

Combined Assurance

Status Report Resources & Community Safety



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Introduction

This is the first combined assurance report for the Council.

Working with management we have been able to show what assurances the Council currently has on the areas of the business that matter most – highlighting where there may be potential assurance ‘unknowns or gaps’.

We gathered and analysed assurance information in a control environment that:

- takes what we have been told on trust, and
- encourages accountability with those responsible for managing the service.

Our aim is to give Senior Management and the Audit Committee an insight on assurances across all critical activities and key risks, making recommendations where we believe assurance needs to be stronger.

Scope

We gathered information on our:

- **critical systems** – those areas identified by senior management as having a significant impact on the successful delivery of our priorities or whose failure could result in significant damage to our reputation, financial loss or impact on people.
- **due diligence activities** – those that support the running of the Council and ensure compliance with policies.
- **key risks** – found on our strategic risk register or associated with major new business strategy / change.
- **key projects** – supporting corporate priorities / activities.

Methodology

We have developed a combined assurance model which shows assurances across the entire Council, not just those from Internal Audit. We leverage assurance information from your ‘business as usual’ operations. Using the ‘3 lines of assurance’ concept:



Our approach includes a critical review or assessment on the level of confidence the Board can have on its service delivery arrangements, management of risks, operation of controls and performance.

We did this by:

- Speaking to senior and operational managers who have the day to day responsibility for managing and controlling their service activities.
- Working with corporate functions and using other third party inspections to provide information on performance, successful delivery and organisational learning.
- Using the outcome of Internal Audit work to provide independent insight and assurance opinions.
- We used a Red (low), Amber (medium) and Green (high) rating to help us assess the level of assurance confidence in place.
- The overall assurance opinion is based on the assessment and judgement of senior management. Internal audit has helped co-ordinate these and provided some challenge **but** as accountability rests with the Senior Manager we used their overall assurance opinion.

Key Messages



The Directorate provides services that fall into two categories

- (a) Corporate support services or services that provide corporate assurance. These include Legal, Procurement, Property, Business Support, Finance and Internal Audit and Risk Management. Many support services are also provided and managed through the strategic partnership contract with Mouchel.
- (b) Front line services. These include Fire and Rescue, Registrars / Coroners support, Safer Communities (including Trading Standards and Community Safety Partnerships) and the Youth Offending service.

Assessments against the new combined risk and assurance framework have drawn from a number of sources including normal management and risk management arrangements, contract management arrangements, programme or project management on significant change or improvement work and independent review through internal / external audit and external inspections and peer reviews.

I am pleased to report a high level of overall assurance across our services and that the critical systems of control are working well. Where further work has been identified to improve the overall level of assurance this is mainly where our services or the services they support have been undergoing some degree of change. This includes the Safer Communities where the County Community Safety Partnership has been restructured and priorities reviewed during 2012 and new support arrangements put in place for scrutiny of the new Police and Crime Commissioner, who was elected in November 2012.

Similarly, new Coroner's jurisdictions were implemented in 2012 (requiring changes in existing support arrangements) and new contracts for post mortem services put in place.

We are also continuing the work through Procurement Lincolnshire to ensure better and more consistent procurement and contracting across the whole Council. This will form part of the Council's overall objective of being a better Commissioning Council over the next two years and in meeting the challenges of the continued reductions in Council budgets and changes and reductions in Government support. This is important because nearly 70% of our non-school spending is procured from the private or voluntary sectors or through other third parties. There will also be an increasing likelihood of more joint commissioning with Health and other parties, which will require us to ensure appropriate assurance arrangements, are in place.

We shall continue to work with other Directorates of the Council to ensure the Council works within its available budget and resources, including on-going work with Adult Social Care on its budget pressures and its programme of change. The proposals within the current Council budget process also recommend another fundamental review of priorities and budgets during 2013/14 to prepare for the next Comprehensive Spending Review, which will take effect from 2015/16.

