

Department of Business Operations and Partnerships

Director: Louise Pringle

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Date: 8 November 2024

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TO: Councillors O O'Donnell (Chair); A Anderson (Vice Chair); D Devlin; and K Pragnell.

CABINET

A meeting of Cabinet will be held in the Council Chamber, Council Headquarters, Eastwood Park, Giffnock, G46 6UG on **Thursday 21 November 2024 at 10.00am.**

The agenda of business is as listed below.

Yours faithfully

Louise Pringle

LOUISE PRINGLE

DIRECTOR OF BUSINESS OPERATIONS AND PARTNERSHIPS

AGENDA

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

Members are requested to give notice of any declarations of interest in respect of items of business on the Agenda.

3. GENERAL FUND CAPITAL PROGRAMME

Report by Head of Finance (copy attached, pages 3 – 22)

4. HOUSING CAPITAL PROGRAMME

Report by Head of Finance (copy attached, pages 23 – 28)

5. ANNUAL STRATEGIC RISK REGISTER OVERVIEW

Report by Director of Environment (copy attached, pages 29 – 50)

A recording of the Council meeting will also be available following the meeting on the Council's YouTube Channel <https://www.youtube.com/user/eastrenfrewshire/videos>

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EAST RENFREWSHIRE COUNCILCabinet21st November 2024Report by the Head of FinanceGENERAL FUND CAPITAL PROGRAMME**PURPOSE OF REPORT**

1. The purpose of this report is to monitor both income and expenditure as at 30 September 2024 against the approved General Fund Capital Programme and to recommend adjustments where possible.

RECOMMENDATIONS

2. The Cabinet is asked to recommend that Council:
 - note and approve the movements within the 2024/25 programme; and
 - note shortfall of £0.053m and that income and expenditure on the programme will be managed and reported on a regular basis.

BACKGROUND

3. The General Fund Capital Programme for 2024-2034 was approved by Council on 28 February 2024.
4. Movements on the 2024/25 programme were approved by Council on 26 June 2024 and Cabinet on 3 October 2024 , including a number of changes resulting from the finalisation of the outturn position for the previous financial year.
5. This report updates project costs and phasings based on progress to date and anticipated to 31 March 2025.
6. The programme is being constantly monitored to ensure any additional cost pressures on key projects can be covered by deferring or reducing other projects to compensate. Where there is general provision for regular capital expenditure (such as on ICT, Roads, or Schools Major Works) officers are expected to prioritise spend on such schemes to remain within the budgeted level. It is recognised that this may mean that fewer such schemes will progress in the year.

CURRENT POSITION

- | | |
|---|-----------------|
| 7. Total anticipated expenditure (Appendix A) | £50.554m |
| Total anticipated resources (Appendix B) | <u>£50.501m</u> |
| Shortfall | <u>£ 0.053m</u> |

INCOME MOVEMENTS

8. The main income movements are as follows: -

- **Borrowing**
Since the last monitoring report submitted to Cabinet on 3 October 2024, borrowing has been reduced by £6.310m due to the various income and expenditure movements within the programme.
- **General Capital Grant**
Grant of £1.742m awarded by the Scottish Government to fund the free school meal expansion has been added to the programme. This will support the phased expansion of free school meals to those in receipt of the Scottish Child Payment in both primary 6 and 7 year groups.
Grant of £0.060m awarded through the 'Edinburgh Process' strand of the Nature Restoration Fund has also been added to the programme.
- **Investment for the Future Reserve**
On 3 October 2024, Cabinet approved funding of up to £0.850m from the Investment for the Future Reserve, to deliver essential works ICT infrastructure works over the next 12-24 months. In line with this decision, a drawdown of £0.300m has been added to the programme to fund the estimated expenditure during the current year.
- **Capital Receipts**
Income of £1.400m, relating to a land sale at the former Nestle site a number of years ago, has now been received and has been added to the programme. This income represents the final instalment on this land disposal agreement.

EXPENDITURE MOVEMENTS

9. The estimated expenditure has reduced by £2.914m below the level reported to Cabinet on 3 October 2024. The main expenditure movements are as follows:

Property, Schools

- **Free School Meals Expansion**
As noted in paragraph 8 of this report, Free School Meal funding has increased by £1.742m and this sum is reflected in the revised total cost. The additional grant will be combined with the existing budget provision (£0.752m) to fund dining and catering improvement works at various locations across the school estate. However, the majority of the works will not be progressed until the next financial year and expenditure in the current year has been reduced by £0.452m.
- **Mearns Castle High School Extension**
This is a large project which will span a number of years covering internal alterations to the existing building, as well as an extension. The internal works will complete this year with the extension works scheduled for next year. Based on the latest information, the expenditure in the current year has been reduced by £0.250m. The total cost remains unchanged.

Property, Other

- Eastwood Refurbishment
Anticipated costs in the current financial year have been reduced by £0.100m, to reflect revised project timing.
- Response Centre Refurbishment
Further design works have been required for this project and it has also been necessary to retender the works. This project is scheduled to start on site later this financial year with the work continuing into the Spring of 2025. Expenditure in the current year has been reduced by £0.129m.

Open Spaces

- Nature Restoration
As noted in paragraph 8 of this report, funding for this project has increased by £0.060m and this is reflected in the revised total cost. The additional grant will be combined with the existing budget provision (£0.139m) to deliver the improvement works. However, the project remains at design stage, with main works expected to be progressed during the next financial year. Expenditure in the current year has been reduced £0.119m.

Roads

- Lavern Valley Accessibility – Aurs Road
This is a major construction project which will transform the road between Barrhead and Newton Mearns. The work started during January and was originally scheduled to continue until December 2024. The project has encountered additional complexities. Some ground conditions have not been as expected from site investigations undertaken before the start of the project and it has also been necessary to move unmapped existing utilities. It has also been necessary to excavate and remove a former water works uncovered as the site was prepared for construction. In addition, the summer weather has been unusually wet. These have all delayed progress and the revised completion date for the project is now summer 2025. Estimated expenditure in the current year has been reduced by £2.000m.

