

# Report

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Report to:	<b>Performance and Review Scrutiny Forum</b>
Date of Meeting:	<b>2 March 2010</b>
Report by:	<b>Chief Executive</b>

Subject:	<b>Best Value 2 – Shared Risk Assessment</b>
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## 1. Purpose of Report

1.1 The purpose of the report is to:-

- ◆ advise the Performance and Review Scrutiny Forum of the background to the Shared Risk Assessment process being developed by the Accounts Commission as part of Best Value 2 and to note the Council's submission

## 2. Recommendation(s)

2.1 The Forum is asked to note:-

- (1) the process for the Shared Risk Assessment (SRA) and Council's submission.

## 3. Background

3.1 Following publication of the Crerar report, the Scottish Government advised Local Authorities that it would establish a simplified approach to delivering local government scrutiny. To achieve this, the Accounts Commission was asked to take on a gate-keeping and co-ordination role with all of the scrutiny bodies involved.

3.2. The Local Government Scrutiny Co-ordination Strategic Group was established to take forward this work. Representatives from various scrutiny bodies sit on this group including Her Majesty's Inspectorate of Education (HMIE), Social Work Inspection Agency (SWIA) and Scottish Housing Regulator (SHR). The key priorities which the group set were to:

- ◆ Develop a Shared Risk Assessment
- ◆ Develop a single corporate assessment
- ◆ Improve scheduling and co-ordination arrangements

## 4. Shared Risk Assessment (SRA)

4.1. SRA forms a key part of Best Value 2. The recent consultation on BV2 invited comment on a number of areas, all of which were linked to the proposed model for SRA and joint scrutiny planning. SRA is a process that involves all local government scrutiny bodies in a round table discussion (Local Area Network LAN). It aims to improve information sharing and ensure scrutiny activity is proportionate in terms of frequency, intensity and scope, and is based on risk.

4.2. These arrangements mark a fundamental shift away from scrutiny based on standard inspections undertaken on a cyclical basis except where there is a high risk identified.

- 4.3. The SRA has been tested at the two pathfinder Councils (Fife and West Dunbarton) through the setting up of local networks of all relevant scrutiny bodies which serve to provide the local information and intelligence to inform the SRA.

## **5. Process**

- 5.1. A Local Area Network (LAN) typically comprises representatives from key regulatory/inspection organisations including HMIE, SWIA, Care Commission, Scottish Housing Regulator, the Council's External Auditor and the BV portfolio manager from Audit Scotland.
- 5.2. The LAN will seek to develop joint scrutiny scheduling and planning, manage the SRA process, and organise a single corporate assessment through the BV2 audit process. The LAN will gather self evaluation and other performance outcome evidence to inform their findings. The more robust and effective a Council's self evaluation mechanisms are, the more proportionate the scrutiny response.
- 5.3. Through discussion with inspectorate colleagues, the LAN will aim to:-
- ◆ come to a shared understanding about the evidence to agree the SRA
  - ◆ identify issues which need additional evidence or analysis before risk assessment can be agreed
  - ◆ agree proposals for short, medium and long term scrutiny and improvement support
  - ◆ draft the summary Assurance and Improvement Plan (AIP)
  - ◆ consider the results of the SRA and AIP in terms also of National Risk Priorities
- 5.4. The AIP should set out clearly the context, risks, key evidence and plans for scrutiny activity over the next three years for each Council and all 32 should be in place by April 2010. All Councils will have the opportunity to review a draft version of the AIP to both challenge the evidence basis for risk assessment and ensure that any good practice examples have been highlighted.

