AGENDA ITEM No. 4

EAST RENFREWSHIRE COUNCIL

AUDIT AND SCRUTINY COMMITTEE

16 August 2018

Report by Chief Executive

REVIEW OF THE STRATEGIC RISK REGISTER
AND RISK MANAGEMENT PROGRESS

PURPOSE OF REPORT

1.   This report provides the latest biannual update of the Council's Strategic Risk Register and a summary of risk management progress.   The previous update of the Strategic Risk Register was considered by the Audit and Scrutiny Committee on 8th March 2018.

RECOMMENDATIONS

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

BACKGROUND

3.   The Strategic Risk Register (Appendix 1) sets out the key strategic risks to be considered by East Renfrewshire Council and details the actions that management has put in place to manage these risks. Each service has an operational risk register to record day to day and service specific risks.

4.   The previous update of the Council's Strategic Risk Register was considered by the Audit and Scrutiny Committee on 8th March 2018.

5.   Several risks have been amended to include additional control measures and the risks have been rescored for significance. A thorough review of all risks on the register has been undertaken by the CMT. There are now 30 risks of which 11 are evaluated as high and 19 medium. Where a risk has been evaluated as "low" it will be removed from the Strategic Risk Register and monitored within Departmental or Operational registers if appropriate.

6.   Relevant significant risks which may impact on the achievement of the Council's outcomes relating to the work of the Integrated Joint Board and the Culture and Leisure Trust have been considered as part of this update.

REPORT

7.   The following risks remain as **high risks:**

- Inability to deliver sufficient early years places including an element of flexibility for the proposed increase to 1,140 annual hours of flexible early learning and childcare (by 2020) or further changes in entitlement. (*Risk 1.1*)
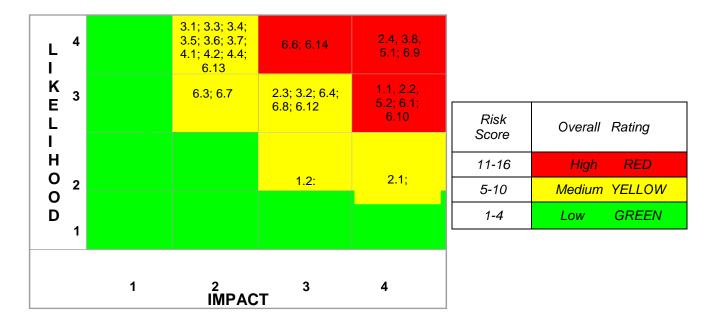
- Increase in the number of vulnerable adults and children with additional support requirements leading to a rise in demand in Education and HSCP services. *(Risk 2.2)*

- Closure of facilities (related to Trust) as a result of unforeseen failure resulting in loss of attendance, revenue, damage to reputation and increased management fee. (*Risk 2.4*)

- Increase in older people due to demographic changes leads to an over demand on certain services and failure to meet legislation, overspend and negative publicity. Pressures from new national delayed discharge targets of 72 hours. (*Risk 5.1*)

- Risk of an operational or financial failure to a key provider including care home, care at home and other care providers. Consequences could include disruption to service delivery, requirement to implement contingency plans, impact on individuals and families with potential disruption to care arrangements. *(Risk 5.2)*

- Reduced central government funding 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 on future years' budgets. (*Risk 6.1*)

- Outcome of EU referendum leads to economic uncertainty and detrimental impact on the Council budget. *(Risk 6.9)*

- Failure to effectively manage the Council's information assets to comply with Information legislation, in particular the Public Records (Scotland) Act, the Freedom of Information (Scotland) Act, the Data Protection Act and the General Data Protection Regulations. This could result in legal action, financial penalty, damage to council reputation and/or inability to provide council services. *(Risk 6.6)*

- Impact of Living Wage on the Council's salary scales with continuing pressure on the lower grades of the scale. Not maintaining differentials between grades. *(Risk 6.10)*

8.   The following risks **were added to** the register:

- Poor environmental performance in implementing climate change mitigation and adaptation measures could result in legislative non-compliance, higher utility and maintenance spend and reputational damage to the Council. It could also reduce the Council's ability to maintain services, buildings, infrastructure and public safety and wellbeing in the event of extreme weather occurring within the area. Ultimately this would impact on the Councils ability to achieve its agreed outcomes. *(Risk 3.8)*

- Loss of all site and internet connectivity and associated services due to insolvency event of contracted supplier leads to financial, operational and reputational impact. *(Risk 6.13)*

- Failure to implement a new Core Corporate System leading to the anticipated benefits and savings not being delivered for the Council. *(Risk 6.14)*

9.   No risks increased in score from medium to high.

10.   No risks reduced in score from high to medium.

11.   The following risks retained the same score as before but the risk descriptions were amended to **reflect the current position** (additions in bold, removed text with line through and revised risk included below for clarity):

- ~~Subject to approval of the draft Scottish Government budget for 2018/19 continuation of the grant condition relation to the pupil: teacher ratio :-~~ Should the grant condition on local government (ie maintain pupil: teacher ratio at 13.7) *(Risk 2.1)*

  o Should the grant condition on local government (i.e. maintain pupil: teacher ratio at 13.7) not be met nationally in 2018/19 then the Council's reputation would be adversely affected.