Council Wide ICT

- ICT Infrastructure Review
As noted in paragraph 8 of this report, on 3 October 2024 Cabinet approved funding of up to £0.850m from the Investment for the Future Reserve for essential works identified by the ICT Infrastructure Review. A total provision of £0.850m has been added to the programme with expenditure in the current year estimated at £0.300m.

COMMENT

10. The projected shortfall of £0.053m represents 0.10% of the resources available and is within manageable limits.

11. The projected expenditure figure of £50.554m significantly exceeds the actual outturn achieved during the previous financial year (£42.446m). A number of projects are scheduled to start on site later this financial year and the actual expenditure is dependent on the completion of the procurement process and the progress achieved by the successful contractors, which itself may be impacted by weather conditions. The projected outturn of £50.554m is an ambitious target given the programme is being managed by a similarly constrained level of staff resource as in previous years. Consequently, further reductions in the projected outturn are possible as the year progresses and more clarity is provided on individual projects.

PARTNERSHIP WORKING

12. This report has been prepared following consultation with appropriate staff from various departments within the Council, including Property and Technical Services and Information Technology.

RECOMMENDATIONS

13. The Cabinet is asked to recommend that Council:
- note and approve the movements within the 2024/25 programme; and
 - note the shortfall of £0.053m and that income and expenditure on the programme will be managed and reported on a regular basis.

Further information is available from Paul Parsons, Principal Accountant – Capital, telephone 07741 701 451.

Kirsty Stanners
Head of Finance
KS/PP
7 November, 2024

GENERAL FUND CAPITAL PROGRAMMEPROGRESS REPORT2024/2025

	ANNUAL COSTS £'000			TOTAL COST £'000		
	CURRENT YEAR APPROVED AT 03.10.24	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE TO 30.09.24	SPENT PRIOR TO 31.03.24	PREVIOUS TOTAL COST	REVISED TOTAL COST
Property - Schools	9,889	9,069	4,246	43,219	66,232	67,974
Property - Culture & Leisure	2,527	2,527	976	5,072	58,973	58,973
Property - Other	8,330	8,081	3,409	12,533	44,043	44,043
Open Spaces	3,265	3,146	907	8,050	13,929	13,989
Roads	21,754	19,773	8,214	6,016	29,488	29,488
Corporate Wide - ICT	5,139	5,394	1,735	6,909	13,104	13,954
Fleet	2,564	2,564	524	10	3,270	3,270
TOTAL	53,468	50,554	20,012	81,809	229,039	231,691

EAST RENFREWSHIRE COUNCIL**GENERAL FUND CAPITAL PROGRAMME****PROGRESS REPORT****2024/2025**

Property - Schools

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 03.10.24	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE TO 30.09.24		SPENT PRIOR TO 31.03.24	PREVIOUS TOTAL COST	REVISED TOTAL COST
Grouped	Schools Major Maintenance	1,259	1,259	621	See Annex 1		1,259	1,259
800050031	Maidenhill Primary School	151	151		Complete - payments outstanding	14,192	14,343	14,343
800050057	Neilston Learning Campus	3,637	3,637	1,739	Work in progress	23,937	29,164	29,164
800050038	St Mark's Car Park	267	267	197	Complete - payments outstanding	153	420	420
800050064	Crookfur PS Extension	0	0	0	Project placed on hold pending clarification of projected school roll.	134	3,243	3,243
800050058	MCHS Sports Facility	71	71	37	Complete - payments outstanding	2,096	2,167	2,167
800050065	Improving Learning	308	308	146	Work in progress	17	1,325	1,325
	Isobel Mair External Classrooms	113	35	15	Complete - payments outstanding	889	1,022	1,022
	Free School Meals Expansion	752	300		Work to be programmed - total increase £1.742m funded by grant income	149	901	2,643
8000 00023	St John's PS - Early Learning & Childcare Places	1,032	992	899	Work in progress	968	2,030	2,030
800050072	Gaelic Medium PS	98	98	93	Complete - payments outstanding	667	780	780
800050076	Maidenhill Primary School Extension	1,091	1,091	92	At pre-contract design stage	17	3,426	3,426
	Mearns Castle High School Extension	850	600	396	Internal alterations - work in progress. External extension - at design stage.	0	5,372	5,372
	Crookfur PS Games Area	180	180	10	Work programmed	0	180	180
	Eastwood HS Dining Area	80	80		Work to be programmed	0	600	600

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2024/2025

Property - Schools

		ANNUAL COSTS £'000				TOTAL COST £'000		
COST CODE	PROJECT NAME	CURRENT YEAR APPROVED AT 03.10.24	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE TO 30.09.24	COMMENT	<i>SPENT PRIOR TO 31.03.24</i>	<i>PREVIOUS TOTAL COST</i>	<i>REVISED TOTAL COST</i>
		9,889	9,069	4,246		<i>43,219</i>	<i>66,232</i>	<i>67,974</i>

10
EAST RENFREWSHIRE COUNCIL

Appendix A

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2024/2025

Property - Culture & Leisure

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 03.10.24	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE TO 30.09.24		SPENT PRIOR TO 31.03.24	PREVIOUS TOTAL COST	REVISED TOTAL COST
800200019	Eastwood Park Leisure	1,810	1,810	865	Work in progress	3,316	55,700	55,700
800200020	ERCLT General Building Improvement Fund	243	243	12	Work to be programmed	588	1,631	1,631
800050049	Eastwood HS Sports Centre Changing Rooms/Disabled Facilities	42	42	0	Complete - payments outstanding	1,062	1,104	1,104
800200015	Equipment - Gym and Theatre	277	277	0	Work to be programmed	0	277	277
805600002	Theatre Equipment	52	52	0	Work to be programmed	0	52	52
8002 00023	Barrhead Foundry Works	103	103	99	Complete - payments outstanding	106	209	209
		2,527	2,527	976		5,072	58,973	58,973