## **6. South Lanarkshire Council**

- 6.1. The SRA process within the Council commenced with an initial meeting with the LAN Lead Officer, Fraser McKinlay, Assistant Director (Best Value), held on 17 December.
- 6.2. Guidance on how to complete the SRA is not available, however, Audit Scotland has advised the Council as follows:-
- ◆ the shared risk assessment process is designed to deliver the Council's Assurance and Improvement Plan, by the end of April 2010
  - ◆ nothing 'new' is required to support the process
  - ◆ Audit Scotland are interested in existing reports, processes and systems in place for self evaluation
  - ◆ any additional work should be kept to a minimum
  - ◆ SLC should prepare a short narrative, with signposts to relevant key documents and people
- 6.3. The attached Appendix 1 has been prepared as the Council's submission. It draws upon our existing practice and provides evidence and examples of what difference our approach has made to our community, customers and employees.
- 6.4. Following discussion by the Corporate Management Team 21 January, the Council's submission was passed to the LAN Lead Officer on the 22 January 2010. Initial

consideration was given to the submission by the LAN at its on 26 January, which was also attended by the Chief Executive, Depute Chief Executive and Head of Improvement.

## **7. Next steps**

7.1. After a more detailed review of the submission by the LAN, the Assessment and Improvement Plan (AIP) will be prepared in draft form by the Local Area Network for discussion with the Council. This will take place during February/March 2010 and may involve the LAN lead officer attending the Corporate Management Team to discuss the findings, should this be considered appropriate.

## **8. Employee Implications**

8.1. There are no employee implications.

## **9. Financial Implications**

9.1. There are no financial implications.

## **10. Other Implications**

10.1. There are no other implications

## **11. Equality Impact Assessment and Consultation Arrangements**

11.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.

**Archie Strang**  
**Chief Executive**

3 February 2010

### **Link(s) to Council Improvement Themes and Objectives**

Improvement Theme – Efficient and effective use of resources  
Performance management and improvement

### **Previous References**

- ◆ Executive Committee 10 June 2009 - Best Value 2 (Proposals for consultation) and Coordination of local government scrutiny activity
- ◆ Executive Committee report 18 November 2009 – Best Value 2 Consultation Analysis and Proposed Accounts Commission responses

### **List of Background Papers**

- ◆ CMT report 21 January 2010 – Best Value 2 - Shared Risk Assessment submission
- ◆ CMT report 7 January 2010 – Best Value 2 - Shared Risk Assessment

### **Contact for Further Information**

If you would like to inspect the background papers or want further information, please contact:-

Heather McNeil, Head of Improvement

Ext: 5915 (Tel: 01698 455915)

E-mail: [heather.mcneil@southlanarkshire.gov.uk](mailto:heather.mcneil@southlanarkshire.gov.uk)

## South Lanarkshire Council

### Shared Risk Assessment 2010

#### 1. Introduction

South Lanarkshire welcomes the development of the shared risk assessment process as part of a more proportionate approach to scrutiny. Ultimately, successful implementation of this approach through more robust self evaluation will directly contribute to our primary aim of helping improve the quality of life of everyone in the Council area through the more effective and targeted use of resources.

#### 2. Background

In February 2009, the Council received its first Audit of Best Value and Community Planning. This was a positive experience which independently assessed our progress and has informed our future priorities for improvement. The Council is currently implementing an improvement plan to address Best Value 1 and good progress has been achieved to date.

#### **Best Value 1 Evidence**

#### **Contact**

<b>BV1 progress report to Risk and Audit Forum December 2009</b>	Heather McNeil, Head of Improvement tel: 01698 455915 email: <a href="mailto:heather.mcneil@southlanarkshire.gov.uk">heather.mcneil@southlanarkshire.gov.uk</a>
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The Council is not complacent about the challenges ahead. These include the emerging economic situation, delivery of the Single Outcome Agreement and the evolving framework for Best Value 2. What follows, in this short paper is a summary of our day to day approach to managing our business. This includes demonstrating how effective self assessment and performance management is intrinsic to the way we work. New developments or progress since Best Value 1 are also included. In short, the paper aims to provide the reader with sufficient assurance and evidence sources to demonstrate that a good level of self awareness exists within the Council and also ultimately, the difference that our approach has made to the citizens of South Lanarkshire.

