes leads to an over demand on certain services and failure to meet legislation, overspend and negative publicity." To: "Increase in frail older people, particularly very old, due to demographic changes leads to an over demand on certain services and failure to meet legislation, overspend and negative publicity."  Updated current & proposed control measures to include text in bold below:  Supporting people framework implemented April 23. <b>Eligibility threshold increased to Substantial/critical - Nov 2023</b>  Project to support Care at Home redesign now live. Monitoring includes analysis of waiting lists, <b>REVIEWS COMPLETED, SAVINGS ACHIEVED</b> , admissions and incidents.  Strengthen management oversight of <b>RESOURCE ALLOCATION AND</b> equipment requests		Lee McLaughlin, HSCP	
12/03/2024	2.2	Added <b>Eligibility threshold increased to substantial/critical - Nov 2023</b> to proposed mitigation column and changed proposed mitigation to reflect wording in 5.1 as relates to same work		Lee McLaughlin, HSCP	

Strategic Risk Register - Removed Risk Log							
Version	Date	Risk Number	Risk Description	Explanation & justification for removal of risk	Authorisation to remove risk (details/name etc)	Responsible Person (Name & Role)	Further comments
V9.0	24.09.2020	2.50	Potential successful judicial review into lawfulness of charging for instrumental music leads to additional budget pressures due to loss of income as well as increased service demand.	Will be monitored through the Education Department Risk Register.	Graeme Hay	Director of Education	
	07/05/2021	6.21	Covid-19 impacts on ability of the Returning Officer to conduct the Scottish Parliamentary Election for the Eastwood Constituency on Thursday 6th May 2021 resulting in reputational damage to the Council.	Election result delayed.	Gill Darbyshire	Chief Executive	
V2.6	26.08.2021	2.7	Changes in SQA certification processes in 2020/21 detrimentally impacts upon exam results of young people in the 2020/21 exam diet with a subsequent negative impact on the Council's reputation.	To be monitored on an ongoing basis through the Education Department's risk register. Risk has been superseded - will continue to review in light of any national requirement for future years.	Graeme Hay	Director of Education	2.7 added back into SRR on 13/01/2022
V.3.1	25.01.2022	6.17	The UK significantly diverges from existing EU legal and regulatory provisions, leading to significant disruption to Council operations and services provided. This may include changes enacted through the Internal Market Act.	Combined with risk 6.16 with a view to having a single EU Exit risk for goods, services and regulatory changes arising from the UK & EU's relationship.	Anthony Jenkins	Resilience Coordinator	
	04.03.2022	2.12	Challenges with the Council supporting the NHS for the Covid-19 Vaccination programme result in delays in East Renfrewshire residents receiving their vaccine.	Combined with risk 2.10 with a view to having a single risk on testing and vaccination programmes.	Anthony Jenkins	Resilience Coordinator	
V3.2	16.03.2022	6.19	Following implementation of the new Council Tax and Benefits system, residual risks and issues remain which require to be worked through over a further period including (i) critical activities must be undertaken including annual billing, year-end activity and Housing Benefit subsidy (ii) limited recovery (both system and Covid) has taken place which may result in reduction of expected income levels to the council and (iii) consolidation of Education Benefits functionality on the new system (iv) Citizens Access customer portal still to be implemented (noting Phase 2 to be delivered) and v) recovery of service backlogs, particularly in Benefits service; vi) impact of service backlogs on national performance indicators which will affect rankings and may cause reputational damage.	This risk was introduced following a range of challenges arising from the introduction of the "new" CT & Benefits System. System now been in place for a period of time with a wide range of mitigating activities undertaken and being managed at operational level. Some risks remain i.e. ongoing work on Citizens Access, Debt Recovery and impact upon performance indicators. Removed from SRR at this point in time with any "new different" risk introduced post review of Operational Risk Register.	Robert McArthur	Compliance Officer	Approval through Louise Pringle, Head of Business Operations and Partnerships
	17.03.2022	2.11	The Covid-19 Pandemic results in additional deaths, which stretch the capacity of existing mortuary storage. This impacts on the NHS requiring the Council to provide additional facilities.	The risk requiring additional mortuary storage from Covid-19 specifically has been lessened. However, a general risk in relation to additional deaths requiring body storage solutions will be contained in the Environment Department Risk Register.	Anthony Jenkins	Resilience Coordinator	
