EAST RENFREWSHIRE COUNCIL

Audit & Scrutiny Committee

26 September 2024

Report by Chief Executive

REVIEW OF THE STRATEGIC RISK REGISTER

PURPOSE OF REPORT

1.   This report provides the bi-annual update of the Council's Strategic Risk Register, as well as outlining the process for review.

RECOMMENDATIONS

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

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 1), which sets out the key strategic risks considered and details actions identified to manage these risks.

4.   The Strategic Risk Register was considered by the Audit and Scrutiny Committee on 28 March 2024. In the period since then, the CMT have undertaken reviews of the document, considering the update / content of existing risks; if any existing risks require removal; and the potential inclusion of further risks.

5.   There are currently 13 risks within the Strategic Risk Register, compared to 15 in the previous report. There has been the removal of two risks as a result of the CMT reviews, detailed later in the report. The Strategic Risk Register will continue to be reviewed and updated as appropriate to reflect the current "live" situation – and is a standing agenda item at CMT meetings to facilitate this. The Strategic Risk Register included in Appendix 1 is dated 10 September 2024.

6.   In addition to having a standing agenda item for more pressing updates to the Strategic Risk Register, the CMT undertake a bi-monthly in-depth consideration of the Strategic Risk Register. This includes discussion on priority risks; which considers potential escalations from Departmental, Service and / or Project Risk Registers, as well as emerging themes / concerns, and whether these should be reflected in the Strategic Risk Register.

7.   Where risk numbers are not sequential, this arises from risks being previously removed.

STRATEGIC RISK REGISTER OVERVIEW

High Scoring Risks

8.   The following risks remain as high (red) scoring risks, with a combined Likelihood and Impact score of 12 or higher:

8.1   Risk 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.*

8.2   Risk 2.4 - *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.*

8.3   Risk 2.13 - *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. Inability to meet statutory duties around the provision of education/ELC. Inability to provide safe working/teaching environments in line with health and safety requirements.*

8.3   Risk 3.9 - *Lack of affordable temporary and permanent accommodation to meet the statutory homeless duties and wider housing need. Pressure has arisen on our housing provision through a number of avenues, including stark increases in homeless presentations alongside elements such as Corporate Parenting duties (including for Unaccompanied Asylum Seeking Children).*

8.4   Risk 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.*

8.5   Risk 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.*

8..6   Risk 6.7 - *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).*

8.7   Risk 6.12 - *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.*

Risks Removed from the Strategic Risk Register

9.   The following risks have been removed from the Strategic Risk Register, in the period since the last report to the Audit & Scrutiny Committee.

9.1   Risk 6.26 - *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 (e.g. school provision, GP access, etc.), Young Persons Services, Council Services and the Third Sector.*

This risk has been re-located to departmental arrangements within the Environment Department and HSCP; following the 14 May 2024 CMT. This decision was taken as while the work stream remains important, the volume of activity has lessened compared to the heightened periods experienced in 2022 and 2023.

9.2   Risk 6.30 - *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. Additionally, there is increased risk of cyber-attack; impacting the voting process.

This risk has subsequently been removed in light of the UK General Election taking place on 4 July 2024.

Summary of Changes to Existing Risks

10.   The following risks have had amendments within the Strategic Risk Register; while remaining part of it:

Risk	Change(s) Made
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.	Update of controls to remove reference to Advanced Practitioner post. Update of controls to include the Transitions Service & strategy being in place.
2.13 – 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.	Update of controls to include the revised playground policy, including an updated checklist around "loose parts" being in place. This was previously a proposed control.
3.9 – Lack of affordable temporary and permanent accommodation to meet the statutory homeless duties and wider housing need. Pressure has arisen on our housing provision through a number of avenues, including stark increases in homeless presentations alongside elements such as Corporate Parenting duties (including for Unaccompanied Asylum Seeking Children).	Update of controls to reflect the ability to buy hotel rooms, etc. on an emergency basis. Update of proposed controls to include scoping of additional capital investment to support purchasing accommodation. Increase of revised likelihood score to 3; giving an increased revised total risk score of 12. Update of risk wording to reflect some of the areas bringing pressure to housing (new wording included in red on this table).
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.	Update of the controls to reflect the completed review of equipment requests with management oversight and monitoring in place. This was previously a proposed control.
6.29 – 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.	Update of the controls to reflect the agreement on the Investment for the Future allocation & development of a dashboard for reporting progress on the supporting people framework. This was previously a proposed control.

