

INTEGRATED PLAN

PART E – INSURANCE & RISK STRATEGY

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1. Introduction

This strategy sets out the Council's overall approach to risk management, financial risk retention and the management of its corporate insurance programme through relevant policies of insurance. It is intended that the strategy will be reviewed and updated on an annual basis.

This strategy supports the combined Risk Management and Insurance team in establishing and delivering a holistic approach to insurance and risk management providing comprehensive risk identification, assessment and mitigation support, working to a jointly developed and shared vision. This strategy enhances the Council's ability to: -

- Manage an optimum balance between the risk insured in-house "self-insurance" and those externally through the procurement of external insurance.
- Protect the Council's assets, reputation, employees and the public. Maintain a sufficient insurance reserve to meet potential and contingent liabilities.
- Manage and investigate all claims made against the Council, using the appropriate legislation for the detection and prevention of fraud and claims settlements.
- Support the identification and the management of risk within the Council.

Not all financial risks can be insured such as increases in inflation and interest rates. The Council maintains specific reserves for most risks that it self-insures. The level of self-insurance is determined by looking at premium spend over a period against claims incurred and assessing the risk appetite for those areas where the Council is happy to manage the risk in-house. We also seek professional advice through actuarial reviews on a biennial basis to ensure that we have the right balance of reserves against risk.

A separate Risk Management Policy and Strategy exists for the management of enterprise risks and a revised version was agreed by the Audit Committee in September 2018

2. Background

2.1. Municipal Mutual Insurance (MMI)

Between 1971 and 1992 this Council, like many local authorities, was insured with Municipal Mutual Insurance (MMI) for its corporate insurance requirements such as employers and public liability. Insurance cover during this period was 'ground up' meaning that there was no (or very minimal) policy excesses with all claims incurred being paid by MMI.

In common with other authorities, all liability insurance were met on a self-insured basis prior to 1971.

When MMI became no longer viable financially and able to provide ongoing insurance cover, a scheme of arrangement was established in 1992. Through this arrangement, the Council along with others, took on responsibility for a portion of the outstanding and any future incurred claims. This Council has set up a specific

reserve for MMI claims to respond to a levy that the scheme administrator imposes on all local authorities based on an actuarial review of the total scheme liabilities and assets. A levy of 15% was imposed on scheme creditors in January 2014 and a specific reserve of £2m was set up for MMI.

A further levy of 10% was imposed in April 2016. The balance of the fund (provision and reserve) now stands at £755,604. The levy and reserve may change depending on the outcome of future actuarial assessments of the MMI scheme assets and liabilities. In addition, the Council now must meet the first 25% of any new claims that are submitted relating to the MMI policy period.

Claims that are now submitted to MMI are mainly historic abuse claims and mesothelioma claims. As at 30 September 2020, the total of outstanding Hertfordshire claims with MMI was £875,323 (100 per cent of claims cost). This is a significant increase of £369,729 over the position as at 30 September 2019 when the outstanding amount was £505,594. As at 1 December 2020 there have been three new claims submitted to MMI in the calendar year 2020 (one mesothelioma and two historic abuse).

The MMI Reserve and Provision account is therefore likely to require topping up on 1 April 2021.

As is illustrated by the authority's own claims history, MMI remains subject to future uncertainty from mesothelioma and abuse claims. This could lead to a future increase in the levy although no increase is expected in 2021/22. The actuarial review that was completed in November 2019 suggested that the ultimate levy could be closer to 35%. The actuary's recommendation is that the MMI reserve should allow for a further 10% levy which would be an additional £751,000.

2.2. The insurance market today

Following the demise of MMI, this Council was required to make alternative insurance arrangements and did this by approaching the insurance market. Insurers were prepared to quote for local authority business but as this was a new area of business for them they insisted that some of the risk was carried by the Council and insisted on higher policy excesses. This meant that the Council had to set aside an insurance reserve in order to meet the cost of the then current and future claims falling under the insurance policy excess.