- ~~Failure of a Provider~~ - Risk of an operational or financial failure to a key provider **including care home, care at home and other care providers**. Consequences could include disruption to service delivery, requirement to implement contingency plans, impact on individuals and families with potential disruption to care arrangements. *(Risk 5.2)*

  o Risk of an operational or financial failure to a key provider including care home, care at home and other care providers. Consequences could include disruption to service delivery, requirement to implement contingency plans, impact on individuals and families with potential disruption to care arrangements.

- Loss of data or interruption to service due to cyber attack from internal or external malicious actors, or indiscriminate malicious programmes **orchestrated via digital channels deriving from both Council operations and those of its supply chain.** *(Risk 6.12)*

  o Loss of data or interruption to service due to cyber attack from internal or external malicious actors, or indiscriminate malicious programmes orchestrated via digital channels deriving from both Council operations and those of its supply chain.

12.   No risks were removed from the Strategic Risk Register.

RISK TOLERANCE

13.   **Map of strategic risks in East Renfrewshire Council**

LIKELIHOOD	1	2	3	4
4		3.1; 3.3; 3.4; 3.5; 3.6; 3.7; 4.1; 4.2; 4.4; 6.13	6.6; 6.14	2.4, 3.8, 5.1; 6.9
3		6.3; 6.7	2.3; 3.2; 6.4; 6.8; 6.12	1.1, 2.2, 5.2; 6.1; 6.10
2			1.2:	2.1;
1				

IMPACT

Risk Score	Overall Rating
11-16	*High RED*
5-10	*Medium YELLOW*
1-4	*Low GREEN*

Count of risk	Category			
Local outcomes	**Low GREEN**	**Medium YELLOW**	**High RED**	**Total**
1. All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed.	-	1	1	2
2. East Renfrewshire residents are fit and active and have the skills for learning, life and work	-	2	2	4
3. East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses to grow.	-	7	1	8
4. East Renfrewshire residents are safe and supported in their communities and homes.	-	3	-	3
5. Older people in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives for longer.	-	-	2	2
Customer, Efficiency and People Outcomes	-	6	5	10
Total strategic risks	*0*	*19*	*11*	*30*

RISK PROGRESS

14.   The CMT has discussed and reviewed the Strategic Risk Register on a regular basis. A number of updates have been made to reflect the risk Control Measures currently in place and the proposed risk control measures.

FINANCE AND EFFICIENCY

15.   The review of the Strategic Risk Register forms a fundamental role in ensuring that the Council meets the objectives detailed in Fairer East Ren, the Modern Ambitious Programme (MAP) and the Outcome Delivery Plan.

CONSULTATION

16.   The Corporate Management Team, Heads of Service and all Corporate Risk Representatives were invited to provide updates to the Strategic Risk Register. In addition, all operational risk registers were scrutinised and high risks examined to determine if they should be escalated to the Strategic Risk Register. Risks associated with East Renfrewshire Culture and Leisure (ERCL) and the Integrated Joint Board were also considered and escalated to the Council's Strategic Risk Register where appropriate.

CONCLUSION

17.   As part of the review of the register, 3 new risks were added and 3 risk descriptions were amended to reflect the current position. There are now 30 risks on the register of which 11 are classified as "high" risk.

18.   The risks captured in the Strategic Risk Register continue to be monitored and evaluated by the Corporate Management Team on a regular basis. The Strategic Risk Register is reported every 6 months to the Audit and Scrutiny Committee and annually to the Cabinet.

RECOMMENDATIONS

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

Lorraine McMillan, Chief Executive   4 July 2018

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Appendix 1   East Renfrewshire Council Strategic Risk Register_V4.0_04.07.18

KEY WORDS

This report provides the Audit and Scrutiny Committee with the latest biannual update of the Council's Strategic Risk Register.

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East Renfrewshire Council's Vision:

A modern ambitious council, creating a fairer future with all and our ultimate aim is to make people's lives better.

