

EAST RENFREWSHIRE COUNCIL
AUDIT AND SCRUTINY COMMITTEE

30th March 2023

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 23rd September 2022.

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 23rd September 2022.

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 39 risks of which 9 are evaluated as high and 30 as 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. The Strategic Risk Register is reviewed and updated frequently as appropriate to reflect the current "live" situation and therefore liable to change. The Strategic Risk Register in Appendix 1 to this report is therefore reported below as dated (122nd March 2023).

7. Where risk numbers are not sequential within the Register this is as a result of a risk having been removed from the Strategic Risk Register.

8. 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

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

- Ensuring sufficient catchment places for East Renfrewshire children and young people across all sectors in light of impact of new residential developments – in particular the Local Development Plan. *(Risk 2.3 - High)*
- 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. *(Risk 2.4 - High)*
- Risk of failure of a key care provider, including care home, care at home and other care provider due to financial instability, staff recruitment and selection difficulties or significant care concerns. 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 – High)*
- 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). *(Risk 6.7 - High)*
- The Covid-19 Pandemic reduces community activity and diverts staff resources away from being able to identify, plan and deliver Participatory Budgeting (PB) opportunities resulting in the Council failing to meet its goal of 1% of spend being via Participatory Budgeting. *(Risk 6.24 – High)*

10. Further to discussion about the risk score of this risk at the Audit and Scrutiny Committee on 23rd September 2022 it has subsequently been reviewed and rescored down from **high to medium**:

- Inability to continue to deliver East Renfrewshire Council's preferred (or at least an acceptable) model of 1,140 hours of free early learning and childcare (ELC) which locally addresses the principles of quality, flexibility, accessibility and affordability. *(Risk 1.1-Medium)*
- Increase in the number of children and adults with additional support requirements leading to a rise in demand on services. *(Risks 2.2 - Medium)*

11. The following risk was rescored up from **medium to high**:

- Significant pressures and lack of service capacity impact on service delivery and quality standards. Impact on service users and carers. *(Risk 5.3 - High)*
- Reduced central government funding and new 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. *(Risk 6.1 - High)*

- 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. (*risk 6.12 - High*)

- Our major works capital programmes face unanticipated challenges as a result of external factors, during the lifespan of projects. These challenges have a detrimental impact on the costs and / or timescales relating to their delivery. Examples of the factors that could lead to pressures include Covid-19, EU Exit, the Ukrainian War and cost and technical solutions associated with achieving “Get to Zero” specifications. (*Risk 6.22 – High*)

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

- 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. (*Risk 2.13 – High*)

- Lack of affordable temporary and permanent accommodation to meet the statutory homeless duties and wider housing need. (*Risk 3.9 – High*)

- Significant and prolonged disruption to the Electricity Network impacts on normal service delivery and heightens vulnerabilities within our communities. Prominent risks include National Electricity Transmission System (NETS) Failure or planned Rota Load Disconnection. (*Risk 6.27 – Medium*)

- Unplanned disconnection of analogue telephone lines as part of Ofcom retirement of analogue telephone networks such as the Public Switched Telephone Network (PSTN) by the end of 2025 could disrupt Council services including communications, asset management and technology operations. (*Risk 6.28 – High*)

13. The following risks have been **removed** from the Strategic Risk Register since this was last considered by the Audit and Scrutiny Committee in September 2021.

- Ongoing threat of Covid-19 impacts on the Council's ability to provide education to children and young people, either through significant rates of absence or school/class closures in schools across the authority. Higher rates of staff absence due to impact of Covid-19 cases and the need for self-isolation. Ongoing impact of school closures on attainment of young people. (*Risk 1.4*)

- Removed: Covid-19 is no longer monitored in the same way across Education and is now mainstreamed in to day-to-day absence management.

- Covid-19 pandemic leads to customer anxiety, affects demand, attendances and revenues, impedes full recovery and results in an increased management fee. Combined with a requirement for rescheduling and reprogramming throughout the year affecting venue availability and high rates of staff absence, the national trend of loss of staff to the sector following lockdown and an inability to recruit, all continue to impact the ability to provide high quality service across all venues. (*Risk 2.8*)

- Removed: Covid-19 no longer has the same impact on day-to-day operations.

6

- Supporting the mass vaccination and other key Covid-19 response work streams within East Renfrewshire leads to other key work being delayed or postponed resulting in longer timescales for projects or work not being undertaken and outcomes for residents being reduced. *(Risk 6.20)*

- Removed: Covid-19 no longer has the same impact on day-to-day operations.

- High workloads with additional work as a result of the Covid-19 pandemic coupled with business as usual may impact on employee absence and poor wellbeing and also may impact on project delivery resulting in delayed deadlines which could damage the Council's reputation. *(Risk 6.23)*

- Removed: Covid-19 no longer has the same impact on day-to-day operations.

14. The following risk descriptions were amended to **reflect the current position or provide further clarity** (additions in bold, removed text with line through and revised risk included below for clarity) on this occasion.

- Potential breaches of **UK Subsidy Control** compliance lead to lengthy investigations, suspension of works leading to costly delays and financial penalties. **This risk is complicated by the newly introduced UK Subsidy Control (previously State Aid) regime; with updated guidance and procedures.** *(Risk 3.3)*

- Potential breaches of UK Subsidy Control compliance lead to lengthy investigations, suspension of works leading to costly delays and financial penalties. This risk is complicated by the newly introduced UK Subsidy Control (previously State Aid) regime; with updated guidance and procedures. *(Risk 3.3)*

- ~~Risk of failure of a key care provider, including care home, care at home and other care provider due to financial instability, staff recruitment and selection difficulties or significant care concerns. Consequences could include disruption to service delivery, requirement to implement contingency plans, impact on individuals and families with potential disruption to care arrangements.~~ **Significant pressures and lack of service capacity impact on service delivery and quality standards. Impact on service users and carers.** *(Risk 5.2 – High)*

- Significant pressures and lack of service capacity impact on service delivery and quality standards. Impact on service users and carers. *(Risk 5.3 - High)*

- Reduced central government funding and new 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. *(Risk 6.1 – Medium)*

- Reduced central government funding and new 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. *(Risk 6.1)*

- ~~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.~~ **Our ambitious change programme may be affected by prioritisation of resource due to budgets and service reductions. This may have an adverse impact on the pace and scale of change and our ability to deliver change,**

digital transformation and enable future efficiencies. This may lead to slower delivery of benefits and affect the development of our core ICT systems. (Risk 6.4 - Medium)

- Our ambitious change programme may be affected by prioritisation of resource due to budgets and service reductions. This may have an adverse impact on the pace and scale of change and our ability to deliver change, digital transformation and enable future efficiencies. This may lead to slower delivery of benefits and affect the development of our core ICT systems. *(Risk 6.4 - Medium)*
- Our major works capital programmes face ~~significant pressures~~ **unanticipated challenges** as a result of ~~raw material costs, supplier costs, supply chain or contractor difficulties as a result of Covid-19, Brexit and the war in Ukraine.~~ **external factors, during the lifespan of projects.** ~~This will have a detrimental impact on the costs and/or timescales related to the delivery of projects.~~ **These challenges have a detrimental impact on the costs and / or timescales relating to their delivery. Examples of the factors that could lead to pressures include Covid-19, EU Exit, the Ukrainian War and cost and technical solutions associated with achieving “Get to Zero” specifications. (Risk 6.22 – Medium)**
 - Our major works capital programmes face unanticipated challenges as a result of external factors, during the lifespan of projects. These challenges have a detrimental impact on the costs and / or timescales relating to their delivery. Examples of the factors that could lead to pressures include Covid-19, EU Exit, the Ukrainian War and cost and technical solutions associated with achieving “Get to Zero” specifications. *(Risk 6.22)*
- Resettlement of displaced persons from Ukraine and Afghanistan (or any other area) **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. *(Risk 6.26)*
 - Resettlement of displaced persons from Ukraine and Afghanistan (or any other area) 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. *(Risk 6.26)*