PROCESS OF RISK REGISTER REVIEW

11.   A formal review of the Strategic Risk Register takes place at the Corporate Management Team approximately every two months. This allows full consideration of the risks held in the Strategic Risk Register, ensuring that the document remains up to date and relevant. There is additionally scope for the Corporate Management Team to discuss urgent changes required to the document; as part of their regular discussions.

12.   The formal Corporate Management Team review of the Strategic Risk Register is supported by Departments considering and updating their own risk register arrangements. This allows a two-way process, where if required risks can be escalated from Departmental Risk

Registers to the Strategic Risk Register if they have significantly changed; but risks can also be de-escalated from the Strategic Risk Registers to Departmental registers. This process will ensure that the Strategic Risk Register only contains the most prominent risks to the Council that are being actively managed; but offering the reassurance that unless a risk is completely mitigated or removed, it is still managed through Departments.

13.   As part of the two monthly Corporate Management Team review, there is discussion on priority risks. The primary driver for this is for escalations / new risks consideration for inclusion within the Strategic Risk Register; but it also acts as an opportunity for horizon scanning for emerging concerns that may not be fully matured risks. In advance of the Corporate Management Team discussions, Departments will identify their areas for discussion as priority risks; with the merits of these being included as part of the Strategic Risk Register taking place at Corporate Management Team. For the purposes of these discussions, priority risks are:

- Newly emerging risks;
- Risks within Departmental arrangements or the Strategic Risk Register that have changed; or
- Risks within Departmental arrangements that may require escalation to the Strategic Risk Register.

14.   An example of a priority risk that has been discussed at Corporate Management Team is Risk 3.9 (Lack of affordable temporary and permanent accommodation). This has been considered a priority risk by the Environment Department, with changes made to the risk scoring and controls. As a result of those Corporate Management Team discussions, the risk scoring has been increased; as well as close monitoring of the risk taking place.

15.   In the coming months, there will be delivery of training for Council staff on risk management. This will initially involve the Corporate Management Team, and subsequently there will be Department deliveries. The training will be delivered with the intention of providing a combination of key risk management fundamentals; as well as critically analysing the Council's approach and application to risk registers.

16.   The learning from training will be used to shape improved content within the Strategic Risk Register, seeking to reflect best practice, while meeting the Council's needs. This training and improvement programme will aid the update of the Council's Risk Management Framework and Risk Management Strategy, with both documents due to be updated in 2025.

17.   In addition to the training being utilised to help shape improved updates to the Strategic Risk Register, Risk Management Framework & Risk Management Strategy; the Council's insurance provider will be providing a critical friend support over all of our risk management documentation. This will allow another perspective in challenging assumptions within the Council's documentation.

FINANCE AND EFFICIENCY

18.   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 AND PARTNERSHIP WORKING

19.   The Strategic Risk Register undergoes consultation and partnership working across all Council Departments as part of its updates. Primarily this is led through the Corporate

Management Team, but is supported by each Department reviewing and updating both the Strategic Risk Register and their own Departmental Risk arrangements.

CONCLUSIONS

20.   As part of the regular review of the Strategic Risk Register, two risks have been removed from the document. No new risks have been added to the Strategic Risk Register at this time. Following these updates, as well as the review of risks remaining in the document; there are eight Red RAG rated (high scoring) risks recognised.

21.   The Strategic Risk Register is reported every six months to the Audit and Scrutiny Committee; with the intention being to next update the committee in March 2025. Additionally, an annual report on the Strategic Risk Register is presented to Cabinet; this is intended to next be brought to that forum in November 2024.

22.   During 2025, the Council's Risk Management Framework and Risk Management Strategy are due to be reviewed and updated. Risk Management training for Council officers is intended to take place prior to the update of these documents commencing, in the hope that this equips the Council with robust and improved risk registers. Both the Strategy and Framework would be reflective of any valuable lessons learned in this process.

RECOMMENDATIONS

23.   The Audit and Scrutiny Committee is asked to consider and note the development of the Council's Strategic Risk Register. The Strategic Risk Register is considered a "live" document, periodically updated and amended by the Corporate Management Team (CMT).