11
EAST RENFREWSHIRE COUNCIL

Appendix A

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2024/2025

Property - Other

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 03.10.24	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE TO 30.09.24		SPENT PRIOR TO 31.03.24	PREVIOUS TOTAL COST	REVISED TOTAL COST
	1. City Deal							
Grouped	Barrhead South Access - Railway Station	1,200	1,200	268	Work programmed	2,280	18,331	18,331
804000009	Country Park Visitor Centre & Infrastructure	300	300	19	At design stage. Outline Business Case submitted to Glasgow City Region.	321	2,800	2,800
804000006	Greenlaw Business Incubator	46	46		Complete - payment outstanding	5,497	5,543	5,543
	2. Environment Other Projects							
800420016	Overlee House Extension	50	50		At design stage	77	630	630
800420032	Purchase of Additional Housing Units (Homelessness)	1,000	1,000		Work in progress	0	1,000	1,000
	3. Council Wide Property							
Grouped	Retentions - All Services	50	50	9	Work in progress	0	50	50
Grouped	Property Maintenance	2,850	2,850	1,296	See Annex 2	2,431	6,281	6,281
800420013	Eastwood Park Campus Improvements	40	40	18	Work in progress	310	522	522
800404017	Office Accommodation Barrhead	970	950	940	Complete - payments outstanding	1,202	2,252	2,252
800420020	Capelrig House Upgrade	934	934	652	Work in progress	266	1,200	1,200
	Thornliebank Depot Electricity Sub Station	25	25		Work to be programmed	0	400	400

12
EAST RENFREWSHIRE COUNCIL

Appendix A

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2024/2025

Property - Other

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 03.10.24	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE TO 30.09.24		SPENT PRIOR TO 31.03.24	PREVIOUS TOTAL COST	REVISED TOTAL COST
800420030	Eastwood House New Roof & Preservation Works	176	176	47	Work in progress	149	325	325
800404025	Eastwood Refurbishment	500	400	159	Work in progress	0	4,520	4,520
	Response Centre Refurbishment	189	60		Work programmed	0	189	189
		8,330	8,081	3,409		12,533	44,043	44,043

13
EAST RENFREWSHIRE COUNCIL

Appendix A

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2024/2025

Open Spaces

		ANNUAL COSTS £'000				TOTAL COST £'000		
COST CODE	PROJECT NAME	CURRENT YEAR APPROVED AT 03.10.24	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE TO 30.09.24	COMMENT	SPENT PRIOR TO 31.03.24	PREVIOUS TOTAL COST	REVISED TOTAL COST
	1. REGENERATION							
802000008	Country Park - Tourism Infrastructure And Economic Activity Projects	124	124		Design complete - at tender stage	111	235	235
802000015	White Cart Tributaries Environmental Improvements	204	204	1	Work programmed	3,086	3,895	3,895
802000032	Regeneration Projects - Provisional Sums	230	230	0	Work programmed	0	230	230
	2. Environment - Other Projects							
802000018	Town Centre & Neighbourhood Regeneration	25	25	0	Work to be programmed - main works dependent on Local Area/Action Plans to 2025/26	0	173	173
802200007	Parks, Cemeteries & Pitch Improvements	216	216	99	Work programmed	1,243	1,659	1,659
802200020	Renewal of Playparks	310	310	2	Work programmed	301	1,120	1,120
802200021	Nature Restoration	139	20	1	Work to be programmed	66	205	265
802000002	Clarkston Town Centre Action And Traffic Management Improvements	20	20		Work to be programmed	197	217	217
802200032	Artificial Pitch Replacements	650	650	545	Work complete - payments outstanding	0	1,033	1,033

14
EAST RENFREWSHIRE COUNCIL
GENERAL FUND CAPITAL PROGRAMME
PROGRESS REPORT
2024/2025

Appendix A

Open Spaces

		ANNUAL COSTS £'000				TOTAL COST £'000		
COST CODE	PROJECT NAME	CURRENT YEAR APPROVED AT 03.10.24	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE TO 30.09.24	COMMENT	<i>SPENT PRIOR TO 31.03.24</i>	<i>PREVIOUS TOTAL COST</i>	<i>REVISED TOTAL COST</i>
802200030/31	Place Based Investment Programme	126	126	103	Work in progress	1,448	2,343	2,343
Grouped	Town Centre Regeneration	22	22		Work to be programmed	1,312	1,334	1,334
802200015	Braidbar Quarries	20	20		Work to be programmed	0	20	20
Grouped	UK Shared Prosperity Fund	829	829	156	Work in progress	286	1,115	1,115
	Cathcart Cemetery Wall	350	350		Work in progress	0	350	350
		3,265	3,146	907		8,050	13,929	13,989

15
EAST RENFREWSHIRE COUNCIL

Appendix A

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2024/2025

Roads

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 03.10.24	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE TO 30.09.24		SPENT PRIOR TO 31.03.24	PREVIOUS TOTAL COST	REVISED TOTAL COST
	1. City Deal							
804000001	Levern Valley Accessibility - Aurs Road Project	15,587	13,587	5,791	Work in progress	5,100	21,939	21,939
	2. ERC Roads							
803000004	Lighting - Core Cable & Equipment Replacement	160	160	43	Work in progress	0	160	160
803000012	Bridges Refurbishment & Pointing Work	53	53	74	Work in progress	0	53	53
803000015	Principal Inspection Group 1-6	21	21		Work in progress	0	21	21
803000025	Traffic Calming Studies/Road Safety	70	70	2	Work programmed	0	70	70
803000369	A77 Ayr Road Reconstruction	206	225	213	Complete - payments outstanding	0	250	250
803000265	A736 Main Street Barrhead	175	175		Work programmed	0	175	175
803000390	B764 Eaglesham Moor Road	200	200	0	Work programmed	0	200	200
803000391	B771 Paisley Road, Barrhead	72	72	1	Work programmed	0	72	72
803000370	A736 Lochlibo Road, Neilston	104	124	124	Complete	0	104	124
	C3 Uplawmoor Road	200	200		Work programmed	0	200	200
	Provisional Sums - Roads	175	155		Work to be programmed	0	175	155
Grouped	Roads Capital Works	2,789	2,789	1,452	Work in progress	0	3,071	3,071