V3.3		6.9	Brexit leads to economic uncertainty and detrimental impact on the Council budget, operations and services	This risk has been combined with 6.22 to reflect the broad gambit of causes to economically uncertain consequences.	Anthony Jenkins	Resilience Coordinator	
		6.15	<b>Failure to ensure adequate insurance cover is in place which cover includes (i) Cyber, Employer, Engineering, Motor, Property, Public Liability &amp; Travel and (ii) potential Covid-19 (or similar pandemic) impacts where changes to Councils services are required, normal business is disrupted which may result in the Council incurring financial loss (additional expenditure) and reputational damage.</b>	At time of renewal, Insurance Policies are reviewed to ensure the type and level of cover is adequate for the Council. This in conjunction with relevant departments.  When reviewing content of the Strategic Risk Register, departments are now advised to consider potential insurance implications of risks and take advice.  Quarterly meeting held with Insurance Providers to review Insurance arrangements (split between Renewals and Broker). This includes pricing and cover.  Quarterly communication issued to department contacts to remind any changes which may impact upon Insurance Cover arrangements must be notified to Revenues.  Revenues Operations Manager and Insurance Officer review of both claims experience and wider environment which may impact upon level and type of cover  A review the Strategic Risk Register to ensure that adequate consideration has been given to insurance implications of existing risks has been undertaken.	Louise Pringle		

		6.16	<p>As a result of current events that impact the UK politically &amp; economically - there is a disruption to Council operations and the services we provide, including frontline and support services.</p> <p>Global trade has witnessed significant pressures, impacting on the supply chain; cost and availability of both goods and services.</p> <p>Energy prices have risen to record levels within the UK, and show signs of continuing to rise - impacting the amount the Council and our communities will pay.</p> <p>A further example is the conflict in Ukraine, which may lead to significant volumes of displaced individuals residing in East Renfrewshire, requiring support and potentially facing complex needs. Additionally, the conflict in Ukraine may lead to disruptions in key supply areas - with Russia and Ukraine making up significant amounts of global exports in wheat and gas, for example.</p>	Risk had primarily been EU Exit related - while recognised that there may still be Brexit related consequences, the impact is likely to be sufficiently low given the time since the UK leaving the EU and as such is not a current risk. This can be revisited as part of the scanning process.	Anthony Jenkins	Resilience Coordinator	
V4.7		2.8	<p><b>Covid-19 pandemic leads to customer anxiety, affects demand, attendances and revenues, impedes full recovery and results in an increased management fee. Combined with a requirement for rescheduling and reprogramming throughout the year affecting venue availability and high rates of staff absence, the national trend of loss of staff to the sector following lockdown and an inability to recruit, all continue to impact the ability to provide high quality service across all venues.</b></p>	Risk of covid has reduced			
V4.7		2.7	<p><b>Continued disruption in schools and potential changes in SQA certification processes in 2021/22 detrimentally impacts upon exam results of young people in the 2021/22 exam diet with a subsequent negative impact on the Council's reputation.</b></p>	Issue has passed			
V4.7		2.10	<p><b>Supporting the mass vaccination and asymptomatic testing programmes within East Renfrewshire leads to other key work being delayed or postponed resulting in longer timescales for projects or work not being undertaken and outcomes for residents being reduced. Challenges to the programmes may delay our citizens in receiving test results or their vaccinations.</b></p>	This is now combined with Risk 6.20 to a single vaccination risk entity.	Anthony Jenkins	Resilience Coordinator	
V4.7		2.11	<p><b>The Covid-19 Pandemic results in additional deaths, which stretch the capacity of existing mortuary storage. This impacts on the NHS requiring the Council to provide additional facilities</b></p>	This is no longer a Covid specific risk and will be captured appropriately within the relevant Departmental Risk Register.	Anthony Jenkins	Resilience Coordinator	
