
To: Audit, Scrutiny and Petitions Board

On: 1 June 2015

Report by: Director of Finance and Resources

Heading: Risk Management Annual Report 2014/15

1. Summary

1.1 This paper presents the Risk Management Annual Report for 2014/15 (Appendix 1). The Report describes the corporate risk management activity that has taken place during 2014/15 in relation to the council's risk management arrangements and strategic risk management objectives. It is not the purpose of this paper to report on the management of specific risks as such information is already provided to the policy boards through the Corporate Risk Register report and Service Annual Risk Management Plans.

1.2 In exceptionally challenging times and with diminishing resources, the council has applied an appropriate level of risk management to prevent or mitigate the effects of loss or harm. In doing so, we recognise that good risk management contributes to the delivery of better financial outcomes, business objectives, better project success rates, achievement of targets and fewer unexpected problems.

1.3 We purposefully promote an environment that is risk 'aware' rather than risk 'averse' and strive to place risk management information at the heart of the key policy decisions that we make. This means that we can take an effective approach to managing risk in a way that both addresses our significant challenges and enables innovation.

2. Recommendations

2.1 It is recommended that the Board considers the content of the Annual Report and is assured regarding the continued effectiveness of the risk management framework in place and the significant contribution that it makes with regards to the council's corporate governance arrangements.

3. **Background**

- 3.1 In keeping with the 'Scheme of Delegated Functions' a Risk Management Annual Report is provided to the Scrutiny and Petitions Board each year for consideration. The report supports the council's code of corporate governance and seeks to provide assurance to stakeholders (internal and external) not only on the adequacy but also the effectiveness of the risk management arrangements applied during 2014/15.
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Implications of the Report

1. **Financial**
No implications in the provision of this report.
2. **HR & Organisational Development**
No implications in the provision of this report.
3. **Community Planning**
No implications in the provision of this report.

Children and Young People
Community Care, Health & Well-being
Empowering our Communities
Greener
Jobs and the Economy
Safer and Stronger
4. **Legal**
No implications in the provision of this report.
5. **Property/Assets**
No implications in the provision of this report.
6. **Information Technology**
No implications in the provision of this report.
7. **Equality & Human Rights**
The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report.
8. **Health & Safety**
No implications in the provision of this report.
9. **Procurement**
No implications in the provision of this report.
10. **Risk**
No implications in the provision of this report. The report relates to organisational arrangements and service initiatives in risk

management.

11.

Privacy Impact

No implications in the provision of this report.

List of Background Papers

(a) Non applicable – reports provided on a year-by-year basis

The foregoing background papers will be retained within Finance and Resources for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is Risk Manager, Risk Manager, 0141 618 7019, Karen.Locke@renfrewshire.gov.uk

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Appendix 1



Risk Management Annual Report

2014 - 2015

Document Title:	Risk Management Annual Report 2014/15		
Service:	N/A	Lead Author	Risk Manager and the Corporate Risk Management Group
Date Effective:	31/03/2015	Review Dates:	Not applicable

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CONTENT

1.	Introduction.....	3
2.	Risk Management Framework 2014/15: Overview.....	3
3.	Risk Management Infrastructure/ Enablers	4
4.	Risk Management Process	6
5.	Risk Management Application/ Results.....	6
6.	Reporting and Monitoring.....	8
7.	Risk Management Function/ Training and Development.....	9
8.	Conclusion.....	9

Document Title:	Risk Management Annual Report 2014/15		
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Overview of key achievements during 2014/15

Below is an overview of key achievements for corporate-led risk management activity during 2014/15 and what this means in practical terms.