16
EAST RENFREWSHIRE COUNCIL

Appendix A

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2024/2025

Roads

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 03.10.24	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE TO 30.09.24		SPENT PRIOR TO 31.03.24	PREVIOUS TOTAL COST	REVISED TOTAL COST
	Street Lighting Column Replacement & Lumenaries	860	860	305	Work in progress	0	860	860
803000328	A77 Active Corridor	145	145	112	Complete - payments outstanding	805	950	950
803000334	Road Safety Improvement Funds	139	139	13	Work programmed	111	250	250
803000024	Active Travel Infrastructure Fund (formerly Cycling, Walking and Safer Streets)	672	672	60	Work programmed	0	672	672
803000400	Traffic Signals - School Routes	100	100	24	Work in progress	0	240	240
	People and Places	26	26		Work to be programmed	0	26	26
		21,754	19,773	8,214		6,016	29,488	29,488

17
EAST RENFREWSHIRE COUNCIL

Appendix A

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2024/2025

Council Wide - ICT

COST CODE	PROJECT NAME	ANNUAL COSTS £'000				TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 03.10.24	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE TO 30.09.24	COMMENT	SPENT PRIOR TO 31.03.24	PREVIOUS TOTAL COST	REVISED TOTAL COST
805000002	ICT Infrastructure Projects	500	500	341	Work in progress	0	500	500
805000025	IT General Provision	1,600	1,600	220	Work in progress	0	2,218	2,218
805000003	Education Network	250	250	150	Work in progress	0	250	250
805000028	HSCP - Responder Service Modernisation & Safety Net Technology	32	32	27	Work in progress	148	180	180
805000022	The Digital Workplace	65	65	14	Work in progress	381	464	464
805000001	Core Corporate Finance, Payroll & HR	150	105	27	Work in progress	3,500	3,750	3,750
800050004	Education - Computer Equipment	490	490	177	Work in progress	0	490	490
805600001	ERCLT People's Network	20	20	38	Work to be programmed	0	20	20
805000029	ERCLT Digital Platform	42	42	0	Work in progress	368	410	410
805500004	Social Work Case Management System	110	110	92	Work in progress	0	110	110
805300003	Education CCTV	403	403	14	Work to be programmed	23	626	626
805000027	Telecare Service and Peripherals	222	222	167	Work in progress	928	1,150	1,150
805000034	Full Fibre Digital Transformation	1,139	1,139	396	Work in progress	1,561	2,700	2,700
	Response Centre CCTV	96	96	73	Work to be programmed	0	96	96

18
EAST RENFREWSHIRE COUNCIL

Appendix A

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2024/2025

Council Wide - ICT

COST CODE	PROJECT NAME	ANNUAL COSTS £'000				TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 03.10.24	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE TO 30.09.24	COMMENT	SPENT PRIOR TO 31.03.24	PREVIOUS TOTAL COST	REVISED TOTAL COST
8050 00037	ICT Infrastructure Review	0	300	0	Approved by Cabinet 3 October 2024 - funded from Investment for Future Reserve	0	0	850
	The Way We Work Monitors/Conference Screens	20	20	0	Work to be programmed	0	140	140
		5,139	5,394	1,735		6,909	13,104	13,954

19
EAST RENFREWSHIRE COUNCIL

Appendix A

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2024/2025

Fleet

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 03.10.24	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE TO 30.09.24		SPENT PRIOR TO 31.03.24	PREVIOUS TOTAL COST	REVISED TOTAL COST
806000004	HSCP - Vehicles	401	401		Work in progress	0	401	401
806000001	Education - Vehicles	327	327		Work in progress	0	495	495
806000002	Environment - Vehicles	1,836	1,836	524	Work in progress	0	2,269	2,269
806000005	Environment - GPRS System	0	0	0	Deferred to 2025/26	10	105	105
		2,564	2,564	524		10	3,270	3,270

20
EAST RENFREWSHIRE COUNCIL
GENERAL FUND CAPITAL PROGRAMME

Appendix A

PROGRESS REPORT

2024/2025

Annex 1 - Schools Major Maintenance Analysis

		ANNUAL COSTS £'000				TOTAL COST £'000		
COST CODE	PROJECT NAME	CURRENT YEAR APPROVED AT 03.10.24	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE TO 30.09.24	COMMENT	<i>SPENT PRIOR TO 31.03.24</i>	<i>PREVIOUS TOTAL COST</i>	<i>REVISED TOTAL COST</i>
Grouped	Window Renewal	49	49	29	Complete - payments outstanding	0	49	49
Grouped	Roof Improvements	1,210	1,210	592	Work in progress	0	1,210	1,210
		1,259	1,259	621		<i>0</i>	<i>1,259</i>	<i>1,259</i>

21
EAST RENFREWSHIRE COUNCIL

Appendix A

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2024/2025

Annex 2 - Property Maintenance Analysis

COST CODE	PROJECT NAME	ANNUAL COSTS £'000				TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 03.10.24	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE TO 30.09.24	COMMENT	SPENT PRIOR TO 31.03.24	PREVIOUS TOTAL COST	REVISED TOTAL COST
800404001	HardWire Testing	200	105	15	Work in progress - £95k transferred to Boiler, Heating & Roof Works	0	200	200
800404003	COSHH Upgrade	100	40	38	Work in progress - £60k transferred to Boiler, Heating & Roof Works	0	100	100
Grouped	Asset Management	250	220	114	Work in progress - £30k transferred to Boiler, Heating & Roof Works	0	250	250
800404009	Fire Risk Assessment Adaptations	405	370	167	Work in progress - £35k transferred to Boiler, Heating & Roof Works	0	405	405
800404012	Structural Surveys & Improvements	40	40		Work in progress	0	40	40
800600001	CEEF/Salix Energy Efficiency	75	75	10	Schemes to be identified	0	75	75
800404005-6	Boiler, Heating & Roof Works	1,250	1,500	586	Work to be programmed	0	1,250	1,250
800404014	Legionella Remedial Improvements	150	120	67	Work in progress - £30k transferred to Boiler, Heating & Roof Works	0	150	150
800420017	Ventilation Works (including CO2 Monitors)	380	380	299	Workin progress	2,431	3,811	3,811
		2,850	2,850	1,296		2,431	6,281	6,281