The financial position will dominate future activity. We recognise that we need to be clear about our priorities, drive efficiencies and identify non-core areas of service. During this unprecedented period, we will also continue to employ and develop a variety of performance management approaches, including self evaluation, to help maximise successful positive outcomes in our priority areas of service delivery and corporate improvement as stated in the Council Plan, Connect.

#### 3. Strategic Planning

##### Community Planning/Single Outcome Agreement – our area and partners:

In May 2009, the South Lanarkshire Partnership Board agreed to the refresh of the Community Plan – Stronger Together. The refresh aims to reflect both the change in the challenges and opportunities in the five years since it was last refreshed and the new Single Outcome Agreement dynamic that has now been added. The first Community Planning Single Outcome Agreement for 2009/10 was approved in May 2009 and the Council published the annual progress report on the Council focused Single Outcome Agreement 2008/09 during October 2009.

##### Connect – our Council plan:

The Council Plan, Connect 2007/11 was reviewed in 2009. The mid term review involved re-assessing our priorities in light of the changing external and internal environment, and ensuring effective arrangements were in place to support service delivery and continuous improvement. This involved the Corporate Management Team and all Heads of Service undertaking a short bespoke self assessment to inform this process. Arising from the self assessment, refreshed Council priorities were agreed which recognised the changing financial environment in which the

Council was operating. Specifically, it was acknowledged that delivery of priorities, now and in the future, would be heavily dependent in coming years on resource availability.

#### Financial Strategy – our money:

Our money has always supported our priorities and for a period of nearly 11 years the efficiency savings process has played a key part in South Lanarkshire Council's budget strategy. In light of the current economic climate and anticipated reduced Government grant in future years, the Council is now developing a more challenging longer term strategy. As part of this, a number of new approaches are being explored, in addition to the traditional savings routes of managerial efficiencies/Best Value service reviews. These approaches include:

- an examination of non-core areas of spend
- consideration of services where charges could be introduced or increased
- opportunities identified from the National Diagnostics Projects
- alternative service delivery opportunities
- targeted efficiency savings for each Resource

Efficient and effective use of resources is, and will remain, a Council priority for the foreseeable future. This is reinforced through the Council's most recent public performance report 'The Reporter', though the recent budget consultation exercise with the citizens panel regarding the 2010/11 revenue savings proposals and through a Council-wide team brief 'Hard Choices for Hard Times' prepared by the Chief Executive.

#### So what?

Having key plans in place is only one part of the challenge and the list below provides further information on the background to the above and also evidences the impact of these approaches on the lives of the citizens of South Lanarkshire.

<b>Strategic Planning Evidence</b>	<b>Contact</b>
<b>SOA annual report 2008/09 (including case studies)</b>	Alex Morton, Manager, Central Research Unit tel: 01698 453829 email: <a href="mailto:alex.morton@southlanarkshire.gov.uk">alex.morton@southlanarkshire.gov.uk</a>
<b>SOA 'Connect 2 Success' 2009/10-2011/12</b>	Alex Morton, Manager, Central Research Unit tel: 01698 453829 email: <a href="mailto:alex.morton@southlanarkshire.gov.uk">alex.morton@southlanarkshire.gov.uk</a>
<b>Community Plan operational review report to South Lanarkshire Partnership Board September 2009 and minute</b>	Alex Morton, Manager, Central Research Unit tel: 01698 453829 email: <a href="mailto:alex.morton@southlanarkshire.gov.uk">alex.morton@southlanarkshire.gov.uk</a>
<b>Connect Mid term review 2009 (highlights from first 2 years)</b>	Heather McNeil, Head of Improvement tel: 01698 455915 email: <a href="mailto:heather.mcneil@southlanarkshire.gov.uk">heather.mcneil@southlanarkshire.gov.uk</a>
<b>Connect mid term review summary leaflet – Council priorities 2009/12</b>	Heather McNeil, Head of Improvement tel: 01698 455915 email: <a href="mailto:heather.mcneil@southlanarkshire.gov.uk">heather.mcneil@southlanarkshire.gov.uk</a>
<b>CMT reports December 2008 and April 2009 – Outcomes from CMT/Heads of Service sessions/self evaluation to inform mid term review</b>	Heather McNeil, Head of Improvement tel: 01698 455915 email: <a href="mailto:heather.mcneil@southlanarkshire.gov.uk">heather.mcneil@southlanarkshire.gov.uk</a>
<b>Efficiency statement July 2009 Revenue position update October and December 2009 and budget consultation exercise with citizens panel re 2010/11 savings</b>	Paul Manning, Head of Finance tel: 01698 454532 email: <a href="mailto:paul.manning@southlanarkshire.gov.uk">paul.manning@southlanarkshire.gov.uk</a>
<b>Reporter November 2009- public statement of progress</b>	Cathie Russell, Corporate Communications Manager tel: 01698 454988 email: <a href="mailto:cathie.russell@southlanarkshire.gov.uk">cathie.russell@southlanarkshire.gov.uk</a>
<b>Chief Executive's leaflet 'Hard Choices for Hard Times' –</b>	Cathie Russell, Corporate Communications Manager