RISK TOLERANCE

15. Map of strategic risks in East Renfrewshire Council

Likelihood	4			5.2; 6.7; 6.24	
	3		1.3; 2.12	1.1; 2.2; 3.2; 3.3; 4.4; 5.1; 6.4; 6.12; 6.14; 6.22; 6.26; 6.27;	2.3; 2.4; 2.13; 3.9; 5.3; 6.1; 6.12; 6.28
	2			1.2; 2.6; 2.9; 3.1; 3.3; 6.3; 6.6; 6.18; 6.25	3.5; 3.7; 3.8; 4.1; 4.2;
	1				
		1	2	3	4
Impact					

Risk Score	Overall Rating
11 to 16	High – RED
5 to 10	Medium – Orange
1 to 4	Low – Green

Outcome	Low Risk	Medium Risk	High Risk	Total
1. All children in East Renfrewshire experience a stable and secure childhood and succeed	-	3		3
2. East Renfrewshire residents are healthy and active and have the skills for learning, life and work	-	4	3	7
3. East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses	-	6	1	7
4. East Renfrewshire residents are safe and live in supportive communities	-	3	-	3
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	-	1	2	3
6. Our Strategic Outcomes: Customer, Efficiency and People	-	9	5	14
Total Strategic Risks	-	26	11	37

RISK APPETITE

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

17. Following discussion at the Cabinet on 23rd February 2023 a further report on risk appetite will be considered by the Audit and Scrutiny Committee in 6 months’ time to consider if this continues to reflect the Council’s appetite for risk.

	Unacceptable to take						Higher willingness to take risks			
	1	2	3	4	5	6	7	8	9	10
Reputation										
Compliance										
Financial										
People and culture										
Operational Services										
Major change activities										
Environmental and social responsibility										

RISK PROGRESS

18. The Corporate Management Team continues to discuss and reviewed the Strategic Risk Register on a regular basis and it remains a standing item on the CMT agenda. A number of updates have been made to both the risk control measures currently in place and the proposed risk control measures to ensure the information reflects the most up to date position.

19. A revised Risk Management Strategy 2023 – 2026 was considered by Audit and Scrutiny Committee on 19th January 2023 and approved by Cabinet on 23rd February 2023.

20. A Risk Management Training session was arranged for Elected Members on 9th March 2023. This session was led by a Risk Management Consultant from Zurich and was attended by 8 Elected Members and appeared to be well received and some interesting discussion topics covered. A copy of the slides used during the training was shared with all Elected Members.

21. Following an initial suggestion by Audit Scotland that consideration was given to including any information on areas of interest or which could, at some point in the future, reach a level which would then result in a risk to the Council and, at that point, be included in the Strategic Risk Register. “Horizon scanning” information is included below to provide a high-level overview of areas which are currently being considered but have not, yet, resulted in a risk being added to the Strategic Risk Register.

22. Horizon scanning at present broadly includes the following areas which are being kept under review by the Corporate Management Team, Departments and Services as appropriate. Any risks identified will be added to the appropriate service, operational, departmental or Strategic Risk Register in due course.

- National Care Service Bill
- Housing – possible implications of the Housing Bill
- Education Reform Bill
- Asylum Dispersal Scheme
- Public Sector Reform Bill

FINANCE AND EFFICIENCY

23. 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

24. The Corporate Management Team, Heads of Service and all Corporate Risk Representatives were invited to provide updates to the Strategic Risk Register. In addition at this time 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 Trust (ERCLT) and the Integrated Joint Board were also considered by the relevant Departments and escalated to the Council's Strategic Risk Register where appropriate.

CONCLUSION

25. As part of the review of the register 4 new risks was added and 4 risks were removed. There are now 37 risks on the register of which 11 are classified as "high" risk.

26. The Strategic Risk Register is reported every 6 months to the Audit and Scrutiny Committee and annually to the Cabinet.

27. The risks captured in the Strategic Risk Register continue to be monitored and evaluated by the Corporate Management Team on a regular basis. The Appendix to this report therefore contains the most up to date position at the time of this report.

RECOMMENDATIONS

28. 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.

REPORT AUTHOR

- Lorraine McMillan, Chief Executive

- Gill Darbyshire, Chief Executive's Business Manager 07718 4252 036
gill.darbyshire@eastrenfrewshire.gov.uk

22nd March 2022

BACKGROUND PAPERS

- Appendix 1 East Renfrewshire Council Strategic Risk Register_V5.7_Updated
22.03.2023

BLANK PAGE

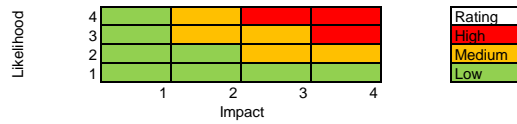
Classification	Official Sensitive
Name	East Renfrewshire Council Strategic Risk Register
Version	V5.7
Date	22/03/2023
Updated by:	Gill Darbyshire, Chief Executive's Business Manager