22
EAST RENFREWSHIRE COUNCIL
GENERAL FUND CAPITAL PROGRAMME
PROGRESS REPORT
2024/2025
RESOURCES

Appendix B

	£'000
Grants	
General Capital Grant - Main	5,049
General Capital Grant - Free School Meals Expansion	1,742
Gaelic Medium Primary Schools	33
Active Travel Infrastructure Fund	672
Road Safety Improvement Fund	129
Active Travel Transformation Fund	145
People and Places	26
Low Carbon Fund (White Cart Tributaries Environmental Improvements)	154
City Deal	1,000
Sustrans - Levern Valley Accessibility	4,700
Place Based Investment Programme	126
Shared Prosperity Fund	818
Miscellaneous	56
Salix/Central Energy Efficiency	75
	14,725
Capital Reserve	1,000
Investment for Future Reserve	300
Developers Contributions	1,311
Other Capital Receipts	1,400
Borrowing	31,765
	50,501

EAST RENFREWSHIRE COUNCILCabinet21 November 2024Report by the Chief Financial Officer and Director of EnvironmentHOUSING CAPITAL PROGRAMME**PURPOSE OF REPORT**

1. The purpose of this report is to monitor both income and expenditure as at 30 September 2024 against the approved Housing Capital Programme and to recommend adjustments where required.

RECOMMENDATIONS

2. The Cabinet is asked to recommend that Council:
 - note and approve the movements within the programme; and
 - note the shortfall of £0.121m and that income and expenditure on the programme will be managed and reported on a regular basis.

BACKGROUND

3. The Housing Capital Programme for 2024-2034 was approved by Council on 28 February 2024.
4. Movements on the 2024/25 programme were approved by Council on 26 June 2024 and Cabinet on 3 October 2024, including a number of changes resulting from the finalisation of the outturn position for the previous financial year.
5. This report updates project costs and phasings based on progress to date and anticipated to 31 March 2025.
6. The programme is being constantly monitored to ensure any additional cost pressures on key projects can be covered by deferring or reducing other projects to compensate.

CURRENT POSITION

7.	Total anticipated expenditure (Appendix A)	£ 24.034m
	Total anticipated resources (Appendix B)	£ <u>23.913m</u>
	Shortfall	£ <u>0.121m</u>

EXPENDITURE

8. The estimated expenditure has reduced by £0.155m below the level reported to Cabinet on 3 October 2024. The main expenditure movements are as follows:-

- **Energy Efficiency Standard for Social Housing**
The new Social Housing Net Zero Standard (SHNZS) is expected to be introduced during 2025/26. The energy efficiency works will need to comply with these new regulations. The Housing service is limiting the work on this project until more information on the new regulations is available. As a result, forecasted expenditure during the current year has been reduced by £0.075m.
- **IT Systems**
The new Housing management system is operational and further development work will be progressed which will deliver additional benefits to the Housing service. In addition, a major transformation project, involving the digitisation of the repairs service and integration with other corporate systems, is being planned. The scope of the required works is greater than previously envisaged and the project approach is being revised accordingly. As a result, forecasted expenditure during the current financial year has been reduced by £0.100m.

INCOME

9. In response to the expenditure movements outlined in this report, planned borrowing during the year has been reduced by £0.175m.

COMMENT

10. The projected shortfall of £0.101m represents 0.5% of the resources available and is within manageable limits.
11. The purchase of the 105 new build units at the Maidenhill site commenced during July 2024 and remains on track to complete by the end of this financial year.

PARTNERSHIP WORKING

12. This report has been prepared following consultation with appropriate staff from Housing Services.

RECOMMENDATIONS

13. The Cabinet is asked to recommend that Council:
 - note and approve the movements within the programme; and
 - note the shortfall of £0.101m and that income and expenditure on the programme will be managed and reported on a regular basis.

Further information is available from Paul Parsons, Principal Accountant – Capital, telephone 07741 701 451.

Kirsty Stanners
Head of Finance
KS/PP
7 November, 2024

EAST RENFREWSHIRE COUNCIL**HOUSING CAPITAL PROGRAMME****PROGRESS REPORT****2024/25**

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED 03.10.24	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE TO 30.09.24		SPENT PRIOR TO 31.03.24	PREVIOUS TOTAL COST	REVISED TOTAL COST
835000002	Renewal of Heating Systems	300	300	86	Work in progress	0	300	300
832000001	Rewiring (including smoke/carbon monoxide detectors)	300	300	99	Work in progress	0	342	342
831000002	External Structural Works	1,000	1,000	159	Work in progress	0	1,000	1,000
835000008	Estate Works	100	100	0	Works as required	0	100	100
835000006	Energy Efficiency Standard for Social Housing	125	50	14	Works in progress	0	125	125
835000010	Aids and Adaptations	350	350	88	Work in progress	0	350	350
831500001	Internal Element Renewals (including kitchens, bathrooms and doors)	1,250	1,250	388	Work in progress	0	1,250	1,250
835000005	Communal Door Entry Systems	150	150		Work to be programmed	137	287	287
835000012	Sheltered Housing	634	634	108	Work in progress	168	1,702	1,702
830500003	Purchase of Property (CPO/Mortgage to Rent Acquisition)	50	50	0	General provision - dependent on Scottish Government referrals.	0	50	50
835000003	IT Systems	170	70		Work to be programmed	0	170	170
	Maidenhill Areas A1-A3 (105 units)	19,337	19,337	5,864	Work in progress		19,337	19,337

EAST RENFREWSHIRE COUNCILHOUSING CAPITAL PROGRAMMEPROGRESS REPORT2024/25

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED 03.10.24	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE TO 30.09.24		SPENT PRIOR TO 31.03.24	PREVIOUS TOTAL COST	REVISED TOTAL COST
	Site Investigations and possible acquisitions	413	413	3	Work in progress	0	413	413
	Retentions/Other	10	30	28		0	10	30
		24,189	24,034	6,835		305	25,436	25,456

EAST RENFREWSHIRE COUNCILHOUSING CAPITAL PROGRAMME 2024/25PROGRESS REPORTRESOURCES

	£'000	£'000
Borrowing		8,625
Commuted Sums - New Build		1,350
Grant - New Build		
- 2024/25 Allocation	4,791	
- 2025/26 Allocation	4,257	
- 2026/27 Allocation	<u>790</u>	9,838
Recharges to Owner Occupiers		50
Capital Receipts/Use of Capital Reserve		4,000
Purchase of Property/Rental off the Shelf		50
Total		<u>23,913</u>

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EAST RENFREWSHIRE COUNCILCABINET21 November 2024Report by Chief ExecutiveREVIEW OF THE STRATEGIC RISK REGISTER**PURPOSE OF REPORT**

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

RECOMMENDATIONS

2. Cabinet 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 current Risk Management Framework outlines that there will be an annual report brought to Cabinet, with a view to oversee the effective management of risk throughout the Council. This is supported by bi-annual reporting to the Audit and Scrutiny Committee.