Completed by: Corporate Management Team (CMT) & Heads of Service

Date reviewed	01/08/2018
Version	3.7

				Outcome 1: All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed.							
Risk status S/C/N (Same, Changed, New)	**Risk No.**	**Risk (Threat/Opportunity to achievement of business objective)**	**Risk Control Measures currently in place**	**Assessment of Risk [As it is now]**			**Proposed Risk Control Measures**	**Assessment of Residual Risk [proposed]**			**Risk Owner**
				Likelihood (Probability)	Impact (Severity)	Risk Score		Likelihood (Probability)	Impact (Severity)	Residual Risk	
				[L]	[I]	[L x I]		[L]	[I]	[L x I]	
C (26/06/18)	1.1	**Inability to deliver sufficient early years places including an element of flexibility for the proposed increase to 1,140 annual hours of flexible early learning and childcare (by 2020) or further changes in entitlement.**	East Renfrewshire Council's proposed delivery plan approved by Education Committee and submitted to the Scottish Government (SG)/Scottish Futures Trust (SFT) in September 2017 detailing capacity, population and workforce requirements for the delivery of 1140 hours. Multi year revenue and capital funding announced by Scottish Government (SG)/COSLA (reflecting national population projections). Report to Education Committee in June 2018 highlighted funding gap due to local population projections higher than national assumptions and recommended officers and elected members continue to lobby SG/COSLA to understand the impact of insufficient funding on quality, flexibility and choice for families. Cabinet review of Captial Plan to include consideration of early years provision. Revenue funding allocated to date is being utilised to fund a training programme for existing employees to gain the necessary qualification to work in Early Learning and Childcare sector and to pilot expansion in some communities; initial capital is being used to extend Busby PS NC. Progress new facilities in the capital plan which have if required undergone education statutory consultation and have Education committee approval. New governance arrangements for the expansion of early years including the introduction of Boards and the adoption of a rigorous programme management methodology. Implement Early Learning and Childcare Strategy to plan longer term for extension to entitlement for preschool children.	3	4	12	Required infrastructure to be reflected in review of capital plan. Establish new provision in accordance with approvals/funding granted. Continue to lobby SG/COSLA with regards to implications of funding being based on national rather than local population projections. Continue to monitor provision in light of any policy changes/legislation and make appropriate bids for funding to take forward any required projects. Support new partner providers to establish high quality nurseries in areas where places are at a premium. Introduction of an Early Years Development Officer to support current and potential partner providers. Work as part of an inter-authority partnership to develop clear guidelines on quality early learning and childcare provision.	2	4	8	Director of Education

S (11/02/18)	1.2	**Potential new duties from the Children and Young People (Scotland) Act in relation to extending the age to which care leavers can receive support from their local authority and supporting kinship carers and families will have a significant financial impact and may lead to over demand on HSCP services.**	COSLA negotiations on schedule of financial support The Chief Social Worker attends Scottish Government Working Groups.	3	2	6	Resource alignment to support additional duties to comply from 2016 regarding named person, child's plans and additional corporate parenting responsibilities for young people up to 26 years old.	2	2	4	Chief Officer HSCP

				Assessment of Risk [As it is now]				Assessment of Residual Risk [proposed]			
Outcome 2: East Renfrewshire residents are fit and active and have the skills for learning, life and work.											
Risk status S/C/N (Same, Changed, New)	Risk No.	Risk (Threat/Opportunity to achievement of business objective)	Risk Control Measures currently in place	Likelihood (Probability) [L]	Impact (Severity) [I]	Risk Score [L x I]	Proposed Risk Control Measures	Likelihood (Probability) [L]	Impact (Severity) [I]	Residual Risk [L x I]	Risk Owner
S (22/01/18)	2.1	**Subject to approval of the draft SG budget for 2018/19 continuation of the grant condition related to the pupil: teacher ratio :-** **Should the grant condition on local government (i.e. maintain pupil: teacher ratio at 13.7) not be met nationally in 2018/19 then the Council's reputation would be adversely affected.**	Response submitted to Scottish Government consultation on the future approach to school funding, Fair Funding to Achieve Excellence and Equity in Education. This may influence the requirement for local authorities to maintain the overall pupil: teacher ratio financial settlement condition. (Outcome to be reported Summer 2018) Scottish Government recently launched a further consultation; Empowering Schools: A Consultation on the Provisions of the Education (Scotland) Bill which would empower Head Teachers to make local decisions on staffing structures/teacher numbers. Spending pressures for 2018/19 reflect teacher numbers required to maintain the pupil teacher ratio at Census 2017 level taking account of projected pupil numbers for session 2018/19. Close monitoring of teaching vacancies in liaison with HR to ensure all action possible taken to meet pupil: teacher ratio (if required) for Census 2018. Maximise the bid for newly qualified teachers for academic session 2018/19.	4	2	8	Continue to work with ADES (Association of Directors of Education in Scotland) colleagues to influence changes to funding arrangements for schools and respond to relevant national consultations.	3	2	6	Director of Education
S (19/02/18)	2.2	**Increase in the number of vulnerable adults and children with additional support requirements leading to a rise in demand in Education and HSCP services.**	Analysis of demographic changes. Increased financial forecasting. Increase in foster carers through local recruitment campaign. Education Resource Group to manage specialist resources and admission to specialist provision Learning disability supported living redesign Implemented Children's Services redesign	4	3	12	Review transition arrangements - child to adult services Inclusive Support redesign Fit for Future redesign Council continues to contribute to funding to demographic cost pressures	4	2	8	Chief Officer HSCP

