
To: Audit, Risk and Scrutiny Board

On: 28 August 2017

Report by: Director of Finance and Resources

Heading: Risk Management Annual Report 2016/17

1. Summary

1.1 This paper presents the Risk Management Annual Report for 2016/17 (Appendix 1). The Report describes the corporate risk management activity that has taken place during 2016/17 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 Strategic and 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 2016/17.
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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, which relates to organisational arrangements and initiatives in risk management.

11. **Privacy Impact**
No implications in the provision of this report.
12. **COSLA Implications**
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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Risk Management Annual Report

2016 - 2017

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Date Effective:	31/03/2016	Review Dates:	Not applicable

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Overview of key achievements during 2016/17

Below is an overview of key achievements for corporate-led risk management activity during 2016/17 and what this means in practical terms.

Achievement	What this means
<ul style="list-style-type: none"> Insurance Tender completed and new policies inceptioned for 1 November 2016 	<p>The re-tendering of the council's full insurance programme is a major exercise when undertaken in normal circumstances but was even more challenging as Renfrewshire Council was one of the first local authorities in Scotland to tender its insurance programme after the Insurance Act 2015 came into force in August 2016.</p> <p>While the Act puts an Insured (the council) in a better position, it does impose a new 'duty of fair presentation.' This new duty required the council to carefully consider how information was provided to insurers, since the failure to disclose any material facts could impact on cover while at the same time it was not acceptable to 'data dump' on tenderers.</p> <p>Given the above context, combined with the fact that the public sector insurance market is limited and does not find public sector procurement practices attractive, the council was delighted to attract quotes from 7 different companies. All policies were successfully inceptioned on time.</p>
<ul style="list-style-type: none"> Further success at National Risk Management Awards 	<p>The council maintains an excellent national reputation for its approach to risk management. Entries for national awards have been submitted every year by the council since 2012 with the council winning in at least one specific category each year with the exception of where 'highly commended' status was achieved.</p> <p>In 2016 Children's Services along with Action for Children won the national Community Risk Award for their Functional Family Therapy service. The council's Risk Manager was also a finalist in the risk management professional of the year category.</p>
<ul style="list-style-type: none"> Collaboration with North Ayrshire Council on new risk management course 	<p>As part of the Renfrewshire Manager Programme the 1 day risk management course was to be re-developed into a ½ day course with follow-up learning set opportunities for managers attending.</p> <p>When approached by OD&HR colleagues to undertake this work, the Risk Manager instigated an opportunity to collaborate with the Risk Manager at North Ayrshire Council to jointly develop and facilitate the ½ day course. The intention of doing so was to provide contingency arrangements in each others' organisations so that if one facilitator became unavailable for a specific course, then the other could step in and allow the course to continue as planned.</p> <p>The ½ day course was developed and piloted in North Ayrshire and is now ready to go live within both organisations.</p>
<ul style="list-style-type: none"> Council's Risk Manager appointed Chair of Alarm Scotland 	<p>Alarm is a membership organisation run by members for members and its purpose is to support risk professionals and those that deal with risk management within organisations that provide services to, or support communities and citizens.</p> <p>From a practical point Alarm operates a number of sector groups (for example for housing, fire etc) and regional groups of which Scotland is one.</p> <p>The council's Risk Manager was appointed in January 2017 as Chair of Alarm Scotland for a period of 3 years. This appointment means that the council's Risk Manager will have material influence in Alarm Scotland's agenda and Renfrewshire Council should benefit directly from this role.</p>

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1. Introduction

- 1.1 The Risk Management Annual Report is provided to the Audit, Risk and Scrutiny 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 2016/17 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 reports on Strategic and Corporate Risk Registers and Service Risk 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 organisational risk management arrangements applied during 2016/17.

2. Risk Management Framework 2016/17: 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 2016/17 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 processes 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 activity linked to strategic and corporate risk registers 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.

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3. Risk Management Infrastructure/ Enablers

3.1 Risk Management Policy and Strategy

In November 2016 'Risk Matters,' the combined risk management policy and strategy was revised and approved by the Audit, Risk and Scrutiny Board, in keeping with the formal review timetable for Risk Matters¹.

