

EAST RENFREWSHIRE COUNCILAudit & Scrutiny Committee27 March 2025Report by Chief ExecutiveREVIEW 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 an intended direction for updating the Council's Risk Management Framework and Risk Management Strategy.

RECOMMENDATIONS

2. The Audit and Scrutiny Committee is asked to 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 26 September 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, which is consistent with the previous report. No risks have been removed, updates have primarily been made to controls and proposed controls. 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 3 March 2025.

6. 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.

8. An update of the Council's Risk Management Strategy and Risk Management Framework is required during 2025. As part of the update process, opportunities for a workshop for Elected Member and Integration Joint Board representatives are being explored.

STRATEGIC RISK REGISTER OVERVIEW

High Scoring Risks

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

9.1 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.*

9.2 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.*

9.3 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.*

9.4 Risk 3.9 - *Lack of access to affordable housing for local people and to meet our statutory homeless duties.*

9.5 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.*

9.6 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.*

9.7 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).*

9.8 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.*

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
2.4 – 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.	Update of Risk Owner to Head of Finance from Head of Accountancy to reflect personnel changes 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.	Minor wording update to proposed controls wording.

<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>3.9 – Lack of access to affordable housing for local people and to meet our statutory homeless duties.</p>	<p>Update of risk wording to simplify the terminology and make more broadly understandable.</p> <p>Update of risk controls and proposed control to reflect the actions arising from the Council's declaration of a Housing emergency in September 2024.</p>
<p>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>	<p>Update of the controls to reflect the implementation of the supporting people framework.</p>
<p>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>	<p>Update of Risk Owner to Head of Finance from Head of Accountancy to reflect personnel changes.</p> <p>Update of proposed control wording & dates, to be reflective of one year financial settlement being confirmed for 2025/26.</p>
<p>6.6 – Failure to effectively manage the Council's information assets may result in:</p> <ul style="list-style-type: none"> - loss of or misuse of data; - incorrect sharing of data; - lost opportunities to use data to inform effective decision making, or improve service delivery; and - non-compliance with regulatory and legal obligation legislation. 	<p>Review and update of proposed control wording and associated timescales for these.</p> <p>Rewording of the risk description to simplify terminology.</p>
<p>6.7 – Interruption to service or total inability to provide ICT services, resulting in impact to Council business.</p>	<p>Update of proposed controls and associated timescales for these,</p> <p>Amendment of risk scoring and target risk scoring to reflect. The risk scoring is now a combined score of 16 (likelihood of 4 and impact of 4) and the target risk scoring is now a combined score of 8 (likelihood of 2 and impact of 4). This should reflect the impact of this risk being realised will have on Council operations, as well as the significance of the proposed controls.</p>
<p>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.</p>	<p>Update of Risk Owner to Head of Finance from Head of Accountancy to reflect personnel changes.</p> <p>Update of proposed controls to reflect budget setting for 2025/26 having been completed in February 2025.</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 Risk Owner to Head of Finance from Head of Accountancy to reflect personnel changes.</p>

UPDATE OF RISK MANAGEMENT STRATEGY & FRAMEWORK

11. Currently, East Renfrewshire Council has both a Risk Management Strategy, and a Risk Management Framework; both of these documents are due for update and review in 2025. The Strategy is designed to outline the context behind the Council's approach to risk management,

while the Framework sets out how we conduct risk management in practice. As part of the 2025 update process, the intention is to unify these into a single document, which will reduce potential for confusion and instances of repetition.

12. The CMT had a risk management workshop in September 2024, which was followed by Departmental workshops in January 2025. These were delivered by the Council's insurance provider, Zurich. Focus on these was on best practice, clearly defining risk and developing / maintaining an effective risk culture. The learning from these workshops will be factored into the update of the Council's Risk Management Strategy / Framework.