Achievement	What this means
<ul style="list-style-type: none"> ▪ National recognition for good risk management 	<ul style="list-style-type: none"> ▪ In April 2014, the council submitted eight entries to the Alarm UK Risk Management Awards. Of the entries submitted, seven were shortlisted, with the SafeKids, FireReach and Youth Offending Project winning the Community Risk Award and two other entries being 'highly commended' in their categories.
<ul style="list-style-type: none"> ▪ Ongoing support for the local risk management award 	<ul style="list-style-type: none"> ▪ Since introducing the local award for Risk Management in 2011/12, each year a number of submissions have been received. In practical terms it is now possible to observe year on year that services are recognising how their improvement activities are making a real difference in managing risk both within the services but also for the people of Renfrewshire.
<ul style="list-style-type: none"> ▪ Specimen risk management policy and strategy developed for Health and Social Care Integration 	<ul style="list-style-type: none"> ▪ The council's Risk Manager, (working with colleagues from Health and risk professionals from the six local authorities within the geographical scope of NHS Greater Glasgow and Clyde), led on the development of a specimen risk management policy and strategy for all Integration Joint Boards (IJBs) within the area. This was a significant piece of work enabling a consistent approach across all IJBs.
<ul style="list-style-type: none"> ▪ Recovery of £271,460 in relation to schools PFI insurance for the 2014/15 policy year 	<ul style="list-style-type: none"> ▪ Each year the council undertakes an analysis of insurance payments in connection with the Renfrewshire Schools Partnership. In 2014/15, the council's new Insurance Broker (Aon UK Ltd), appointed in April 2014, additionally undertook a review of the arrangements to ensure best value for the council. A recovery of £271,460 in relation to schools PFI insurance for the 2014/15 policy year was secured.
<ul style="list-style-type: none"> ▪ Recovery of financial losses in respect of fireworks event 	<ul style="list-style-type: none"> ▪ In November 2014 a difficult decision was taken to cancel the planned fireworks events due to the weather conditions that were forecast, in particular the direction and gusts of wind. Careful management of the situation and ongoing liaison with the events insurers enabled the council to recover circa £41,000 of financial losses incurred due to the cancellation.
<ul style="list-style-type: none"> ▪ New contract in place for insurance broker/ advisor 	<ul style="list-style-type: none"> ▪ Aon UK Ltd were awarded a 5 year contract by the council on 1 April 2014. Aon will now be working with the council to review the claims profile and undertake a 'Total Cost of Risk' project to ensure that the most effective insurance programme will be identified ahead of the council's insurances being tendered again in 2016.
<ul style="list-style-type: none"> ▪ The council's Risk Manager invited to be full member of Alarm Scotland Executive 	<ul style="list-style-type: none"> ▪ The Risk Manager has been recognised by her public sector peers for her work and engagement at a national level; for the council this position enables the organisation to influence and contribute to important national developments such as risk management arrangements for Health and Social Care Integration.

1. Introduction

- 1.1 The Risk Management Annual Report is provided to the Audit, Scrutiny and Petitions Board each year in keeping with its delegated function of considering the corporate risk management annual report. The Report describes the corporate-led risk management activity that has taken place during 2014/15 in relation to the council's risk management arrangements and strategic risk management objectives. The Report does not cover the management of specific risks as such information is already provided to the policy boards through the Corporate Risk Register report and Service Annual Risk Management Plans.
- 1.2 In exceptionally challenging times and with diminishing resources, the council continues to apply an appropriate level of risk management to prevent or mitigate the effects of loss or harm. In doing so, we recognise that good risk management contributes to the delivery of better financial outcomes, business objectives, better project success rates, achievement of targets and fewer unexpected problems.
- 1.3 We purposefully promote an environment that is risk 'aware' rather than risk 'averse' and strive to place risk management information at the heart of the key policy decisions that we make. This means that we can take an effective approach to managing risk in a way that both addresses our significant challenges and enables innovation.
- 1.4 This annual report supports the council's code of corporate governance and seeks to provide assurance to stakeholders (internal and external) not only on the adequacy but also the continued effectiveness of the risk management arrangements applied during 2014/15.

2. Risk Management Framework 2014/15: Overview

- 2.1 The council's risk management framework was initially defined in 2008/09 and further refined in 2010. Below is a brief overview of the key components of the framework and thereafter sections 3 to 7 of this report expand on each component and highlight specific points relevant to 2014/15 developments.
 - (1) **Infrastructure/ enablers**

At the heart of the council's risk management arrangements are the strategic risk management objectives, the risk management policy and strategy and the strategic risk management development plan. Also embedded within the infrastructure are the communications systems in use for risk management information, including Covalent and Renfo, and the key policy boards and groups such as the Corporate Management Team and Corporate Risk Management Group that have a specific role in risk management.
 - (2) **Process**

A cyclical process for risk assessment, treatment, communication, monitoring and review of risk using a standardised risk matrix. The process and supporting matrix continue to enable a consistent approach to risk management throughout the council, set within the context of the council's capacity and tolerance for risk, sometimes also referred to as 'risk appetite.'
 - (3) **Application/ results**