#### 4. Performance Management

The Council has an effective performance management framework in place which it is continuing to develop. The key components of this derive from the SOA, Connect, the Resource Planning process and associated quarterly monitoring arrangements via our corporate performance management system, Improve. Progress is formally reported half yearly to the Executive and Resource Committees as appropriate. Performance indicators are monitored and where appropriate, reviewed annually for continued relevance.

As part of our response to Best Value 1, a review of our approach to improvement was undertaken towards the end of 2008 resulting in a refreshed approach which placed a clear emphasis on efficiency, improvement and outcomes. This agenda is now closely managed and directly championed by the Corporate Management Team through the Corporate Improvement Unit.

In addition, while a number of formal Resource wide self assessment systems are in place, the adoption of a corporate system of self evaluation (Empower/PSIF) has also now been approved and is being rolled out throughout the Council to further develop our approach.

#### **So what?**

Following implementation of Improve within the Council to manage performance against the Council Plan and Resource Plans, Phase 2 development will now involve using Improve to manage, monitor and report on Community Planning activities, including the SOA. This will further assist in streamlining practice and improving performance by reinforcing the golden thread from the Community Plan to SOA and to the Council Plan. This development will also enable managers to interrogate performance interactively as and when required. Following implementation of these changes in September 2010, Quarter 2 will be reported to the South Lanarkshire Partnership Board thereafter.

The Council is also alert to the changing external environment and has a number of horizon scanning economic, social and environmental reports available on line via the 'Nip and Tuc' website. These feed into the annual resource planning process to ensure currency and relevance in our annual planning process.

The Council has an ongoing programme of reviews and efficiency projects and has reviewed all material services over the last 10 years. During 2009 several significant improvement projects were assigned to a CMT Executive Director to lead. These are closely monitored and during 2009, the findings from two Diagnostics projects were reported. These aim to secure a total of £9m recurring savings from 2013 onwards. As part of this refreshed approach, the Council is also now developing a single corporate benefits tracking system for all significant improvement projects to identify the key difference they have made in both quantitative and qualitative terms.

Using the Accounts Commission 2009/10 'A New Direction' (SPI guidance for audited bodies) and the recent Best Value 2 consultation paper, Resources have recently reviewed their suite of Local Performance Indicators. This was particularly relevant in light of the planned reduction in SPIs. This piece of work will stand aside a recently commenced review of benchmarking arrangements and will ensure that our PIs remain relevant in terms of scope and coverage. In addition, of the 59 SPIs reported during 2008/09, the Council's performance improved in 45% and remained the same in 22%.

The Council is also aware of areas of declining performance and takes remedial action to address these. Quarter 2 Connect update adopts a new reporting format following feedback from elected members and now uses a traffic light system. Only one measure was reported red at Q2 and this will be used as useful benchmark to track progress in Q3. In terms of SPIs, a report was considered by the Performance and Review Scrutiny Forum in December 2009 which identified improvement measures proposed to address any areas of decline.

