
To: Audit, Risk and Scrutiny Board

On: 29 May 2018

Report by: Director of Finance and Resources

Heading: Risk Management Annual Report 2017/18

1. Summary

1.1 This paper presents the Risk Management Annual Report for 2017/18 (Appendix 1). The Report describes the corporate risk management activity that has taken place during 2017/18 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 separately to the Board in the strategic, corporate and key service risks paper.

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 Audit, Risk and Scrutiny 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 2017/18.
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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**
No implications in the provision of this 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.
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List of Background Papers

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

Author: Karen Locke
Risk Manager
0141 618 7019
Karen.Locke@renfrewshire.gov.uk



Risk Management Annual Report

2017 - 2018

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Overview of key achievements during 2017/18

Below is an overview of key achievements for corporate-led risk management activity during 2017/18 and what this means in practical terms.

Achievement	What this means
<ul style="list-style-type: none"> Integration of risk register reports (strategic, corporate and service) to support the role of the ARS Board. 	<p>Following the May 2017 local government elections and subsequent changes to Board structures and the scheme of delegated functions, all risks were to be reported to the Audit, Risk and Scrutiny Board (ARSB), where previously risks had been reported to individual Boards who had remits covering related areas of service. The consequence of this change meant that the ARSB would now receive 6 separate reports on risk (5 service department risk reports and a report covering strategic and corporate risks). It was agreed that to support more effective reporting of risk to the Board, an exercise would be undertaken to streamline reports into a single integrated report. The resulting exercise required good co-ordination between the council's risk manager and the service risk management representatives to ensure risks were not duplicated across different registers and that a clear organisational risk profile could be presented to Board for approval. This process was concluded in time for agreement by the Corporate Management Team and the April 2018 risks being presented to Board (May 2018).</p>
<ul style="list-style-type: none"> New risk management KPIs agreed and monitored 	<p>After a few years of monitoring a set of key performance indicators (KPIs), linked to the risk policy and strategy, the Corporate Risk Management Group considered that the items being monitored were performing well and that it should identify new indicators that would be challenging and provide an opportunity for embedding further improvement in the council's risk management arrangements. The new KPIs were agreed by the Group and new data is now being collected and monitored on a quarterly basis. The new KPIs cover the role of the service risk management reps in embedding risk within the service departments through activities such as undertaking risk bow tie analysis and encouraging uptake of the risk management course on iLearn. KPIs also include defensibility rates for claims against the council. The council cannot directly control the number of claims for compensation that it receives but it should be able to manage the circumstances that are relied upon to successfully defend claims.</p>
<ul style="list-style-type: none"> New risk management training sessions launched 	<p>In 2016/17 a ½ day risk management course was developed in partnership with North Ayrshire Council and by the end of 2016/17 it was ready to go live. The course has now been launched in 2017 and is embedded as a core module within both the Aspire and the Leaders of the Future management development programmes recently launched in the council. Since commencing the risk module in January 2018, 30 colleagues have received the risk management training, with further cohorts already underway for 2018/19.</p>
<ul style="list-style-type: none"> Revised internal procedures for insurance renewals 	<p>Following on from the Insurance Act 2015 and specifically Part 2, duty of fair presentation, which covers what the insured (the council) knows or 'ought to know' it became more important than ever to ensure that each service department had the opportunity to review its own insurance requirements so that corporately the council could then disclose the correct risk information to insurers, make sure the right cover was in place and that premium charged would be appropriate. Given the size, complexity and ever-changing business environment for local government service provision it would not be possible (nor appropriate) for a central insurance team to provide this information directly to insurers without validation from each service regarding its data, and so as part of the annual renewal process an insurance questionnaire was developed and issued to service directors to complete, support by their risk management reps. This change was tested in the previous year as part of the information gathering process to support the tender for the council's insurance programme and was implemented successfully in summer 2017 for the first renewal period commencing 1 November 2017.</p>
<ul style="list-style-type: none"> Review of inventory for engineering inspections and revision of roles and responsibilities 	<p>Linked to the council's engineering insurance cover (for faults occurring with certain equipment), a contract is in place with HSB engineering for independent statutory inspection of the items. A project was undertaken in 2017/2018 to review and update where necessary the inventory used by the inspectors and review all related council roles and responsibilities. Key contacts were established for each item to ensure any repairs required would be followed through by a named individual. All relevant staff were then trained by the inspection company (HSB Engineering) on the legislative context, what their roles were and how to keep the inventory system up-to-date.</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 2017/18 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 separately to the Board in the strategic, corporate and key service risks paper.
- 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 2017/18.