5. The Strategic Risk Register was considered by the Audit and Scrutiny Committee on [28 March 2024](#) and on [26 September 2024](#). Across the year, the CMT undertake reviews of the document, considering the update / content of existing risks; if any existing risks require removal; and the potential inclusion of further risks.

6. There are currently 13 risks within the Strategic Risk Register. Early in 2024, the CMT conducted a comprehensive review of the Strategic Risk Register, taking appraisal of good practice in other areas and determining that this document should contain only the most significant risks faced by the organisation. Department, Service or Project Risk Registers are utilised to record the management of risks that are not occupied within the Strategic Risk Register. As part of the regular CMT reviews, there is consideration on the need to escalate risks from these to the Strategic Risk Register, or to de-escalate to these from the Strategic Risk Register.

7. Across 2024, 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. The Strategic Risk Register included in Appendix 1 is dated 30 October 2024.

8. The CMT in depth review process takes place every other month; with opportunity to escalate urgent matters between these reviews. These discussions include consideration on priority risks; which reflects upon potential escalations from other Council Risk Registers, as well as emerging themes / concerns, and their possible reflection in the Strategic Risk Register.

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

STRATEGIC RISK REGISTER OVERVIEW

High Scoring Risks

10. 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.*

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

11. The following risks have been removed from the Strategic Risk Register, across 2024.

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. A potential consequence of this risk remains captured on the Strategic Risk Register as part of the broader Housing pressures outlined in risk 3.9.

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

12. The following Strategic Risk Register inclusions have been amended, while remaining in 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.
2.4 – 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.	Updated at Risk Owner, changing from “Head of Accountancy” to “Head of Finance” to reflect personnel changes.
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.	Update of both risk controls and proposed risk controls to better reflect the activities undertaken and planned in light of the September 2024 declaration of a Housing Emergency. Increase risk likelihood scoring to 4; giving an overall risk score of 16. Additional increase of revised likelihood score to 3; giving an increased revised total risk score of 12. Update of risk wording (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; as well as the implementation of the supporting people framework. These were previously proposed controls.
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.	Updated at Risk Owner, changing from “Head of Accountancy” to “Head of Finance” to reflect personnel changes.
6.7 – Interruption to service or total inability to provide ICT services, resulting in impact to Council business.	Update of proposed controls to include:

	<p>"Plan and perform regular audited disaster recovery (DR) tests and rehearsals. Plan for new DR test Dec 2024 to enable backup & recovery capability to become "live", Phase 2 of this project is the creation of a "passive" DR failover site to be located within the cloud to further improve resilience. Annual desktop exercise was successfully completed in Dec 2023 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>and</p> <p>"A detailed 2 phase Infrastructure Review is underway and due to be completed Dec 2024. Several improvements have already been made and ageing infrastructure identified with a rolling replacement programme being developed."</p> <p>and</p> <p>"A feasibility study to relocate Data Centre 2 (DC2) into Eastwood HQ is underway which will improve resilience reducing the reliance on DC1 at Barrhead for the majority of network traffic."</p>
<p>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.</p>	<p>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.</p> <p>Also updated at Risk Owner, changing from "Head of Accountancy" to "Head of Finance" to reflect personnel changes.</p> <p>This was previously a proposed control.</p>

PROCESS OF RISK REGISTER REVIEW

13. 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.

14. 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.

15. 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 considered to be:

- 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.

16. 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; regularly updated and has had close monitoring of the risk taking place.

17. In the coming months, there will be delivery of training for Council staff on risk management. This process commenced with the Corporate Management Team in September 2024; with Departmental deliveries arranged for January 2025. 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.

18. 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.

19. 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

20. 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

21. 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 risk registers.

CONCLUSIONS

22. As part of the regular review of the Strategic Risk Register, the number of risks held in the document and their content is updated to reflect the prevailing situation. Following these updates, as well as the review of risks remaining in the document; there are eight Red RAG rated (high scoring) risks recognised.

23. The Strategic Risk Register is reported annually to Cabinet, as well as bi-annually to the Audit and Scrutiny Committee.

24. 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

25. Cabinet 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

October 2024

APPENDICES

1. East Renfrewshire Strategic Risk Register V6.9 (Taken on 30 October 2024).

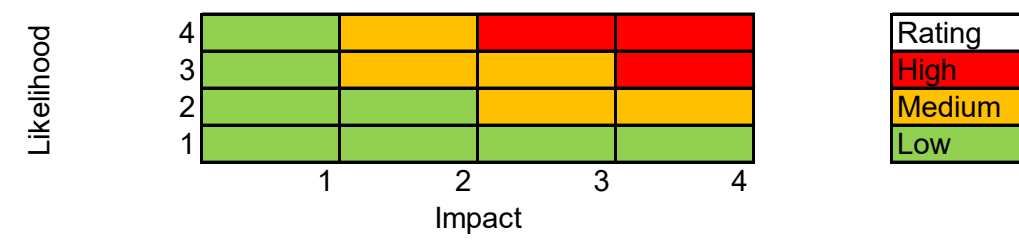
Classification	Official Sensitive
Name	East Renfrewshire Council Strategic Risk Register
Version	V6.9 (30/10/2024)
Date	10/09/2024
Updated by:	Anthony Jenkins: Resilience Coordinator