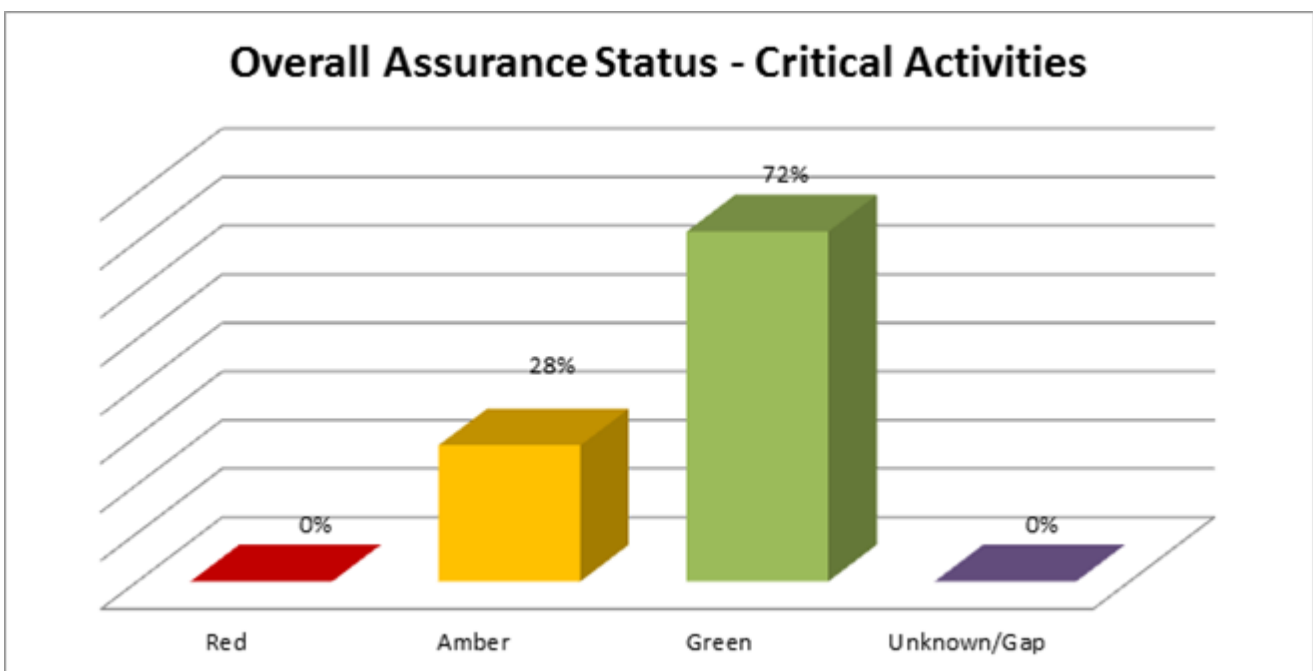
Key Messages



During 2013 we are also moving to the next stage of the re-procurement process for the Future Delivery of Support Services (principally the existing Mouchel services). Appropriate governance and assurance arrangements are in place for this major programme of work and these have been the subject of an independent review by Local Partnerships, which resulted in a positive report and some constructive recommendations. During the re-procurement process the existing Mouchel services will need to be managed effectively, to ensure no reduction in standard or quality of services.

Other key issues for the Directorate during 2013 include developing effective working arrangements with the new Police and Crime Commissioner and new health partners (including the Clinical Commissioning Groups) and work with Lincoln Prison to ensure it improves and has a secure future. We shall also continue the work on our property change and rationalisation programme including the completion of the area based reviews.

Figure 1.



Critical Systems



Figure 2.

Resources and Community Safety Distribution of Assurance

Overall, a high level of positive assurance exists around Resources and Community Safety critical activities and systems. Assurance arrangements are working effectively. Most assurance comes from managers – supported by a good level of corporate and third party assurance.

The Service works well with Internal Audit, highlighting areas for review where independent challenge and insight adds value and complements external inspection. Recommended improvements resulting from Internal Audit work are monitored and tracked through the Audit Committee.

Comments on the risk and assurance controls within the Directorate and the effectiveness with which they are working are included under the Key Messages section of this report. We will continue to manage through those mechanisms and processes and there are no recommendations for any material changes to them.

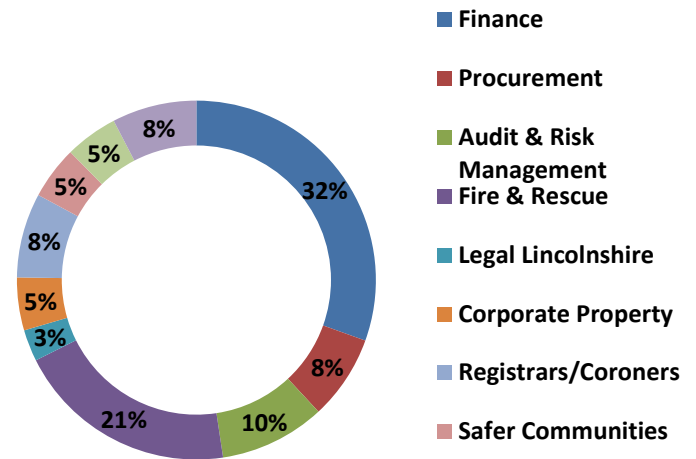
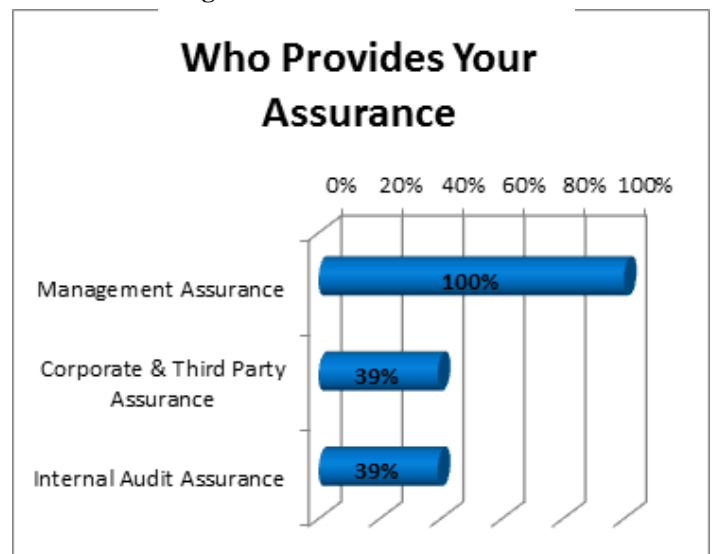


Figure 3.