S (22/11/17)	2.3	**Ensuring sufficient catchment places for East Renfrewshire children and young people in light of new residential developments- in particular the Local Development Plan.**	Regular review of places and demand.	3	3	**9**	Capital Plan regularly reviewed and updated to align with developments as they occur and reflect operational requirements. Education statutory consultation to be undertaken in advance.	2	3	**6**	Director of Education
			Current capital plan reflects new build educational estate supplemented as appropriate by developer contributions, according to timescales and extent of provision noted in LDP (1), approved June 2015.								
			New facilities are progressing according to need/resources and necessary consultations/ approvals.								
			New arrangements for admissions and P7 to S1 transfer for all Roman Catholic and non-denominational primary and secondary schools were approved on 20 December 2016 and are being implemented.								
			Responded to the Main Issues Report and contributed to the new LDP (2) highlighting any impact in terms of the educational estate.								
			Education/Environment have commenced a full review of demographic data to assist in forecasting future needs in terms of the school estate.								
C (26/06/18)	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.**	East Renfrewshire Council's Asset Management Plan.	4	4	**16**	Capital Plan regularly reviewed and updated to reflect operational requirements of facilities operated by the Trust.	3	3	**9**	Director of Education/ Head of Accountancy
			East Renfrewshire Culture & Leisure (ERCL) represented on ERC Corporate Asset Management Group (CAMG)				As recommended by the independent financial and business review submit bid to Capital Programme to establish a annual budget to fund minor works outwith day to day repairs and maintenance i.e to improve customer environments.				
			Quarterly meetings take place between the Trust and Property and Technical Services to monitor performance.								
			Business Continuity Plans in place for services.								
			SLA in place between ERC & ERCL.								
			Responded to the Main Issues Report and contributed to the new LDP (2) highlighting any impact in terms of the culture and leisure estate.								
			Capital Project Appraisals (CPAs) prepared for consideration through the capital plan to address operational requirements.								
			Joint action plan agreed (following independent financial and business review) includes targeted management action to enhance performance reporting , review current SLAs, and a review of repair and maintenance policies to provide an appropriate standard of quality for a commercial operation.								

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

Risk status S/C/N (Same, Changed, New)	Risk No.	Risk (Threat/Opportunity to achievement of business objective)	Risk Control Measures currently in place	Assessment of Risk [As it is now]			Proposed Risk Control Measures	Assessment of Residual Risk [proposed]			Risk Owner
				Likelihood (Probability)	Impact (Severity)	Risk Score		Likelihood (Probability)	Impact (Severity)	Residual Risk Score	
				[L]	[I]	[L x I]		[L]	[I]	[L x I]	
S (29/01/18)	3.1	**Glasgow and Clyde Valley City Deal infrastructure projects (including those projects outwith East Renfrewshire) do not proceed on schedule and/or do not produce the anticipated economic benefits owing to 3rd party issues, resulting in a gap in funding provided by UK and Scottish Government.**	Collaborative agreement between the Clyde Valley partners committing to project delivery and additional GVA. Rigorous check of all business cases by Programme Management Office (PMO) prior to expenditure approval and project implementation. Assurance Framework in place	2	4	8	Participation within locality framework arrangements to ensure effective preparations made for 2019 and subsequent gateway review processes. Monthly meetings between East Renfrewshire Council City Deal Programme Team to oversee progress with project delivery All business cases developed in accordance with green book guidance Existing and new employees trained in PRINCE2 to ensure effective project management	2	3	6	Director of Environment
S (29/01/18)	3.2	**Increase in construction inflation costs may negatively impact on the planned capital plan.**	Management of borrowing portfolio. Major capital projects have been reviewed for inflationary impact in preparing the 2018/26 Capital Plan. Reassessment of capital plan to ensure budget can be met. Achievement of outcomes from corporate asset management plan including consultation on future service delivery and robust challenge of capital plans by Corporate Asset Working Group Prudent budgeting with an increase in reserves Specialist treasury advice Close monitoring of capital expenditure/income against budget throughout year Participation in West Territory hub to permit joint development of capital projects Implementation of projects from City Deal programme will contribute to capital investment and increase economic activity across the area All projects in the Capital Plan are now inflated to mid construction point using Building Cost Information Service (BCIS) indices	3	3	9	Ongoing monitoring of BCIS indices	3	2	6	Director of Environment

S (29/01/18)	3.3	**Potential breaches of State Aid compliance leads to lengthy investigations, suspension of works leading to costly delays and financial penalties.**	State Aid reference is made within appropriate Cabinet/Council reports. An annual State Aid return is submitted to the Scottish Government's State Aid Unit. A member of the Council's Economic Development and Regeneration Team now attends 2 meetings per year at the Scottish State Aid Local Authority Network. The Scottish Government's State Aid Unit recently delivered a training session to employees from Economic Development and Regeneration, Legal Services, Finance and Procurement. A recent email was sent to all Heads of Service asking if new employees required training. Further training can be requested from the Scottish Government State Aid Unit. There is an explicit inclusion of State Aid in East Renfrewshire Council's Financial Regulations and/or Standing Orders. Further information including examples of what constitutes State Aid is provided in the relevant links.	2	4	8	Clearly defined departmental roles on the various aspects of State Aid. Although a limited number of employees in Economic Development have a good knowledge of State Aid they are not qualified lawyers in this area. State Aid is a legal matter. Develop a Council-wide grant aid register and process for addressing State Aid with clear governance. Arrange further State Aid training for relevant employees as necessary from the Scottish Government's State Aid Unit. Any training should also be extended to East Renfrewshire Culture & Leisure employees.	1	3	3	Director of Environment
S (01/02/18)	3.4	**Potential issues arising from public/fatal accident inquiries etc concerning the structural or other integrity of public buildings.**	Visual inspections undertaken of all buildings plus any other specific requirements arising from these inquires	2	3	6	Review the adequacy of visual inspections and supplement them with additional measures where required	2	1	2	Director of Environment
S (09/01/18)	3.5	**Failure to comply with the access restrictions to specific zoned areas of Braidbar Quarry, Giffnock leads to injury/ fatality.**	Partial fencing of Council owned land perimeter. Regular inspections undertaken and repair regime maintained and documented. Extensive warning signs around all areas of the site.	3	2	6	Fence off complete perimeter of Council owned land. Extend inspection regime.	2	2	4	Director of Environment