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



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.	<p>Transitions service and strategy in place. Transitions is also included in Recovery & Renewal Programme</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>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 (10/10/2024)	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.	<p>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.</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>	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>	<p>Ongoing annual activity.</p> <p>In line with timescales set out in Capital Plan</p>	3	3	9	Director of Education/Head of Finance

			<p>Business Continuity Plans in place for services.</p> <p>Service Level Agreement (SLA) in place between ERC & ERCL.</p> <p>ERCL represented on ERC corporate asset management group.</p>								
C (13/08/2024)	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> <p>Revised playground policy, including updated checklist around 'loose parts' in and around school playgrounds due to issues arising from improper/malicious use.</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>31/01/2025</p> <p>Seek to address schools with lowest rated estate through future capital bids and/or other available funding streams.</p> <p>31/01/2025</p>	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 (22/10/2024)	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.	Declaration of local housing emergency to ensure customers and partners are aware of the ongoing pressures. 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 are under regular review. Section 5 agreements with local housing associations, which are regularly reviewed. Ring fenced stock & protocol in place to meet Corporate parenting duties. Ability to purchase accommodation - allows buying of hotel rooms, etc. on an emergency basis. A review has been undertaken of the HRA Business Plan to determine the capacity for additional council homes.	4	4	16	Ongoing review of internal housing processes and procedures to support increased prevention through internal service review groups. Corporate Strategic Partnership established to review homeless pathways from presentation, to temporary to permanent accommodation to ensure they are fit for purpose. Capital project commenced to extend Overlee House. Capital project to spend £1m in property acquisitions to extend the supply of temporary accommodation. Additional projects under development to increase the supply of temporary accommodation. Partnership approach ensure maximising of the Resource Planning Assumptions (RPA) provided to East Renfrewshire Council via the national Affordable Supply Programme is maximised to deliver as many units as possible. Partnership working with Association of Chief Housing Officers (ALACHO) to influence national strategy and policy development.	Ongoing Activities 31/12/2025 31/03/2025 31/07/2025 Ongoing Activities	3	4	12	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 (09/10/2024)	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> <p>Completed review of equipment requests – management oversight and monitoring in place</p> <p>Supporting people framework implemented April 23</p>	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 (10/10/2024)	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.	<p>Budget Strategy Group</p> <p>Corporate Ownership</p> <p>Treasury Management Strategy</p> <p>Ongoing monitoring of Council reserves</p> <p>3 Year budget arrangements</p> <p>Change to financial planning timetable to allow earlier budget deliberations and a realignment of budget with council outcomes.</p> <p>Close monitoring of expenditure/income against budget throughout the year.</p> <p>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.</p> <p>Prioritisation of Digital Transformation Programme and continual review of projects to ensure effective progress and business cases.</p> <p>Budget aligns with conditions set out in Scottish Government settlement letter.</p> <p>Updated settlement figures received from Scottish Government.</p> <p>Long term budget and scenario planning. Outline Financial Plan, reserves and Council Tax level reviewed annually by Council.</p> <p>Education resources reviewed in context of school empowerment and carry forward limit agreed.</p>	3	4	12	<p>Review reserves and consider options for future years' utilisation/reclassification to assist with meeting budget pressures if required.</p> <p>Reintroduction of 3 year national settlements from 2025/26.</p> <p>Avoid all non-essential spend if required.</p> <p>Continue to utilise new Service Concession flexibility.</p> <p>Establishment of Education Assurance Board</p>	<p>31/10/2025</p> <p>31/12/2024</p> <p>31/03/2025</p> <p>31/03/2025</p> <p>Subject to national timescales</p>	3	3	9	Head of Finance

<p>S (05/03/2024)</p>	<p>6.6</p>	<p>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</p> <p>Failure to incorporate information governance elements through a privacy by design approach into procurement, project management, process and technologies</p> <p>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</p>	<p>Review of processes and procedures to ensure compliance with the General Data Protection Regulations and the Data Protection Act 2018 completed.</p> <p>Records Management Plan updated in line with Audit review and through ongoing revision.</p> <p>Retention schedule under ongoing review and revision.</p> <p>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.</p> <p>Guidance has been created and published in respect of Redaction to reduce the risk that personal data is inadvertently published.</p> <p>Data Protection Policy has been revised to reflect the role of a dedicated Data Protection Officer (DPO).</p> <p>Service Privacy Notice Template updated and exercise in place to ensure that these are regularly reviewed.</p> <p>Annual Data Protection reporting mechanism to CMT established alongside engagement with Departmental Management/Leadership Teams.</p> <p>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.</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>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.</p> <p>Assessment of requirements for storage of hard-copy records to be considered.</p>	<p>31/12/2024</p> <p>31/12/2024</p>	<p>1</p>	<p>3</p>	<p>3</p>	<p>Director of Business Operations & Partnerships</p> <p>Chief Executive</p>
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C (09/10/2024)	6.7	<p>Interruption to service or total inability to provide ICT services, resulting in impact to Council business.</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>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.</p> <p>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</p>	4	3	12	<p>As part of our ambition to enhance the backup & recovery capability at ERC, the plan is to develop an IT Disaster Recovery (DR) capability for where possible, core Council-hosted Systems.</p> <p>Plan and perform regular audited disaster recovery (DR) tests and rehearsals. Plan for new DR test Dec 2024 to enable backup & recovery capability to become "live". Phase 2 of this project is the creation of a "passive" DR failover site to be located within the cloud to further improve resilience. Annual desktop exercise was successfully completed in Dec 2023 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>A detailed 2 phase Infrastructure Review is underway and due to be completed Dec 2024. Several improvements have already been made and ageing infrastructure identified with a rolling replacement programme being developed.</p> <p>A feasibility study to relocate Data Centre 2 (DC2) into Eastwood HQ is underway which will improve resilience reducing the reliance on DC1 at Barrhead for the majority of network traffic.</p>	31/03/2025	2	2	4	Director of Business Operations & Partnerships
C (21/08/2024)	6.12	<p>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.</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>ERC has signed up as the first Scottish Local Authority to take direct intelligence feeds into our firewall appliances.</p>	3	4	12	<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.</p>	31/03/2025 Ongoing Activity	3	3	9	Director of Business Operations & Partnerships