While the implementation of PSIF/Empower is at an early stage, existing performance management practice and service delivery within our different Resources has been positively endorsed via external scrutiny and accreditation. Recent examples include:

<u>Resource:</u>	<u>Outcome:</u>
Council wide	Carbon Trust standard
Housing and Technical	Very good/Good rating from Care Commission (Sheltered Housing and Homelessness)
Community	Transport News Best Local Authority Fleet of the Year
Education	Local Government Chronicle UK award for sustainability
	Overall strong performance of Education establishments and community learning services noted by HMIE and Care Commission within published inspection reports
Social Work	COSLA excellence award for Sustainable Development
	Overall strong performance of Social Work services in 70+ inspections by SWIA and the Care Commission
Enterprise	Scottish Urban Regeneration Forum (SURF) Award winner in partnership category - South Lanarkshire childminding programme

<b>Performance Management Evidence</b>	<b>Contact</b>
<b>Performance Management proposals for Community Planning and SOA to Executive Committee October 2009</b>	Alex Morton, Manager, Central Research Unit tel: 01698 453829 email: <a href="mailto:alex.morton@southlanarkshire.gov.uk">alex.morton@southlanarkshire.gov.uk</a>
<b>Quarter 2 2009/10 Council Plan Connect update</b>	Douglas Wilson, Head of Administration tel: 01698 45 email: <a href="mailto:douglas.wilson@southlanarkshire.gov.uk">douglas.wilson@southlanarkshire.gov.uk</a>
<b>Resource Plans 2009/10</b>	Charles Leleux, Corporate Support Manager tel: 01698 454827 email: <a href="mailto:charles.leleux@southlanarkshire.gov.uk">charles.leleux@southlanarkshire.gov.uk</a>
<b>Quarter 2 2009/10 Resource Plan progress reports</b>	Charles Leleux, Corporate Support Manager tel: 01698 454827 email: <a href="mailto:charles.leleux@southlanarkshire.gov.uk">charles.leleux@southlanarkshire.gov.uk</a>
<b>Nip and Tuc web address</b> <a href="http://niptuc.seeit.co.uk">http://niptuc.seeit.co.uk</a>	Alex Morton, Manager, Central Research Unit tel: 01698 453829 email: <a href="mailto:alex.morton@southlanarkshire.gov.uk">alex.morton@southlanarkshire.gov.uk</a>
<b>Best Value Service Review guidance and Council wide Improvement framework report to Executive Committee September 2009</b>	Heather McNeil, Head of Improvement tel: 01698 455915 email: <a href="mailto:heather.mcneil@southlanarkshire.gov.uk">heather.mcneil@southlanarkshire.gov.uk</a>
<b>Sample report to Corporate Improvement Advisory Board (CIAB) progress on major improvement projects (including mgt structures and procurement Diagnostics) October 2009</b>	Helen Black, Improvement Manager tel: 01698 454618 email: <a href="mailto:helen.black@southlanarkshire.gov.uk">helen.black@southlanarkshire.gov.uk</a>
<b>SPI decline in Indicators in Performance during 2008/09 report to Performance and Review Scrutiny Forum December 2009</b>	Lorraine O'Hagan, Finance Manager, Accounting and Budgeting tel: 01698 454617 email: <a href="mailto:lorraine.o'hagan@southlanarkshire.gov.uk">lorraine.o'hagan@southlanarkshire.gov.uk</a>
<b>Performance Management (review of Performance Indicators) and Best Value 2 report to Performance and Review Scrutiny Forum December 2009</b>	Heather McNeil, Head of Improvement tel: 01698 455915 email: <a href="mailto:heather.mcneil@southlanarkshire.gov.uk">heather.mcneil@southlanarkshire.gov.uk</a>
<b>SPI/LPI overview spreadsheets</b>	Helen Black, Improvement Manager tel: 01698 454618 email: <a href="mailto:helen.black@southlanarkshire.gov.uk">helen.black@southlanarkshire.gov.uk</a>
<b>BV2 toolkits gap analysis December 2009</b>	Helen Black, Improvement Manager tel: 01698 454618 email: <a href="mailto:helen.black@southlanarkshire.gov.uk">helen.black@southlanarkshire.gov.uk</a>
<b>PSIF/Empower implementation</b>	Heather McNeil, Head of Improvement