S	3.6	There is a risk of a ground collapse at Braidbar Quarry which could result in fatalities. Several residential properties are blighted by this site.	No mitigation factors are presently in place for a ground collapse and the effects of this are unknown.		2	4	8	Remediate affected land.	1	1	1	Director of Environment
S (09/01/18)	3.7	Impact of severe weather (caused by climate change) disrupting the functioning of the Council and its ability to deliver services (e.g. flooding or storms causing damage to public buildings, infrastructure and people and the effects of extreme cold/hot weather events)	Develop understanding of climate threats to East Renfrewshire based on relevant climate science and research		2	4	8	Participate in Climate Ready Clyde Arrangements Develop Adaptation Strategy to assist the Council in anticipating the adverse effects of Climate Change to prevent or minimise the damage, mitigating the effects of climate change related hazards. A Strategy is being developed at a Glasgow City Region level.	2	3	6	Director of Environment
N (01/08/18)	3.8	Poor environmental performance in implementing climate change mitigation and adaptation measures could result in legislative non compliance, higher utility and mainatence spend and reputational damage to the Council. It could also reduce the Council's ability to maintain services, buildings, infrastructure and public safety and wellbeing in the event of extreme weather occurring within the area. Ultimately this would impact on the Councils ability to achieve its agreed outcomes.	Implementation of a working strategy that addresses management, monitoring and reporting of environmental performance to ensure that legislative compliance is achieved and to future proof the Council against changing legislative requirements. Undertake energy efficiency updgrade programme to ensure that all buildings operate in as efficient a way as possible. This includes more efficient equipment as well as appropriate energy control and monitoring regimes. Continue to maintain all buildings and infrastructure to the best possible standard to reduce likelihood of structural failure. Continue to adhere to the Civil Contingency Plan for the Council to mitigate the impact on public safety during any extreme weather event.		4	4	16	Widen group of staff involved in environmental sustainability management to ensure all relevant information required by Government reporting schemes is available for reporting and compliance purposes. Ensure that all relevant staff involved in legislative compliance are provided with or allowed to take part in adequate training and development opportunities. Increase available funds for energy efficiency measures to increase pace of energy and emissions reduction at Council sites. Implement an Adapation Strategy the takes into account climate change in the area in the next 30 years to help the Council prepare buildings, infrastructure, staff and residents for more eratic and extreme weather.	3	3	9	Director of Envirnment

				Outcome 4: East Renfrewshire residents are safe and supported in their communities and homes.							

Risk status S/C/N (Same, Changed, New)	Risk No.	Risk (Threat/Opportunity to achievement of business objective)	Risk Control Measures currently in place	Assessment of Risk [As it is now]			Proposed Risk Control Measures	Assessment of Residual Risk [proposed]			Risk Owner
				Likelihood (Probability)	Impact (Severity)	Risk Score		Likelihood (Probability)	Impact (Severity)	Residual Risk	
				[L]	[I]	[L x I]		[L]	[I]	[L x I]	
S (19/02/18)	4.1	**Inconsistent assessment and application of the public protection agenda (Child Protection, Adult protection and Multi-Agency Public Protection Arrangements- MAPPA) may result in risk of children or vulnerable adults being harmed and lead to non-compliance with legislative standards.**	The operation of Child Protection, Adult Protection committees and MAPPA's meetings to deal with the strategic and practice issues. MAPPA extension to include violent offenders who present a serious risk of harm fully implemented. Audit process in place. Development of protection of vulnerable groups scheme (new employees then existing employees) with replacement of enhanced disclosures. Training on MAPPA extension completed. Partnership working is at an advanced stage with Police Scotland, NHS, Scottish Prison Service and other statutory partners. The requirement to produce and publish reports of activities. The availability of data with varying limitation for analysis and evaluation. Domestic abuse pathway being reviewed for adults without children. Adult Support and Protection (ASP) process being reviewed.	2	4	8	Following the extension of MAPPA to include Category 3 violent offenders, 3 employees have completed Risk of Serious Harm training, 3 employees are awaiting training dates. Negotiate with Scottish Government on the whole protection agenda for uniformity . Ensure the links are made for learning opportunity within the protection agenda. Develop a framework for reporting to the community planning partnership. Proposal paper for Domestic Abuse with HSCP DMT. Interface with "Fit for Future" to be considered. Implementation of "Safe Together" model will be implemented. All front line managers to be provided with refresher training concerning statutory compliance. Refresher training taking place and procedures updated as a result of Adult Support and Protection (ASP) Review	1	4	4	Chief Officer HSCP