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



BLANK PAGE

Outcome 1: All children in East Renfrewshire experience a stable and secure childhood and succeed.												
Risk Status S/C/N (Same, Changed, New)	Risk Number	Risk (Threat / Opportunity to achievement of business objectives)	Risk Control Measures (Mitigations) current in place	Likelihood (Probability)	Impact (Severity)	Risk Score	Proposed Risk Control Measures (Mitigations)	Date for completion	Re-scored Likelihood (Probability)	Re-scored Impact (Severity)	Re-scored Risk Score	Risk Owner
C (07/03/2023)	1.1	Inability to continue to deliver East Renfrewshire Council's preferred (or at least an acceptable) model of 1,140 hours of free early learning and childcare (ELC) which locally addresses the principles of quality, flexibility, accessibility and affordability.	<p>ERC's anticipated annual revenue funding shortfall from the first full year (2021/22) of implementation of 1140 hours has been well documented since 2018 and officers and elected members have petitioned SG/COSLA. In anticipation officers have sought to maximise the carry forward of specific ELC grant funding released on a phased basis in advance of full implementation. Such actions helped delay the full financial impact of the funding gap up to and including 2022/23.</p> <p>High quality, flexible accessible childcare available within East Renfrewshire Local Authority settings.</p> <p>Continue to monitor provision and regularly review delivery models based on bi-annual consultation, ensuring efficiency in the use of space and resources, whilst offering choice to families to make LA provision attractive.</p> <p>Maintain tight control of revenue spend, including scrutiny of requests to recruit to ensure all recruitment is on a needs (ratio) basis and that staffing levels in ELC settings are operating at maximum efficiency. Maintain flexibility in staffing.</p> <p>Continue to monitor house building across the authority and, where necessary, increase local authority provision.</p> <p>Continue to work in partnership with funded providers to deliver flexibility, accessibility and choice to families.</p> <p>Introduction of Add-on hours and more flexible models of delivery beyond 1140, enabling families to purchase additional hours where capacity allows.</p> <p>Review of models to ensure greater flexibility and full time hours for parents.</p>	3	3	9	<p>Following the end of taper period (25/26), assess the impact on ERC's delivery models and report to elected members as appropriate.</p> <p>Ongoing review of capacity across communities to ensure sufficient places for families to access 1140.</p> <p>Review of staffing models to ensure continued efficiency of delivery.</p> <p>Consult on a bi-annual basis on models of delivery to ensure greater flexibility and choice for parents.</p> <p>Increase capacity in the Barrhead/Neilston community with the introduction of a nursery class at St John's Primary School.</p>	<p>31/05/2025</p> <p>30/06/2023</p> <p>31/08/2023</p> <p>30/09/2024</p> <p>31/01/2024</p>	2	3	6	Director of Education
C (07/03/2023)	1.2	Scottish Government Funding Follows the child guidance in relation to parents accessing Early Learning and Childcare (ELC) in their choice of provider will have a significant financial impact on budget. Review of sustainable rate places increased pressure on the budget.	<p>Rigorous scrutiny process to determine partnership status for East Renfrewshire Council Funded Providers.</p> <p>Setting a fair and sustainable funded rate for 2022/23.</p> <p>Promote the quality and affordability aspects of all ELC settings with parents and carers.</p> <p>Forecasting of the current demand and cost of children accessing non-Local Authority (LA) settings.</p> <p>Continue to implement Funding Follows the Child and the West Partnership Cross Boundary Protocol, allowing parents maximum choice.</p> <p>Revised ELC admissions policy reflecting the enhanced 1140 provision and the allocation of places.</p> <p>Operation of application window to ensure allocation to nurseries can be undertaken to provide financial oversight. Funding request window notified to all funded providers.</p> <p>Review of application process to ensure LA and Funded Provider applications run in parallel, reducing 'double offers' made to families.</p> <p>Continued provision of add-on and introduction of more full time place to increase the flexibility available within LA settings.</p> <p>Review of models of delivery in LA settings through the ELC Consultation exercise to provide greater choice and flexibility.</p>	2	3	6	<p>Establish a reference group with representation from funded providers to agree criteria for setting sustainable rate in future years.</p> <p>Review the sustainable rate for session 2023/24, to ensure ongoing sustainability for both funded providers and the authority.</p> <p>Review of models of provision to ensure ongoing attractiveness of local authority provision.</p>	<p>30/04/2023</p> <p>31/07/2023</p> <p>31/07/2023</p>	1	3	3	Director of Education

<p>C (07/03/2023)</p>	<p>1.3</p>	<p>An increase in the number of parents and carers seeking to defer their child's entry to primary school in line with the Scottish Government's 2023 policy implementation leads to insufficient places or reduced flexibility being available and increased costs to ensure provision can be made.</p>	<p>Implementation of the Early Learning & Childcare (ELC) Admission Policy</p> <p>ELC settings to continue to engage with parents, outlining the progress and achievements of children.</p> <p>Playful pedagogy approach in Early Years of Primary School including high quality remote provision during times of restrictions.</p> <p>Departmental officer sitting on national Scottish Government working group.</p> <p>Introduction of new admissions process to ensure early oversight of deferral numbers for 2023/24. Deferral mapping system in place to support service planning.</p> <p>Capital investment across the ELC estate to ensure sufficient places to deliver statutory commitment as part of exercise in capacity mapping across ELC communities.</p> <p>West Partnership working group looking at the impact of deferral on pedagogical practice.</p>	<p>3</p>	<p>2</p>	<p>6</p>	<p>Ongoing review of capacity and provision across communities to ensure sufficient places for families to access additional year of funded ELC.</p>	<p>30/04/2023</p>	<p>2</p>	<p>2</p>	<p>4</p>	<p>Director of Education</p>
---------------------------	------------	--	--	----------	----------	----------	--	-------------------	----------	----------	----------	------------------------------

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 (28/03/2022)	2.2	Increase in the number of children and adults with additional support requirements leading to a rise in demand which impacts on our ability to provide services.	<p>Advanced Practitioner post to improve practice across adult and children services in preparing young people with additional support needs for adulthood.</p> <p>Analysis of demographic changes and increased financial forecasting.</p> <p>Education Resource Group manage specialist resources and admission to specialist provision.</p> <p>Resource Allocation Group (RAG) strengthened membership to include educational psychologist and occupational therapist.</p> <p>New transitions strategy implemented and full team recruited</p>	3	3	9	<p>Continued monitoring and Covid support to partly offset increased demand.</p> <p>Implementation of Supporting People Framework</p>	<p>Ongoing (Review 21.03.23)</p> <p>30/04/2023</p>	3	2	6	Chief Officer HSCP
C (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>Implementation of school admission and placing request arrangements and policies.</p> <p>Current capital plan reflects new build and extended educational estate, supplemented as appropriate by developer contributions, according to timescales and extent of provision noted in LDP (1), approved June 2015.</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..</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.</p> <p>Council approved in June 2019 that the Proposed LDP2 be consulted upon in Autumn 2019, adopting a strategy of consolidation and regeneration with no further new housing sites released, with a factor for this being the demand for school places from any new developments, in addition to the demands from LDP1. The proposed LDP2 was challenged and subsequently was further examined by the Reporter with the Council responding to all challenges; the proposed LDP2 was adopted following the review in March 2022.</p> <p>The Council will continue to review school roll projections annually and Pupil Product Ratios (PPRs) at least every 2 years.</p>	3	4	12	<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>As appropriate 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>28/02/2024</p> <p>In line with relevant timescales</p> <p>In line with relevant timescales</p>	2	4	8	Director of Education
S (30/08/2019)	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>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>Responded to the Main Issues Report and contributed to the new Local Development Plan (LDP) (2) highlighting any impact in terms of the culture and leisure estate.</p> <p>Additional capital maintenance budget agreed for Trust properties in February 2019.</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>Progress new culture and leisure projects, reviewed regularly and updated to reflect requirements of facilities.</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>28/02/2024</p> <p>In line with timescales set out in Capital Plan</p> <p>In line with timescales set out in Capital Plan.</p>	3	3	9	Director of Education/Head of Accountancy