Chief Executive

For further information contact: Anthony Jenkins, Resilience Coordinator, Anthony.Jenkins@eastrenfrewshire.gov.uk

September 2024

APPENDICES

1.   East Renfrewshire Strategic Risk Register V6.8 (Taken on 10 September 2024).
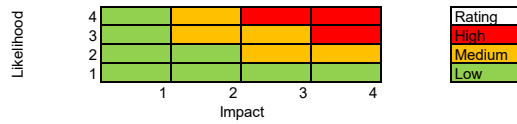
Classification	Official Sensitive
Name	East Renfrewshire Council Strategic Risk Register
Version	V6.8 (10/09/2024)
Date	10/09/2024
Updated by:	Anthony Jenkins: Resilience Coordinator

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

Rating
High
Medium
Low

Outcome 1: All children in East Renfrewshire experience a stable and secure childhood and succeed												
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

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 (13/08/2024)	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.	Transitions service and strategy in place. Transitions is also included in Recovery & Renewal Programme

Analysis of demographic changes and increased financial forecasting.

Education Resource Group manage specialist resources and admission to specialist provision.

Resource Allocation Group (RAG) strengthened membership to include educational psychologist and occupational therapist.

Supporting People Framework (eligibility criteria) developed and approved by IJB 29.03.2023. Eligibility threshold increased to Substantial/critical - Nov 2023 | 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. | Regular review of available and demand for school places.

Application of school admission and placing request policies to ensure effective use of school estate.

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.

Adoption of LDP2, adopting strategy of consolidation and regeneration, subsequently reducing potential impact of pressure on school places from additional new developments.

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.

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.

Wider consideration of the condition of school estate to ensure establishments remain operational through the development and application of appropriate maintenance plans. | 3 | 4 | 12 | When required, education statutory consultation to be undertaken in advance and within required timeframes.

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. | In line with relevant timescales

In line with relevant timescales | 2 | 4 | 8 | Director of Education |

		Risk Description	Controls				Further Action	Timescale				Owner
S (26/02/2024)	2.4	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.	Current capital plan reflects major new replacement for Eastwood Leisure Centre and provision for repair and maintenance of Culture & 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. 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. Informed major issues report and made case for building new lesiure plans as part of LDP2/3. Quarterly meetings take place between the Trust and Property and Technical Services to monitor performance. Business Continuity Plans in place for services. Service Level Agreement (SLA) in place between ERC & ERCL. ERCL represented on ERC corporate asset management group.	3	4	12	Capital Plan reviewed annually and updated to reflect operational requirements of facilities operated by the Trust. This will be ongoing. 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.	Ongoing annual activity. In line with timescales set out in Capital Plan	3	3	9	Director of Education/Head of Accountancy
C (13/08/2024)	2.13	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. Inability to meet statutory duties around the provision of education/ELC. Inability to provide safe working/teaching environments in line with health and safety requirements.	Maintenance planning arrangements in place, with appropriate oversight of any essential repairs. Programme of planned maintenance to boilers and roofs outlined in Capital Plan. Emergency heating arrangements in place within school/nursery Business Continuity Plans (BCPs), including remote monitoring of temperatures to ensure ongoing Health and Safety compliance Availability of remote learning for short periods of disruption. Introduction of protocol for new fire response procedures and updated Fire Risk Assessments of buildings. Careful selection from framework of agreed contractors who will ensure appropriate preventative expectations are met on ERC sites Updated BCP template for all schools and nurseries - reflecting black start procedures. Revised playground policy, including updated checklist	3	4	12	Submission of future CPAs to support continued maintenance of school and ELC estate including, replacement of flat roofs and boilers and electrical wiring. Seek to address schools with lowest rated estate through future capital bids and/or other available funding streams.	31/01/2025 31/01/2025	2	4	8	Director of Education

OFFICIAL

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 (29/08/2024)	3.9	Lack of affordable temporary and permanent accommodation to meet the statutory homeless duties and wider housing need. Pressure has arisen on our housing provisions through a number of avenues, including stark increases in homeless presentations alongside elements such as Corporate Parenting duties (including for Unaccompanied Asylum-Seeking Children).	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. Ability to purchase accommodation - allows buying of hotel rooms, etc. on an emergency basis.	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. Scoping of additional capital investment to support purchasing of accommodation.	31/03/2025 31/03/2025 31/03/2025 31/12/2024 31/07/2025	3	4	12	Director of Environment

Outcome 4: East Renfrewshire residents are safe and live in supportive communities											
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

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 (13/08/2024)	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.	Outcome Delivery Plan (ODP) and HSCP strategic plans build on foundation of wider council prevention and early intervention strategy for older people.

Unscheduled Care Delivery Plan approved by IJB in March-22.

Annual budget setting takes account of demographic pressures, however any increase in demand need to be funded within existing resources.

New front door model manages level of demand launched Summer 22 making significant positive impact on waiting list for assessment

Talking Points diverting people to community resources and building own assets.

