
To: Audit, Scrutiny and Petitions Board

On: 6 June 2016

Report by: Director of Finance and Resources

Heading: Risk Management Annual Report 2015/16

1. Summary

1.1 This paper presents the Risk Management Annual Report for 2015/16 (Appendix 1). The Report describes the corporate risk management activity that has taken place during 2015/16 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 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 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 2015/16.
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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

2015 - 2016

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|-----------------|---------------------------------------|---------------|--|
| Document Title: | Risk Management Annual Report 2015/16 | | |
| Service: | N/A | Lead Author | Risk Manager and the Corporate Risk Management Group |
| Date Effective: | 31/03/2016 | Review Dates: | Not applicable |

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Overview of key achievements during 2015/16

Below is an overview of key achievements for corporate-led risk management activity during 2015/16 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"> ▪ The council continues to do well in relation to submitting entries to the Alarm UK risk management awards. In 2015 Community Resources were shortlisted for the Community Risk Award for the fourth year in succession, this time with their “I Am Me and Keep Safe” initiative, and were consequently ‘Highly Commended.’ |
| <ul style="list-style-type: none"> ▪ Local risk management award now in its 5th year | <ul style="list-style-type: none"> ▪ In February, the 2016 risk management award was launched. This is the 5th year that the award scheme has run and it enables the council to recognise the contribution that employees, teams and partners make in managing risk and delivering service improvements. |
| <ul style="list-style-type: none"> ▪ Risk management arrangements implemented for the new Renfrewshire Health & Social Care Partnership | <ul style="list-style-type: none"> ▪ Having worked on the development of a risk policy and strategy for the Integration Joint Board (IJB), the implementation of the new risk management arrangements is now underway with both partner organisations having worked together to develop a new shared ‘Health & Social Care Partnership Risk Register’ in time for the 1 April 2016 deadline for services delegated to the IJB. |
| <ul style="list-style-type: none"> ▪ Revision of property reinstatement values for insurance purposes | <ul style="list-style-type: none"> ▪ Working with property services, the Risk and Insurance team has ensured that new insurance reinstatement values have been made available in respect of council properties. This process helps ensure that the right insurance cover is in place for council properties and that any subsequent claims made to insurers can be confidently submitted for full settlement. |
| <ul style="list-style-type: none"> ▪ Revised contingency arrangements for administration of elections | <ul style="list-style-type: none"> ▪ Risk, health and safety and civil contingencies colleagues, (being members of the council’s Risk Management Alliance) worked together in 2015 on revising the approach taken for contingency management during elections. The revised approach involves a multi-agency walk through of arrangements (with Police and Fire Service colleagues and owners of the Count Venue), in advance of any elections, to test assumptions, validate arrangements and ensure a common understanding of how everyone should respond in relation to a range of scenarios. |
| <ul style="list-style-type: none"> ▪ Recovery of premium in relation to schools PPP insurance for the 2015/16 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. For the 2015/16 policy year, a recovery of £279k was secured. |

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 2015/16 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 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 corporate governance statement 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 2015/16.

2. Risk Management Framework 2015/16: Overview

- 2.1 Below is a brief overview of the key components of the council's risk management framework. Thereafter sections 3 to 7 of this report expand on each component and highlight specific points relevant to 2015/16 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 2015 'Risk Matters,' the combined risk management policy and strategy was reviewed by the Corporate Risk Management Group (version 11.1), in keeping with the formal review timetable for Risk Matters¹.

 **New in 2015/16:** Some minor amendments were made to Risk Matters:

1. The governance section was updated to reflect the change in the Scheme of Delegated Functions, where the Audit, Scrutiny and Petitions Board would now be responsible for approving the council's risk management framework including its risk management policy and strategy (previously responsibility for approval of the policy and strategy lay with the Finance and Resources Policy board).
2. References to Finance and Corporate Services were updated to "Finance and Resources;" and,
3. References to the Director of Social Work title were updated to Director of Children's Services.

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. The 2016 assessment will take place in early 2016/17 ahead of the formal review of the risk management policy and strategy, therefore at the time of preparing the annual report, the strategic risk management objectives remain unchanged.

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

Strategic Risk Management Objectives

- | | Enablers | Results |
|-----|---|---------|
| (1) | <u>Leadership and management</u> : Ensuring that our Members, 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 | |
| (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.