Risk management is not viewed as an isolated function or practice but is applied to other key business process of the council, including service planning, financial planning, performance management, project management and partnerships. Applying risk management at the right time and in the right way is the key to risk management adding value to the organisation and delivering tangible results.
 - (4) **Reporting and monitoring**

Reporting and monitoring arrangements, including individual and group roles and responsibilities for risk management, are defined in such a way as to ensure a suitable flow of risk management information throughout the council and an appropriate level of monitoring and scrutiny relating to the effectiveness of the risk management arrangements in place and progress being made in relation to corporate and service risk management plans.
 - (5) **Risk management function**

For the risk management framework to be effective, it must be underpinned by training, guidance and ongoing development activity which raise awareness of how to implement good risk management practice across the council. This aspect of the framework informs the workplan of the corporate risk management function under the responsibility of the Director of Finance and Resources.

3. Risk Management Infrastructure/ Enablers

3.1 Risk Management Policy and Strategy

In November 2014 'Risk Matters,' the combined risk management policy and strategy was reviewed formally by the Finance and resources Policy Board (version 11), in keeping with the formal review timetable for Risk Matters¹.

 **New in 2014/15:** Three changes to the strategy were made:

1. Risks would be collated under the headings of (1) Better Future, (2) Better Council and (3) A High Performing Council, to ensure risks would be more closely aligned to the council plan.
2. That the frequency of risk reporting within the service departments would change from quarterly to six monthly to align this with the requirement for services to report to Boards on their risk management plans at the beginning of each financial year and thereafter with a mid year progress report. The corporate risks would however continue to be reported to and monitored by the Corporate Risk Management Group on a quarterly basis.
3. The role of Service Risk Management Representatives was made more explicit within version 11.0 to capture the expectations placed upon them as their service's nominated representative on the Corporate Risk Management Group.

3.2 Strategic Risk Management Objectives

The council undertook a self assessment exercise in line with the Alarm² National Risk Management Performance Assessment Model in 2012 and again in 2014. Following the self assessment, the strategic risk management objectives shown below were still considered to be appropriate and have remained unchanged as a result.

The objectives form the basis of the Strategic Risk Management Development Plan.

Strategic Risk Management Objectives

- | | Enablers |
|-----|---|
| (1) | <u>Leadership and management</u> : Ensuring that our Directors and Senior Managers fully support and promote risk management |
| (2) | <u>Policy and strategy</u> : Ensuring that our policy and strategy remain fit for purpose and maintain a consistent approach to the management of risk and increasing its effectiveness |
| (3) | <u>People</u> : Ensure that our people are equipped and supported to manage risk well |
| (4) | <u>Partnerships and resources</u> : Ensuring that we have effective arrangements for managing risks in partnerships and resourcing risk management activity |
| (5) | <u>Processes</u> : Ensuring that our risk management processes are effective in supporting the business activities of the council |
-
- | Results | |
|---------|---|
| (6) | <u>Risk handling and assurance</u> : Ensuring that risks are handled well and that the council has assurance that risk management is delivering successful outcomes and supporting innovation |
| (7) | <u>Outcomes and delivery</u> : Ensuring that risk management does contribute to achieving positive outcomes for the council |

3.3 Strategic Risk Management Development Plan 2014/16

The Strategic Risk Management Development Plan (SRMDP) explicitly sets out the development activity that supports the strategic risk management objectives. The plan is realistic, stretching but achievable; it allows the Corporate Risk Management Group to focus on strategic priorities and actions while at the same time allows individual members (representing their service departments) to consider operational implications and requirements for supporting the objectives.

¹ Risk Matters is reviewed formally every two years by Board with an interim annual review conducted by the Corporate Risk Management Group.

² 'Alarm' is the public risk management association

Progress against the Strategic Risk Management Development Plan is monitored quarterly by the Corporate Risk Management Group. The plan runs in two-yearly cycles, in this instance from April 2014 to March 2016.

The most notable outcome delivered from the plan during 2014/15 was:

Objective 2 Policy and strategy

“The council’s Risk Manager has supported the development of a specimen risk management policy and strategy for the Integration Joint Boards that fall within the scope of the NHSGGC boundary (Health and Social Care Integration)”

- ✔ Performance in relation to completion of SRMDP actions was 100% for year 1 against an in-year target of 85%
- ▶ Progress against the 2015/16 actions remains on track.