Who Provides Your Assurance



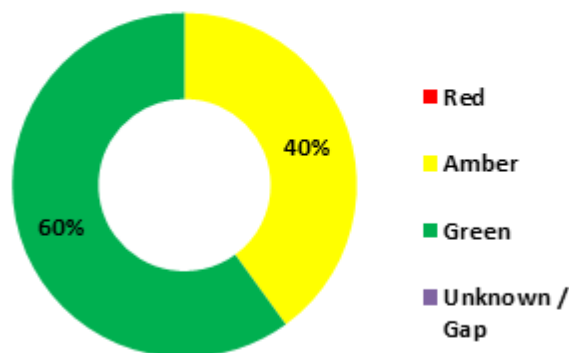
Finance

We continue to maintain a well-controlled financial regime within the Council. There are presently no areas where the level of assurance is at an unacceptable level.

This represents an improvement on the position existing in late summer/early autumn 2011 when there were significant problems with the preparation of the financial statements by Mouchel. Concerted action was taken by the Council and Mouchel to rectify the underlying problems and these resulted in a timely and efficient preparation of the financial statements in summer 2012.

Figure 4.

Finance



The level of improvement received favourable comment from the external auditors. Work is being maintained to ensure further improvements take place for the 2013 preparation of the financial statements where there are likely to be higher standards of timeliness and analysis, etc required by the new external auditors of the Council, KPMG.

We are in the process of implementing an electronic purchasing system which is presently being rolled out on a Directorate by Directorate basis. The benefits of this approach are not only that the whole procurement of goods and services can be made more efficient in processing terms it also provides much greater assurance that proper practices and controls are followed as they are ‘hard wired’ into the system. This initiative should contribute towards improved assurance levels in terms of compliance with financial, etc regulations, whether centrally or in Directorates, and with regard to the controls surrounding creditor payments.

Training in budget and general financial management skills is something we continue to treat seriously and devote time and resources to improving. The challenge is to improve the skills base particularly where staff turnover generates the need to identify those needing to be trained in the first place. As well as traditional face to face training sessions we are increasingly developing and launching e-learning modules using the Council’s Lincs2learn initiative.

We have nearly resolved a tax compliance issue with the HMRC relating to the correct tax treatment of leased cars used by fire fleet officers. The risk with such issues is that they can lead to a reassessment of how the HMRC regard the tax compliance regime throughout the whole Council. If unfavourable then the HMRC undertake more inspection work. It is likely that the Council will maintain its low risk status with HMRC with the fire vehicle issue being treated as an isolated issue.

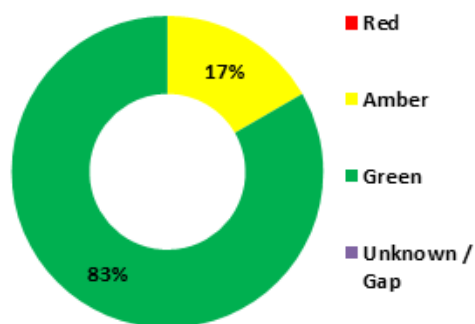
Audit & Risk Management

During the year Internal Audit and Risk Management have continued to strive to improve services and have undertaken a number of internal reviews to look at working practices, automation of routines, approach and compliance with professional good practice.

The County Council’s External Auditors continue to place reliance on our work, where appropriate. Our performance is monitored throughout the year by the Audit Committee, with no concerns being reported. We continue to meet agreed performance measures with feedback from our clients on the value of our work being – good to excellent.

Figure 5.

Audit & Risk Management



The Audit Service has adapted the way it works to help promote good governance and effective assurance arrangements throughout the Council. A key initiative the Service has developed this year is the Combined Assurance Model which seeks to leverage assurance through the other functions for the Council.

We are confident that the support we provide the Council to manage the key risks facing its services is working well. However, we do recognise that more work is needed to encourage well measured risk taking in a period of uncertainty and transformation of service delivery models. As a result we have developed a new Risk Management Strategy with a training and awareness programme planned for 2013.

Our Counter Fraud arrangements continue to be very effective with recoveries of £851,000 in 2011/12 and a further £130,000 of attempted fraud stopped.

Overall – the service continues to protect the business and focus on what matters.

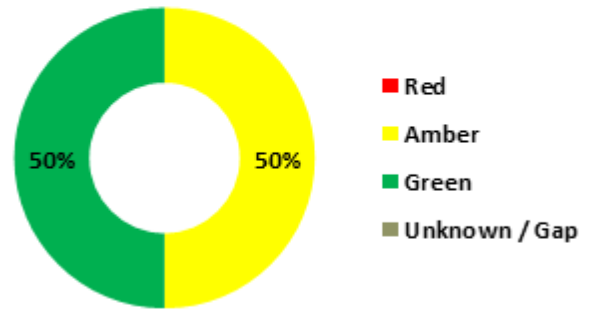
Procurement

Good progress in being made in all areas including:

- E-purchasing is now in place and working effectively across the Council.
- The Corporate Contracts Register (Firefly) continues to be implemented across the Council with effective arrangements in place to ensure that the register is accurate and up to date. The register is reviewed on an on- going basis.
- Procurement Lincolnshire has continued to work closely with the FBS and the Chamber of Commerce to support good working relationships with local suppliers and has begun a programme of meetings with Lincolnshire 'Large but Local' suppliers. This work supports delivery of the Community Purchasing Plan.
- We have worked with Legal Services Lincolnshire to develop best practice procurement processes and supporting documents and these are available on the Procurement Lincolnshire web site.