13. In order to exhibit an effective risk culture, the expectation is that the Council's risk arrangements are clearly aligned to appropriate Council strategic documentation. Consequently, as part of the 2025 update, A Place To Grow will be clearly linked in both the Risk Management Strategy / Framework and the Strategic Risk Register. This will mean redesign of the Strategic Risk Register to mirror the outcomes of A Place To Grow, with an additional fourth organisational outcome. As a result, there would be four risk tabs in the new Strategic Risk Register upon completion; compared to the current six. On initial consideration, the existing risks should be successfully mapped to one of the four risk tabs in this update.

14. Learning from the workshops has suggested that the Strategic Risk Register and Departmental arrangements should be for our highest risks, recognising that across the Council staff will be discussing and dealing with risks every day. Key within the Strategy / Framework will be in outlining the types of risk that will appear on the SRR or Departmental arrangements, while offering recognition that the day-to-day that will not necessarily be documented. This is another facet of building risk culture, by demonstrating that risk management is embedded within our daily working within the Council.

15. A clear definition of risks and issues will also form part of the updated Strategy / Framework; to ensure transparency on the areas of inclusion in the Strategic Risk Register going forward. Risks will be broadly defined as uncertain events that may occur in the future, with a longer term consideration. Issues will be defined as events that are happening, or have happened, with a shorter term focus.

16. CMT and Elected Member scrutiny of the Strategic Risk Register are substantive elements of the current Strategy and Framework documents. As part of the updated Strategy / Framework, this would remain as is with no suggestion of change to the frequency of normal updates to either the Audit and Scrutiny Committee or Cabinet.

17. The current working intention is for the CMT to consider a proposed draft Strategy / Framework document in the summer of 2025, alongside an updated format Strategic Risk Register.

18. To support the update of the Strategy / Framework and new look Strategic Risk Register, an Elected Member workshop is proposed. This would be delivered in conjunction with the Council's insurance provider Zurich and look to focus on:

- Definitions of Risk vs Issue;
- Good Characteristics of Risk Management;
- Risk Culture; and
- Update to ERC Strategy / Framework & future direction.

19. Invites would be provided to all Elected Members. However, to support robust scrutiny of the Strategic Risk Register going forward, it would be of significant benefit for all Audit & Scrutiny members, Cabinet Members and Integration Joint Board voting members to attend this workshop. It is hoped that both the workshop and updated Strategy / Framework would be in place before the

next bi-annual update to the Committee. However, any delays in this timeline will be promptly communicated in the interests of strong attendance levels.

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 Departmental Risk arrangements.

CONCLUSIONS

22. As part of the regular review of the Strategic Risk Register, no risks have been removed from the document and no new risks have been added. Following 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 every six months to the Audit and Scrutiny Committee; with the intention being to next update the committee in September 2025.

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 has taken place in September 2024 and January 2025. The learning from these will help shape the update of a single Risk Management Framework / Strategy that seeks to align to A Place To Grow and our People vision. As part of the update process, Elected Members will be invited to attend a Risk Management workshop; with timing to be confirmed.

RECOMMENDATIONS

25. The Audit and Scrutiny Committee is asked to 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

March 2025

APPENDICES

1. East Renfrewshire Strategic Risk Register V6.12 (Taken on 13 March 2025).

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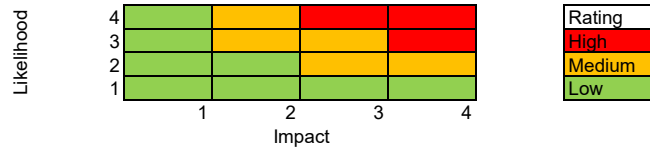
Classification	Official Sensitive
Name	East Renfrewshire Council Strategic Risk Register
Version	V6.12
Date	13/03/2025
Updated by:	Anthony Jenkins: Resilience Coordinator