3.4 The Corporate Risk Management Group

The Corporate Risk Management Group met on six occasions during 2014/15 in accordance with its terms of reference. Four meetings were ‘standing’ quarterly meetings and two were specifically dedicated to the development of the 2015/16 corporate risk register. The quarterly standing items of business for this Group included:

- (1) review of the corporate risk register and progress against associated actions;
- (2) review of progress against the Strategic Risk Management Development Plan;
- (3) review of significant service risks brought to the Group for potential escalation;
- (4) review of the risk management key performance indicators, and
- (5) review of the quarterly update report received from the Risk Management Alliance. The Alliance is a sub group of the Corporate Risk Management Group.

In addition to the above standing items, the Group received additional reports and information from the Risk Manager in relation to national developments in risk management.

✚ **New in 2014/15:** A new standing item was added to the Corporate Risk Management Group’s agenda at the end of the year; the “Service news item” will formalise and enhance cross departmental learning from risk-related events.

3.5 Covalent software system

Covalent has been in use for recording and monitoring risk management information since early 2009/10. Using the system continues to be of benefit to officers as it reduces duplication of reporting where officers are providing updates on progress against actions which relate both to the management of risk and to delivering service improvements. No new risk-related system developments were made during 2014/15.

3.6 Utilisation of Renfo

Renfo continues to be a key tool for communicating and providing risk management information and guidance to all staff with access to Renfo. The Renfo risk management pages provide access to ‘Risk Matters’ and a range of supporting guidance documents and templates as well as contact details for the risk management and insurance service. The Audit and Risk Newsflash bulletin is also made widely available through Renfo.

4. Risk Management Process

4.1 The standardised process for risk management (adopted in 2008) remains fit for purpose and continues to be used. The table below is a summary of the guidance which accompanies the process. Utilisation of this process in all aspects of business helps officers to manage their activities and pursue opportunities in a way that helps achieve their objectives and prevent loss or harm.

Establish the context	Services consider risk in terms of context such as the council key themes and objectives, service priorities, operational activities or projects, longer term or shorter term objectives.
Identify risk	Services carefully define their risks in such a way as to be clear about the situation presented (opportunity, activity, service change, problem or challenge) and the consequences that may flow from it.
Analyse risk	Services analyse risk in terms of likelihood of occurrence and should it occur, its potential impact using the standardised risk matrix.
Evaluate risk	Services evaluate risk in terms of significance, being either 'low', 'moderate', 'high' or 'very high' and compare this with the councils capacity and tolerance for risk.
Treat risk	Services consider a range of options when deciding on the most appropriate way to address their risks, either through measures to terminate; transfer elsewhere (such as through insurance); tolerate as it is; or, treat with cost effective measures to reduce it to a level where the exposure is acceptable or tolerable for the council in keeping with its capacity and tolerance for risk. Note: in the case of opportunities, services may 'take' an informed risk in terms of tolerating it if an opportunity is judged to be (1) worthwhile pursuing and (2) the service is confident in its ability to achieve the benefits and justify the risk.
Monitor and review risk	Services are aware that once a risk assessment has been undertaken it is necessary to continue to monitor and review the risk for changes in context or the measures that are in place to control it.
Communicate and consult	Services are aware that it is good practice for at least two officers with relevant subject knowledge to undertake risk assessment (in consultation with other officers if necessary) with the key outcomes of the risk assessment process communicated to relevant persons (such as using the risk implications section on Board papers).

5. Risk Management Application/ Results

5.1 For risk management to truly add value for the organisation, it needs to be applied across the range of business processes in operation throughout the council and all its service departments.

5.2 Building on the success of the 'Renfrewshire Council Risk Management Award' scheme introduced to the council in 2011/12 and further success at the Alarm national risk management awards in 2012 and 2013, the council submitted eight entries for national awards again in 2014. Of the entries submitted, seven were shortlisted and of these seven there was:

- one winning entry for Community Risk - the SafeKids, FireReach and Youth Offending Project) and,
- two highly commended entries:
 - for Operational Risk – the Gallowhill Regeneration project
 - for People Risk – Functional Family Therapy initiative.

5.3 Towards the end of 2014/15 a number of services again submitted entries to the council's local risk management award scheme (summarised at 5.3.1-5.3.3 below), demonstrating how applying good risk management in a very practical sense can deliver real benefits to Renfrewshire's citizens, our services and the organisation itself.