<p>S (22/02/2024)</p>	<p>6.22</p>	<p>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.</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 economic consequences (e.g. construction inflation on costs, availability of labour, changes to safe working practices, etc).</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 & are placing bitumen orders 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 2024/25 financial year.</p> <p>Oversight of critical capital projects takes place through a number of boards / groups, as well as regularly through the Corporate Management Team.</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>Progress actions under the Get To Zero Action plan that assess the potential costs and timeline for climate action.</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>Ongoing Considerations</p>	<p>2</p>	<p>3</p>	<p>6</p>	<p>Director of Environment & Head of Accountancy</p>
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C (10/09/2024)	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	<p>Ongoing reporting to IJB on management plans as part of the revenue monitoring reporting process.</p> <p>Savings, Recovery and Renewal Programme in place to monitor all change activity and capture savings.</p> <p>Financial Recovery & Budget Setting update provided to IJB in January 2024.</p> <p>Use of earmarked reserves.</p> <p>Projected HSCP overspend included within Council's general fund.</p> <p>Investment for the Future allocation was agreed in April 2024 & dashboard developed for reporting progress on the supporting people framework.</p>	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 Finance & HSCP Chief Officer
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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
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	6.3	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	Recognition that the Capital Plan for the Trust is annually updated / considered and recording this as an ongoing / annual control.	Resilience Coordinator - A Jenkins	
	04/03/2024	2.13	Update of proposed control measures	Reflecting agreement of works through Council capital plan - agreed through budget at end of February	Graeme Hay - Education Senior Manager	Alerted to A Jenkins - Teams 4th March
	05/03/2024	6.1	Update of proposed control measures & dates	Update to note that 24/25 budget has passed and reflect the need for 25/26 financial planning.	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 reflect changes to Capital plan etc	Graeme Hay - Education Senior Manager	
	07/03/2024	2.4	Update of control measures	Update to reflect capital plan	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		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. 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. Strengthen management oversight of RESOURCE ALLOCATION AND equipment requests		Lee McLaughlin, HSCP	
	12/03/2024	2.2	Added Eligibility threshold increased to substantial/critical - Nov 2023 to proposed mitigation column and changed proposed mitigation to reflect wording in 5.1 as relates to same work		Lee McLaughlin, HSCP	
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	Advised by B Ashcroft on 3 April 2024.

	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. Addition of a new Proposed Control: 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.	Update to reflect controls having been met; but also the inclusion of a further proposed control.	Resilience Coordinator - A Jenkins	Advised by B Ashcroft on 7 May 2024.
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	Discussed at Housing Management Team meeting on 15 July 2024.
	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	Advised by L Pringle on 20 August 2024 in CMT discussion.
	29/08/2024	3.9	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	Discussed at 20 August 2024 CMT, confirmed with the Senior Housing Manager in discussion.
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	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)	
V6.9	09/10/2024	5.1	Update of controls to include: "Supporting people framework implemented April 23"	Enhancing of controls.	Governance & Compliance Officer - P Gomes	
	09/10/2024	6.7	Update of proposed controls to include: "Plan and perform regular audited disaster recovery tests and rehearsals. Plan for new DR test Dec 2024 to enable AWS backup & recovery capability to become "live", Phase 2 of the AWS project is the creation of a "passive" DR failover site to be located within the AWS cloud to further improve resilience. Annual desktop exercise was successful completed in Dec 2023 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." and "A detailed 2 phase Infrastructure Review is underway and due to be completed Dec 2024. Several improvements have already been made and ageing infrastructure identified with a rolling replacement programme being developed." and "A feasibility study to relocate Data Centre 2 into ECHQ is underway which will improve resilience reducing the reliance on DC1 @ Barrhead for the majority of network traffic."	Enhancing of proposed controls.	Head of ICT & Resilience - B Ashcroft	

10/10/2024	2.4; 6.1; 6.29	Update of role for Risk Owner from "Head of Accountancy" to "Head of Finance" - to reflect the retirement of the Head of Accountancy in September 2024, and appointment of the Council's Head of Finance.	Reflection of changed personnel and correct role titles.	Resilience Coordinator - A Jenkins	Discussed as part of the 8 October CMT Review
22/10/2024	3.9	Update of risk wording to: "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."	Simplifies risk wording, as well as not having the appearance of attributing the cause of the risk to any particular grouping.	Resilience Coordinator - A Jenkins	Discussed with the Director of Environment and Senior Housing Manager.
22/10/2024	3.9	Update of controls to include: "Declaration of local housing emergency to ensure customers and partners are aware of the ongoing pressures." and "Ring fenced stock & protocol in place to meet Corporate parenting duties" and "A review has been undertaken of the HRA Business Plan to determine the capacity for additional council homes." Removal of the following control: "Increased supply of temporary accommodation across council, housing association and private sector properties."	Updated to better reflect the actions in place following the declaration of a Housing Emergency in September 2024.	Resilience Coordinator - A Jenkins	Liaison with the Senior Housing Manager
22/10/2024	3.9	Update of proposed controls wording and target dates. Proposed controls now are: "Ongoing review of internal housing processes and procedures to support increased prevention through internal service review groups" - Ongoing Activity "Corporate Strategic Partnership established to review homeless pathways from presentation, to temporary to permanent accommodation to ensure they are fit for purpose." - Ongoing Activity "Capital project commenced to extend Overlee House" – 31/12/2025 "Capital project to spend £1m in property acquisitions to extend the supply of temporary accommodation" – 31/03/2025 "Additional projects under development to increase the supply of temporary accommodation" – 31/07/2025 "Partnership approach ensure maximising of the Resource Planning Assumptions (RPA) provided to East Renfrewshire Council via the national Affordable Supply Programme is maximised to deliver as many units as possible." – Ongoing Activity "Partnership working with Association of Chief Housing Officers (ALACHO) to influence national strategy and policy development" – Ongoing Activity	Updated to better reflect the actions in place following the declaration of a Housing Emergency in September 2024.	Resilience Coordinator - A Jenkins	Liaison with the Senior Housing Manager

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 arrangements.	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	