Supporting people framework implemented April 23. Eligibility threshold increased to Substantial/critical - Nov 2023

Project to support Care at Home redesign now live Monitoring includes analysis of waiting lists, reviews, completed, savings achieved, admissions and incidents.

Completed review of equipment requests – management oversight and monitoring in place | 4 | 3 | 12 | 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 Reviews | 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 (18/07/2024)	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 31/03/2025 31/03/2025 Subject to national timescales	3	3	9	Head of Accountancy

| S (05/03/2024) | 6.6 | **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**

Failure to incorporate information governance elements through a privacy by design approach into procurement, project management, process and technologies

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 | 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 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 nominated employee across the Council and are scheduled on the corporate training calendar on an annual basis.

Breach reporting procedures have been created, published and are kept under review.

Revised guidance for Subject Access Requests (SAR) and a new process are in place and meet all Code of Practice requirements.

Self-assessment update on the Council's Records Management Plan was submitted to The Keeper of the Records of Scotland and was fully approved.

Document sharing defaults have been set to named people to help ensure that only appropriate individuals have access to sensitive information.

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 | 2 | 3 | 6 | 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 | 1 | 3 | 3 | Director of Business Operations & Partnerships

Chief Executive |

		Risk Description	Controls	L	I	Score	Progress Update	Target Date	L	I	Score	Owner
S (08/05/2024)	6.7	**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).**	Robust data back-up and protection schedule for data is in place. Perform complete review of all current back-up arrangements to optimise resilience. Ensure that the Council reviews Business Continuity Plans at least annually. Equipment is regularly maintained and replaced as required. Ensure supplier(s) contracts support recovery activities. Undertake independent review of core infrastructure design and architecture to gain validation and assurance of both security and operational capability Improve monitoring and alerting of hardware and environmental systems to provide a proactive response. Co-located Data Centre secured to increase resilience and provide necessary service continuity. Information Security training is be mandatory to raise employee awareness of cyber threats and handling information securely. Policy and communications now in place. Critical Impact Assessments across all ICT delivered services to define priority for availability/recovery completed. On 31st of October 2023 a successful desktop exercise was conducted using the ICT Disaster Recover for Carefirst, HSCP case recording system, as the template for the exercise. ERC has a security operations centre (SOC) in place with a Technology Partner (Quorem Cyber) who provide 24x7x365 monitoring of the ERC critical infrastructure. If any suspicious activity is detected Quorem Cyber have a key IT contact list who they contact in the first instance	4	3	12	As part of our ambition to enhance the backup & recovery capability at ERC (through Amazon Web Services - AWS), the plan is to develop an IT Disaster Recovery capability (within AWS) for where possible, core Council-hosted Systems. It is anticipated that this capability will be in a position to be available March 2025. 31/03/2025	2	2	4	Director of Business Operations & Partnerships
C (21/08/2024)	6.12	**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.**	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. 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. Security standards are reviewed and revised using a risk management approach. The Council is a member of several Information / Cyber Security groups to monitor emerging threats and risk and share security alerts. Ensure the security architecture follows layered approach as defined by best practice. Adopt and implement Scottish Government Cyber Resilience Action Plan which will result in Cyber Essentials Accreditation. Information Security Schedule included within all procurement exercises establishing minimum security requirements supported by operational Data Sharing and Processing Agreements. 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. ERC has signed up as the first Scottish Local Authority to take direct intelligence feeds into our firewall appliances.	3	4	12	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. Communications continue among all parties. ERC responds quickly to any threat intelligence provided. 31/03/2025 Ongoing Activity	3	3	9	Director of Business Operations & Partnerships

		Risk Description	Controls				Further Actions	Timescale				Owner
S (22/02/2024)	6.22	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.	The Capital Asset Management Group (CAMG) performs robust appraisal of all new capital bids. The CAMG regularly meets, allowing projects to be tracked - with concerns reported and appropriate interventions considered. 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. 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. There is prudent budgeting and ongoing monitoring of reserves - including monitoring the effects of economic consequnces (e.g. construction inflation on costs, availability of labour, changes to safe working practices, etc). Regular review of Government budgets and subsequent Council budgets takes place, to consider impacts on major projects. 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. Roads keep an adequate stock of cold lay material for urgent/emergency repairs & are placing bitumen orders at as early a juncture as possible. 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. Review/reprioritisation of 10 year Capital Plan has taken	3	3	9	Value engineering of current and future projects to remain within budget. Virement from other projects. Rescheduling of projects into future financial years. 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. Review/reprioritisation of 10 year Capital Plan to reflect the above for the 2025/26 financial year. Progress actions under the Get To Zero Action plan that assess the potential costs and timeline for climate action. Pursue 3rd party funding (including Scottish Government) for climate change action to supplement investment via Council's own capital/revenue budgets.	Ongoing Considerations 31/03/2025 31/03/2025 Ongoing Considerations	2	3	6	Director of Environment & Head of Accountancy
C (09/09/2024)	6.29	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	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. Investment for the Future allocation was agreed in April 2024 & dashboard developed for reporting progress on the supporting people framework.	4	2	8	Development & regular review of management plans by HSCP Heads of Service to contain projected overspend and identify additional savings.	Ongoing Action	3	2	6	Head of Accountancy & HSCP Chief Officer