**arrangements - Executive Committee reports June and November 2009 (June report includes summary of existing self assessment arrangements in place)**

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## 5. Customers

Customers are at the centre of the services which South Lanarkshire Council provides. We are currently reviewing our strategy for initial customer contact (diagnostic project) to ensure that it meets the diverse needs of our residents, and represents best value. Part of this has involved an exercise to gauge how our residents and service users prefer to access both Council Services and information about Council Services.

Our household survey which takes place every 2 years provides the Council with both high level indicators of customer satisfaction with the Council and also broad indicators of satisfaction with specific key services within Resources.

We have recently established a community engagement forum to look at best practice including seeking the involvement of customers and service users in a wide range of decisions about services and exploring the better use of new technology in this process.

Events are also being organised with the Citizens Panel for February 2010 to test the robustness and appropriateness of our approach to PPR following a review during 2009.

Our service standards are regularly monitored we conduct a Mystery Customer exercise to test these standards regularly. We also review complaints and report these to the CMT on a quarterly basis.

Customer service is a core competence for all employees as part of the Performance Development and Review process. In addition, a pilot programme of employees participating in the national Customer Service Professional qualification has also been undertaken. aspect of our work.

### **So what?**

As part of the recent customer contact review, proposals are due to be reported to the CMT this month which rationalise the number of call centres and contact numbers and make recommendations for further developments in terms of channel shift to better meet customer needs.

Resulting from the last household survey, our attention was directed to differences in satisfaction levels across the four geographical areas and specifically the public perception of roads. During National Customer Service week in October, a number of services ran workshops for the public about what that service involved and invited questions about delivery in order to address this issue.

In addition, following through customer complaints has led to us establishing a 'you said we did' section on the website and has also informed a review of complaints procedures involving customers in developing a new streamlined approach.

### **Customer Evidence**

### **Contact**

<b>South Lanarkshire Household survey results (including Resource level responses); and Customer Access consultation</b>	Gill Bhatti, Employee Development and Diversity Manager tel: 01698 455604 email: <a href="mailto:gill.bhatti@southlanarkshire.gov.uk">gill.bhatti@southlanarkshire.gov.uk</a>
<b>Community engagement framework Report to CMT December 2009</b>	Gill Bhatti, Employee Development and Diversity Manager tel: 01698 455604 email: <a href="mailto:gill.bhatti@southlanarkshire.gov.uk">gill.bhatti@southlanarkshire.gov.uk</a>
<b>Corporate Complaints quarterly reporting; and Mystery Shopper annual report , both reported to CMT</b>	Gill Bhatti, Employee Development and Diversity Manager tel: 01698 455604 email: <a href="mailto:gill.bhatti@southlanarkshire.gov.uk">gill.bhatti@southlanarkshire.gov.uk</a>



<b>'You said we did' – website extract</b>	Gill Bhatti, Employee Development and Diversity Manager tel: 01698 455604 email: <a href="mailto:gill.bhatti@southlanarkshire.gov.uk">gill.bhatti@southlanarkshire.gov.uk</a>
<b>PPR approach – report to CIAB December 2009 (including Council/Resource PPR calendar)</b>	Heather McNeil, Head of Improvement tel: 01698 455915 email: <a href="mailto:heather.mcneil@southlanarkshire.gov.uk">heather.mcneil@southlanarkshire.gov.uk</a>

## 6. People

The Council launched its' People Strategy, Connecting through People, in 2008/2009 and over the course of 2009/2010 continued to develop and roll out future phases of this strategy. One of the key projects in this area was the implementation of HR self-service providing employees with direct access to personnel records and enabling online transactions. In the first quarter of 2010, over 10,000 employees are successfully using People Connect, the Council's HR Self Service system.