<p>C (13/03/2023)</p>	<p>2.6</p>	<p>An increase in the number of children and young people disengaging with learning as a consequence of legacy Covid-19 impacts and subsequently requiring specialist support.</p>	<p>Curricular focus on health and wellbeing to negate impact of Covid-19 Scottish Attainment Challenge funding to support wider efforts. Focus on supporting children and young people in to school and the promotion of in school learning. Effective multi-agency planning around the child. HealthIER Minds Service to support pupils and staff. Education Resource Group Inter-agency recovery group A review of specialist supports and services across the Education Department. Emotionally Based School Absence Support package developed including guidance, CLPL and specialist support.</p>	<p>2</p>	<p>3</p>	<p>6</p>	<p>Implementation of the findings of the ASN review. Wider campaign around the promotion of pupil attendance.</p>	<p>30/06/2023 30/06/2023</p>	<p>2</p>	<p>1</p>	<p>2</p>	<p>Director of Education</p>
<p>S (24/08/2021)</p>	<p>2.9</p>	<p>Inability to recruit appropriately skilled teacher workforce at all levels, leading to a reduction in service levels and an inability to provide adequate teaching across schools. Inability to recruit head teachers and other senior leaders, leading to an inability to provide education leadership. Lack of appropriately qualified CDOs results in decrease in quality across ELC provision.</p>	<p>Workforce planning strategy approved with improved recruitment and selection procedures. Ongoing work with university partners to ensure upskilling of new teacher workforce at all levels. Succession planning toolkit for managers. Training and support for aspiring leaders to provide a continuum from middle leadership through to HT. Leadership strategy embedded across the department.</p>	<p>2</p>	<p>3</p>	<p>6</p>	<p>Review of the CLPL offer to ensure appropriate high quality provision.</p>	<p>30/06/2023</p>	<p>1</p>	<p>2</p>	<p>2</p>	<p>Director of Education</p>
<p>C (13/03/2023)</p>	<p>2.1 2</p>	<p>The handback of PFI/PPP schools from the current management to the Council results in a decline in service due to an inability to successfully manage the transition and ongoing operation of the buildings. Buildings handed back to the Council as per the PFI/PPP agreements are not in an appropriate condition, resulting in additional maintenance costs for the Council.</p>	<p>PPP/PFI handback management group established, comprising of Bellrock SPV and appropriate officers from the Council to direct and monitor actions of operational sub groups: staffing; building condition and maintenance; equipment; legal; and finance. Membership of local government officers group</p>	<p>3</p>	<p>2</p>	<p>6</p>	<p>Establishment of oversight group and subgroups to plan effective transition to ensure ongoing services, building condition suitability and financial/legal issues are concluded. Membership of oversight group to include representative from SFT.</p>	<p>31/08/2023 31/08/2023</p>	<p>1</p>	<p>2</p>	<p>2</p>	<p>Director of Education</p>
<p>N (07/03/2023)</p>	<p>2.1 3</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. 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.</p>	<p>Maintenance planning arrangements in place, with appropriate oversight of any essential repairs. Continued funding of repairs budget to ensure continued investment in school/nursery facilities. Emergency heating arrangements in place within school/nursery Business Continuity Plans (BCPs), including remote monitoring of temperatures to ensure ongoing Health and Safety compliance Availability of remote learning for short periods of disruption. Fire Risk Assessments of buildings. Careful selection from framework of agreed contractors who will ensure appropriate preventative expectations are met on ERC sites</p>	<p>3</p>	<p>4</p>	<p>12</p>	<p>Updated BCP template for all schools and nurseries - reflecting black start procedures. Engagement with CHSU on new fire response procedures to consider new mitigations required. Supported CPA for boiler and roof renewal programme.</p>	<p>31/08/2023 31/05/2023 31/05/2023</p>	<p>2</p>	<p>4</p>	<p>8</p>	<p>Director of Education</p>

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

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 (13/02/2023)	3.1	Glasgow and City Region City Deal infrastructure projects (including those projects outwith East Renfrewshire) do not proceed on schedule and/or do not produce the anticipated economic benefits resulting in a gap in funding provided by the UK and Scottish Government.	<p>City Deal projects are delivered within the governance, procedures & project management requirements set out in the City Deal Assurance Framework. Regular reporting on City Deal projects is provided for Governance meetings that are held every 2 months. Additionally, there are frequent project & team meetings, with issues raised with the Programme Management Office (PMO).</p> <p>There are rigorous checks of all business cases - initially through checks by the Governance Board, prior to going to the PMO. There is a further check by the PMO prior to expenditure approval and project implementation.</p> <p>Reproofing projects in terms of scope, timescales and cost to ensure the projects remain value for money, can be achieved within current budgets and still provide the required GVA with the Finance Business Partner.</p> <p>The Regeneration and Infrastructure Group within the Environment Department is chaired by the Director of Environment and meets monthly, enabling monitoring of progress and issues relating to City Deal Projects.</p> <p>All existing & new employees receive regular training to ensure their project management knowledge is up to date. This includes all City Deal project managers being trained in NEC3 contracts and financial standing orders.</p>	2	3	6	Development and delivery of an annual report that will be provided to the Cabinet - to provide an overview of projects. This is being established in 2023 and will be offered each year thereafter.	30/04/2023	2	3	6	Director of Environment
S (17/08/2022)	3.2	Increase in construction inflation costs may negatively impact on the planned capital plan and City Deal GVA (Gross Value Add).	<p>Major capital projects have been reviewed for inflationary impact in preparing the 2020/2021 to 2029/2030 Capital Plan. Reassessment of capital plan to ensure budget can be met.</p> <p>There is prudent budgeting and ongoing monitoring of reserves - including monitoring the effects of Brexit, Covid-19 and construction inflation on costs, availability of labour and changes to safe working practices.</p> <p>Building Cost Information Service (BCIS) is updated annually and the mid construction point is used to inflate projects, and notified to the Finance Service.</p> <p>Regular review of Government budgets and subsequent Council budgets takes place, to consider impacts on major projects.</p>	3	3	9	Re-profiling of 10 Year Capital Plan should significant variations occur or are likely to occur in a single financial year.	Long Term Consideration	3	2	6	Director of Environment