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)
V6.7	03/04/2024	6.30	Update of risk wording to include: *"Additionally, there is increased risk of cyber-attack; impacting the voting process."* Update of Risk Controls to reflect the cyber defence mechanisms in place for the electoral process.		Resilience Coordinator - A Jenkins
	08/05/2024	6.7	Update of Controls and Proposed controls to reflect that the following proposed controls have since been met: i) Plan and perform regular audited disaster recovery tests and rehearsals. ii) Develop an approach to adding out-of-hours monitoring and response for critical infrastructure to the ICT Service.	Update to reflect controls having been met; but also the inclusion of a further proposed control.	Resilience Coordinator - A Jenkins
V6.8	11/07/2024	6.22	Update of controls to reflect governance / oversight of Capital Projects that takes place across the Council, including at a CMT level. Rewording of controls to reflect the 2024/25 financial year budget having being concluded.	Update to ensure that controls are reflective of the current climate.	Resilience Coordinator - A Jenkins
	15/07/2024	3.9	Update of controls and proposed controls to include further measures in both. Update of rescoring elements, reflecting the severity of the issue faced nationally (likelihood score upscored to 3 - to give an overall rescored control risk score of 12).	Update to ensure that controls are reflective of the current climate and that proposed risk scoring is reflective of the challenges that will remain in housing.	Resilience Coordinator - A Jenkins
	13/08/2024	2.2	Removed reference to advanced practitioner post	no longer relevant	Governance & Compliance Officer - P Gomes
	13/08/2024	5.1	Review of equipment request complete - moved to in place	action complete	
	13/08/2024	2.13	Update of Controls to include revised playground policy.	Reflection of Revised Playground Policy now being in place (this had previously been a proposed control)	Education Senior Manager Leading Change - G Hay
	20/08/2024	6.12	Update of controls to include: "ERC has signed up as the first Scottish Local Authority to take direct intelligence feeds into our firewall appliances" This had previously been a proposed control.	Proposed control is now in place & acts as a control.	Resilience Coordinator - A Jenkins
	29/08/2024	3.90	Update of risk wording to include: "Pressure has arisen on our housing provisions through a number of avenues, including stark increases in homeless presentations alongside elements such as Corporate Parenting duties (including for Unaccompanied Asylum-Seeking Children)."	Update of risk wording to highlight some of the areas of pressure that are contributing to the housing risk - included following discussion at CMT on 20 August 2024.	Resilience Coordinator - A Jenkins
	09/09/2024	6.29	Update of controls to include: "Investment for the Future allocation was agreed in April 2024 & dashboard developed for reporting progress on the supporting people framework." This had previously been a proposed control.	Proposed control is now in place.	Resilience Coordinator - A Jenkins

Further comments
Advised by B Ashcroft on 3 April 2024.
Advised by B Ashcroft on 7 May 2024.
Discussed at Housing Management Team meeting on 15 July 2024.
Advised by L Pringle on 20 August 2024 in CMT discussion.
Discussed at 20 August 2024 CMT, confirmed with the Senior Housing Manager in discussion.
Advised by Head of Accountancy via email on 29/08/2024 (for Investment for the Future allocation agreement). Reflected in 26 June 2024 minutes of Integration Joint Board (for the development of the dashboard)

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
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	
V6.8	15/05/2024	6.26	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.	While the risk remains; the volume of resettled persons has significantly lessened compared to 2022 & 2023. There has been a significant drop off in materials requiring strategic oversight & involvement - as such the risk should be incorporated to Departmental armagements.	CMT - May 2024 Meeting	Anthony Jenkins - Resilience Coordinator	
	20/08/2024	6.30	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. Additionally, there is increased risk of cyber-attack; impacting the voting process.	Risk removed following the UK Parliament General Election being held on 4 July 2024.	CMT - 20 August 2024 Meeting	Anthony Jenkins - Resilience Coordinator	