2. Risk Management Framework 2017/18: 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 2017/18 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 Pentana, the Intranet 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 2017/18:** At the interim review of the policy and strategy (undertaken by the Corporate Risk Management Group in October 2017) some minor changes were implemented to reflect the organisational and board structure changes that had taken place following the local government elections in May 2017. The Director of Children's Services role with regards to the Health and Social Care Partnership was also made clearer within the roles and responsibility section.

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. The risk management objectives are derived from this model.

As reported to Board in the previous annual report, the intention will to be self assess performance against the model in 2018 ahead of the next formal review of Risk Matters.

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

Strategic Risk Management Objectives

Enablers

Results

- (1) Leadership and management: Ensuring that our Members, Directors and Senior Managers fully support and promote risk management
- (2) Policy and strategy: 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) People: Ensure that our people are equipped and supported to manage risk well
- (4) Partnerships and resources: Ensuring that we have effective arrangements for managing risks in partnerships and resourcing risk management activity
- (5) Processes: **Ensuring that our** risk management processes are effective in supporting the business activities of the council
- (6) Risk handling and assurance: Ensuring that risks are handled well and that the council has assurance that risk management is delivering successful outcomes and supporting innovation
- (7) Outcomes and delivery: **Ensuring that** risk management does contribute to achieving positive outcomes for the council

3.3 Strategic Risk Management Development Plan 2016/18

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 usually 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 2016 to March 2018.

Two actions originally included in the plan were cancelled as information was no longer available to allow the actions to proceed. For completeness however, these actions will be recreated in the 2018/2020 plan.

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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- ✔ Performance in relation to completion of SRMDP actions was 100% for year 1 against an in-year target of 85%
- ▶ Performance in relation to completion of SRMDP actions was 80% for year 2 against an in-year target of 85%
- ✔ Performance in relation to the SRMDP actions was 90% for the two years against a target of 85%

Some key actions delivered from the plan during 2017/18 were as follows:

- ✓ An update on risk management and insurance arrangements was provided to new Elected Members following the Local Government Elections in May 2017
- ✓ Arrangements were agreed with the Head of Policy and Commissioning for the reporting of relevant strategic risk information to community partners now that now an Executive Chief Officers Oversight Group has been established
- ✓ A review of the inventory for engineering inspections was carried out along with a revision of related roles and responsibilities. Linked to the council's engineering insurance cover (for faults occurring with certain equipment), a contract is in place with HSB engineering for independent statutory inspection of the items. A project was undertaken in 2017/2018 to review and update where necessary the inventory used by the inspectors and review all related council roles and responsibilities. Key contacts were established for each item to ensure any repairs required would be followed through by a named individual. All relevant staff were then trained by the inspection company (HSB Engineering) on the legislative context, what their roles were and how to keep the inventory system up-to-date.

3.4 The Corporate Risk Management Group

The Corporate Risk Management Group met on six occasions during 2017/18 in accordance with its terms of reference. Four meetings were 'standing' quarterly meetings and two were specifically dedicated to the development of the 2017/18 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 2017/18:** Following the May 2017 local government elections and subsequent changes to Board structures and the scheme of delegated functions, all risks were to be reported to the Audit, Risk and Scrutiny Board (ARSB), where previously risks had been reported to individual Boards who had remits covering related areas of service. The consequence of this change meant that the ARSB would now receive 6 separate reports on risk (5 service department risk reports and a report covering strategic and corporate risks). It was agreed that to support more effective reporting of risk to the Board, the Corporate Risk Management Group would undertake an exercise to streamline reports into a single integrated report. The resulting exercise ensured risks would not be duplicated across different registers and that a clear organisational risk profile could be presented to Board for approval. This process was concluded in time for agreement by the Corporate Management Team and the April 2018 risks being presented to Board in May 2018.

3.5 Pentana software system


Pentana (formerly 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 2017/18.