Continuing in the theme of developing our people, a Workforce Strategy has been developed to facilitate more accurate analysis of workforce and addressing business requirements. This will be rolled out in the form of an action plan during 2010/11.

The Best Value outcomes of recruitment administration continue to be implemented and we continue to respond positively to the sustainable development agenda with the launch of our 'greentravelto work' scheme, available to all employees. In addition, we have developed, in partnership with SPT, an on-line 'Journeyshare' platform to promote journey sharing, car, bike, walking. Finally the Council successfully attained the Gold Healthy Working Lives Award during 2009 and will continue to promote healthy working as part of our commitment to employees.

### **So what?**

We have successfully maintained low levels of absence across the Council, coming third out of 32 local authorities in Scotland, and ahead of the other 4 largest authorities. This is evidence that our Maximising Attendance Policy is working well in South Lanarkshire, much of which is attributable to our strong relations with Trades Union colleagues.

During 2009 Personnel Services co-ordinated the employee audit across all Resources. The results of which demonstrated an increase in the response rate from 13.5% in 2008 to 35.1% for the most recent exercise in 2009.

Although the current financial climate may have an impact on employee turnover the Council are projecting an annual turnover rate of 2.6%, well below national and sector averages.

We have successfully retained IIP and continue to report annually on the coverage of PDR Council-wide.

<b>People Evidence</b>	<b>Contact</b>
<b>People Strategy – 'Connecting through People'</b>	Vicki Aitken, Personnel Manager tel: 01698 454803 email: <a href="mailto:vicki.aitken@southlanarkshire.gov.uk">vicki.aitken@southlanarkshire.gov.uk</a>
<b>Workforce Strategy</b>	Kay McVeigh, Head of Personnel tel: 01698 454330 email: <a href="mailto:kay.mcveigh@southlanarkshire.gov.uk">kay.mcveigh@southlanarkshire.gov.uk</a>
<b>Employee audit refresh arrangements and results</b>	Gill Bhatti, Employee Development and Diversity Manager tel: 01698 455604 email: <a href="mailto:gill.bhatti@southlanarkshire.gov.uk">gill.bhatti@southlanarkshire.gov.uk</a>

<b>Investors in People</b>	Gill Bhatti, Employee Development and Diversity Manager tel: 01698 455604 email: <a href="mailto:gill.bhatti@southlanarkshire.gov.uk">gill.bhatti@southlanarkshire.gov.uk</a>
<b>PDP annual report</b>	Gill Bhatti, Employee Development and Diversity Manager tel: 01698 455604 email: <a href="mailto:gill.bhatti@southlanarkshire.gov.uk">gill.bhatti@southlanarkshire.gov.uk</a>

## 7. Risk Management

The latest update of the Council's top risk register took the views of elected members into account and is reporting back to members on how these risks are being managed. Within the register, there is an emphasis on the financial risks the Council faces. In addition, the Council has revised its Risk Management Strategy to provide guidance on managing risk in partnerships.

### **So what?**

Elected members are becoming more aware of the risks impacting on Council activities and this helps embed consideration of risk in the decision process. Officers who lead or are involved in partnerships now have structured guidance on how to define different types of partnership and how to decide and agree on the appropriate level of risk management.

<b>Risk Management Evidence</b>	<b>Contact</b>
<b>Council top 10 risks</b>	Joan Allan, Risk and Audit Manager tel: 01698 455957 email: <a href="mailto:joan.allan@southlanarkshire.gov.uk">joan.allan@southlanarkshire.gov.uk</a>
<b>Risk Management Strategy Review report to Executive Committee November 2009</b>	Joan Allan, Risk and Audit Manager tel: 01698 455957 email: <a href="mailto:joan.allan@southlanarkshire.gov.uk">joan.allan@southlanarkshire.gov.uk</a>