				L	I	Rating		L	I	Rating	
S (13/12/17)	4.2	**Recent increases in acts of violence and intimidation, directed at some religious groups abroad, migrate to the Council area, thereby undermining the Council's Equality Outcome 6, "Members of equality groups live their lives, safe from discrimination, harassment, victimisation and violence" .**	A new Duty on public authorities under the Counter Terrorism and Security Act (2015) to have " due regard to the need to prevent people from being drawn into terrorism", in the exercise of their functions. The establishment of a working group represented by appropriate departments of the Council to support the development of an action plan that will satisfy the requirements of the Duty under the Counter Terrorism and Security Act (2015) . The development of links with the appropriate Services within Police Scotland to enable and facilitate training to support those officers of the Council who work with vulnerable people, including young people and to raise awareness of the Duty and its requirements amongst appropriate employee groups Joint monitoring of incidents between the Council, Police and relevant religious/community leaders. Liaising, as appropriate, with relevant national intelligence services. Working group and posts for refugee resettlement programme in place. Ensuring that our emergency procedures are in line with good practice.	2	4	8	Continuing to liaise, as appropriate, with relevant national intelligence services. Local PREVENT arrangements in place with key partners aimed at supporting those who may be vulnerable to being drawn into terrorism Presentations to Head Teachers and East Renfrewshire's Child Protection Committee to raise awareness.	1	4	4	Director of Corporate & Community Services
S (19/02/18)	4.4	**Historical Sexual Abuse Enquiry**	Adult Protection Committee and Child Protection Committee have been sighted on these issues. Protocol in place with Legal Services commencing the future risk that may be posed. Risk although low may be difficult to determine due to other indeterminate factors.	2	4	8	Employees have an awareness of the process to follow. Risk although moderate only lies within the foster care sector.	1	4	4	Chief Officer HSCP

				Assessment of Risk [As it is now]				Assessment of Residual Risk [proposed]			
Outcome 5: Older people in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives for longer.											
Risk status S/C/N (Same, Changed, New)	Risk No.	Risk (Threat/Opportunity to achievement of business objective)	Risk Control Measures currently in place	Likelihood (Probability)	Impact (Severity)	Risk Score	Proposed Risk Control Measures	Likelihood (Probability)	Impact (Severity)	Residual Risk	Risk Owner
				[L]	[I]	[L x I]		[L]	[I]	[L x I]	
S (15/01/18)	5.1	**Increase in older people due to demographic changes leads to an over demand on certain services and failure to meet legislation, overspend and negative publicity. Pressures from new national delayed discharge targets of 72 hours.**	Scottish Government -providing additional resources for Health and Social Care with emphasis on managing demographic pressures. Outcome Delivery Plan (ODP) and HSCP strategic plans build on foundation of CHCP and wider council prevention and early intervention strategy for older people. Agile working for HSCP employees improves efficiency. Annual budget setting takes account of demographic projections. Partnership with various professional agencies and community/public to support hospital admission avoidance and safe hospital discharge for older people.	4	4	16	HSCP fit for the future review and redesign Community Led Support programme diverting people to community resources and building own assets. Review of balance of care to be undertaken as part of new Integrated Joint Board (IJB) Strategic Plan. Council continues to contribute funding to demographic cost pressures	4	2	8	Chief Officer HSCP
N (20/06/18)	5.2	**Risk of an operational or financial failure to a key provider including care home, care at home and other care providers.** **Consequences could include:** **- disruption to service delivery** **- requirement to implement contingency plans** **- impact on individuals and families with potential disruption to care arrangements**	Local contract monitoring arrangements Work with Scottish Government, Scotland Excel and Cosla on care home market Consideration of balance of market share across external market providers Company Credit Health Checks	4	3	12	Failure of local provider at high risk due to poor inspection grades, moratorium and adult support and protection concerns. Mitigation of impact to include close working with care inspectorate to review and learn from recent provider failure and contingency planning arrangements Work with providers at risk to agree phased and managed approach to closure if required.	3	3	9	Chief Officer HSCP

Customers, Efficiency and People												
Risk status S/C/N (Same, Changed, New)	**Risk No.**	**Risk (Threat/Opportunity to achievement of business objective)**	**Risk Control Measures currently in place**	**Assessment of Risk [As it is now]**			**Proposed Risk Control Measures**	**Assessment of Residual Risk [proposed]**			**Risk Owner**	
				Likelihood (Probability)	Impact (Severity)	Risk Score		Likelihood (Probability)	Impact (Severity)	Residual Risk		
				[L]	[I]	[L x I]		[L]	[I]	[L x I]		
S (16/01/18)	**6.1**	**Reduced central government funding 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 / Increase in council's reserves (met target of maintaining reserves at 4% of net revenue budget) / 3 Year budget arrangements / Early communication of likely impacts and issues affecting the Council (budget) / 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 year. / Prioritisation of Modern Ambitious Programme and continual review of projects to ensure effective progress and business cases. / Updated settlement figures received from Scottish Government.	4	3	12	Achievement of targets and outcomes outlined in Modern Ambitious Programme. Long term budget and scenario planning. Outline Financial Plan to Council February 2018. Reserves reviewed for Council February 2018. Option to increase Council Tax from 2018/19.	3	3	9	Head of Accountancy	
S (22/01/18)	**6.3**	**Lack of appropriately skilled workforce due to the combination of loss of experience from redundancy / retirement, difficulties recruiting due to temporary contracts and shortage of skills in market place leads to a reduction in service levels damaging council reputation.**	New Leadership Competencies (which are linked to PRD) and the new Leaders of the Future Development Programme. / Head of Service lead in each department on workforce planning with an active corporate workforce planning group. / Use of organisational and financial business case when considering redundancies/ early retirals. / Workforce planning strategy approved with improved recruitment and selection procedures. / Succession planning toolkit available for managers. / Actively support COSLA working groups to benchmark best practices in workforce planning. / New Modern Ambitious Programme (MAP) launched with core workstreams on OD, Digital, Data and Modernising.	2	3	6	Updated workforce plan detailing department actions and demonstrating alignment with financial plan. Full implementation of Modern Ambitious Programme (MAP).	2	2	4	Director of Corporate & Community Services	