 **New in 2016/17:** A material change was made to Risk Matters:

Historically, the council's Corporate Risk Register had reflected risks that were 'internal' with regards to how the council operates, but in more recent years has additionally reflected 'external' risks that affect our Renfrewshire communities, where the Council has a role to play in managing such risks. The Audit, Risk and Scrutiny Board agreed the proposal to separate what had traditionally been the Corporate Risk Register into two distinct risk registers; a Strategic Risk Register which would contain details of the externally focused risks, and a Corporate Risk Register which would continue to contain details of the internally focused risks. The revised 'Risk Matters' was updated and approved on this basis and the new arrangements are set to come into place early 2017/18.

3.2 Strategic Risk Management Objectives

The council had previously undertaken self assessment of its risk management arrangements in line with the Alarm² National Risk Management Performance Assessment Model.

It had been the intention to the self assess again in 2016 however with the changes planned for the risk management policy and strategy (described at 3.1 above), the Risk Manager considered that it would be more valuable to undertake the self assessment once the revised arrangements were established.

Self assessment will now take place in 2018 ahead of the next formal review of Risk Matters.

Strategic Risk Management Objectives

- | | |
|----------|---|
| Enablers | (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 |
| 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 |

The strategic risk management objectives therefore remain unchanged at this time; they remain very relevant and continue to form the basis of the Strategic Risk Management Development Plan.

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

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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 2016 to March 2018.

- ✔ Performance in relation to completion of SRMDP actions was 91% for year 1 against an in-year target of 85%
- ▶ Progress against the full 2 year Strategic Risk Management Development Plan was 61% at March 2017.

Some key actions delivered from the plan during 2016/17 were as follows:

- ✔ Following on from the revision of Risk Matters, all supporting guidance documents and templates were reviewed, revised and published on Renfo at: <http://renfo.renfrewshire.gov.uk/riskmatters>
- ✔ The Risk Manager engaged with Organisational Development and HR colleagues to ensure that risk management would remain as a key element of the Management Development Programme as it was being reviewed and revised.
- ✔ Data relating to service departments' uptake of the risk management course that is available on iLearn was reviewed and future targets were set for each department. It was agreed that this would also form the basis a new Key Performance Indicator that would be reviewed by the Corporate Risk Management Group from 2017/18 onwards.
- ✔ The use of bow tie analysis as a new tool for understanding/ exploring risk was introduced to the council and is available for download from the Renfo page highlighted above.

3.4 The Corporate Risk Management Group

The Corporate Risk Management Group met on six occasions during 2016/17 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 and new strategic 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) Risk Management Alliance updates³ 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 2016/17:** Some new officers were identified as 'risk management reps' 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 2016/17 however as a council we are moving away from the 'classic' version to the new web version in 2017/18.

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 when articles are published.

✚ **New in 2016/17:** The 'Risk Matters' page on Renfo was fully reviewed and updated as per action in the Strategic Risk Management Development Plan.

³ The Alliance is a sub group of the Corporate Risk Management Group

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4. Risk Management Process

4.1 The standardised process for risk management within the council (adopted in 2008) remains fit for purpose. 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 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 evidencing a good approach to risk management and recognising good risk management practice across the different service departments.

5.3 In 2016 Children's Services along with Action for Children won the national Community Risk Award for their Functional Family Therapy service. 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 council. In 2016 the council's Risk Manager was also a finalist in the risk management professional of the year category.