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.

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

The most notable outcome delivered from the plan during 2016/17 was:

Objective 4 Partnerships and Resources

Having worked on the development of a risk policy and strategy for the Integration Joint Board (IJB), the implementation of the new risk management arrangements is now underway with both partner organisations having worked together to develop a new shared 'Health & Social Care Partnership Risk Register' in time for the 1 April 2016 deadline for services delegated to the IJB.

- ✔ Performance in relation to completion of SRMDP actions was 100% for year 2 against an in-year target of 85%
- ✔ The Strategic Risk Management Development Plan has therefore now been completed for 2014/16.

3.4 The Corporate Risk Management Group

The Corporate Risk Management Group met on six occasions during 2015/16 in accordance with its terms of reference. Four meetings were 'standing' quarterly meetings and two were specifically dedicated to the development of the 2016/17 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;
- (5) review of the Risk Management Alliance update report. The Alliance is a sub group of the Corporate Risk Management Group; and,
- (6) Service news items (to facilitate cross departmental learning from risk-related matters)

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 2015/16:** Group membership was revisited following a number of changes in organisational structures. 'Risk management reps' were identified for each service department with [details published on Renfo](#).

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 2015/16.

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 within the council (adopted in 2008) remains fit for purpose and compliant with recognised risk management standards. The table below summarises the guidance which accompanies the process. Applying this process in all aspects of business helps officers to manage their activities and pursue opportunities in a way that helps achieve 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. We have started using risk 'bowtie' analysis which employees are finding very visual and helpful in understanding risk. |
| 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 council's 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. This section provides evidence of how this happens in practice across a variety of settings.
- 5.2 Building on the success of the 'Renfrewshire Council Risk Management Award' scheme introduced to the council in 2011/12, the council has seen year on year recognition at the Alarm national risk management awards in its approach to risk management and recognising good risk management practice across many of the different service departments.
- 5.3 In 2015 Community Resources were shortlisted for the Community Risk Award for the fourth year in succession, this time with their "I Am Me and Keep Safe" initiative, and they were consequently 'Highly Commended.' (At the time of preparing this report two further entries were submitted to Alarm on 18 March for the 2016 Award).
- 5.4 Towards the end of 2015/16 two entries were also submitted to the council's local risk management award scheme, (summarised at 5.4.1-5.4.2), 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.

5.4.1 Functional Family Therapy (FFT)

FFT is an evidence based programme which supports young people within their family and community. Those referred are at serious risk of being accommodated by the local authority due to their challenging behaviour including offending, violence, drug or alcohol use and self harm.

The Family Therapist works with the young person in their family to reduce risk taking and develop positive behaviour for the longer term. Users of FFT report positive outcomes with improved family relations, parenting skills, adolescent behaviour and communications. FFT is delivered by Action for Children on a partnership basis with the local authority.

5.4.2 Community Safety Hub – new integrated CCTV control room

Partnership working with community safety focus had been established in Renfrewshire for several years with the development of Street Stuff diversionary projects, the Community Safety hub and the 'hub and spoke' model adopted working alongside Police Scotland, Fire & Rescue, NHS, Development and Housing, Children Services, Criminal Justice and St Mirren Football Club. The implementation of the 'hub and spoke model' allowed directed, managed and co-ordinated strategic development, joint tasking for enforcement, frontline mediation services and diversionary activities. Partners had the opportunity to see results through the pro-active approach promoted through the hub; increasing the buy-in for continuing support of community safety innovation through collaborative working, achieving common goals. Following review, further improvements were identified to increase the effectiveness of intelligence and information systems available for identification, monitoring, targeting and analysis of crime and community safety data. The newly established integrated CCTV control room benefits the service and Renfrewshire's people through early intervention and targeted deployment of resources with partnership working at the core of the success.

5.5 Within insurance and claims management a number of activities have been of note as described in 5.5.1 – 5.5.4 below.

5.5.1 New insurance reinstatement values

Working with property services, the Risk and Insurance team has ensured that new insurance reinstatement values have been made available in respect of council properties. This process helps ensure that the right insurance cover is in place for council properties and that any subsequent claims made to insurers can be confidently submitted for full settlement.