S (22/11/17)	6.4	**The drive to deliver our ambitious change programme has an adverse impact on our employees as they strive to balance a relentless pace and scale of change with day to day responsibilities, leading to slower delivery of benefits and/or lower performance as services go through change.**	Modern Ambitious Programme with core workstreams on Organisational Development, Digital, Data and Modernising in place since 2015. Each department has its own change programme and governing board to oversee progress, capacity, performance and delivery of benefits. Use of Modernisation Fund to ensure projects are adequately resourced, including use of additional employees on temporary contracts. CMT oversight of key corporate resources e.g. HR, ICT, PMO, Accountancy through MAP Board. MAP governance in place to prioritise resource and ensure benefits are delivered. Development of change management skills across the Council using accredited Project Management Courses, agile courses, management training and yellow belt training to assist with service redesign and broader skills and capacity for change in house. Capital Bids required to demonstrate alignment to 5 capabilities and single outcome agreement Overall summary of cashable efficiency benefits produced as part of Annual Efficiency Statement. Use of resource planning tools to determine impact of new and ongoing projects for key corporate resources (e.g. ICT, HR, PMO, Accountancy) Closer working with ICT using HOS and posts of Enterprise Architect and IT Business Relationship Managers.	3	3	9	Mapping of budget savings proposals to MAP and 5 Capabilities as part of budget process Consider Best Value Audit recommendations and develop plan for greater involvement of elected members in oversight of MAP and closer linkages between budget savings plans and MAP. Consideration of flexible external assistance and skills when change projects require. Develop more formal reporting of departmental change programmes to MAP Board, where there is scope for project learning to be deployed elsewhere in the Council. Greater use of "agile" project methodology to chunk projects into smaller, more manageable iterations, with lower risk. Further work to be done in 2018 on the Council's values and with the OD Board, to support delivery of change.	2	3	6	Director of Corporate & Community Services

		Risk	Existing Controls	L	C	Rating	Planned Actions	L	C	Rating	Owner
S (05/02/18)	6.6	**Failure to effectively manage the Council's information assets to comply with Information legislation, in particular the Public Records (Scotland) Act, the Freedom of Information (Scotland) Act, the Data Protection Act and the General Data Protection Regulations. This could result in legal action, financial penalty, damage to council reputation and/or inability to provide council services.**	Development of the corporate electronic document & records management system. Review of the Council's Records Management Plan.	3	4	12	Review processes and procedures to ensure compliance with the new General Data Protection Regulations Implement a proportionate Information Governance Framework across the Council to ensure consistent approach to governance. Review accuracy and implementation of retention schedule across the Council. Introduction of new procedures re subject access. Review of current contracts and sharing agreements. Creation of processes around privacy impact assessments. Review of breach reporting. Consideration of a properly resourced Data Protection Officer.	2	3	6	Chief Executive
S (22/11/17)	6.7	**Interruption to service or total inability to provide ICT Services due to the loss of the Barrhead Data Centre and/or other critical infrastructure components due to fire, vandalism, equipment malfunction (including environmental controls).**	Ensure that a robust data back-up and protection schedule for data is in place. Perform complete review of all current back-up arrangements to optimise resilience. Ensure that the Council has up to date Business Continuity Plans. Ensure that equipment is regularly maintained and replaced as required. Ensure supplier(s) contracts support recovery activities. The Council is a member of several Information / Cyber Security groups to monitor emerging threats and risk and share security alerts. The CMT agreed that Information Security training should be mandatory to raise employee awareness of cyber threats and handling information securely. A policy and awareness of this is being developed. Undertake independent review of core infrastructure design and architecture to gain validation and assurance of both security and operational capability. Improve monitoring and alerting of hardware and environmental systems to provide a proactive response. Secure a co-located Data Centre or equivalent geographically different Disaster Recovery capability at a commercial or partner location to increase resilience and provide necessary service continuity.	2	3	6	Undertake Critical Impact Assessments across all ICT delivered services to define priority for availability/recovery. Perform regular audited disaster recovery tests and rehearsals. Improve fire protection and monitoring systems in current Barrhead Data Centre.	2	2	4	Director of Corporate & Community Services