A Government Insurance Framework is in place for both brokers and underwriters and this has attracted some specialist underwriters to the local authority market and increased the opportunity set from which authorities can arrange cover. The Local Government Association is also establishing a mutual insurance company which is hoping to start operating from 1 April 2021.

The insurance market is volatile and is influenced by global events and pressures and underwriters will react and adjust policies, premiums and levels of excess to mitigate their own risk from local authority claims and around the globe. This is particularly true in 2020 where the insurance market has been hardening and increases in premium are being seen.

The Department of Education extended the Risk Protection Arrangement that it currently offers to academies to locally managed schools (LMS) from 1 April 2020. This Council currently includes LMS within its external insurance arrangements. Three schools have chosen to move their insurance arrangements to the RPA. The remaining schools remain under the Council's own arrangements until September 2022.

2.3. The key activities of the insurance service

- Identifying and protecting the risks and assets owned or associated with HCC.
- Marketing HCC's profile to external underwriters.
- Offering advice on policy cover and levels of insurance to all departments including schools.
- Giving technical advice to all departments, on major procurements, contracts, shared services, and limited companies.
- Monitoring claim costs and commissioning a bi-annual actuarial review to determine the insurance reserve required to meet past, current and future claims.
- Managing all claims received applicable to all HCC liabilities and policies applying legislation to statutorily defend against claims that may impact on the reputation and financial responsibilities of HCC.
- Appointing appropriate external Solicitors/Barristers to represent HCC in the defence of claims.

2.4. Cost of Insurance

Table 1 below illustrates how much the Council has paid in premiums and management of the service over the last five years. This includes Insurance Premium Tax (IPT) which has increased through the years from 6% in 2011 to 12% in June 2017. This cannot be recovered by the Council.

Property insurance costs are dependent on rebuilding costs. Each year a third of the authority's property portfolio has the rebuilding cost reviewed and this resulted in increases of over 15% in the sums insured. In 2020/21 this gave rise to a 12.9% increase in the property premium. If the same overall increase applies in 2021/22 this results in an additional pressure of £72,578.

A notification that the Council's liability insurers intended to increase their terms and break the long-term agreement was received in January 2020. Consequently, a procurement was undertaken using the YPO framework and the liability insurance arrangements transferred to Zurich Municipal from 1 September 2020. Quotations were received for a higher excess of £1 million and an increased aggregate stop loss. The decision was taken to remain at the existing levels due to the risk of taking a further increase in self-insurance. Despite the procurement exercise, there is a £40,000 pressure for liability insurance from 2020 onwards. This pressure has been built into the IP. If the authority had remained with the existing insurers the pressure would have been significantly higher at £230,000.

The management of the service cost for 20/21 is the current budget. Whenever a post becomes vacant the demands of the service are considered and, over the past four years, this has resulted in three full time posts changing to part-time and one fulltime post being deleted.

Table 1 – Premium and salary costs

Financial Year	Premiums paid £'000	Management of the service £'000	Total Cost* £'000	Drawdown from reserves & provisions £'000
2016/17	2,077	492 ¹	2,569	1,230
2017/18	2,242	450	2,692	212
2018/19	2,123	444	2,567	-1,118 ³
2019/20	2,068	433	2,501	-1,117
2020/21	1,959 ²	473 ²	2,432 ²	-252 ⁴

¹Transfer of Risk Management to Insurance of £100K

²Current forecast

³Includes a £1M top up in July 18

⁴Includes a £252k top up forecast for March 21

In 2015/16, the aggregate stop loss deductible for school property claims was increased from £500,000 to £1,500,000 which substantially increased the Council's exposure. Section 2.6 details how the Council is managing this exposure.

In order to avoid a substantial premium increase, the excess for employers and public liability claims was increased from £200,000 to £500,000 from 1 September 2018. The aggregate stop loss for the Council's liability cover is £5,500,000.

Charts 2 and 3 below illustrate the total number of claims incurred by the Council over the last ten years as well as the total amount paid in settling these claims.