C (13/02/2022)	3.3	Potential breaches of UK Subsidy Control compliance leads to lengthy investigations, suspension of works leading to costly delays and financial penalties. This risk is complicated by the newly introduced UK Subsidy Control (previously State Aid) regime; with updated guidance and procedures.	<p>Close monitoring of capital expenditure/income against budget throughout year.</p> <p>UK Subsidy Control references are made within appropriate Cabinet/Council reports, where relevant.</p> <p>A member of the Environment Department attends 2 meetings per year at the Scottish State Aid Local Authority Network, to keep up to date with any changes to Subsidy Control compliance.</p> <p>There is an explicit inclusion of State Aid / Subsidy Control 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 on the intranet (Home/Chief Executive's Office/State Aid Guidance)</p> <p>UK Government guidance has been published and is being updated. UK Government Guidance is available at: https://www.gov.uk/government/publications/complying-with-the-uk-international-obligations-on-subsidy-control-guidance-for-public-authorities</p> <p>An annual State Aid return is provided to the Scottish Government each June.</p>	2	3	6	<p>Economic Development have put a request to the Scottish Government for further training to staff, in light of the UK Subsidy Control regime coming into force in 2023.</p> <p>The above training will be offered to all relevant staff.</p>	30/06/2023 30/06/2023	2	2	4	Director of Environment
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.	<p>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.</p> <p>Digitised record inspection records are retained and regularly updated.</p> <p>No mitigation factors are presently in place for an internal structural collapse other than protection of the public through restricted access.</p>	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 (10/02/2023)	3.7	Impact of severe weather (caused by climate change) disrupting the functioning of the Council and its ability to deliver services.	<p>Business Impact Assessments and Business Continuity Plans consider implications of sudden and severe weather events.</p> <p>The Council participates in Climate Ready Clyde (CRC) project to evidence the impacts of climate change on the area and its assets and develop a climate change risk and opportunity assessment, adaptation strategy and action plan.</p> <p>Continue to construct and maintain all buildings and infrastructure to the best possible standard to reduce likelihood of structural failure.</p> <p>Participate in Clyde And Loch Lomond Flood Risk Management Group (CALL)</p>	2	4	8	<p>Develop and implement the Get to Zero Action Plan</p> <p>The Get to Zero Action Plan includes an action to complete a Climate Adaptation Risk Assessment, which should be noted. This will help identify areas or assets that are at most risk, and make recommendations for further action.</p> <p>Work with Climate Ready Clyde and regional partners to implement the Regional Adaptation Strategy and Action Plan.</p>	30/09/2023 Long Term Project	2	3	6	Director of Environment
C (03/03/2023)	3.8	Lack of Government funding to address climate change leads to East Renfrewshire Council being unable to achieve targets at the same time as maintaining core services with resulting public criticism/reputational damage.	<p>Regular petitioning of Scottish Government via COSLA takes place for adequate funding.</p> <p>The Council works closely with regional partners to ensure sharing of best practice.</p>	2	4	8	<p>Complete the Get to Zero Action Plan to assess the potential costs and timeline for action.</p> <p>Consider how climate change is being assessed in corporate decision making processes, such as Capital and Revenue investment strategies.</p>	30/09/2023 Long Term Project	2	4	8	Director of Environment
N (12/10/2022)	3.9	Lack of affordable temporary and permanent accommodation to meet the statutory homeless duties and wider housing need.	<p>Review of housing need and demand information used to inform housing supply targets.</p> <p>Affordable housing policy embedded in planning process.</p> <p>Allocation quotas for homeless households.</p> <p>Section 5 agreements with local housing associations.</p> <p>Increased supply of temporary accommodation across council, housing association and private sector properties.</p>	3	4	12	<p>Internal review of internal housing policies and procedures to move towards a greater prevention.</p> <p>A review with all partners to ensure a corporate review of homelessness.</p> <p>A review of homeless pathways from presentation, to temporary to permanent accommodation to ensure they are fit for purpose.</p> <p>An ongoing review of the HRA business plan to maximise new supply if possible.</p>	30/06/2023 30/06/2023 30/06/2023	2	4	8	Director of Environment

Outcome 4: East Renfrewshire residents are safe and live in supportive communities												
Risk Status S/C/N (Same, Changed, New)	Risk Number	Risk (Threat / Opportunity to achievement of business objectives)	Risk Control Measures (Mitigations) current in place	Likelihood (Probability)	Impact (Severity)	Risk Score	Proposed Risk Control Measures (Mitigations)	Date for Completion	Re-scored Likelihood (Probability)	Re-scored Impact (Severity)	Re-scored Risk Score	Risk Owner
C (21/03/2023)	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 Committee (CPC), Adult Protection Committee (APC) and MAPPA meetings deal with strategic and practice issues. *Safe Together* model implemented in HSCP and rolled out across Council. Regular reporting to COPP in place for adult, children and high risk offenders.	2	4	8	Strengthen reporting arrangements around SSSC registrations. (Recommendations from the short-life working group established Mar-22 to be implemented)	30/06/2023	1	4	4	Chief Officer HSCP
S (20/12/2021)	4.2	Acts of harassment, violence or intimidation, directed at particular religious or minority groups, impact on individuals and communities, resulting in harm and reduced confidence in being able to live safely and without fear within East Renfrewshire.	Local authorities have a duty under the Counter Terrorism and Security Act (2015) to have "due regard to the need to prevent people from being drawn into terrorism". The Council participates in multi-agency 'Prevent' and 'CONTEST' working groups, alongside other local authorities, Police Scotland and the Scottish Government, and has designated the Head of Digital and Community Safety as the Single Point of Contact (SPOC) for Prevent. The Council CRMT and the Civil Contingencies Service (CCS) ensure that appropriate business continuity and civil contingencies procedures are developed and maintained, to co-ordinate an effective response in the event of an incident impacting people, infrastructure or services. Where an individual has been identified as being at risk of being drawn into terrorism, there are well-established procedures for multi-agency case conferences (chaired by the Head of Adult Support and Protection) using the Prevent Multi Agency Panel (PMAP) referral process, with appropriate information sharing between the Council and Police to deliver targeted intervention activities. The establishment of a cross-departmental working group to develop actions to raise awareness amongst Council and Trust staff of the Prevent duty and identifying signs and risk factors of potential radicalisation.	2	4	8	Deliver work plan agreed by Prevent operational group to ensure education and awareness is received by the relevant staff groups. Target changed to reflect recent addition of Prevent Assurance Self-Assessment from Scottish Government Safeguarding & Vulnerability Team which will allow finalisation of work plan.	30/09/2023	1	4	4	Director of Business Operations & Partnerships
S (28/03/2022)	4.4	Scottish Child Abuse Inquiry - Children accommodated by East Renfrewshire Council and legacy areas from 1930 may have been the victims of historical abuse whilst in foster care. Capacity to meet potential increase in demand in relation to access to records and potential claims against the Council as Inquiry work progresses	Adult Protection Committee and Child Protection Committee have been sighted on these issues. Final s21 submission made to the Inquiry in July 2020 in relation to the foster care case study. The Inquiry requested further information which was submitted in Jan-22. The Inquiry will begin to take evidence from Jun-22 onwards – it is unclear at this point whether ER will be cited to court Key learning from S21 work shared with managers Identified leads in HSCP working alongside legal services to manage the progress of any allegations/claims made.	3	3	9			3	3	9	Chief Officer HSCP