			Controls	Likelihood	Impact	Risk	Further Action	Likelihood	Impact	Risk	Owner
S (22/11/17)	6.8	**Failure to pay invoices within a specified timeframe (Local Government Benchmarking Framework indicator) or failure to pay invoices correctly (either through fraud or error), which could lead to cessation of supplies; risks to delivery of critical services; inappropriate payments; loss of funds to the Council; reputational damage to Council; issues with insurers; and possibly, in the extreme, legal action.**	Successful implementation programme for EDRM system for invoice scanning, storage and retrieval to improve management and oversight of creditor payments	3	3	**9**	Implement all audit actions.	2	3	**6**	Director of Corporate & Community Services
			Centralisation of invoice delivery to Creditors implemented January 2017.				Continue to focus on financial compliance and control with development of regular management reporting on accuracy, processing rates and performance.				
			Action plans in place to deal with Internal Audit recommendations.				Slower pace of change being implemented for end of 2017/beginning of 2018 to allow for				
			Regular governance meetings of Purchase to Pay Improvement Steering Group, chaired by the Chief Executive. Several governance meetings held each week by Head of Service and project team to assess performance, progress and accuracy. Daily tasking/production line meetings held with Creditors team.				E-invoicing project commencing 2018				
			Monthly performance figures produced for CMT.				Ongoing supplier management as part of centralisation				
			Regular sessions with departmental representatives to address progress. Progress reports to Audit and Scrutiny Committee in January and August 2017.				New comprehensive procedures manual due in first quarter of 2018, developed by Compliance Officer. Any changes to financial procedures will be signed off by Head of Accountancy.				
			Overtime and temporary employees being used to manage workloads and provide additional capacity for processing and evidence of performance improvements.				Further report to Audit & Scrutiny Committee on 1st March 2018				
			Compliance Officer recruited to focus on procedures, training, audit sampling and financial compliance.								
			Management of the service through Business Change & Revenues Service to enhance resilience for employees and fast-track the change programme.								
			Weekly updates on departmental invoice performance given to department representatives to direct action on payments.								
			Use of AP Forensics system to identify potential duplicate payments prior to each payment run.								
			All invoices over £10k subject to a double-check by senior employees prior to payment. Accountants included in this check. Checklist developed with Internal Audit.								
			Percentage sample of all payments under £10k checked prior to each payment.								
			Use of finance networks to share information on potential frauds.								

S	6.9	**Outcome of EU referendum leads to economic uncertainty and detrimental impact on the Council budget.**	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.	4	4	16	Budget Strategy Group to plan for range of financial scenarios. Outline Financial Plan to Council, February 2018 takes cognisance of this.	4	3	12	Head of Accountancy
S (08/02/18)	6.10	**Impact of Living Wage on the council salary scales with continuing pressure on the lower grades of the scale. Not maintaining differentials between grades.**	Supplement currently paid on Grade 1,2 and 3. COSLA paper has been prepared to share with Elected Members on the impact of living wage Use of finance networks to share information on potential frauds.	4	3	12	A full review of the grading scheme could be required. There are two possible outcomes - maintain a supplement with low impact or a full salary grade review which could result in significant cost to the council.	4	2	8	Director of Corporate & Community Services Director of Education Chief Officer HSCP
C (03/07/18)	6.12	**Loss of data or interruption to service due to cyber attack from internal or external malicious actors, or indiscriminate malicious programmes orchestrated via digital channels deriving from both Council operations and those of its supply chain.**	ISO27001 range of technology, policy, procedures, standards and training exists across the council which is reviewed regularly to ensure it remains consistent with changes in technology, working practices and emerging threats. The CMT agreed that Information Security training should be mandatory to raise employee awareness of cyber threats and handling information securely. A policy and awareness of this is being developed. Security standards are reviewed and revised using a risk management approach. The Council is a member of several Information / Cyber Security groups to monitor emerging threats and risk and share security alerts. Ensure the security architecture follows layered approach as defined by best practice. Information Security Schedule included within all procurement exercises establishing minimum security requirements supported by operational Data Sharing and Processing Agreements.	3	3	9	Enforce and report on mandatory information security training ensuring that managers are provided with reports of non-compliance. Undertake regular rehearsal of Cyber Incident Response process across ICT. Adopt and implement Scottish Government Cyber Resilience Action Plan which will result in Cyber Essentials Plus accreditation. Deliver additional capability for granular and specific data restores through the procurement of next generation back up and recovery tool.	3	2	6	Director of Corporate & Community Services

S (14/03/18)	6.13	**Loss of all site and internet connectivity and associated services due to insolvency event of contracted supplier leads to financial, operational and reputational impact.**	Legal to review contract clarification from SWAN Authority legal advisor, CMS, to ensure aligns with Council understanding. Legal to review and action as required SWAN Authority legal advisors advice for Call-Off Customers.	2	4	8	ICT will engage with Virgin Media and JANET, as current sub-contractors to understand what may be available to Council should an insolvency event occur with Capita. ICT and Legal/Procurement will continue to monitor the position and consider any further advice being issued by the SWAN Authority.	2	3	6	Director of Corporate & Community Services
N (14/05/18)	6.14	**Failure to implement a new Core System leading to the anticipated benefits and savings not being delivered for the Council**	Strong and robust Core Systems Programme and associated Projects governance and risk and issues registers backed by appropriate level of resources. Monthly meetings of the Core Systems Programme Board where Programme level risks and issues are discussed. Core Systems Programme Team using lessons learned from other public sector organisations who have implemented an integrated core corporate system. Regular engagement with a wide range of stakeholders across the Programme and Projects.	3	4	12	Working closely with ICT, the Core Systems Team will use enterprise architecture to ensure that the potential impact of each Project release is co-ordinated and accounted for. Identification and recruitment of employees with key skills and expertise to form the appropriate Programme Team and associated Project Teams ICT will lead the work to architect the overall design of the Core System to ensure a Council wide approach to systems.	2	4	8	Chief Executive