It should be noted that claims for personal injury can be submitted up to three years from the date of any accident and up to six years for property damage claims. The limitation period for claims involving children is up to 21 years. Historic abuse claims are received decades after the alleged abuse and are generally permitted to be considered. The Council and its insurers remain liable for industrial illness claims such as mesothelioma which may have been caused several decades ago. This is reflected by the fact that three new claims have been made against the old MMI policies in 2020. In addition, it can take many years to conclude claims for personal injury.

Chart 2 – Total claims made against the Council

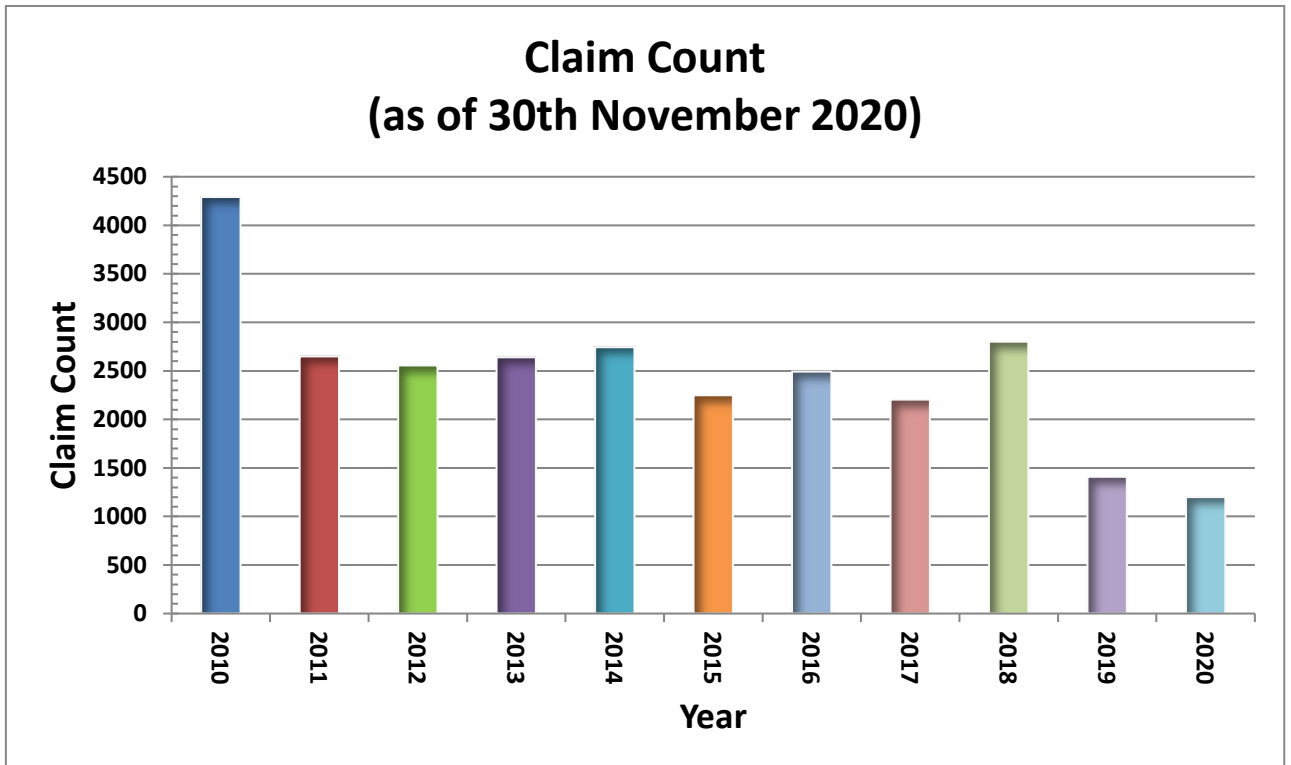
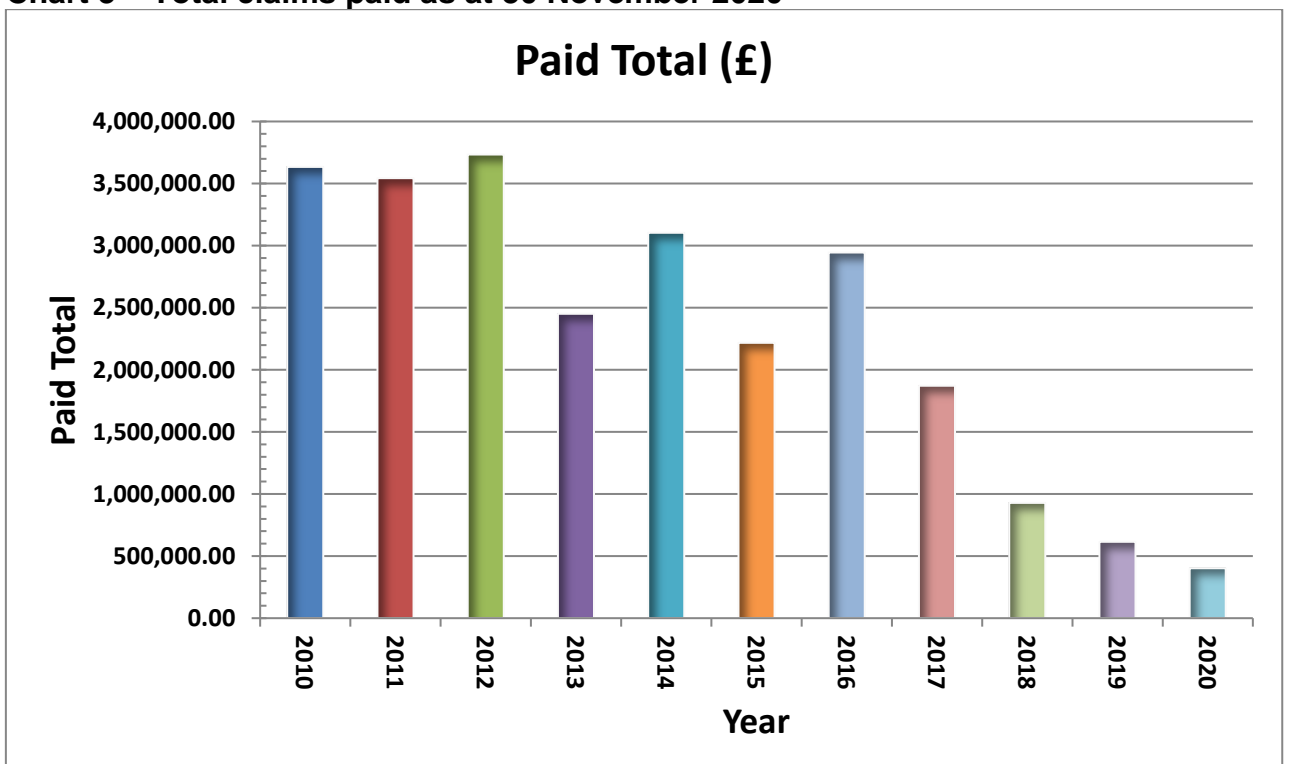