Figure 6.

Procurement



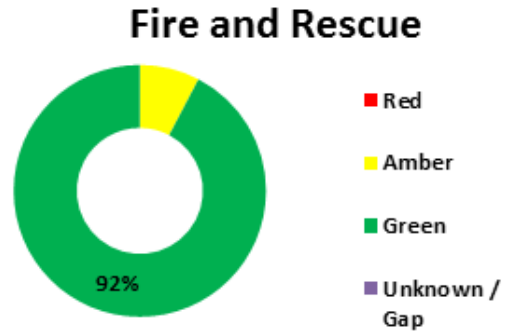
The service has provided management support and additional capacity to the Adult Social Care Contracts team since June 2012 and this will continue pending the outcome of the Council's Commissioning Review. The ASC Contracts team, with PL support, has made good progress in improving practice across all areas of social care procurement and contracting.

Further work is required to ensure that best practice in procurement and contract management is in place on a consistent basis across the Council – this is being addressed through the Commissioning Review. The recommendations from the Commissioning Review will be reported to the Executive in early 2013.

Fire & Rescue

Lincolnshire Fire and Rescue’s mission is to make Lincolnshire a safer place to live, work and visit. How it does this is described in 2 core planning documents. The first, its 3-year Integrated Risk Management Planning Baseline Document, identifies the range of fire-related risks in the County and the strategies for reducing those risks. The second is its annual Service Plan, which gives more detail on how the strategies are delivered and provides the framework for measuring performance. Assurance for the Service is set against these plans.

Figure 7.



Formal Management Assurance is conducted at monthly Service Management Board and quarterly Performance Management Board meetings. These focus on the effective functioning of critical activities and ensuring key outcomes are met. This is supported by an Operational Assurance self-assessment process which reviews each of the key areas identified in the combined assurance map. Third party assurance is primarily achieved through peer challenge. Examples include the Local Government Association and Chief Fire Officer Peer Challenge conducted in October 2012, a Business Continuity Management peer review conducted in January 2011 and a National Resilience Assurance Team assessment conducted in January 2011. Key areas of risk include the future provision of appliances and equipment following termination of the previous contract and the development of ICT to meet the needs of the Service.

Legal Lincolnshire

Now in its 4th year of operation, Legal Services Lincolnshire continues to go from strength to strength.

We are a public sector legal practice committed to delivering high quality, value-for-money legal advice and practice to clients in local government and other parts of the public sector.

Targets for 2012-13

Our general aims for the Practice in the year were to continue to develop the practice as a public sector legal supplier of first choice within our region.

Our reviews and audits during the year have continued to raise no issues of assurance for LSL. Performance is monitored through our Legal management Board and our Client Liaison Group and our Annual report to the partners. We continue to perform well against our targets, as follows:

External Legal Spend

This target has changed in emphasis – but not in importance to LSL - since it was first created at our inception in May 2008. Following the introduction of real-time charging and the return of all legal budgets back to the partners in 2010, any use of outside legal services has to be agreed with the Client in advance and is paid for by them as a disbursement. Our target of reducing this sum to under £350,000 has not been reached due to the increase in volume of childcare work both internally and externally. Our total external spend for 2011/2012 was £462,000. The target of undertaking 100% of planning and property law in-house continues to be met.

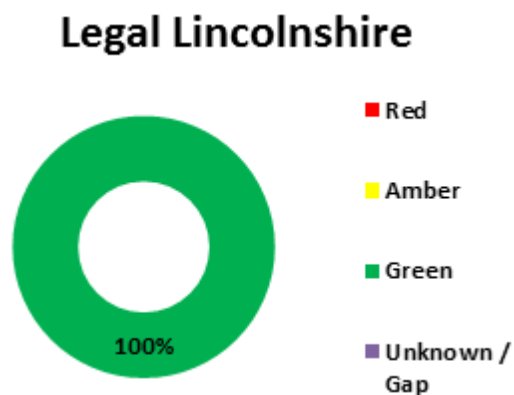
Efficiency Savings

Since our creation, LSL has committed to making substantial cashable and non-cashable efficiency savings each year. These were £246,000 per year for our first 2 years and then, following our move to real-time charging, were increased to £390,000 for 2010/11 and £404,000 in 2011/12. In 2011/12 we achieved a surplus of £593,000 and distributed £529,000 back to partners in the shared service. The surplus was achieved by freezing recruitment on some vacant posts, reducing the number of locum solicitors working in the Practice and continuing to make efficiencies allowing fee earners to increase their chargeable hours.