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- 5.4 Two new entries were submitted to Alarm on 17 March 2017 for this year's national Team of the Year Award. Because of the timing for entries to the national awards, the council's local risk management award is now due to take place later in 2017, which will thereafter act as a feeder to the national awards in 2018.
- 5.5 Within insurance and claims management, the most notable achievement during 2016/17 was the re-tendering of the council's full insurance programme. This is a major exercise when undertaken in normal circumstances but was even more challenging as we were one of the first local authorities in Scotland to tender its insurance programme after the Insurance Act 2015 came into force in August 2016. While the Act puts an Insured (the council) in a better position, it does impose a new 'duty of fair presentation.' This new duty required the council to carefully consider how information was provided to insurers, since the failure to disclose any material facts could impact on cover while at the same time it was not acceptable to 'data dump' on tenderers. Given this context, combined with the fact that the public sector insurance market is limited and does not find public sector procurement practices attractive, the council was delighted to attract quotes from 7 different companies and all insurances policies were successfully inceptioned on 1 November 2017.
- 5.6 Risk management continued to become even more engaged with the processes of contingency planning for the administration of elections in 2016 and 2017, with new contingency manuals developed by the Risk Management Alliance for the Scottish Parliament Elections in May 2016, the By-Election in August 2016 and the Local Government Election in May 2017. The new approach continues to involve a multi-agency walk through of arrangements in advance of 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 2016/17 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 2016/17 and received mid year progress reports.
- 6.2 Each service has a recognised forum for discussing risk-related matters and a representative on the Corporate Risk Management Group (CRMG). The CRMG has overseen the 2016/17 Corporate Risk Register and monitored progress on a quarterly basis. Services have taken ownership of their annual Risk Management Plans with processes being followed for reporting, and where necessary 'escalation' of significant risks to the Corporate Risk Management Group. Four of five services submitted mid-year progress reports to Boards as planned; one service had changed their structures/responsibility for risk management, which caused a delay and they are now back on track for 2017/18.
- 6.3 In terms of monitoring performance in risk management the council participates in the Alarm/ CIPFA⁴ 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

⁴ Chartered Institute for Public Finance and Accountancy

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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)
- Risk Management Course (1 Day in-house)
- Management Development Programme/ Risk Management Course (½ 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, Risk and Scrutiny Board)
- Risk Management iLearn course (in-house, 45 mins)
- use of 'risk control days' training (available through Insurers)
- ad hoc support, advice or training as requested

- 7.3 In relation to some of the above opportunities, the following can be noted:

- Management Development Programme/ Risk Management Course (½ Day in-house)
The 1 day course was to be reviewed and re-developed into a ½ day course with follow-up learning set opportunities for managers attending, as part of the Renfrewshire Manager programme. However, it is worth noting that when approached by OD&HR colleagues to revisit the risk management course, the Risk Manager instigated an opportunity to collaborate with the Risk Manager at North Ayrshire Council to jointly develop and facilitate the ½ day course. The intention of doing so was to provide contingency arrangements in each others' organisations so that if one facilitator became unavailable for a specific course, then the other could step in and allow the course to continue as planned. The ½ day course was piloted in North Ayrshire and is ready to go live within both organisations.
- Project Risk Management Workshops
A number of services engaged with the Risk Manager to facilitate risk management sessions or provide 'critical friend' support in reviewing project risk registers; these included for example the investment for the Museum, the Museum Store, Regeneration projects and the UK City of Culture bid.
- Ad hoc support, advice or training as requested
 - Training session with the Audit, Risk and Scrutiny Board
 - Training session with the IJB/ Audit committee and 1/2 day course with HSCP senior managers
 - Presentation to final year health and social care undergraduates at Glasgow Caledonian University
 - Workshop for contingencies for Scottish Parliament Elections
 - Debrief event for Scottish Parliament Elections
 - Contingency support for the European Referendum and the August by-election
 - Process mapping for Local Government Elections
 - Risk register updates and meetings with Health and Social Care Partnership
 - Support to Clyde Muirshiel Park Authority for policy/ strategy and risk register development
 - Support to ICT services re ICT risk register
 - Support to Children's services re policy for administration of medicines
 - Training for Procurement Teams on insurable risk in contracts
 - Bespoke risk management training for the Regeneration Team

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- 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 Risk Forum, the Risk Manager keeps abreast of risk management developments and best practice in other public sector organisations and local authority areas. Of note is that the council's Risk Manager was appointed in January 2017 as Chair of Alarm Scotland for a period of 3 years. This appointment means that the council's Risk Manager will have greater influence with Alarm Scotland's agenda and Renfrewshire Council can benefit directly from this.
- 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.

8. Conclusion

- 8.1 This Report has provided an overview of key risk management activity and developments undertaken during 2016/17 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.

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