Outcome 5: Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives												
Risk Status S/C/N (Same, Changed, New)	Risk Number	Risk (Threat / Opportunity to achievement of business objectives)	Risk Control Measures (Mitigations) current in place	Likelihood (Probability)	Impact (Severity)	Risk Score	Proposed Risk Control Measures (Mitigations)	Date for completion	Re-scored Likelihood (Probability)	Re-scored Impact (Severity)	Re-scored Risk Score	Risk Owner
C (15/03/2023)	5.1	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.	<p>Scottish Government providing additional resources (winter planning) for Health and Social Care with emphasis on managing demographic pressures.</p> <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>UCC Delivery Plan approved by IJB in March-22.</p> <p>Concluded redesign work focusing on rehabilitation</p> <p>Annual budget setting takes account of demographic projections.</p> <p>Reviewed front door arrangements to ensure fit for purpose in terms of recovery – new model launched Summer and making significant positive impact on waiting list for assessment</p> <p>Re-started Talking Points as part of Community Led Support programme, diverting people to community resources and building own assets.</p> <p>Monthly reporting to Scottish Government on winter planning funding.</p>	3	3	9	Develop and implement a prioritisation framework to ensure we continue to meet our statutory duties	30/04/2023	3	2	6	Chief Officer HSCP
S (15/03/2023)	5.2	<p>Risk of failure of a key care provider, including care home, care at home and other care providers due to financial instability, staff recruitment and selection difficulties or significant care concerns.</p> <p>Consequences could include:</p> <ul style="list-style-type: none"> - disruption to service delivery - requirement to implement contingency plans - impact on individuals and families with potential disruption to care arrangements 	<p>We work with the Care Inspectorate to ensure robust action plans for improvement are in place.</p> <p>We work with providers at risk to agree phased and managed approach to closure if required. Escalation process in place.</p> <p>Work with Scottish Government, Scotland Excel and CoSLA on care home market.</p> <p>Scotland Excel framework provides larger provider base to mitigate risk.</p> <p>Care Home assurance group established May 2020 (meets twice weekly).</p> <p>Care homes reporting key information which is reviewed by the care home assurance group to allow management of risk and support.</p> <p>Two community hubs established to provide range of support to care homes within Greater Glasgow and Clyde e.g. nursing, infection control support.</p>	4	3	12	<p>Reshape strategic commissioning plan based on outcome of the work exploring models of service delivery. Annual progress will inform our longer term approach.</p> <p>Increased monitoring by Commissioning and Contracts service (reviewed March 2023)</p>	<p>30/06/2023</p> <p>30/06/2023</p>	3	3	9	Chief Officer HSCP
C (15/03/2022)	5.3	Significant pressures and lack of service capacity impacts on service delivery and quality standards. Impact on service users and carers.	<p>Increased resource to support robust absence management due to significant absence.</p> <p>Single base operating for Care at Home</p> <p>Embedded full time Pharmacy resource within the service (Jul-20).</p> <p>Ongoing quality assurance and monitoring activity in place.</p> <p>Frontline recruitment progressing</p> <p>Increased OT resource to maximise outcomes and reduce supports required</p> <p>Project to support Care at Home redesign went live in December 2022</p> <p>New scheduling system, - Total Mobile now in place</p>	3	4	12	<p>Proposed service model to be presented to DMT for approval</p> <p>Conclude work to realign staff work patterns in order to maximise resource</p> <p>Full implementation of Total Mobile (with progress report to DMT)</p>	<p>30/04/2023</p> <p>31/06/2023</p> <p>31/05/2023</p>	2	3	6	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 (21/03/2023)	6.1	Reduced central government funding and new grant conditions leading to failure to support the current level of service provision leading to public discontent and negative effect on the Council's reputation and increased pressure to draw down council reserves on future years' budgets.	<p>Budget Strategy Group</p> <p>Corporate Ownership</p> <p>Treasury Management Strategy</p> <p>Ongoing monitoring of Council reserves</p> <p>3 Year budget arrangements</p> <p>Change to financial planning timetable to allow earlier budget deliberations and a realignment of budget with council outcomes.</p> <p>Close monitoring of expenditure/income against budget throughout the year.</p> <p>Prioritisation of Digital Transformation Programme and continual review of projects to ensure effective progress and business cases.</p> <p>Budget aligns with conditions set out in Scottish Government settlement letter.</p> <p>Updated settlement figures received from Scottish Government.</p> <p>Long term budget and scenario planning. Outline Financial Plan, reserves and Council Tax level reviewed annually by Council.</p> <p>Education resources reviewed in context of school empowerment and carry forward limit agreed.</p>	3	4	12	<p>Review reserves and consider options for future years' utilisation/reclassification to assist with meeting budget pressures if required.</p> <p>Reintroduction of 3 year national settlements from 2024/25.</p> <p>Avoid all non-essential spend if required.</p> <p>Continue to utilise new Service Concession flexibility.</p> <p>Consider any additional fiscal flexibilities offered by Scottish Government.</p>	<p>31/10/2023</p> <p>31/12/2023</p> <p>31/03/2024</p> <p>31/12/2023</p> <p>31/12/2023</p>	3	3	9	Head of Accountancy
C (21/03/2023)	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.	<p>Leadership Competencies (which are linked to Quality Conversation) and the Leaders of the Future Development Programme.</p> <p>Review of organisational and financial business case when considering redundancies/ early retrials.</p> <p>Succession planning toolkit available for managers.</p> <p>Actively support CoSLA working groups to benchmark best practices in workforce planning.</p> <p>Digital Transformation Programme launched with key programmes on Customer Experience; Business Systems & Processes and Workforce Productivity, supported by Organisational Development (OD) and a shared resourcing model including updated staffing structures.</p> <p>Strategic programme reporting for transformation programmes and investment reporting in place.</p> <p>Digital champions in place to support O365 training.</p> <p>CMT considered a review of the workforce plan in June 2022.</p> <p>Workforce planning strategy in place with active working group with senior management representation and departmental action plans which demonstrate alignment with the financial plan.</p>	2	3	6	<p>Implement the actions from the Workforce Action Plan.</p>	30/06/2024	2	2	4	Director of Business Operations & Partnerships

<p>C (22/03/2023)</p>	<p>6.4</p>	<p>Our ambitious change programme may be affected by prioritisation of resource due to budgets and service reductions. This may have an adverse impact on the pace and scale of change and our ability to deliver change, digital transformation and enable future efficiencies. This may lead to slower delivery of benefits and affect the development of our core ICT systems</p>	<p>Modern Ambitious Programme in place since 2015. New Digital Transformation programme approved as part of Digital Strategy in June 2021, with launch 1 April 2022. Key programmes on Customer Experience; Business Systems & Processes; and Workforce Productivity. New governance in place to oversee progress, capacity, performance and delivery of benefits.</p> <p>Shared resources for digital transformation in plan via mix of revenue and Capital funding and use of Modernisation Fund to ensure projects are adequately resourced, including use of additional employees on temporary contracts where required.</p> <p>Skills development in support of change includes accredited Project Management Courses, agile courses, management training, training to assist with service redesign and new courses on user research, Service Design, following the Scottish Approach to Service Design</p> <p>Capital Bids required to demonstrate alignment to 5 capabilities and key outcomes.</p> <p>Consideration of flexible external assistance and skills when change projects require.</p> <p>Greater use of "agile" project methodology to chunk projects into smaller, more manageable iterations, with lower risk. Agile training delivered to Leadership cohort in March 2022.</p> <p>Review of Council's Values with Organisational Development (OD) Board to support delivery of change.</p> <p>Work built on digital transformation project prioritisation, working and revised programme governance to ensure a joint strategic approach to decisions on projects that focuses on securing savings and delivering efficiency benefits, based on organisational skills and capacity.</p>	<p>3</p>	<p>3</p>	<p>9</p>	<p>Programme Boards to review projects and relative project prioritisation with a focus on delivery and benefits realisation</p>	<p>31/03/2024</p>	<p>2</p>	<p>3</p>	<p>6</p> <p>Director of Business Operations & Partnerships</p>
---------------------------	------------	---	---	----------	----------	----------	--	-------------------	----------	----------	--

<p>C (20/03/2023)</p>	<p>6.6</p>	<p>Failure to effectively manage the Council's information assets may lead to a risk of inadequate data handling, not adequately preventing loss of data and unlawful sharing of data may result in non-compliance with legislation, in particular Data Protection Act 2018 (including GDPR) , Freedom of Information Scotland Act (2002) and Records Management Public Services Act 2011</p> <p>Failure to incorporate information governance elements through a privacy by design approach into procurement, project management, process and technologies</p> <p>Inability to recognise the value of our information assets may result in lost opportunities to use data to inform decision making, transform services, support increased performance, enhance customer service and promote transparency and information quality assurance</p>	<p>Review of processes and procedures to ensure compliance with the General Data Protection Regulations and the Data Protection Act 2018 completed.</p> <p>Records Management Plan updated in line with Audit review and through ongoing revision.</p> <p>Retention schedule under ongoing review and revision.</p> <p>Review of policies and procedures is now complete and work is ongoing to ensure that policy and guidance is update to date and reflective of good practice.</p> <p>Guidance has been created and published in respect of Redaction to reduce the risk that personal data is inadvertently published.</p> <p>Data Protection Policy has been 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>30/09/2023</p> <p>31/12/2023</p>	<p>1</p>	<p>3</p>	<p>3</p> <p>Director of Business Operations & Partnerships</p> <p>Chief Executive</p>
---------------------------	------------	---	--	----------	----------	----------	--	-------------------------------------	----------	----------	---