5.5.2 Recovery of premium in respect of PPP schools insurance

Each year the council undertakes an analysis of insurance payments in connection with the Renfrewshire Schools Partnership. In 2015/16, a recovery of £279k was secured in relation to schools PPP insurance for the 2015/16 policy year.

5.5.3 Regular claims reports to services

Service departments now receive monthly reports for new claims received, enabling services to quickly spot any developing trends. Services also now receive quarterly reports that provide information on claims that have closed during the quarter including how much these claims have cost the council.

5.5.4 Improvements to internal claims handling procedures

Working with the business support team, a number of enhancements were made to the internal processes for handling claims. This work has resulted in fewer complaints and enquiries regarding the time taken to resolve claims, and with the business support/ insurance team improving performance in relation to a 21 day deadline for submission of claims reports to the council's insurers; >90% compliance for February and March 2016.

5.6 Risk management became more engaged with the processes for the administration of elections. Risk, health and safety and civil contingencies colleagues, (being members of the council's Risk Management Alliance) worked together in 2015 on revising the approach taken for contingency management during elections. The revised approach involves a multi-agency walk through of arrangements in advance of any elections, to test assumptions, validate arrangements and ensure a common understanding of how the Election Team and partners should respond in relation to a range of scenarios.

- 5.7 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.
- 5.8 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 addressed and services are more likely to achieve their priorities and outcomes as planned.
- 5.9 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 2015/16 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 2015/16 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 2015/16 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.
- 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 | ▪ Level 2 | ▪ Level 3 | ▪ Level 4 | ▪ Level 5 |
| Awareness | Happening | Working | Embedded and integrated | 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. The council continues to perform at 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.

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 opportunities. Examples include:
- Essentials of Enterprise 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

³ Chartered Institute for Public Finance and Accountancy

- 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 some of the above opportunities, the following can be noted:

- Essentials of Enterprise Risk Management (2 Days available through the council's insurers)
During 2015/16 almost all members of the Corporate Risk Management Group underwent this course which is accredited by the Institute of Risk Management; (and everyone on the course passed the assessment).
- Project Risk Management Workshops
A number of services engaged with the Risk Manager to facilitate risk management sessions regarding key council projects and/ or initiatives; these included for example the investment for the Museum and the Museum Store as well as an initial review of risks that could impact on the UK City of Culture bid.
- Use of 'risk control days' training (available through Insurers)
A number of risk control days were agreed from the council's 'allocation.' The days allocated were used in this instance not so much with regards to training and development but rather a review of risk management arrangements in a number of activities or settings, and were as follows:
 - 1) Review by computer insurers – a survey was undertaken in October 2015 to review physical site features (e.g. fire risks and site security), hazards present (e.g. water damage, electrical surges or spikes) and controls measures in place along with ICT management procedures and policies and corporate standards. The visit covered computer equipment installed, backing up procedures for data, business continuity planning, protection against virus, hacking and denial of service attacks. In addition, site management practices were reviewed (access control, compliance with Regulatory Reform Fire Safety Order). A positive report was received with three recommendations for follow-up, all of which have been addressed or are currently being progressed.
 - 2) Review by property insurers – a review of the risk management arrangements at Underwood Road depot was undertaken with the purpose of providing information to underwriters, to identify insurance risks and exposures and inform insurance premium calculations.
 - 3) Review by motor vehicle insurers – a review of motor fleet risk management arrangements took place on 8 March. The insurer concluded "Renfrewshire have a well-structured framework for managing drivers and operational driving, including risk assessments specific to vehicle and operational type. Proactive activities such as skills training, tool-box talks and use of vehicle telemetry are used to support and inform drivers. Engineering solutions such as fitting of reversing sensors are used to reduce manoeuvring incidents." A number of recommendations were made with implementation being monitored by the council's Risk Management Alliance.

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.

7.6 Through the council's contracts with Insurers and Insurance Brokers, the Risk and Insurance Team keep up-to-date with developments in the insurance sector in order to ensure that the council's interests are protected.

7.7 In engaging with representatives from other organisations, the Risk Manager also has an opportunity to share best practice and to learn from others, and over the course of the year has met in this capacity with personnel and students from organisations including Skills Development Scotland, Sport Scotland and Glasgow Caledonian University.

8. Conclusion

- 8.1 This Report has provided an overview of key risk management activity and developments undertaken during 2015/16 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.