Income Generation

Our target for income generated from external legal work for this year was £200,000. The Practice undertook work for a number of other public bodies and brought-in in external fees of £358,000 against £282,000 in 2010/11. This enabled the Practice to retain its' charges to all our partner Authorities at the level set in 2009 and still distribute a surplus back to our partner authorities.

Figure 8.



Chargeable Hours & meeting client demand

The Practice has worked to a target of ensuring at least 60% of our total time was spent on chargeable work each year. For the year 2011/12 we achieved 80.8% (against 74.9% in the previous year). LSL responded very positively to the requirements of the County Councils' CSR review – we looked in detail at our structure, both in terms of management capacity and legal function. The purpose of the review was not simply to deliver savings – though that was achieved with a reduction of £404,000 in our running costs – but to continue to ensure that work was done at the most appropriate level within the Practice. We reshaped our management structure, now have 6 teams – Property, Highways and Planning, Civil Litigation, Commercial, Childcare and Education, Employment and Prosecutions. Each team works to an LSM and Principal Lawyer and is able to work flexibly across legal functional specialisms, allowing us to respond much more quickly to changes in demand.

Customer Satisfaction and Feedback

Customer care continues to be a priority for the Practice in each year, tested by reviews of complaints and by customer satisfaction questionnaires. Customer satisfaction continues to run at very high levels with 97.76% (compared to 99.26% the previous year) declaring themselves either very satisfied or satisfied with standard of service provided.

New Business

LSL has continues to attract new business from both existing and new external clients, including successfully competing for places on framework contracts for the provision of legal work let by Leeds City Council and a national academy trust.

Corporate Property

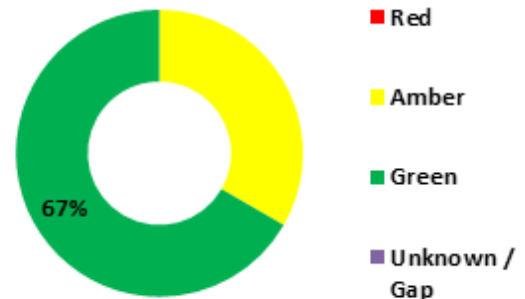
Property Management: (Amber)

There are two aspects to property management:

- Directorate led (i.e. fire stations, schools etc.). Corporate Property provides support to the directorates to help improve their property management. The total facilities management contract is in place and budgets are being centralised.
- Centrally managed property – this is managed by Corporate Property in conjunction with the Mouchel property team. The service has a good foundation of control. The service networks routinely for best practice and is a member of the CIPFA property network attending regular briefings updating on changes to legislation. Property data is uploaded into the national NAPPMI system for benchmarking and the LA sits in the top quartile.

Figure 9.

Corporate Property



A review is underway with Corporate Health & Safety team to review statutory compliance of buildings and is planning to role out identified persons responsible for each building over the next 12 months. An on-going budget need has been identified for compliance with asbestos regulations from April 2013

Property Strategy (Green)

The property strategy is in place with an annual report to VFM scrutiny committee. Clear property governance is established place with a Property Briefing taking place monthly with the Executive member for decision making and the Corporate asset management Group which meets monthly attended by members and Directorate reps. Within the Corporate property team a property rationalisation programme is in place with appropriate governance.

County Farms (Green)

The farms estate is managed on a commercial basis working with Saviles as agents. The approach is to

- Maximise income (rents)
- Maximise capital receipts (sales)
- Amalgamate holdings to create farms that offer a viable business
- Modernising and replacing / creating buildings to ensure farmers can utilise modern technologies for an efficient business

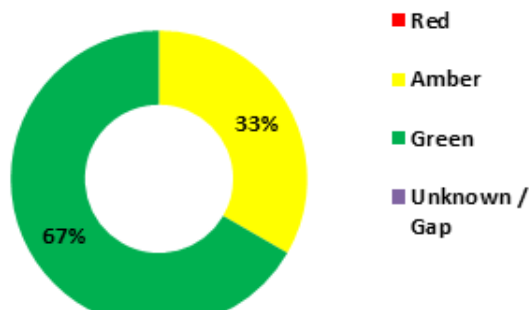
Clear governance is in place with a quarterly Farms Board attended by the Executive Member and regular liaison with Saviles to provide assurance on performance. Currently rental and capital receipts income is up and there are no bad debts.

Registrars/Coroners

Registration Service - A General Register Office/Identity and Passport Service inspection was completed November 2012 and the results support our existing high level of assurance that we are committed to meeting national standards. In addition, we have achieved Customer Service Excellence in the areas of marriages and civil partnerships, birth and death registration.

Figure 10.

Registrars/Coroners



We have a reduced confidence level (amber) in the service area covering nationality checking and citizenship – this reassessment followed two complaints received in 2012/13. To improve the assurance in this area we will be delivering further training to all staff in 2013.

We currently have a medium level assurance (amber) regarding our activities in the Coroner’s Office. Changes to jurisdictions (supported by the Ministry of Justice) resulted in new working arrangements but all indicators suggest these are settling in well. From September 2012 we have been more closely monitoring the costs in this area.