5.3.1 Charleston Biomass Heating Project

The Council identified a time-bound opportunity to partner with British Gas and deliver a new Biomass district heating system to 461 flats at no cost to the council. Given the aging existing system, to not

grasp this opportunity would have left residents increasingly at risk of fuel poverty, being without heat or hot water, and the council experiencing future financial and operational risks. In pursuing this opportunity, during the changeover further technical risks required careful management to avoid loss of service to residents as a complete system retrofit of this size and complexity had not been attempted before. The project was successfully delivered within 18 months from inception at no capital cost to the Council or to any of the owners resident in the 11 blocks.

5.3.2 I Am Me and Keep Safe

I Am Me is a community-led initiative working with partners to raise awareness of Disability Hate Crime and manage risks to public safety and social exclusion. The project has two key initiatives; I Am Me and Keep Safe. Both initiatives promote social cohesion and encourage communities to be tolerant, resilient and embrace diversity. Keep Safe helps tackle social isolation by encouraging confidence in participating in community life, free from the fear of harassment and abuse.

5.3.3 PSN accreditation 2013

Changes to the Cabinet Office compliance criteria for accessing the public services network (PSN) triggered a significant risk which could have resulted in the council losing its connection to the network, if not responded to appropriately. The risk was unacceptable as the council could have been unable to fulfil its statutory obligations in relation to services such as housing benefits, registration of births, deaths and marriages and secure e-mail. A carefully co-ordination response was put in place, ensuring all the while that in addressing such a risk, the council would not inadvertently create other new risks. Accreditation was subsequently successfully achieved.


5.4 The Biomass Heating and the I Am Me/ Keep Safe entries have been submitted to the 2015 Alarm national risk management awards.

5.5 The insurance function of the council changed on 1 April 2014 with the retiral of the council's Insurance Officer. The Risk Manager remains responsible for the insurance function and is supported in this role by an Insurance and Risk Management Co-ordinator and with external advice and brokering services from Aon UK Ltd, who were awarded a 5 year contract by the council on 1 April 2014. The council extended its current insurance arrangements on 1 November 2014 for a period of two years. Premium had in previous years been held at existing rates, however due to an increase in storm related property damage in recent years, the insurers applied and increased rate to the property premium. Aon UK Ltd will be working with the council to review the claims profile and undertake a 'Total Cost of Risk' project to ensure that the most effective insurance programme will be identified ahead of the council's insurances being tendered again in 2016.

5.6 Each year the council undertakes an analysis of insurance payments in connection with the Renfrewshire Schools Partnership. In 2014/15, Aon UK Ltd additionally undertook a review of the arrangements to ensure best value for the council. A recovery of £271,460 in relation to schools PFI insurance for the 2014/15 policy year was secured.

5.7 In November 2014 a difficult decision was taken to cancel the planned fireworks events due to the weather conditions that were forecast, in particular the direction and gusts of wind. Careful management of the situation and ongoing liaison with the events insurers enabled the council to recover circa £41,000 of financial losses incurred due to the cancellation.

5.8 Risk management continued to be a key component of the council's project management framework meaning that if risks are proactively addressed through each stage of a project, the project outcomes are more likely to be achieved on time and within the planned budget.

 **New in 2014/15:** Programme Management Unit (PMU) identified a Project Manager who would take the lead on ensuring implementation of best practice in risk management in projects, with a specific focus on those projects falling within the remit of the Better Council Programme. Given this new and welcome development within the PMU, the planned KPI of monitoring risk management reporting within projects is being withdrawn from the list of KPIs monitored by the Corporate Risk Management Group.


5.9 Each service continues to refresh its service risk management plan on an annual basis taking account of the service priorities and service improvement plans. This means that risks relating to the service priorities are proactively address and services are more likely to achieve their priorities and outcomes as planned.

- 5.10 Each year, services bring to the attention of the Director of Finance and Resources any areas of unavoidable cost pressures they are experiencing. During this process services can highlight instances where cost pressures relate to top corporate or services risks and this supports effective decisions to be made in relation to financial priorities.

6. Reporting and Monitoring

- 6.1 The governance arrangements in place during 2014/15 have continued to ensure clear lines of accountability for risk management and continue to enable a suitable flow of risk information throughout the council. The policy boards approved the corporate and service risk registers for 2014/15 and received mid year progress reports.