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
S (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	<p>Ongoing review of social care eligibility thresholds under the Supporting People Framework Action Plan: reflecting available resources (currently the Supporting People Framework is updated to substantial and critical needs at this time).</p>	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
S (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> <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>	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>C (10/03/2025)</p>	<p>2.13</p>	<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 concerns from parents regarding safety.</p>	<p>3</p>	<p>4</p>	<p>12</p>	<p>Submission of future CPAs to support continued maintenance of school and ELC estate including, replacement of flat roofs and boilers and electrical wiring.</p> <p>Seek to address schools with lowest rated estate through future capital bids and/or other available funding streams.</p> <p>Implementation of revised Business Continuity Planning arrangements and updated planning resources within the Education Department.</p>	<p>By end February each year, as part of the budget setting process</p> <p>1/4/2025</p>	<p>2</p>	<p>4</p>	<p>8</p>	<p>Director of Education</p>
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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 (04/03/2025)	3.9	Lack of access to affordable housing for local people and to meet our statutory homeless 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 2024/25 and £1m in 2025/26 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 31/03/2026 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
S (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>	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 (13/01/2025)	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. Lobby for reintroduction of 3 year national settlements from 2026/27. Avoid all non-essential spend if required. Continue to utilise new Service Concession flexibility. Establishment of Education Assurance Board	31/10/2025 31/12/2025 31/03/2026 31/03/2026 Subject to national timescales	3	3	9	Head of Finance

<p>S (12/03/2025)</p>	<p>6.6</p>	<p>Failure to effectively manage the Council's information assets may result in: -loss of or misuse of data; -incorrect sharing of data; -lost opportunities to use data to inform effective decision making, or improve service delivery; and -non-compliance with regulatory and legal obligations.</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>Ongoing Activities</p>	<p>1</p>	<p>3</p>	<p>3</p>	<p>Director of Business Operations & Partnerships Chief Executive</p>
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<p>C (11/02/2025)</p>	<p>6.7</p>	<p>Interruption to service or total inability to provide ICT services, resulting in impact to Council business.</p>	<p>Appointed dedicated Infrastructure & Cyber Security Manager</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, most recent "real life" was Jan 25 (Storm Eowyn)</p> <p>Equipment is regularly maintained and replaced as required.</p> <p>Ensure supplier(s) contracts support recovery activities.</p> <p>Completed independent review of core infrastructure design and architecture to gain validation and assurance of both security and operational capability</p> <p>Improve monitoring and alerting of hardware and environmental systems to provide a proactive response.</p> <p>Co-located Data Centre secured to increase resilience and provide necessary service continuity.</p> <p>Information Security training is mandatory to raise employee awareness of cyber threats and handling information securely. Policy and communications now in place.</p> <p>Critical Impact Assessments across all ICT delivered services to define priority for availability/recovery completed.</p>	<p>4</p>	<p>4</p>	<p>16</p>	<p>A comprehensive Infrastructure Review has been completed with remedial work on recommendations currently underway.</p> <p>Plan being developed to replicate our main Barrhead Data Centre (DC1) into a secondary data centre (DC2) which will be located within the refurbished HQ. This will increase resilience by replicating key servers/services across 2 data centres to reduce any "single points of failure" as much as possible.</p> <p>Cloud-based options are being explored which could provide a "passive" Disaster Recovery site to be used in the event that either DC1 or DC2 was unavailable, to ensure key services continue to be provided.</p> <p>As part of the migration to SWAN 2 (Scottish Wide Area Network), the IT network will be redesigned to build in resilience & redundancy where possible.</p>	<p>31/12/2026 31/12/2026 31/12/2026 30/04/2027</p>	<p>2</p>	<p>4</p>	<p>8</p>	<p>Director of Business Operations & Partnerships</p>
<p>C (11/02/2025)</p>	<p>6.12</p>	<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>IS027001 range of technology, policy, procedures, standards and training exists across the council which is reviewed regularly to ensure it remains consistent with changes in technology, working practices and emerging threats.</p> <p>The CMT agreed that Information Security training should be mandatory and undertaken annually to raise employee awareness of cyber threats and handling information securely. Policy and communications now in place.</p> <p>Security standards are reviewed and revised using a risk management approach.</p> <p>The Council is a member of several Information / Cyber Security groups to monitor emerging threats and risk and share security alerts.</p> <p>Ensure the security architecture follows layered approach as defined by best practice.</p> <p>Adopt and implement Scottish Government Cyber Resilience Action Plan which will result in Cyber Essentials Accreditation.</p> <p>Information Security Schedule included within all procurement exercises establishing minimum security requirements supported by operational Data Sharing and Processing Agreements.</p> <p>Programme of Phishing tests in place for all staff. Results reported to CMT and additional refresher training for those that click on the test phishing email.</p>	<p>3</p>	<p>4</p>	<p>12</p>	<p>Due to heightened tensions as a result of the ongoing 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.</p> <p>Communications continue among all parties. ERC responds quickly to any threat intelligence provided.</p>	<p>Ongoing Activity Ongoing Activity</p>	<p>3</p>	<p>3</p>	<p>9</p>	<p>Director of Business Operations & Partnerships</p>