<p>C (12/10/2022)</p>	<p>6.7</p>	<p>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).</p>	<p>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.</p> <p>Ensure that the Council reviews Business Continuity Plans at least annually.</p> <p>Ensure that equipment is regularly maintained and replaced as required.</p> <p>Ensure supplier(s) contracts support recovery activities.</p> <p>Undertake independent review of core infrastructure design and architecture to gain validation and assurance of both security and operational capability</p> <p>Improve monitoring and alerting of hardware and environmental systems to provide a proactive response.</p> <p>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.</p> <p>The CMT agreed that Information Security training should be mandatory to raise employee awareness of cyber threats and handling information securely. Policy and communications now in place.</p> <p>Critical Impact Assessments across all ICT delivered services to define priority for availability/recovery completed.</p>	<p>4</p>	<p>3</p>	<p>12</p>	<p>Plan and perform regular audited disaster recovery tests and rehearsals. Target updated from 31/03/23 to 31/05/23 to enable final documentation update and tests to be completed following follow on testing from initial desktop exercise.</p> <p>Develop an approach to adding out-of-hours monitoring and response for critical infrastructure to the ICT Service.</p>	<p>31/05/2023</p> <p>01/06/2023</p>	<p>2</p>	<p>2</p>	<p>4</p>	<p>Director of Business Operations & Partnerships</p>
<p>C (21/03/2023)</p>	<p>6.8</p>	<p>Failure to pay invoices, Covid-19 related payments and specific Educational Benefits Payments, within a specified timeframe (Local Government Benchmarking Framework indicator/Government requirements) or failure to pay said types of payments correctly (either through fraud or error), which could lead to cessation of supplies; risks to delivery of critical services; inappropriate payments; loss of funds to the Council; reputational damage to Council; issues with insurers; detrimental business/personal financial impact and possibly, legal action.</p>	<p>Range of controls in place which must be completed prior to and as part of the Payment Run. These include over/under £50,000 checks based on both value and sampling commensurate with risk.</p> <p>Integra Financial system has a number of inherent controls relative to functionality, authorisation and checks and duplicate payments.</p> <p>Monitoring and controls have been reviewed and enhanced across general invoice, Covid-19 and Educational Benefit payment processing. Risk of overreliance on key managerial resource has been mitigated with the recruitment of the Hardship Payment Team Leader from April 2022 (Temporary appointment for 15 months). Given ongoing changing environment, the risk is subject to ongoing review with formal assessment to be undertaken during 2023.</p>	<p>2</p>	<p>3</p>	<p>6</p>	<p>New real-time invoice dashboard in final stages of preparation and will be rolled out to managers to improve invoice performance.</p>	<p>31/08/2023</p>	<p>1</p>	<p>3</p>	<p>3</p>	<p>Director of Business Operations and Partnerships</p>

<p>C (13/10/2022)</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>ISO27001 range of technology, policy, procedures, standards and training exists across the council which is reviewed regularly to ensure it remains consistent with changes in technology, working practices and emerging threats.</p> <p>The CMT agreed that Information Security training should be mandatory and undertaken annually to raise employee awareness of cyber threats and handling information securely. Policy and communications now in place.</p> <p>Security standards are reviewed and revised using a risk management approach.</p> <p>The Council is a member of several Information / Cyber Security groups to monitor emerging threats and risk and share security alerts.</p> <p>Ensure the security architecture follows layered approach as defined by best practice.</p> <p>Adopt and implement Scottish Government Cyber Resilience Action Plan which will result in Cyber Essentials Accreditation.</p> <p>Information Security Schedule included within all procurement exercises establishing minimum security requirements supported by operational Data Sharing and Processing Agreements.</p> <p>Programme of Phishing tests in place for all staff. Results reported to CMT and additional refresher training for those that click on the test phishing email.</p>	<p>3</p>	<p>4</p>		<p>Due to heightened tensions as a result of the conflict in Ukraine, the Information Security Officer will liaise with Scottish Local Authority Information Security Group, CISP and other national bodies to ensure the Council defences are updated timeously on receipt of specific threat intelligence. Target date extended further from 31/03/23 to 31/12/23 due continuing conflict.</p>	<p>31/12/2023</p>	<p>3</p>	<p>3</p>	<p>9</p>	<p>Director of Business Operations & Partnerships</p>
<p>C (21/03/2022)</p>	<p>6.14</p>	<p>Failure to achieve anticipated benefits and savings from the Finance/HR/Payroll System would leave services short of capacity and risk service delivery.</p>	<p>Strong and robust Business Systems & Processes (formerly Core Systems) Programme and associated Project governance and risk and issues registers backed by appropriate level of resources.</p> <p>At least quarterly meetings of the Business Systems & Processes Board where Programme level risks and issues are discussed.</p> <p>Programme Team using lessons learned from other public sector organisations who have implemented an integrated core corporate system.</p> <p>Regular engagement with a wide range of stakeholders across the Programme and Projects.</p> <p>Working closely with ICT, the Programme Team use enterprise architecture to ensure that the potential impact of each Project release is co-ordinated and accounted for.</p> <p>Identification and recruitment of employees with key skills and expertise to form the appropriate Programme Team and associated Project Teams in place.</p> <p>Business readiness reviews in place prior to "go live" for all workstreams and Departments.</p> <p>Phase 1 Finance system successfully implemented August 2019</p> <p>Phase 1 HR/Payroll system implemented December 2020</p> <p>Identify set-up improvements to increase robustness of system.</p> <p>Staffing reviewed for transition from Core Systems Programme to new Business Systems & Processes programme for implementation from 1 April 2022.</p> <p>New governance for Business Systems & Processes Programme in place from 1 April 2022, with transitional handover meeting from Core Systems Board on 30/3/22.</p>	<p>3</p>	<p>3</p>	<p>9</p>	<p>Regular review of ongoing releases and project prioritisation with Business Systems & Processes Board & Corporate Management Team throughout 2022/23.</p>	<p>31/03/2024</p>	<p>2</p>	<p>3</p>	<p>6</p>	<p>Chief Executive</p>