V4.7		6.25	<p><b>COVID-19 developments lead to more stringent isolation requirements. This impacts on the number of staff available - which may limit the delivery of key COVID-19 workstreams (Vaccination Centres, Testing, Isolation Support, etc.) and potentially limits our ability to offer key services / service as normal. As well as the risk to normal Council &amp; Trust business at present more stringent isolation requirements may arise through variants of concern, worry about NHS impacts, symptoms caused, etc.</b></p>	The isolation requirements from the Scottish Government have been relaxed for a significant period; as such this risk is no longer as prominent or likely as it had previously been. This can be revisited if more stringent isolation requirements are introduced.	Anthony Jenkins	Resilience Coordinator	
		1.4	<p><b>Ongoing threat of Covid-19 impacts on the Council's ability to provide education to children and young people, either through significant rates of absence or school/class closures in schools across the authority.</b></p> <p><b>Higher rates of staff absence due to impact of Covid-19 cases and the need for self isolation.</b></p> <p><b>Ongoing impact of school closures on attainment of young people.</b></p>	<p>Covid no longer being monitored in the same way across Education, been mainstreamed in to day to day absence management</p>	Graeme Hay		

		2.8	<b>Covid-19 pandemic leads to customer anxiety, affects demand, attendances and revenues, impedes full recovery and results in an increased management fee. Combined with a requirement for rescheduling and reprogramming throughout the year affecting venue availability and high rates of staff absence, the national trend of loss of staff to the sector following lockdown and an inability to recruit, all continue to impact the ability to provide high quality service across all venues.</b>	Covid no longer has the same impact on day to day operations	Graeme Hay		
		6.20	Supporting the mass vaccination and other key Covid-19 response work streams within East Renfrewshire leads to other key work being delayed or postponed resulting in longer timescales for projects or work not being undertaken and outcomes for residents being reduced.	Covid no longer has the same impact on day to day operations			
		6.23	High workloads with additional work as a result of the Covid-19 pandemic coupled with business as usual may impact on employee absence and poor wellbeing and also may impact on project delivery resulting in delayed deadlines which could damage the Council's reputation.	Covid no longer has the same impact on day to day operations			
	01/08/2023	3.2	Increase in construction inflation costs may negatively impact on the planned capital plan and City Deal GVA (Gross Value Add).	Risk has been combined with 6.22 to create a single Capital Programmes based risk, reflective of City Deal and other capital projects - rather than having two similar sounding risks.	Anthony Jenkins	Resilience Coordinator	
V6.0	02.08.2023	6.8	Failure to pay invoices, Covid-19 related payments and specific Educational Benefits Payments, within a specified timeframe (Local Government Benchmarking Framework indicator/Government requirements) or failure to pay said types of payments correctly (either through fraud or error), which could lead to cessation of supplies; risks to delivery of critical services; inappropriate payments; loss of funds to the Council; reputational damage to Council; issues with insurers; detrimental business/personal financial impact and possibly, legal action.	Agreement from Alison Ballingall and Louise Pringle that this should be removed from SRR and managed as an Operational Risk.	Louise Pringle	Louise Pringle	
V6.5	13/09/2023	2.90	Inability to recruit appropriately skilled teacher workforce at all levels, leading to a reduction in service levels and an inability to provide adequate teaching across schools.  Inability to recruit head teachers and other senior leaders, leading to an inability to provide education leadership.  Lack of appropriately qualified CDOs results in decrease in quality across ELC provision.	Merged in with the wider staffing risk included in strategic outcomes.	Agreement from ELT	Graeme Hay	
V6.6	08/01/2024	1.1; 1.2; 1.3; 1.5; 2.6; 2.12; 3.1; 3.2; 3.8; 4.2; 5.3; 6.3; 6.4; 6.14; 6.24; 6.28	Various	Risks all removed & placed on Departmental / Service / Project Risk Register in light of lower scoring or long-term controls; as part of CMT Review.	CMT - January 2024 Meeting	Gill Darbyshire	
		3.7; 6.18; 6.27	Various	Risks all removed & placed on Council Resilience Management Team Risk Register; in light of lower scoring or long-term controls; as part of CMT Review.	CMT - January 2024 Meeting	Gill Darbyshire	
		4.1; 4.4; 5.2	Various	Risks all retained on Integration Joint Board (IJB) Risk Register only, preventing duplication; as part of CMT Review.	CMT - January 2024 Meeting	Gill Darbyshire	

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