Chart 2 illustrates that the number of claims has remained stable over the last few calendar years but certain factors such as weather will cause volatility in cost and numbers. There will also be liability claims incurred but not yet reported which will eventually be reflected in these numbers. (The limitation period is up to 3 years for personal injury increasing to 6 years for property damage. When children are concerned, they have up to the age of 21 years to pursue an injury claim).

Chart 3 – Total claims paid as at 30 November 2020



It should be noted that Chart 3 is the total cost of claims paid per calendar year (excluding amounts above our excess which are met by insurers). This does not include outstanding claims estimates so it is likely that the final costs for the most recent years will increase over time.

2.5. The balance between cost and risk

The fundamental role of any insurance strategy is to provide the best balance between risk and cost, to best suit the Council.

In basic terms, each insurer estimates the chances of a range of events happening and determines what they will need to charge to fund these potential risks, based on a fixed level of excess. If the Council wishes to reduce the level of excess, or in other words transfer more of the costs should an event take place, then the insurer will wish to charge more. Conversely, if an authority wishes to increase the level of excess and suffer more potential costs should an event take place, then the insurer would be expected to reduce premiums to take account of the reduced level of risk that they are expecting.

The more an authority decides to self-insure, the lower the costs of insurance will be; however, self-insurance requires the authority to maintain a level of resources sufficient to meet all likely claims. This is managed through the insurance reserve.

The levels of self-insurance that the Council has are as follows:

- Property - £100,000 each and every loss
- School Property - £500,000 each loss
- Public liability - £500,000 each occurrence
- Employers liability - £500,000 each occurrence
- Officials Indemnity - £100,000 each occurrence
- Motor (commercial fleet) – self-insure all own- and third-party losses below £100,000.
- Motor (leased cars) – self-insure all own losses

In addition to these excesses or deductibles the Council has a restricted range of insured perils for general properties for damage caused by Fire, Lightning, Explosion, Aircraft and Riot & Civil Commotion only. Cover is much more extensive for education properties providing the schools with a full range of insurance cover apart from subsidence. Each school is only charged a minimal excess of £500 per claim. This leaves the Council having to fund a significant proportion of property claims in schools.

The Council has a stop-loss/aggregate on claims below the excess for example the property cover for schools has an aggregate of £1.5m. There is a separate stop loss for combined liability (£5,500,000) and motor (£540,000). The stop-loss limits the liability of the Council; any claims above the stop-loss are then fully funded by the Insurers. Future premiums may be impacted by an Authority reaching its stop loss and it's important that risk is managed by working with the services to review those areas and introduce controls to mitigate future claims.

The Council obtained an actuarial review of the current excesses and the ultimate self-insurance level the Council should retain in November 2019. It was recommended that the liability excess is increased to £1 million for all liability insurance including Officials Indemnity and the property excess to £500,000. Although quotations were obtained for an excess of £1 million, the decision was taken not to increase the excess from £500,000 due to the unpredictable nature of future claims costs.

The Council does not insure against damage to its highway structures. These structures are specifically excluded from property policy wordings. The cost of damage caused by third party vehicles is pursued against the motor insurer of the vehicle. The cost of repairs to Highway structures is included in the Highway maintenance budget. For the Council to insure them against damage, if there is a market available, may well be prohibitive and the Council would have to meet a substantial excess that would have to be budgeted for.

2.6. The Insurance Reserve

The Council maintains an insurance reserve sufficient to meet both current liabilities (known claims) and potential liabilities (estimated claims) for which it is liable; the self-insured liability. The key reason for maintaining the insurance reserve is so that the council can meet its unpaid retained insurance liabilities, i.e. the settlement costs of known and future (unknown) claims from current and past policy years. The level required to meet those liabilities is set by reference to:

- 1) Current insurers estimate of current claims;
- 2) Past insurers estimate of outstanding claims; and
- 3) Brokers/Actuary estimates of future potential claims

The Council commissions regular actuarial reports to provide a consolidated view of current and potential liabilities. The latest review was undertaken in November 2019 and the actuary used market knowledge to estimate the level of funds that the authority should retain in the insurance reserve. Insurance claims are inherently uncertain and any model used can only be an approximation to reality. As such, the actual amounts required to meet future claim payments may differ from the estimates. The table below illustrates the movement in the insurance reserve over the last five financial years

Table 4: Insurance reserve

	Financial years				
	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Reserve	5,489,962	1,832,439	6,651,000	9,617,792	10,698,776
Provision	11,872,973	14,300,593	9,515,000	7,597,000	7,580,032
Total	17,362,935	16,133,032	16,166,000	17,214,792	18,278,808

The self-insurance reserve is adjusted annually to reflect actual claims incurred but not paid in the year and adjustments are made to the provision to reflect increases and decreases in the claims incurred. The overall reserve, which includes the self-insurance reserve and provision, will reflect overall the insurance actuary's determination of the amount required to meet current and future claims.

The actuarial review in November 2019 showed that the reserve level as at 31 March 2020 (£18.28m plus £0.756 MMI reserve & provision), indicated a surplus. The actuary recommended the total should be £15,448,000 so it is currently exceeded by £3.29m. However, the actuary increased the suggested level of reserve required by £1.10 million over the valuation provided in 2018 demonstrating the volatility of liability claims.