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

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3.6 The Intranet

The intranet continues to be a key tool for communicating and providing risk management information and guidance to all staff with access to it. The [Intranet 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.

 **New in 2017/18:** The 'Risk Matters' page on the intranet was reviewed and updated following the development of the council's new staff intranet.

4. Risk Management Process

4.1 The standardised process for risk management within the council 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 an outline of how this happens in practice across a variety of settings.

5.2 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.


5.3 Each service continues to monitor their risks and refresh their risk registers 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.

5.4 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

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where cost pressures relate to top corporate or services risks and this supports effective decisions to be made in relation to financial priorities.

5.5 Good risk management continued to be applied within the process of contingency planning for the administration of Local Government Election in May 2017. The 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.

 **New in 2017/18:** Following on from the Insurance Act 2015 and specifically Part 2, duty of fair presentation, which covers what the insured (the council) knows or 'ought to know' it became more important than ever to ensure that each service department had the opportunity to review its own insurance requirements so that corporately the council could then disclose the correct risk information to insurers, make sure the right cover was in place and that premium charged would be appropriate. Given the size, complexity and ever-changing business environment for local government service provision it would not be possible (nor appropriate) for a central insurance team to provide this information directly to insurers without validation from each service regarding its data, and so as part of the annual renewal process an insurance questionnaire was developed and issued to service directors to complete, support by their risk management reps. This change was tested in the previous year as part of the information gathering process to support the tender for the council's insurance programme and was implemented successfully in summer 2017 for the first renewal period commencing 1 November 2017.

6. Reporting and Monitoring

6.1 The governance arrangements in place during 2017/18 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 Audit, Risk & Scrutiny Board approved the strategic, corporate and service risk registers for 2017/18 and received progress reports in November 2017.

6.2 Each service has a representative on the Corporate Risk Management Group (CRMG). The CRMG has overseen the 2017/18 strategic and corporate risks and monitored progress on a quarterly basis. Services have taken ownership of their risks with processes being followed for reporting, and where necessary 'escalation' of significant risks to the Corporate Risk Management Group. All five services submitted mid-year progress reports to the Audit, Risk and Scrutiny Board as planned.


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.

6.4 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.


6.5 Key Performance Indicators continue to be implemented and monitored by the Corporate Risk Management Group on a quarterly basis.

 **New in 2017/18:** After a few years of monitoring a specific set of key performance indicators (KPIs), linked to the risk policy and strategy, the Corporate Risk Management Group considered that the items being monitored were performing well and that it should identify new indicators that would be challenging and provide an opportunity for embedding further improvement in the council's risk management arrangements. The new KPIs were agreed by the Group and new data is now being collected and monitored on a quarterly basis. The new KPIs cover the role of the service risk management reps in embedding risk within the service departments through activities such as undertaking risk bow tie analysis and encouraging uptake of the risk management course on iLearn. KPIs also include defensibility rates for claims against the council. The council cannot directly control the number of claims for compensation that it receives but it should be able to manage the circumstances that are relied upon to successfully defend claims.

⁴ Chartered Institute for Public Finance and Accountancy

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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)
 - 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
-  **New in 2017/18:** In 2016/17 a ½ day risk management course had been developed in partnership with North Ayrshire Council and by the end of 2016/17 it was ready to go live. The course has now been launched in 2017 and is embedded as a core module within both the Aspire and the Leaders of the Future management development programmes recently launched by the council. Since commencing the risk module in January 2018, 30 colleagues have received the risk management training, with further cohorts already underway for 2018/19.
- 7.3 Ad hoc support, advice or training requests continue to be met so far as reasonably practical. Some of these included:
- supporting the City of Culture bid team on risk section of bid
 - supporting the project team for the Culture Hub/ Library project to consider specific risks
 - along with the Risk Management Alliance supporting the elections team on the contingency arrangements for the Local Government Elections in May 2018
 - along with the insurance broker, supporting the City Deal team to consider specific risks
- 7.4 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 Group, the Risk Manager keeps abreast of risk management developments and best practice in other public sector organisations and local authority areas. The Risk Manager continues in her role as current Chair of the Alarm Scotland (year 2 of a 3-year commitment). This role means that the council's Risk Manager has 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 2017/18 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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