A corporate review of the mortuary and post mortem arrangements was completed in Autumn 2012 – with strong monitoring and review arrangements we have a high level of confidence in the operation of this contract.

The Coroners and Justice Act 2009 will see a new role for medical examiners – we are still awaiting the publication and in due course the outcome of the national consultation and implementation. Consequently, we are uncertain what this will mean for the Council and must therefore flag this as an emerging risk – assurances around this are currently low as we are awaiting further information although we have initiated stakeholder engagement and project planning.

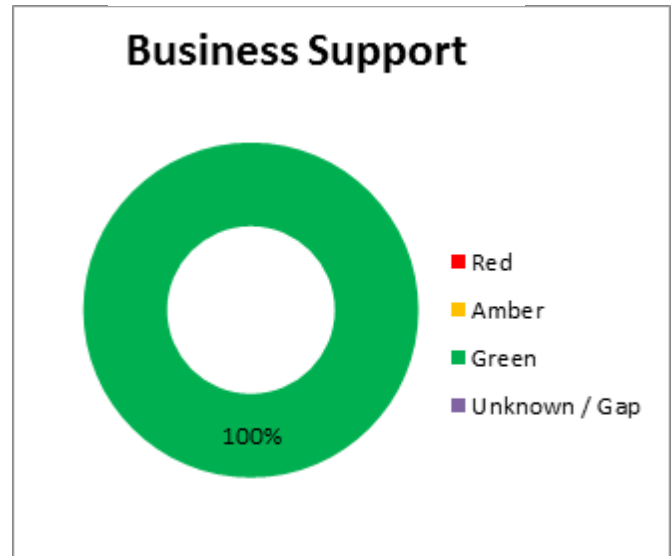
Another emerging risk area for our service relates to the Coroners body removal contract – in December 2012 we initiated a procurement exercise to secure a high quality yet consistent cost effective service. We anticipate the new arrangements will be in place from

Business Support

Business Support provides a multi-disciplinary support services across the majority of Council service areas. Since completion of the Support to the Business review in December 2011 the service has focused on cross skilling staff and improving processes to ensure that support functions are resilient.

The Blue Badge function is operated through Business Support; which provides disabled parking badges to the public of Lincolnshire. Process have been reviewed and improved, staff retrained to increase resource availability to deal with workflow and with input into a national database to produce badges which provides improvement management data, the service is now more robust.

Figure 11.



Support provision to Child Protection and Adult Safeguarding is a core function of the Business Support service. Extensive work has been completed with Children’s Services to ensure core targets are achieved. Workflow is monitored and improvements have been made to the ensure quality production of case reports. Outcomes will be strengthened through a comprehensive training programme for staff which will commence in Quarter 1 2013.

The e-purchasing system is being launched throughout the Council to ensure compliance and consistency in the payment of providers. A centralised team has been established to manage workloads and improve efficiency of process. Regular reporting of work and spend is available; linking through to Procurement Lincolnshire’s strategies for procurement.

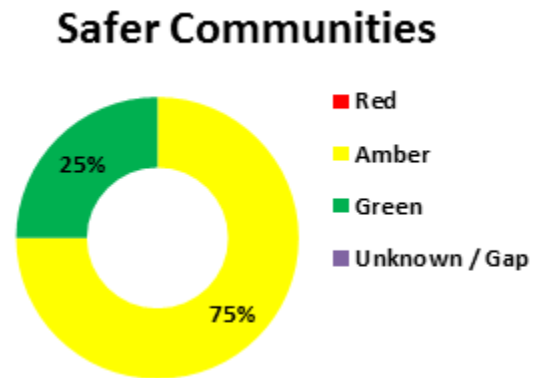
An emerging risk exists with the transfer of the Customer Finance Team (Financial Assessment and Benefits and Direct Payments Team) from Adult Services into Business Support in early 2013. Work has commenced on rationalising and clarifying processes to improve the customer experience as well as developing a clear Service Level Agreement between Adult Service and Business Support to enable performance to be reported. A core training programme will be developed for this function to ensure robustness and future resilience.

Safer Communities

Trading Standards

Following the major downsizing in 2011 Trading Standards has taken an intelligence led approach to directing its activity. This process analyses the major issues impacting on Lincolnshire businesses and consumers and prioritises those where risk and harm is highest. This has meant that resources have been removed from some of the traditional areas of Trading Standards areas such as food law enforcement at manufacturers, here the risks are high if something goes wrong within the food chain, however it is felt that the probability is low due to the numerous controls by outside bodies that are placed on the largest manufacturers, however the risk is can never totally be mitigated. Risks are also being taken having had to reduce work in the areas of animal health and feed law enforcement both crucial to the Lincolnshire economy.

Figure 12.



Community Safety

There are always risks when working in partnership as there is no direct management or political control over external partners, however the partnership restructure and the incoming Police and Crime Commissioner have given added impetus to the partnership; delivery mechanisms and performance measures are currently being reviewed. A new set of priorities have been agreed for 2013 and work is underway develop strategies to tackle these priorities.