In light of the current reserve being in excess of the actuary's recommendation, the current IP proposes reducing the size of the reserve by £1.5m across the next two years. This will need to be kept under review as risks and claims develop. Overall these changes have the following impact:

	Actuary recommendation £m	Current fund level £m	level after IP and transfers to MMI £m
General		18.2	16
MMI		0.5	1.2
TOTAL	15.4	18.7	17.2

The total reserves include school liability, work has taken place to review the insurance premium levels for schools in order to reflect changes to the policies held by the Council and provide greater transparency of cost. The insurance recharge to schools for insurance has increased in recent years to cover the increasing cost of claims and factor in the cost of maintaining reserves. No increase has, however, been recharged for 2020/21.

As referred to in 2.1 the Council also maintains a separate reserve of £406,695 and provision of £348,909 for its MMI liability. The actuary suggested that the reserve allows for the ultimate levy to be 35% (currently 25%) but the MMI reserve has not been increased at this time. The current level of outstanding claims demonstrates that the MMI provision is likely to need increasing from 1 April 2021 (see section 2.1).

2.7. Main areas of risk

The Council will either self-insure or arrange insurance cover for several different liabilities. The main areas of liability that the Council is exposed to and from which it will receive the majority of claims are as follows:

- **Employers liability** – claims for personal injury/disease to members of HCC staff arising from their employment;

- **Public Liability** – claims for personal injury or damage to private property suffered by members of the public and external organisations. This can vary from vehicle damage arising from potholes in the public highway to abuse claims;
- **Officials Indemnity** – claims for financial loss made by a third party as a result of an error or omission by a Council officer
- **Motor** – claims for the Council’s commercial fleet and leased cars; and
- **Property** – claims for damage to HCC premises/property.

The level of self-insurance continues to be determined by undertaking periodic reviews of self-insurance levels and comparing to current commercial insurance market conditions (hard/soft markets, cost of risk transfer). It will look to review the financial exposure of the Council to the cumulative effects of multiple small losses.

3. Strategic Vision

3.1. By adopting an approach to corporate insurance set out in this strategy, the Council will continue to minimise its exposure to catastrophic losses and to those risks that might affect the delivery of its corporate objectives.

3.2. The key benefits of our approach to corporate insurance will be:

- manage the cost of external insurance premium spend
- enhance the attractiveness of the council’s risk profile to underwriters
- protect the council’s assets (people and property)
- work with departments and schools to manage risk
- ensure the insurance fund is maintained at an appropriate level
- robust claims handling and insurance fraud detection
- greater control of costs – demonstrating value for money
- provide transparency in relation to insurance premium recharges
- maintain an appropriate balance between external insurance and internal risk retention
- protect the reputation of the Council

This corporate insurance strategy provides the framework to ensure that the council has in place an optimal balance between external insurance and self- insurance and that appropriate and robust arrangement are in place for the handling of insurance claims and the calculation and maintenance of the insurance reserve.

3.3. The key strategic elements of this strategy are set out in detail below:

Strategic Aim 1: To manage the cost of external insurance premium spend

Long Term Agreements with the Council’s insurers expired on 1 September 2017. A full Open OJEU tender for the Council’s insurance portfolio was undertaken. This tender provided the opportunity to completely review the Council’s current insurance arrangements including policy cover and excess/deductible levels.

At renewal in 2018, the liability insurers sought a substantial increase in premium due to a deterioration in the Council's claims experience. To retain the policy excess at £200,000 the premium required was £1,342,398. Following careful consideration, the decision was taken to increase the policy excess from £200,000 to £500,000 for a premium of £814,240. The premium paid in 2017 was £1,013,626. The difference in premium spend was a reduction of £199,386 (but with a potential increase of £417,000 per year in self-insurance costs, based on historical figures, due to the increased excess).