<p>C (26/01/2023)</p>	<p>6.18</p>	<p>The re-emergence, escalation or waves of any emerging human health disease (including the Covid-19 pandemic) result in increased controls and restrictions being implemented within East Renfrewshire.</p> <p>This may impact on provision of services through: staff availability, supply chain issues, increased service demand, financial and service planning upheaval.</p>	<p>The Council Resilience Management Team has oversight of business continuity & contingency planning and would lead the Council's tactical response to any significant human health incident. This will include monitoring Government & Health Guidance, ensuring up to date and consistent staff & public messaging - which will include Managers Guidance.</p> <p>Bespoke Council Resilience Management Team Sub Groups were established during the response for Covid-19 and can be utilised for further waves / pandemics. The need for dedicated Sub Groups will be continually monitored, to reflect the situation.</p> <p>Up to date Contingency Planning arrangements: including Pandemic Guidelines for the Council and HSCP; Business Continuity and Incident Response Procedures.</p> <p>Established links to NHS Public Health and appropriate Multi Agency partners (included through Local and Regional Resilience Partnerships).</p> <p>Lobbying Scottish & UK Government for funding / flexibilities to address the additional financial pressures relating to Covid-19.</p> <p>CRMT meeting schedules have been proven to be flexible and adaptable, particularly through Covid-19 - allowing appropriate responses to developing pictures.</p>	<p>2</p>	<p>3</p>	<p>6</p>		<p>2</p>	<p>3</p>	<p>6</p>	<p>Chief Executive</p>
---------------------------	-------------	--	---	----------	----------	----------	--	----------	----------	----------	------------------------

<p>C (13/03/2023)</p>	<p>6.22</p>	<p>Our major works capital programmes face unanticipated challenges as a result of external factors, during the lifespan of projects. These challenges have a detrimental impact on the costs and / or timescales relating to their delivery. Examples of the factors that could lead to pressures include Covid-19, EU Exit, the Ukrainian War and cost and technical solutions associated with achieving "Get to Zero" specifications.</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>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 2023/24 financial year.</p>	<p>3</p>	<p>3</p>	<p>9</p>	<p>Value engineering of current and future projects to remain within budget.</p> <p>Virement from other projects.</p> <p>Rescheduling of projects into future financial years.</p> <p>Re-profiling of 10 Year Capital Plan to take place for the 2024/25 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 2024 / 25 financial year.</p> <p>Complete the Get to Zero Action Plan to 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>31/03/2024</p> <p>31/03/2024</p> <p>30/09/2023</p> <p>Ongoing Consideration</p>	<p>2</p>	<p>3</p>	<p>6</p>	<p>Director of Environment & Head of Accountancy</p>
<p>S (14/9/2021)</p>	<p>6.24</p>	<p>The Covid-19 Pandemic reduced community activity and staff capacity over a prolonged period which constrains the Council's ability to identify, plan and deliver Participatory Budgeting (PB) opportunities resulting in the Council failing to meet its goal of 1% of spend being via Participatory Budgeting.</p>	<p>Participatory Budgeting training and briefings being delivered refresh staff awareness and understanding as required.</p> <p>Regular updates to Corporate Management Team on progress.</p> <p>Support being given to Departments to develop PB proposals.</p> <p>Examples of good practice from other authorities being identified and shared with services.</p>	<p>4</p>	<p>3</p>	<p>12</p>	<p>Develop multi-year Participatory Budgeting project pipeline beyond 23/24 to build on current activity, provide sufficient advanced planning time to services and reduce the risk of not meeting the 1% goal in future years.</p>	<p>31/03/2024</p>	<p>2</p>	<p>3</p>	<p>6</p>	<p>Director of Business Operations and Partnerships</p>
<p>C (25/08/2022)</p>	<p>6.26</p>	<p>Resettlement of displaced persons from Ukraine and Afghanistan (or any other area) 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.</p>	<p>Regular engagement on Resettlement with COSLA, the UK and Scottish Governments - this will include highlighting the issues and challenges faced.</p> <p>An East Renfrewshire Resettlement group has been established and can be escalated where there is urgent support or information sharing needs.</p> <p>Available Scottish Government funding has been utilised to enhance available resources - including the recruitment of a further Client Advisor, recruitment of an ESOL tutor.</p>	<p>3</p>	<p>3</p>	<p>9</p>	<p>Exploration of proposals to buy back Council housing and increase Private Sector Leasing to enhance available housing options.</p> <p>As UK & Scottish Government funding models and opportunities are available, explore further ways to improve and enhance on services. Target extended to April 2024, to reflect ongoing resettlement work and funding available from UK & Scottish Government for Ukrainian resettlement.</p>	<p>31/08/2023</p> <p>30/04/2024</p>	<p>3</p>	<p>3</p>	<p>9</p>	<p>Chief Executive, Director of Environment, Director of Environment & Chief Officer HSCP</p>

<p>N (13/03/2023)</p>	<p>6.27</p>	<p>Significant and prolonged disruption to the Electricity Network impacts on normal service delivery and heightens vulnerabilities within our communities. Prominent risks include National Electricity Transmission System (NETS) Failure or planned Rota Load Disconnection.</p>	<p>The Council Resilience Management Team regularly considers Power Resilience as one of its areas of focus.</p> <p>The Electricity Supply Emergency Code (ESEC) have been identified for Council buildings - enabling a scoping of impacts of any Rota Load Disconnection, should this be announced by the UK Government.</p> <p>Regular engagement takes place with Scottish Power Energy Networks takes place through the appropriate Resilience Partnership channels.</p> <p>Council representatives have attended 3 exercises in 2022 that focus on Power Resilience challenges (one Regional Resilience Partnership, one Local Resilience Partnership and one Council Resilience Management Team exercise).</p> <p>Each Department has Business Continuity Planning in place, which will consider Power / Utility outages and service delivery, which would initially be followed.</p> <p>The Council has a Power Resilience Plan, which considers the roles and responsibilities of key officers in a NETS Failure - as well as linking to appropriate multi-agency arrangements. This was approved at the CRMT meeting in March 2023.</p>	<p>3</p>	<p>3</p>	<p>9</p>	<p>Ahead of winter 2023/24, consideration of updating messaging on Council channels to emphasise general resilience good practice (e.g. Grab Bags), as well as flagging key power channels (e.g. Scottish Power Energy Networks Priority Register, Power 105 website & phone number).</p> <p>Utilise gathered information on ESEC for Council buildings to provide a mapping / GIS solution for key Council Officers, to understand impacts of any Rota Load Disconnect.</p> <p>Consider the ESEC information gathered from a public facing point of view.</p> <p>Look to carry out Business Continuity Exercising at a Departmental level, with inclusion of a power loss scenario to assist in verifying planning arrangements and to create awareness of the response to challenges faced.</p>	<p>31/10/2023 31/10/2023 31/10/2023 31/12/2023</p>	<p>3</p>	<p>2</p>	<p>6</p>	<p>All Departments</p>
<p>N (16/02/2023)</p>	<p>6.28</p>	<p>Unplanned disconnection of analogue telephone lines as part of Ofcom retirement of analogue telephone networks such as the Public Switched Telephone Network (PSTN) by the end of 2025 could disrupt Council services including communications, asset management and technology operations.</p>	<p>Project Team assembled, with Project Manager assigned to manage information gathering, communications and service actions.</p> <p>Focused dialogue in place with Virgin Media Business on the lines in use at Sheltered Housing complexes, now confirmed as 2025 shutdown.</p>	<p>3</p>	<p>4</p>	<p>12</p>	<p>Gather information from all Telco providers on expected switch off dates of their exchanges.</p> <p>Action plan for 2023 developed for all lines identified, including Procurement support for affected supplier engagement.</p> <p>Action plan for 2024 to 2025 developed for all lines identified, including Procurement support for affected supplier engagement.</p>	<p>31/03/2023 31/03/2023 01/10/2023</p>	<p>2</p>	<p>3</p>	<p>6</p>	<p>All Departments</p>