- 6.2 Each service has a recognised forum for discussing risk-related matters and each service has a representative on the Corporate Risk Management Group. The Corporate Risk Management Group has overseen the 2014/15 Corporate Risk Register and monitored progress against related actions on a quarterly basis. The services have taken ownership of their annual Risk Management Plans with processes being followed that allow reporting, and where necessary 'escalation' of significant service risks to the Corporate Risk Management Group. Services have complied with the requirement to submit mid-year progress reports to Boards.

 **New in 2014/15:** the requirement for departmental or senior management teams to review their risk management plans on a quarterly basis was amended so that this activity would take place on a six monthly basis, bringing it into alignment with the timescales for reporting risk information to the relevant policy boards. The KPI linked to monitoring quarterly reporting was therefore withdrawn from the list of KPIs monitored by the Corporate Risk Management Group.

- 6.3 In terms of monitoring performance in risk management the council participates in the Alarm/ CIPFA³ benchmarking club, using the Alarm National Risk Management Performance Assessment Model.

The Performance Assessment Model describes an organisation's risk management maturity as:


- | | | | | |
|------------------------|------------------------|----------------------|--------------------------------------|----------------------|
| ▪ Level 1
Awareness | ▪ Level 2
Happening | ▪ Level 3
Working | ▪ Level 4
Embedded and integrated | ▪ Level 5
Driving |
|------------------------|------------------------|----------------------|--------------------------------------|----------------------|

The council aims for level 4, to demonstrate maturity where risk management is consistently 'embedded and integrated' while also being able to demonstrate examples of where risk management information is driving the key policy decisions of our organisation. On completing the assessment process initially in 2012 and again in 2014, the council achieved Level 4.

- 6.4 Key Performance Indicators continue to be implemented and monitored by the Corporate Risk Management Group on a quarterly basis. Indicators relate to how well the Risk Management Policy and Strategy is embedded throughout the council, how well the Strategic Risk Management Development Plan is progressing and the council's risk management performance when benchmarked with national risk management standards.

³ Chartered Institute for Public Finance and Accountancy

7. Risk Management Function/ Training and Development

- 7.1 The council's Risk Management Training Strategy ensures that we are clear about the council's expectations as to the degree of risk management knowledge required across a range of roles within the council, and the risk management training and development solutions that are available and should be accessed through the council to enable competence and capacity to manage risk within those roles.
- 7.2 In-house training and development in risk management continues to be offered through a range of fora and formats. Examples include:
- Fundamentals of Risk Management (2 Days available through the council's insurers)
 - Management Development Programme/ Risk Management Course (1 Day in-house)
 - Topical sessions for Elected Members
 - Project Risk Management Workshops (in-house as required)
 - Internal audit training programme (in-house through the Audit, Scrutiny and Petitions Board)
 - Risk Management iLearn course (in-house, 45 mins)
 - use of 'risk control days' training (available through Insurers)
- 7.3 In relation to a couple of the items above, the following can be noted:
- Management Development Programme/ Risk Management Course (1 Day in-house)
The course continued to be well supported by services and be very highly evaluated. This one day course is available to council managers and employees at no charge. The course has run at a minimum every six months since its inception.
 - Topical sessions for Elected Members
A session for Elected Members on insurance and claims management was to take place in March 2015 but due to the attendance level the session had to be postponed and will be offered again during 2015/16.
- 7.4 In order to continue to provide evidenced based training, development and advice for the council, the council's Risk Manager maintains continued professional development in her field and is qualified to Masters level (MSc in Risk Management awarded by Glasgow Caledonian University).
- 7.5 Through membership of a number of groups that include ALARM (the Public Risk Management Association), and the Alarm Scotland Strategic Risk Management Group, the Risk Manager keeps abreast of risk management developments and best practice in other public sector organisations and local authority areas.
-  **New in 2014/15:** the Risk Manager was invited to join the executive for Alarm Scotland as a full member. This recognises the contribution that Renfrewshire Council makes to the wider public sector risk management community and shows that the Risk Manager is recognised by her public sector peers for her work and engagement at a national level. The council is therefore in a position that enables the organisation to influence and contribute to important national developments such as risk management arrangements for Health and Social Care Integration.

8. Conclusion

- 8.1 This Report has provided an overview of key risk management activity and developments undertaken during 2014/15 in relation to the council's corporate-led risk management arrangements. It is intended that the report provides assurance regarding the robustness of the council's risk management approach.