The contracts in 2017 were let on a 3 plus 2 year basis so there was an opportunity to test the insurance market again in 2020. Apart from the liability insurance arrangements, the other insurers have held their rates and terms and conditions which were very competitive in 2017. As a result, the Council's liability insurance was marketed, and consequently the insurer changed

In the actuarial review conducted in 2019, it was suggested that the additional cost of claims could be £181,500 to increase to a £1 m excess. As a result of the procurement exercise, the most competitive quotation for a £1 m produced a saving of £315,000 but with a £9 m aggregate stop loss. This could have potentially generated a net saving of £133,500 but with the long term nature and unpredictability of liability claims this option was discounted.

The alternative and less risky option is to consider increasing the general property insurance excess from £100,000 to £500,000 when the policy is tendered in 2022.

The contract with our insurance brokers was reviewed in May 2018 and following a competitive process a new insurance broker was appointed with a saving of £10,000 per annum.

Strategic aim 2: To maintain an adequate insurance fund to meet potential and contingent liabilities and to support the Council's insurance programme.

The insurance reserve can be used when the council becomes legally liable to settle (compensate) a liability claim that has been made against it or its officers and elected members and for which the council is liable for the costs of settlement under the insurance policy excess.

The actuarial review in November 2019 confirmed that there are sufficient reserves to meet all incurred claims for which the Council is liable. Reserves and Provisions are considered when insurance premiums are renewed annually, and these may be adjusted to reflect any increase in levels of self-insurance. The separate reserve for historical MMI claims is reviewed following guidance from the actuary and the administrators for MMI, Ernst & Young. The actuarial advice is that the MMI Reserve needs to be increased by £751,000 which can be taken from the Insurance Reserve.

There is a pressure to increase the budget for external insurance premiums by £40,000 based on the increase in liability premium. The cost of property insurance also rose by over £65,000 due to increases in rebuilding valuations in 2020.

Strategic aim 3: To maintain an insurance programme that provides the optimal balance between insurance and risk retention.

The balance between the levels of risk taken on by the Council through self-insurance and off set through insurers has been considered through the Liability & Property Programme Design Review in November 2019. This suggested that the liability excess should be increased from £500,000 to £1 million and the property excess from £100,000 to £500,000. This would result in a premium saving for the Council but an increased exposure to uninsured losses. See Strategic Aim 1.

Strategic aim 4: To maintain appropriate operational policies for the handling of insurance claims, recharging to services and presentation of risks to insurers.

The insurance service continues to work with departments to ensure that the appropriate levels of insurance cover are in place and particularly as new risks are taken on, insourcing (management of household waste and recycling sites) or new activity such as Herts at Home. Asset and employee data will be reviewed as part of the annual renewal process and presentation of risks to the insurance market. Officers also work with the insurance broker and underwriters to manage developing risks as a result of changes in the regulatory and legal environment.

The cost of insurance is centrally managed and recharged annually using cost drivers such as salaries for liability and sum insured for property. On an annual basis departments and schools are re-charged for the cost of the insurance cover that they benefit from. Total cost of insurance will be recharged to services to reflect the overall cost in providing the service.

Strategic aim 5: Transparency of insurance/risk costs

The insurance service use management information from its claims handling database Riskconnect to target and work with departments such as Highways to assess risks and determine whether to deal with the consequences of an event through either 'self-insurance' or obtaining insurance cover from an insurer.

Increasingly, the Team is working with Directorates to highlight claims in order to reduce and/or prevent future claims wherever possible. An Insurance Reduction working group aims to reduce the number and cost of claims to the general vehicle fleet.

The restructure of the team within the Assurance Services has enabled it to develop stronger links with the health & safety team to improve the management of operational risk. The Team has worked closely with the Shared Anti-Fraud service and has identified fraudulent claims made against the Council which have been successfully prosecuted.

The Team also works with external partners such as the insurance broker and external lawyers to identify future risks and works with and raises awareness with departments.

Strategic aim 6: To maintain a robust approach to insurance fraud detection

Incidences of insurance fraud do take place and types of fraud committed vary from exaggerated or totally fabricated property claims to embellished symptoms and

falsified injuries or injury claims. The insurance team collaborate with external claims handlers and maintain a claims handling database which enable officers to identify suspicious claims.