<p>C (25/02/2025)</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 at as early a juncture as possible.</p> <p>Re-profiling of 10 Year Capital Plan has taken place for 2023/24 with a view to identifying significant variations that should significant variations occur or are likely to occur in a single financial year.</p> <p>Review/reprioritisation of 10 year Capital Plan has taken place for the 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 2026/27 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 2026/27 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>31/03/2026</p> <p>31/03/2026</p> <p>Ongoing Considerations</p>	<p>2</p>	<p>3</p>	<p>6</p>	<p>Director of Environment & Head of Finance</p>
<p>S (10/09/2024)</p>	<p>6.29</p>	<p>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>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>	<p>4</p>	<p>2</p>	<p>8</p>	<p>Development & regular review of management plans by HSCP Heads of Service to contain projected overspend and identify additional savings.</p>	<p>Ongoing Action</p>	<p>3</p>	<p>2</p>	<p>6</p>	<p>Head of Finance & HSCP Chief Officer</p>

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
V6.6	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.	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 been 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; 6.22; 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
V6.10	01/11/2024	No changes made - V6.10 was discussed at Cabinet on 21 November 2024.			
V6.11	22/01/2025	6.1 Update of proposed control wording and dates .	Updated to reflect that the budget process for 2025/26 is underway at both a Scottish Government & Council Level	Resilience Coordinator - A Jenkins	
V6.12	22/01/2025	2.13 Minor update to proposed control measures	Looks to reflect work being developed to improve business continuity and resilience planning within the Education Department. New approach to be implemented once finalised.	Graeme Hay, Education Senior Manager	
11/02/2025	6.7	Review and update of proposed controls wording. Update of target dates for proposed controls. Review of proposed control scoring.		Head of ICT & Resilience - B Ashcroft	
11/02/2025	6.8	Review and update of proposed controls wording. Update of target dates for proposed controls.		Head of ICT & Resilience - B Ashcroft	
17/02/2025	6.6	Review and update of proposed control target dates and update of risk description to: "Failure to effectively manage the Council's information assets may result in: -loss of or misuse of data; -incorrect sharing of data; -lost opportunities to use data to inform effective decision making, or improve service delivery; and -non-compliance with regulatory and legal obligations."	Simplification of the risk description.	Resilience Coordinator - A Jenkins	Confirmation of risk wording in engagement with the Council's Information Governance Officer
25/02/2025	3.9	Update of proposed controls and subsequently of target dates to reflect inclusion of £1m funding agreement for 2025/26 to purchase housing from the open market to provide temporary accommodation.	Updated to reflect the February 2025 agreement for an additional £1m funding in 2025/26 to facilitate the purchase of properties.	Resilience Coordinator - A Jenkins	
25/02/2025	6.22	Update of proposed controls and subsequently of their target dates - to reflect the conclusion of the 2025/26 budgetary process & recognise that reprofiling for 26/27 will be the next required proposed control.		Resilience Coordinator - A Jenkins	
04/03/2025	3.9	Update of risk wording to: "Lack of access to affordable housing for local people and to meet our statutory homeless duties."	Simplification of the risk wording.	Resilience Coordinator - A Jenkins	Raised by Director of Environment at 4 March CMT.
10/03/2025	2.13	Update of proposed control dates - reflecting that the capital programme is an annual process.	Reflection of the capital programme being an ongoing proposed mitigation, that is currently updated annually.	Resilience Coordinator - A Jenkins	Agreed with G Hay via email.

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
V6.8	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	