Domestic Abuse

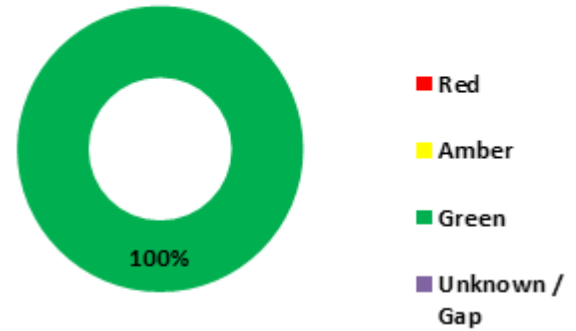
This is set at Amber for the authority as a whole. The jointly funded post of the DA Manager is working well, in a recent partnership review by an external body; an excellent rating was achieved very unusual for a two tier area. The amber rating recognises that some areas of weakness within social care functions that have been identified following the murder of a service user. A statutory Domestic Homicide Review is being planned. In the meantime the DA Manager has highlighted some key areas for development within LCC. To address this, additional temporary support is being sought for the DA Manager.

Youth Offending

In March 2012 Lincolnshire Youth Offending Service was inspected by Her Majesty’s Inspectorate of Probation (HMIP). The inspection is a rigorous examination by a third party to ensure that Lincolnshire YOS is meeting its commitments in respect of its core work of protecting the public from serious harm, safeguarding young people and reducing the risk of reoffending. The report recognised high quality practice in all of these areas which contributed to the service being placed within the top ten per cent of Youth Offending Services throughout England and Wales.

Figure 13.

Youth Offending Service



However specific recommendations to improve practice and performance were acknowledged and captured within an Inspection Improvement Plan which was published on the 18th July 2012 and integrated into the Service Action Plan. To support the inspection improvement plan an on-going cycle of internal case file audit and quality assurance has continued to ensure that effectiveness in all key areas is maintained. In November 2012 following a further audit process, LCC Corporate Audit determined that there was ‘full assurance’ that Lincolnshire YOS could effectively ensure the monitoring and delivery of the HMIP report. A further round of HMIP short scale and full scale inspections has now commenced nationally.

The introduction from December 2012 of the Legal Aid, Sentencing and Punishment of Offenders Act 2012 will bring significant change in terms of remand legislation for young people and from April 2013 will now place the full cost of young people remanded in custody upon the Local Authority. This budget pressure has been highlighted but it clearly represent a new financial burden upon the authority which has the potential to be significant if large numbers of young people are remanded in custody over lengthy timescales. There are additional considerations for Children’s Services as those remanded will also receive Looked After status which will incur further costs and new staffing commitments. As a consequence partnership work between the YOS and Children’s Services has focused on developing a preventative strategy and engaging with the Court’s to consider the implications of the legislation and work towards minimising unnecessary remands whilst still clearly prioritising public protection and maintaining public confidence.

The funding of Lincolnshire YOS has been highlighted as a financial risk for a number of reasons. Firstly there again remains uncertainty in terms of the timescale for notification of the core grant received from the Youth Justice Board for 2013-14. Whilst the existing funding formula will be maintained there is a realistic expectation of a cut to the core grant yet no meaningful detail has been provided. Furthermore due to the unique multi-agency make up of the Youth Offending Service, increasing financial pressures upon Police, Lincolnshire Probation Trust and Health may call into question the ability for partnership agencies to maintain existing staffing/resource commitments at current levels which could potentially compromise future service delivery. However this risk is presently mitigated by the co-operation which exists from these partners represented on the YOS Management Board and also a continuing reduction in the number young people receiving Court orders.

There remains a strong focus upon preventative work to minimise the number of first time entrants into the Criminal Justice System and build partnership ties with the Troubled Families initiative to maximise resources. Finally a proportion of the Home Office Grant, previously received by Lincolnshire YOS for substance misuse and prevention activities will now be re-directed to the newly appointed Police and Crime Commissioner (PCC). This places an increased emphasis on engagement with the PCC to evidence effective service delivery and sustaining high levels of performance to ensure we are best placed for any future commissioning arrangements.

Suggested next steps for Resources and Community Safety:

Commentary on the key challenges, actions and work for Resources and Community Safety over the next year or so are covered in the Key Messages and Strategic Risks sections of this report. We shall also ensure that other risk and assurance issues highlighted in the individual service commentaries are also progressed so that we continue to effectively manage our risks and maintain or improve our high levels of assurance against them.



Strategic Risks

Funding and maintaining financial resilience

Generally, good progress has been made in terms of the implementing the ‘core offer’ budget and saving changes required from the last Comprehensive Spending Review, the impact of which runs through to 2014/15. However, whilst the Council’s overall budget is within target there are continuing pressures to be managed and reduced on Adult Social Care. This are being addressed through both a change programme currently being implemented (including better joint commissioning with Health), together with some additional investment being injected as part of the current budget process. The current budget process also seeks to address the significant adjustments and changes in Government funding from April 2013. Part of the budget strategy for the next two years is a partial drawdown of reserves. Remaining reserves will still be set at a level to meet our anticipated needs and to meet unforeseen emergencies. The Government has already announced that it will undertake its next Comprehensive Spending Review during the first half of 2013 and which is expected to have an impact from 2015/16 to 2017/18. This is likely to provide significant, further financial challenges for local government and it essential that the Council undertakes an additional, fundamental review of its priorities and budgets during 2013/14 to prepare for this.