The Shared Anti-Fraud Service has provided an opportunity to develop a more robust approach to the identification of fraudulent claims, supported by work with insurers, to identify trends in certain types of claims. In September 2020, a successful prosecution was brought against a member of the public for fraudulently amending documents to support an insurance claim against the Council. Two further prosecutions are pending and there are several other ongoing investigations

4. Risks

4.1. The nature of the insurance service is that risk can never be fully avoided, and some level of risk will always have to be tolerated. However, there are several specific risks that need to be acknowledged:

- The nature of the Council's activities is that they will change over time – as a result of legislation, and operational changes—and its impact upon the associated risks. Effective decisions on how to manage risk can only be made through the identification of risk within a service. The insurance function is reliant on accurate and timely updates from services in order to maintain insurance that is fit for purpose. This is being managed through the greater engagement between services and insurance.
- Any decision on risk could potentially have an impact on the Council's reputation as well as financially. As such it is important that the risk appetite of the Council is acknowledged at a high level and strategic decisions are made at the correct level.

4.2. Future Risks:

The risk profile of Local Authorities is such that it is not unusual for there to be exposure to what are titled long tailed claims which may have an impact on Hertfordshire's future insurance funding requirements. Examples of these long-tailed claims which may have an impact on Hertfordshire's future insurance funding requirements are as follows:

- **Asbestos related claims** – asbestos related illnesses have extremely long latency periods, in some cases up to 60 years. This means that claims relating to past asbestos exposure may not be reported for many years to come.
- **Social Services Claims** –the Supreme Court in October 2017 ruled that Authorities are vicariously liable for the actions of Foster carers. This could result in the Council facing additional historic abuse claims which would be on a strict liability basis. It is possible that these would be uninsured or insured by MMI so will be subject to the Council meeting 25% of the claims cost. In addition, there are a number of claims against the Council in respect of allegations of failure to protect children/vulnerable adults from harm which take several years to resolve.

Contractual/Service changes – bringing services in house/developing a commercial element may well increase insurance costs. Although the overall premium may not increase it may be that the volume of lower value self-funded claims increases.

Insurance Premium Tax (IPT) has been increasing steadily over recent years. There is no exemption for this for Local Authorities. It has been predicted that this is set to rise from the current level of 12% to eventually reach 20%. No increase was, however, made in the 2020 Budget. If the Council accepts more self-insurance this reduces the amount paid in IPT.

Insurance Fund - the actuarial review in November 2019 identified that a reasonable fund for uncertain liabilities would be £15,448,000 which is an increase over the recommended figure in 2018 of £14,388,100. This was due to an increase in outstanding claims of £1.3million. This was comprised of new claims totalling £350k in very old years prior to 2007/2008 (non-MMI) and in 2013/2014 there were three outstanding flood claims affecting one property. In more recent years, poor road quality conditions due to bad weather are probably leading to an increase in highways claims. This is not restricted to Hertfordshire County Council.

The amount in the Provision and Reserve funds totalled £18,278,808 as at 31 March 2020 (excluding MMI). Although this indicates a surplus, the liability excess was only increased to £500,000 on 1 September 2018. Due to the time it takes to conclude high value liability claims, the impact of this is unlikely to be felt for a few years. To date, one claim has been received reserved at £355,000 which exceeds the previous deductible of £200,000 by £155,000.

Restrictions in available external insurance cover – insurers are starting to introduce exclusions in policy cover for communicable diseases. It is likely that the Council will have this restriction imposed from 1 September 2021 to its public liability policy. The insurance market is being monitored to see if this will be wide spread. There are also difficulties in obtaining Officials/Professional Indemnity insurance and this may have a negative impact on the viability of services that the Council currently provides for a fee to generate income.

The strategic aims set out in this strategy will enable us to manage current and future risks through a combination of operational risk management by developing stronger relationships with services and working closely with the risk management, health and safety, and the shared anti-fraud service. It will also assess annually the balance between self-insurance and insurance cover and will work with its broker and underwriters to put in place optimum cover arrangements that look to minimise the total cost of insurance but also provides the correct level of cover to minimise loss to this Council.