This area will continue to be a key risk for the Council for the foreseeable future and whilst being managed will need to be monitored carefully.

Council’s highest rated Strategic Risks for this area of the business

Funding and maintaining financial resilience

Delivery of Strategic Contracts

Delivery of strategic contracts

There are two areas of key activity in this area.

Firstly, the re-procurement process for the Future Delivery of Support Services. Commentary on this is made in the earlier parts of this report. Good progress is being made and appropriate programme resources and control mechanisms are in place. The work also includes effective management of existing contract arrangements and preparing for transition to any new arrangements.

Secondly, the wider and on-going work to develop a more effective Commissioning Council and in ensuring procurement and contracting best practice is consistent across the Council and with key partners. This is a major programme work will be continued during 2013 and beyond . It will also be linked to the proposed fundamental review of priorities and budgets.

It would be sensible for the Committee to assess progress against both these areas in twelve months’ time.

Strategic Risks - Assurance Map		OWNER	RISK APPETITE	 CURRENT RISK SCORE	 TARGET RISK SCORE	DIRECTION OF TRAVEL	Management Assurance Status (Full, Substantial, Limited, No)	Corporate Functions & Third Party	Internal Audit	OVERALL ASSURANCE STATUS	COMMENTS
							RAG Rating for level of assurance Red (R)/Amber (A)/Green (G)				
Promoting Community Wellbeing & Resilience											
ASC not able to live within budget / Not balancing the service requirements to match available budget	Tony McArdle	Cautious (Regulatory standing & legal compliance - recognised may need to change the ways things are done but will be tightly controlled)			→ Static	A	A	A	A		The direction of travel is static for this risk.
Commissioning for outcomes based on our Communities' needs											
Delivery of Strategic contracts	Pete Moore	Open & aware (Finance & money - No Surprises - prepared to invest for reward and minimise the possibility of financial loss by well measured risk taking)	Open & aware/ cautious (Partnerships - Recognised that we work differently with different contractors / partners)			→ Static	A	G	A	A	Limited - Resilience in current environment & move to a commissioning council key considerations
Making the best of all our Resources											
Funding and maintaining financial resilience	Pete Moore	Open & aware (Finance & money - No Surprises - prepared to invest for reward and minimise the possibility of financial loss by well measured risk taking - allocating resources in order to capitalise on potential opportunities)			→ Static	A				G	Owner has comfort that everything that can be being done is being done

Projects



Figure 14.

Value for Money Scrutiny Committee			
Programme			
	Nov 2012	Dec 2012	
Future Delivery of Support Services	●	●	The options appraisal paper has now been drafted and presented to the Value for Money Committee on 11 December 2012 for pre-decision scrutiny before being presented to the Executive on 18 December 2012. It has been developed taking into consideration extensive market feedback, engagement with representatives from across LCC, collaboration with service leads as well as legal and procurement advice.
Property Rationalisation Programme	●	●	Works now complete in Boston and all Services moved into West St accommodation, though legal paperwork still needs to be completed. Refurbishment of the Corn Exchange in Bourne ongoing. Services are preparing for the move (first moves scheduled for March 2013). 8 the Avenue lease surrendered in Nov as planned. Unit 11 Witham Park House lease surrendered. Staff moves from Unit 15 to unit 4 to be completed mid-Dec 2012. Property in Ida Road, Skegness to be closed Feb 2013 depending on identification and implementation of alternative locations for staff. Project Plan for Greater Lincoln Area review project is awaiting approval from the Leader on 10 December. Occupancy survey of properties on Lincoln Campus complete.

Projects



Projects			
Contract and Maintenance of Fire Fleet	●	●	The Service now has possession of log books for its vehicle fleet giving improved resilience. Resolution of final break costs arising from the termination of the long term fleet contract is still being sought with the bank to enable the fleet to be released from chattels. Work is underway to evaluate the options for a long-term outsourced maintenance contract based on the assumption of an owned fleet following release of the current chattel mortgages. This research includes the soft market testing of industry options and will evaluate any change required to the current internal structure. The Service has awarded a contract to John Dennis coachbuilders (JDC) based in Guilford to build 23 new Fire Engines during 2013 and 2014. These vehicles will enhance the future capability of the Service and include the latest technology by way of Coldcultra high pressure spray systems and positive pressure ventilation fans.
Review Legal Services Delivery Model	●	●	Outline Business Case has been prepared in draft form. The Leader and Executive Councillor have been briefed and their comments are being taken into account in a further draft for submission to Legal Management Board for consideration.
Pensions Development	●	●	Project brief/business case has been approved by the project board. The board have confirmed when postponements will be used. The SAP consultant has confirmed that the necessary changes have taken place to our current version to accept SAP update to support auto enrolment. The update to start system testing starts on 26 November, user acceptance testing to follow. First round of communications sent to all LCC employees before Christmas, payslip communication in January and a series of briefing sessions around the county.

● On track

